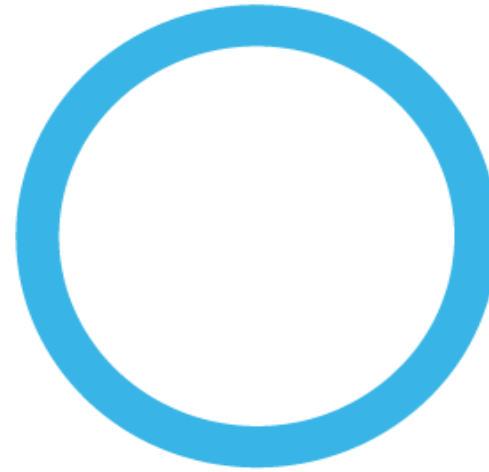
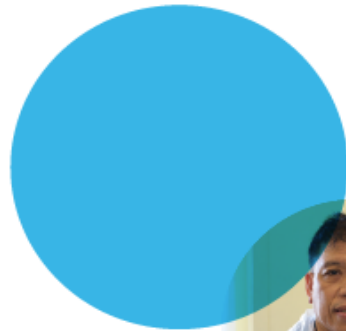


UCLP Primary care development programme

General Practice Nursing event



Jane Clegg

Director of Nursing and Deputy
Regional Chief Nurse

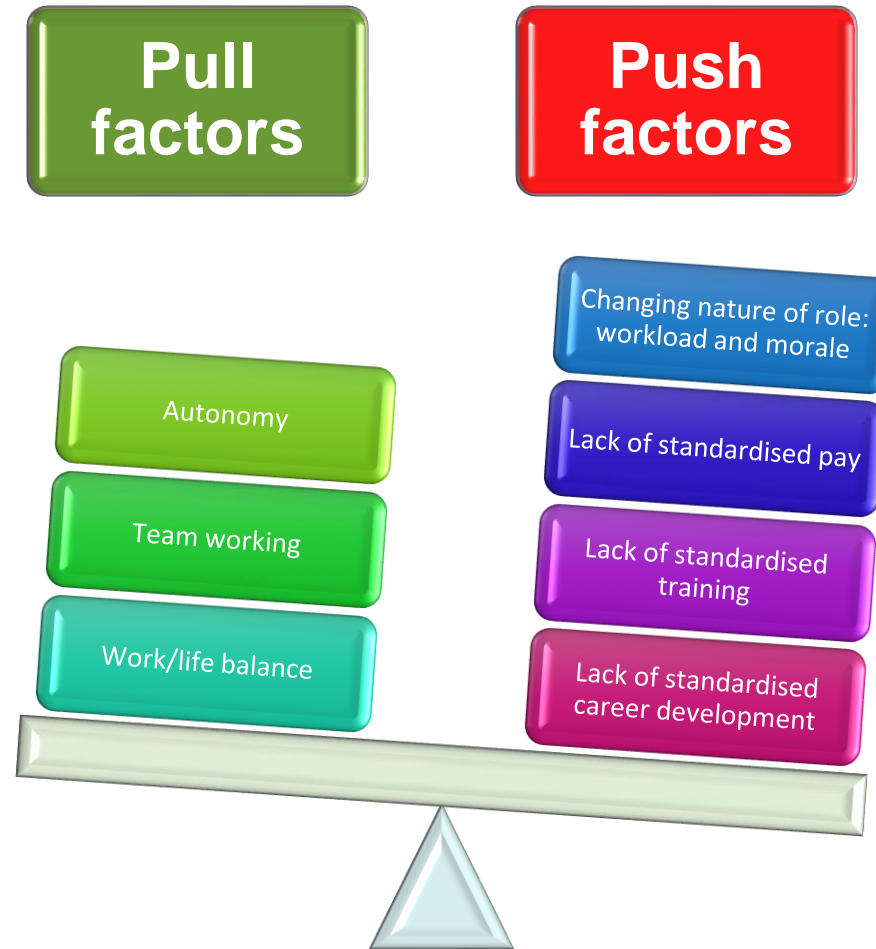
NHS England, London Region

The future is here –
it's just not evenly
distributed

William Gibson



Issues facing general practice nursing

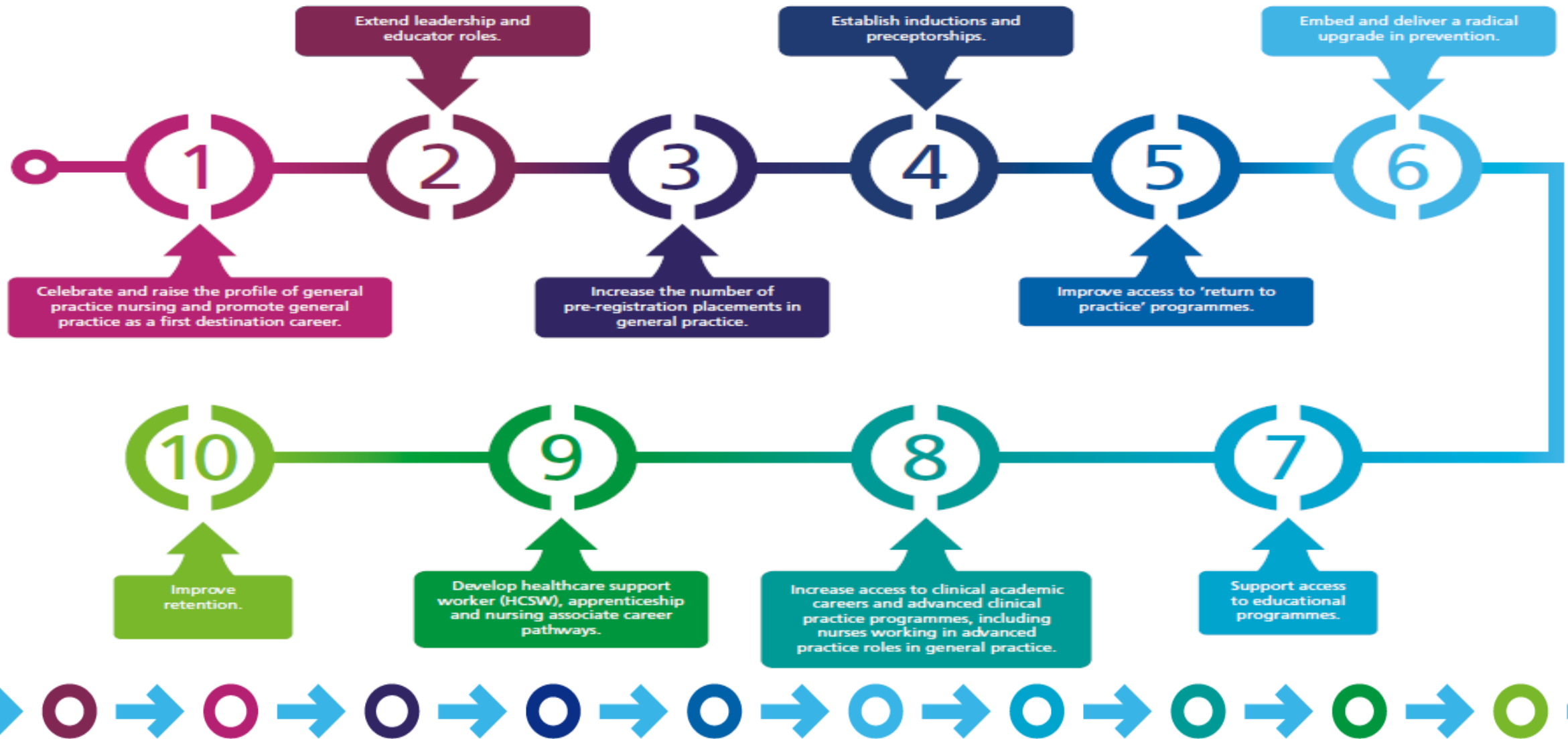


General Practice – Developing confidence, capability and capacity

A ten point action plan for General Practice Nursing



Ten point action plan



Early Key Milestones

2017

- **Establish four Regional GPN Delivery Boards: August 2017**
- **Identify Higher Education Institutions that will deliver the GPN return to practice programme: October 2017**
- Establish baseline number of
 - GPNs and HCSW working in general practice: December 2017
 - Pre-registration nursing placements in general practice: December 2017
- Set specific targets for:
 - Recruiting GPNs through return to practice programmes: December 2017
 - Retaining GPNs in general practice: December 2017
 - Recruiting new GPNs to general practice: December 2017
- Map the number of GPN Educators working across primary care December 2017

2018

- Develop a pilot competency based preceptorship programme for all nurses new to general practice: March 2018
- Develop 'All Our Health' Learning Platform and metrics to monitor use of resource: April 2018
- Report on STP primary care nursing workforce plans: April 2018
- Develop a template induction programme for new GPNs and HCSWs: June 2018
- Publish first case studies demonstrating GPN contribution to Leading Change, Adding Value: December 2018
- Produce a GPN ten point plan implementation update: January 2019

Establish regional GPN Delivery Boards

London

- Jane Clegg, NHS England
- Therese Davis, HEE



Bespoke Return to Practice Programme

Identify Higher Education Institutions that will deliver the GPN return to practice programme: October 2017

1. University of East Anglia
2. University of Bedfordshire
3. University of Kingston and St Georges
4. University of West England
5. University of Chester
6. University of Central Lancashire
7. Northumbria University
8. University of West London
9. University of City of London

London: Recruiting GPNs through return to practice programmes: December 2017

STP:	Recruiting GPNs through return to practice programmes	RAG
NCL	2 (not all CCGs have provided this information)	
NEL	0 (not all CCGs have provided this information) discussions and plans underway	
NWL	4 (not all CCGs have provided this information)	
SEL	3 (not all CCGs have provided this information)	
SWL	0 (not all CCGs have provided this information)	

- No bespoke RTP programme for GPNs
- This is the number of nurses recruited via RTP in 2017

Considerations and actions

- Data reliability: agreement to work with what we have currently to set ambitions; work to improve accuracy of data
 - **Action: Commission NHS Digital to collect and produce robust data**
- Potential risks to inform STP GPN workforce plans
 - **Action: Regional Boards to discuss with STP workforce leads**
- Report on GPN workforce plans April 2018
 - **Action: Regional Boards to ensure STPs are embedding GPN workforce plans into STP GPFV workforce plans e.g. Devon CCG**
- GPN leadership infrastructure



Setting targets: context

Ambitions and direction of travel *should* include the following...

- Impact of turnover
- Impact of possible retirements
- Population growth
- Impact of other non medical clinical posts such as the introduction of the nursing associate role to primary care
- Impact of integrated working as a result of the development of Accountable Care Systems
- Role titles used to collect data
- Infrastructure for GPN leadership (locations, development, supervision)
- Turnover data relating to GPNs is not available.
- Vacancy data is available but is patchy and unreliable: (London 193)
- Not all STPs have developed their GPN workforce plans
- Primary Care premises and capacity

Titles used in collecting data

DATA AS AT:	Sep-15	Mar-16	Sep-16	Mar-17
Wider Workforce (FTE)	(Baseline)			
	Source: NHSD	Source: NHSD	Source: NHSD	Source: NHSD
All Wider Workforce	88,275	90,438	91,171	90,984
All Nurses	15,398	15,753	15,827	15,528
Advanced Nurse Practitioners	2,661	2,304	2,846	2,832
Nurse Specialist	583	445	428	486
Extended Role Practice Nurses	195	402	613	611
Practice Nurses	11,826	10,594	11,886	11,545
Practice Nurse Partners	15	14	19	21
District Nurses	14	15	17	14
Nurse Dispenser	14	-	18	19
Trainee Nurses	79	-	-	-
Research Nurses	11	-	-	-
Not Stated	-	1,978	-	-
All Direct Patient Care	9,149	9,693	10,009	11,413
Health Care Assistants	5,846	6,081	6,166	6,544
Dispensers	1,836	1,911	2,185	2,332
Phlebotomists	650	708	691	748
Pharmacists	168	238	413	524
Podiatrists	0	0	0	-
Physiotherapists	19	22	22	16
Therapists	17	20	19	17
Physician Associates	11	18	36	48
Paramedic	-	-	61	128
Nursing Associate	-	-	4	7
Apprentice	-	-	20	636
Direct Patient Care - Other	601	694	392	413
All Admin/Non-clinical	63,728	64,992	65,334	64,043
Wider Workforce - Clinical	24,547	25,446	25,836	26,942

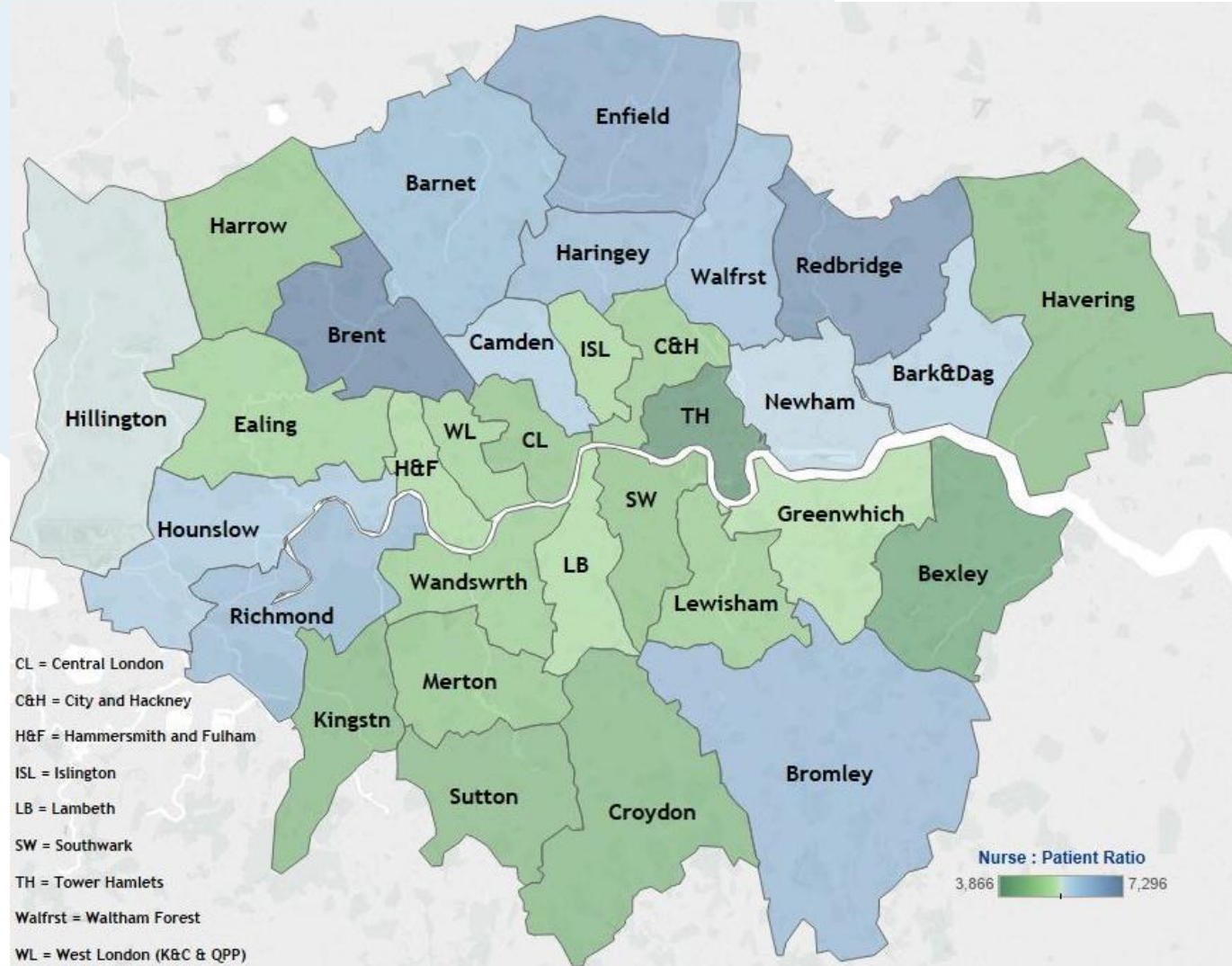
Generic trajectories for GPNs

Using the following trajectories (3%,4% and 5% over 3 years), we can declare the following target:

	Baseline	2018/19	2019/20	2020/21
		3%	4%	5%
London (239)	1,916	1,973	2,052	2,155
North	4,642	4,781	4,972	5,220
South	3,958	4,077	4,240	4,452
Midlands and East	4,882	5,028	5,229	5,490
Total	15,398	15,859	16,493	17,317
Shortfall				-1,919

- Although these trajectories fall short of addressing the ratio gap, these are tailored ambitions based on:
 - Baselines
 - Current knowledge
 - In advance of workforce plans (due April 2018)

GPN Heat Map analysis



Tower Hamlets (NEL)	1:3900
Bexley (SEL)	1:4200
Croydon (SWL)	1:4600
Kingston (SWL)	1:4600
Sutton (SWL)	1:4600
Havering (NEL)	1:4700
Southwark (SEL)	1:4800
Central (Westminster) (NWL)	1:4800
Merton (SWL)	1:4900
Harrow (NWL)	1:4900
City and Hackney (NEL)	1:5000
Lewisham (SEL)	1:5000
Wandsworth (SWL)	1:5000
West London (NWL)	1:5100
Ealing (NWL)	1:5100
Islington (NCL)	1:5200
Hammersmith and Fulham (NWL)	1:5300
Lambeth (SEL)	1:5300
Greenwich (SEL)	1:5400
Hillingdon (NWL)	1:5600
Newham (NEL)	1:5700
Barking and Dagenham (NEL)	1:5800
Camden (NCL)	1:5900
Hounslow (NWL)	1:6000
Waltham Forest (NEL)	1:6200
Barnet (NCL)	1:6300
Richmond (SWL)	1:6300
Haringey (NCL)	1:6300
Bromley (SEL)	1:6300
Enfield (NCL)	1:6600
Redbridge (NEL)	1:7000
Brent (NWL)	1:7300
London average	1:5300
National average	1:3600



Ratio gaps – specific targets: London

- In order to make up the 700 nurse shortfall to meet the national ratios, we would need the following trajectories:

	Baseline	2018/19	2019/20	2020/21
			8%	12%
				16%
NCL	358	387	433	502
NEL	358	387	433	502
NWL	372	402	450	522
SEL	334	361	404	469
SWL	296	320	358	415
Total	1718	1855	2078	2411
Shortfall				-7



Baseline of pre-registration nursing placements in general practice: December 2017

London CCG and STP count of known “full” placements. Awaiting HEE count from HEI’s.

STP:		RAG
NCL	3 (not all CCGs have provided this information)	
NEL	11	
NWL	57	
SEL	23 year to date	
SWL	19 –proactive work with local lead nurses and local HEI	

Recruit new GPNs to primary care

Example from London: Commissions and enrolment figures - up to 2017-18

GPN Course commissioned through CEPNs

DCO	2014-15		2015-16		2016-17		2017-18	
	Commissioned places	Enrolled students	Commissioned places	Enrolled students	Commissioned places	Enrolled students	Commissioned places	Enrolled students
NCEL	65	83	80	86	106	90	98	16 (in progress)
NWL	20	20	100	95	67	79	85	44 (in progress)
SL	20	16	40	33	40	27	40	31 (in progress)



Plan to recruit and retain GPNs

- Pre-registration places
- Career Framework
- Celebrate good practice

- Induction
- Mentorship
- Foundation course
- Return to Practice

- Other clinical and professional development
- Preceptorship and supervision

- Standardise ANP roles through access to ACP education
- Address T&Cs and pay
- Digital health

- Use to become GPN promoters and to build the reputation of GPN



Address issues with indemnity
Support the expansion of GPN Educator roles in CCGs



London programme

- Engaged group of GPM leads, keen to do more than implement the 10 point plan
- Developing links with wider primary care/general practice work (at STP and London level)
- Need to make the most of developing primary care at scale opportunities
- GPNs alone don't have the solutions to the problems we know exist

