

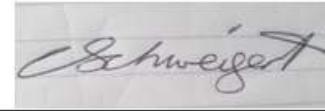
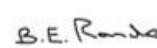
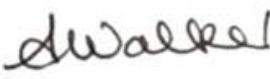


# GPN Strategy

March 2022

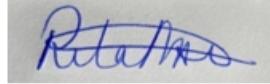


**Coventry and  
Warwickshire**  
Training Hub

Name	Role	Signature	Date
Gillian Schweigert	CWTH Nurse Workforce Lead		12.4.22
Brenda Randle	Warwickshire North CCG Practice Nurse Lead		6.4.22
Catherine Roberts	Chair – Assoc. Dean (HEE) Primary Care School West Midlands		30.3.22
Annette Walker	Primary Care Development Nurse, Quality and Nursing Team NHS Coventry and Warwickshire CCG		13.4.22
Petty Trowell	Quality Lead Primary Care Coventry and Warwickshire CCG	Petty Trowell	13.4.22
Jon Moll	Joint Head of Coventry and Warwickshire Training Hub	Jon Moll	13.4.22
Jo Shaw	Joint Head of Coventry and Warwickshire Training Hub	Jo Shaw	8.4.22
Sue Phillips	Primary Care Workforce Lead Coventry and Warwickshire CCG		30.3.22
Heidi Davis	GPN Lead Nurse West Midlands HEE		4.4.22

**Coventry & Warwickshire GPN Strategy 2022**

Agreed by the undersigned:

Rita Asi	CWTH Workforce Planning Manager		8.4.22
Simon Jones	Interim Chief Information Officer Coventry and Warwickshire CCG		
Helen Elsaghir	Practice Development Lead- Nursing	Helen Elsaghir	5.4.22
Debra McGinty	Nurse Learning Facilitator - CRGPA	Debra McGinty	5.4.22
Mary Brannigan	CWTH Training Manager	Mary Brannigan	30.3.22
Maisun Elftise	CWTH EDI Lead	Maisun Elftise	13.4.22
Rachel James	Interim Project Lead – Student Placements Coventry and Warwickshire Training Hub	Rachel James	30.3.22
Joanna Ladlow	CWTH Project Manager – GP Workstreams		30.3.22

# GPN Strategy March 2022

## Introduction

**March 2022 - the NHS, including general practice, is in the aftermath of one of the biggest health challenges in history.**

**The Covid 19 Pandemic.**

In March 2020, many people found themselves on the frontline, treating illness in the hospital setting – a very scary place to be in the beginning. Scientists worked day and night to develop a vaccine to protect lives and get us out of lockdown. By December 2020, some found themselves working tirelessly, moving our population through vaccination clinics trying to prevent illness, whilst other colleagues held the fort in GP surgeries and outpatient clinics, making innovative decisions on how to treat our patients and keep staff safe at the same time.

Two years later we find ourselves creeping back towards normal services. The job now is to try and find a way to move forward with technical advances and innovations which may have taken years to adopt had there not been the need to adhere differently to infection control measures. At the same time we must recognise the toll the pandemic has taken on our workforce in terms of health and wellbeing. We are now seeing people taking the retirement they had planned two years ago, and an acute drop in staffing at General Practice Nurse (GPN) level (see graph on page 9). However, there has also been an unexpected spark of interest in nursing – especially outside of the hospital setting and from novel sources such as the general public who joined the vaccination programme – we are currently capturing expressions of interest for Trainee Nursing Associate (tNA) entry.



Our GPN Strategy has written itself in the form of all the workstreams that are happening in Coventry & Warwickshire. We recognise through data that we need to “grow our own workforce” through the guidance of the three pillars of Recruitment, Retention, and Reform and aligning with People Board Strategy to work in line with our Integrated Care System (ICS).

Our primary goal is to provide and guide education and training related to a Nursing Pathway that allows interested parties to join the nursing workforce at any level and then advance through educational and training opportunities, seeking out and embedding placements to support learning.

Overarching this is health and wellbeing, peer support, mentoring, clinical supervision, recognition - taking care of our workforce which ultimately will improve care for our patients. This includes population health, identifying social disparities in a skilful and innovative manner, using data to drive decisions and embracing new ways of working such as video group consultations and diagnostic tools to improve outcomes. At the same time, training staff to understand ethnic and diverse needs of our population whilst ensuring assurance and guidance of our programmes.

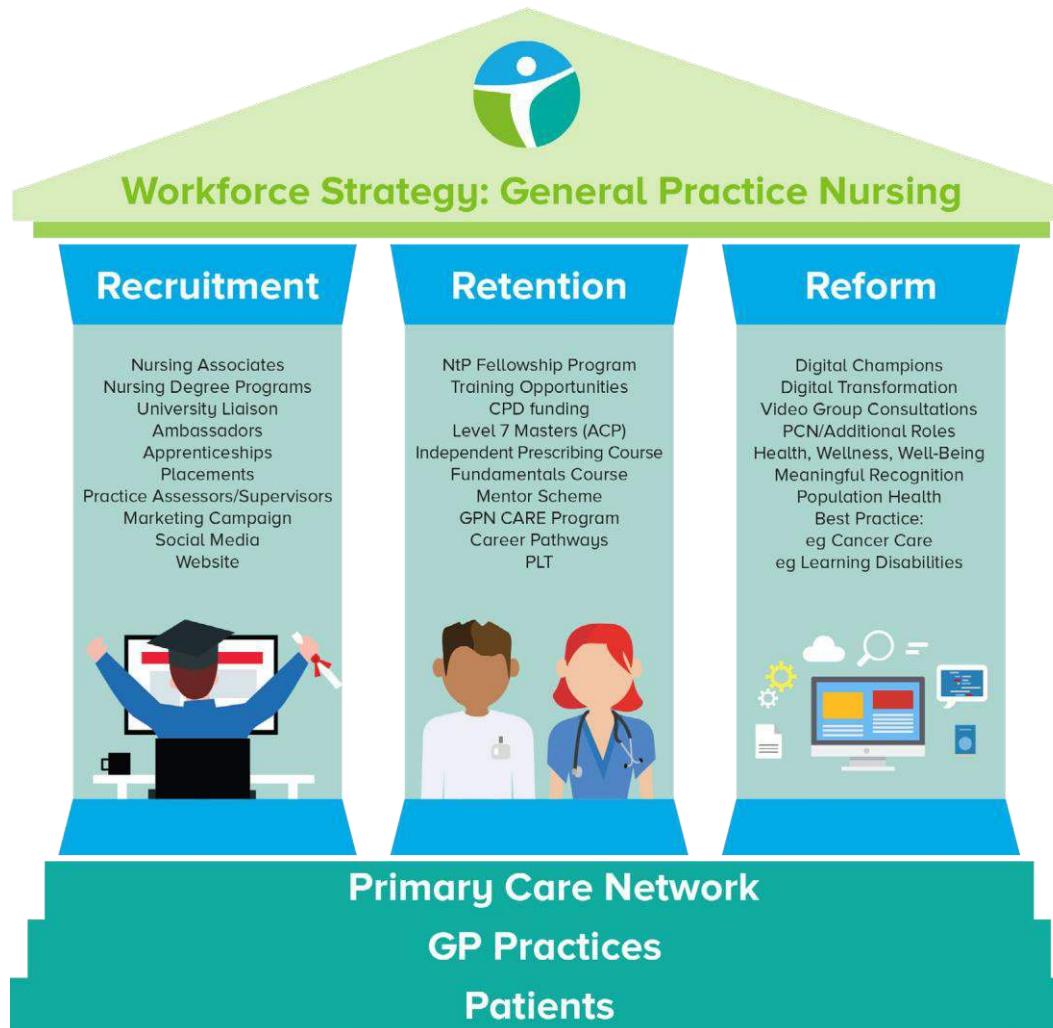
Our team workstreams guide our strategy as we endeavour to address the many issues facing our future GPN workforce.

Gillian Schweigert

System Workforce Lead Nurse  
Coventry and Warwickshire Training Hub  
on behalf of the GPN Strategy Team

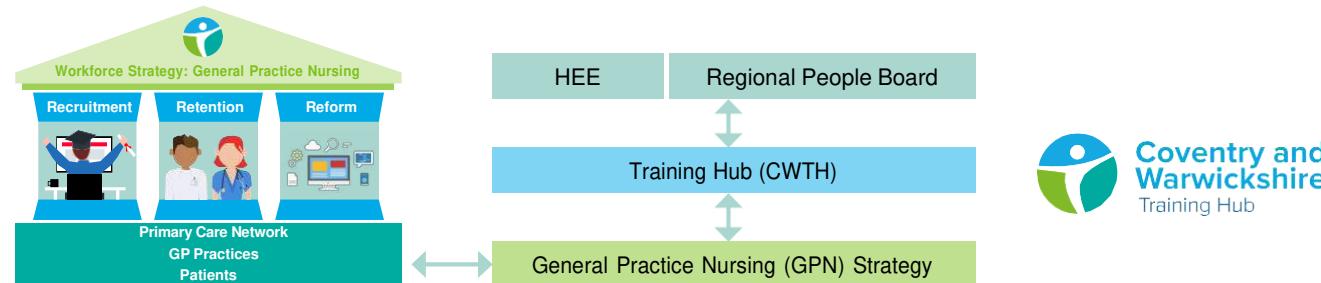


We recognise through data that we need to **“grow our own workforce”** through the guidance of the three pillars of Recruitment, Retention, and Reform and aligning with People Board Strategy to work in line with our ICS.



# Governance:

The structure for delivery and assurance of the Coventry and Warwickshire Health and Care Workforce Plan and Strategy



Recruitment		Retention			Reform	
1. Recruitment and Attraction	2. Workforce Planning and Redesign	3. Education and Training	4. Leadership and Organisation Development	5. Health and Wellbeing	6. Inclusion and Diversity	7. Digital Transformation
<b>AIM</b> Growing for the future: Build sustainability and succession for GPNs	<b>AIM</b> Growing for the future: New ways of working and delivering care	<b>AIM</b> Scientifically match educational needs of the workforce with CWTH education and training opportunities	<b>AIM</b> Belonging in the NHS Compassionate and inclusive leadership <b>Growing for the future:</b> Retaining our people	<b>AIM</b> Looking after people We are safe and healthy We invest in our physical and mental health and wellbeing	<b>AIM</b> Belonging in the NHS The NHS will be open and inclusive Ensuring staff have a voice	<b>AIM</b> New ways of working and delivering care: Digital Transformation
1. Maintain a robust website as a communication platform. Remarket definitions and job descriptions  2. Placements/university affiliation for GPNs/outreach  3. New to Practice Professional Development Course for GPNs  4. New to Practice Fellowship Programme for GPNs  5. Fundamentals of GPN Course	6. Support PCNS and ARRS staff integration  7. Develop and support HCA training. Upskill as a career pathway to NA  8. Work with ICS to maximise apprenticeship levy for tNAs  9. Support tNA pathway to NA collaborating with ICS  10. Support pathway from NA to GPN	11. Training Needs Assessment tool PCSA  12. Maintain robust website training calendar  13. Level 7 Masters placement  14. Independent Prescribing placement  15. Diabetes Course placement  16. Coordination of programme for 333 funding  17. Cytology/Imms /Ear syringe training in partnership with CWPT	18. Leadership Programmes: GPN Care  19. Clinical Supervisor Course (TTT)  20. Professional Nurse Advocate (PNA)  21. Population Health: - Best Practice: - Cancer care - LD - LTCs - Social Care Sector  22. PLT/Place representation	23. Develop targeted health and wellbeing interventions  24. Health and wellbeing champions  25. Mentor programme  26. Peer support programme  27. Meaningful recognition	28. Inclusion and diversity lead assurance  29. Develop system approach to coordinate the Inclusion and Diversity action plan and support system networks  30. Community connections/ Patient engagement  31. Monitor and address training needs related to health and social disparities	32. Digital champions network  34. Video Group Conferences (VGCS)/multi disciplinary teams (MDTs)

# Nurses

## Workforce challenges at-a-glance

**Small but worrying decline in both headcount and full time equivalent**

**Main issue is age profile**  
– 41% over 55; almost 70% over 45 and under 10% under 25

**Challenge is securing student nurses on placements** (and Nursing Associates and Trainee Nursing Associates)  
– students offered jobs by acutes day one of placement and general practices nurses not on agenda for change

**Locally developed GPN strategy** – to ensure nurses (including HCAs, tNAs and GPNs) have a clear career pathway and are considered for PCN/system level roles

**Almost 70% of nurses are aged over 45**



# Staffing overview

## Nurses - Coventry and Warwickshire

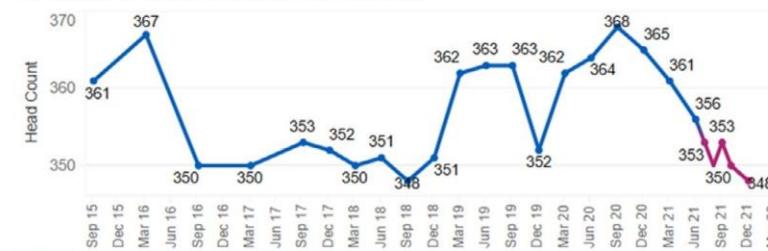
Region Name  
Midlands

ICS Name  
Coventry and Warwickshire

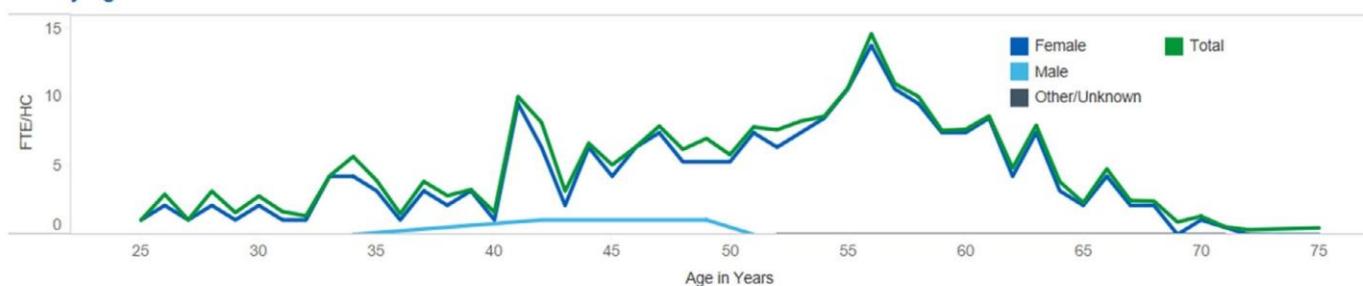
### FTE - Nurses - All - December 2021



### Headcount - Nurses - All - December 2021



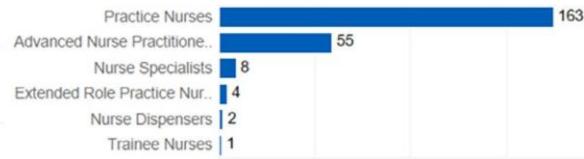
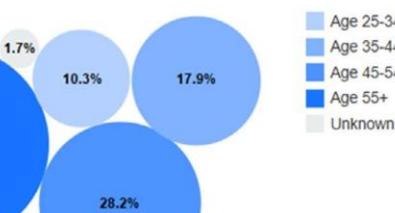
### FTE by Age and Gender - December 2021



Health Education England

Health Education England

Health Education England





## Recruitment and attraction

- 1.1 Maintain a robust website as a communication platform. Remarket definitions and job descriptions
- 1.2 Placements/university affiliation for General Practice Nurses (GPNs)/outreach
- 1.3 New to Practice Professional Development Course for GPNs
- 1.4 New to Practice Fellowship Programme for GPNs
- 1.5 Fundamentals of GPN Course

**Current State**

The C&W Training Hub (CWTH) website was launched in September 2021 and attracted over 9200 unique views within the first three months of launch. Our most viewed professional development pages in order are: GP, Nursing, Administration & Clerical, Practice Manager and Physician Associate.

- The website is maintained and updated regularly.
- We are in the process of contacting filming companies to obtain quotes for the production of short films showcasing all roles in general practice and the 'placement journey' for the staff involved and the student.
- We have had an encouraging flurry of vacancies to share - from GP to Business Manager
- Phase two of the website work has been approved

**Future State**

Phase two of the website work began in early 2022, and includes:

- Ability to add training courses and events to the training and continuous professional development (CPD) calendar that are not run via or by CWTH - This will enable us to signpost to and share events, training, webinars, protected learning time (PLT) for all roles in General Practice
- Custom email reminders - The aim is to reduce 'did not attend' (DNAs) and save administrative time
- Addition of short films to the website to support recruitment
- Building the staff page to act as the CWTH SharePoint
- Collaborating with GP colleagues to develop professional roles pages
- Showcasing career pathways



Workstream  
number

**1.2**

## **Placements/university affiliation for General Practice Nurses (GPNs)/outreach**

Author

Rachel James, Interim Project Lead – Student Placements CWTH  
Helen Elsaghir, Practice Development Lead, Nursing

### **Current State**

Student placements in general practice were paused during the pandemic; but prior to that were sporadic and relied heavily on personal relationships between university faculty and individual nurses and practices. In restarting placements via the training hub, the aim is to create a central point of contact and coordination for both the university and the practices. CWTH does the work in getting practices onboarded to host student nurses, and support them during the placement; and ensures prompt payment of the tariff fees. The university can communicate with the training hub, rather than a number of practices directly, cutting down on their administration time.

Placements began again in the autumn term, with seven practices hosting students. For the most part, the nurse supervisors were all experienced and knew what was required to support a student. CWTH put in place a series of workshops for students to attend, where they could meet their peers also on placement; talk about what was going well, and the challenges. It is also an opportunity for CWTH to bring in outside speakers, such as MIND, or someone from the domestic violence team, to speak to the students about other services and teams around general practice that they may not otherwise have contact with.

There are also support sessions for the supervisors; this is an opportunity for them to get together as peers and talk about the successes and challenges of students, and share learning activities.

**Future State**

- Continue to build the picture across the patch of all learning capacity and capability in practices
- Encourage more practices/nurses to host student nurses
- Work with practices to develop a ‘grow our own’ model - going from hosting student nurses to employing students and making general practice a first destination career
- Having a stable rotation of practices offering placements to every cohort coming out so the uni can feel assured that they have a regular pool of placements to utilise
- Develop the quality assurance framework of practices and Primary Care Networks (PCNs) to provide placements
- Work within the system to ensure that the quality assurance (QA) framework is acceptable across all higher education institutions (HEIs) and disciplines, so it only has to be done once to be acceptable to all
- Develop a placement offer with PCNs that enable groups of students to come out together, sharing learning experience and utilising supervision models such as Collaborative Learning in Practice (CLiP)
- Utilise student feedback to improve placement experience and opportunity
- Ensure primary care has a seat at HEI career fairs and job fairs
- Work as a system to promote primary care careers
- Explore ways of being creative with placement tariff

### Current State

The New to Practice Professional Development Course is a current offer to the whole primary care team and mandatory component of the New to Practice Fellowship (NTPF) for education and development.

The aim is to prepare the fellow for their first year in primary care . Topics include practice management, population health, quality improvement and insights into the practicalities of working in and running a GP practice.

In its second academic year, this course is delivered by Warwick & Coventry Universities, supported by a representative steering group from the primary care workforce.

This year has seen a move to a blended style of face to face and virtual attendance (at Warwick Med School).

### Future State

A rolling programme, with continuous registration, there are unlimited places and non-selective entry requirements.

Funding for all primary care workforce programmes will be subject to commissioning review for 2022/23.

### Current State

This is a two year programme available to all newly qualified nurses working substantively in general practice, with an explicit focus on working within and across a PCN. Participants receive funded CPD opportunities of one session per week (pro rata).

It is a programme of support, PCN portfolio working, and learning and development post-registration. It supports nurses to take up substantive roles, understand the context they are working in, become embedded in the PCN, and increase and maintain high levels of participation in the primary care workforce.

Fellows are expected to access the C&W NTP Professional Development Course and commence GPN Fundamentals programme.

In its first year in C&W, it is a rolling initiative, with quarterly cohort intakes, with unlimited places and non-selective entry requirements.

This NHSE fellowship is open to any nurse, qualified in last 12 months, joining primary care as their first career choice.

### Future State

Funding is unlimited and practices are reimbursed at the fellows' actual salary rate.

Subject to annual budget setting processes, national funding has been profiled for this programme through to 2023/24. A decision will be made in 2023 about whether national funding will continue after 2023/24.

### Current State

Primary Care Nursing: Confirmation of Commissions 2021-22 for Fundamentals of Primary Care Nursing at Birmingham City University.

There are 10 commissioned places that Health Education England (HEE) will be supporting CWTH with for the financial year 2021-22. This is based on information provided as part of the Workforce Needs Scoping exercise, which has been used to calculate the funding offer.

### Future State



Six nurses started the course  
in September 2021

Three nurses started the course  
in January 2022

One funded place  
remains available



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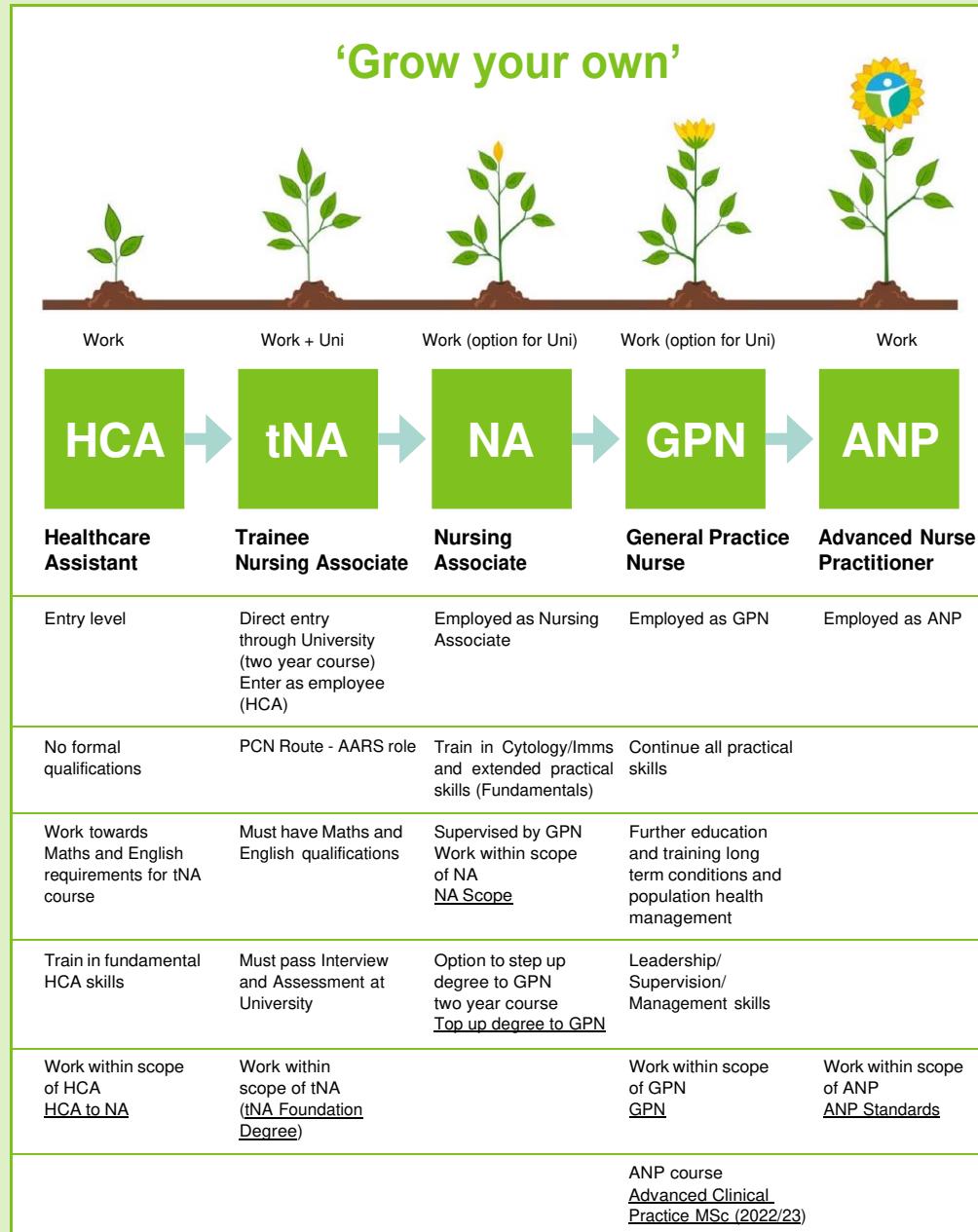
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## Workforce planning and redesign

- 2.6 Support PCNs and Additional Roles Reimbursement Scheme (ARRS) staff integration
- 2.7 Develop and support HCA training. Upskill as a career pathway to NA
- 2.8 Work with ICS to maximise apprenticeship levy for tNAs
- 2.9 Support Trainee Nursing Associates (tNA) pathway to NA collaborating with ICS
- 2.10 Support a pathway from HCA to GPN and beyond

We have developed a clear 'grow your own' pathway for staff to progress their career, wherever their starting point, from healthcare assistants through to advanced nurse practitioners.



Workstream  
number

**2.6**

## **Support PCNs and Additional Roles Reimbursement Scheme (ARRS) staff integration**

Author

Gillian Schweigert, GPN System Nurse Workforce Lead, CWTH

### **Current State**

CWTH is currently scoping ways to encourage and support trainee nursing associates (tNAs) entering General Practice through the PCN route. Our first two tNAs will hopefully commence courses at Coventry University with the March 2022 intake through the AARS Programme.

CWTH hopes to expand support to PCNs recruiting and onboarding tNAs through the AARS programme with the “Grow your Own” approach to nurse recruitment. Offering assistance with documentation such as job descriptions, expressions of interest, levies, NMC agreements, learning environment profiles, university interviews and assessments.

We are also exploring what support is needed to support qualified Nursing Associates to have a successful career pathway in General Practice through the AARS Programme and fundamentals such as Cytology and Immunisations.

### **Future State**

CWTH will have a robust system in place to support nursing pathways related to Nursing Workforce.

This will include a system to support PCN entry at trainee nursing associate and qualified nursing associate.

Workstream  
number

2.7

## Develop and support HCA training. Upskill as a career pathway to NA.

Author

Mary Brannigan, Training Manager, CWTH

### Current State

Healthcare assistants (HCAs) are a key member of the Primary Care Team. Their role has expanded immensely over the past 15 years. As practice nurses take on duties that were traditionally carried out by the GP, similarly HCAs are performing duties that the practice nurse would have done.

Training increases morale and increases confidence and competence. It reduces staff turnover, enables career progression and positively affects CQC inspection ratings.

From recent research we know there is a need from general practice for training for their HCA workforce.

### Future State

A programme of training will be delivered starting in January 2022 this will include the following topics:

Half day training course

- Wound Care
- Venepuncture

Virtual Workshops

- Introduction and understanding of the HCA role
- Recording ECGs
- Hypertension
- Chronic Kidney Disease and & Urine testing
- Diabetic foot care



It is proposed that these will be offered on a rolling basis to support entry level pathway HCAs

Workstream  
number

**2.8**

## **Work with ICS to maximise apprenticeship levy for tNAs**

Author

Helen Elsaghir, Practice Development Lead, Nursing

### **Current State**

We are gifted apprenticeship levy from South Warwickshire NHS Foundation Trust (SWFT) and University Hospitals Coventry & Warwickshire NHS Trust (UHCW) for our existing trainee nursing associates.

We are liaising with Coventry University and linking practices with the university.

### **Future State**

Approaching other local businesses (if South Warwickshire/UHCW were no longer able to support) to see if they can gift apprenticeship levy.

Familiarisation with the DAS (Digital Apprenticeship Scheme) and supporting PCNs in its use.

Workstream  
number

2.9

## Support Trainee Nursing Associates (tNA) pathway to NA collaborating with ICS

Author

Helen Elsaghir, Practice Development Lead, Nursing

### Current State

- Working with various practice partners across Coventry and Warwickshire including, SWFT, George Elliot Hospital (GEH), CWPT, UHCW to share placements offers to students
- Follow up visits with tripartite reviews for students currently undertaking the course
- Liaising with Coventry University and being part of the interview panel
- Practice Facilitator to assist with assessment process of students in conjunction with the university

### Future State

- Continue with the current programme
- Scoping exercise to understand level of interest
- Increase number of tNAs /NAs entering General Practice



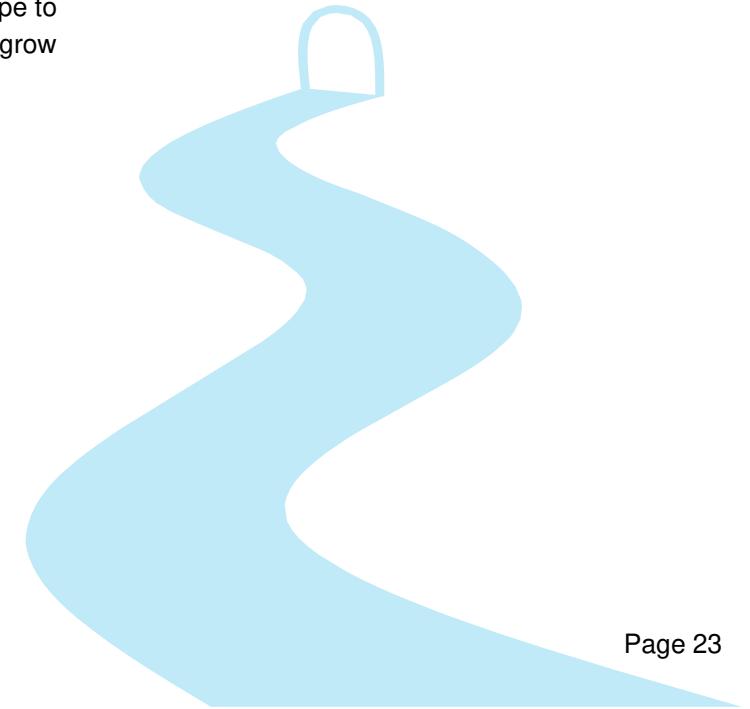
**Current State**

With the current deficit in General Practice Nurses and predicted increase in need to fulfil these roles there is constant work being done from various angles to educate, recruit and train.

General Practice Nurses are skilled and developed over time which makes it difficult to attract new nurses into the role in an expedited manner. We currently have a Placement Specialist and a Placement Lead Nurse who works in conjunction with Coventry University and continues to contribute as a support system for nurses to enter General Practice.

**Future State**

A major part of our Triple GPN Strategy is to develop and support a career pathway from entry level to Masters Level Nursing. Over time, and with available resources, we hope to support a pathway to enable our future workforce to succeed with opportunities to grow from HCA to tNA to NA to GPN to ANP.





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## Education and training

- [3.11 Training Needs Assessment \(TNA\) tool](#)
- [3.12 Maintain robust website training calendar](#)
- [3.13 Level 7 Masters placement](#)
- [3.14 Independent prescribing placement](#)
- [3.15 Diabetes course placement](#)
- [3.16 Coordination of programme for 333 CPD funding 2020/21 - 2022/23](#)
- [3.17 Cytology/Imms/Ear syringe training](#)

**Current State**

An annual Training Needs Assessment is undertaken to obtain data to aid decisions on educational offerings for CPD.

Historically this has taken different forms for data catchment - questionnaires/online surveys with varying degrees of response. This gives the nursing workforce an opportunity to contribute to their choices, and gives CWTH data for effective course planning and course choice.

**Future State**

CWTH is scoping new resources and methods for continuous evaluation of Training Needs.

This includes evaluation and possible adoption of new programmes and databases which may afford greater ongoing insight into GPN workforce Training Needs.

Currently negotiating pilot with Primary Care Skills Academy TNA online tool.

Workstream  
number

**3.12**

## Maintain robust website training calendar

Author

Mary Brannigan, Training Manager, CWTH

### Current State

All available funded trainings courses for GPFV, CPD and paid for courses are advertised via the website.

At present only courses that are bookable via CWTH are available on the website. Phase 2 of the website plan includes having the option to show training from other sources on our training calendar. This will include PLTs.

### Future State

A 2022 timetable of all courses available to book is in progress.

These include the following paid for courses:

- New to cytology - two day theory training
- Cytology updates
- Fundamentals of Immunisations - two days
- Immunisation updates
- Ear irrigation (tbc)
- HCA training programme (funded)



**Current State**

Primary Care Nursing: Confirmation of Commissions 2021-22 for Advanced Clinical Practice MSc at Coventry University (three years part time).

There are eight commissioned places that HEE will be supporting CWTH with for the financial year 2021-22. This is based on information provided as part of the Workforce Needs Scoping exercise, which has been used to calculate the funding offer.

**Future State**

All eight funded places have been allocated for September 2021 and January 2022 cohorts.

A further top up place was also funded but not for a nurse.

We hope to continue to secure funding to continue to offer these opportunities.

**Current State**

Independent and Supplementary Prescribing course at Coventry University commencing in September 2021.

10 Fully funded places available.

**Future State**

All places have been allocated for either September 2021 or January 2022 cohorts.

We hope to continue to receive funding for future placements.

Workstream  
number

**3.15**

## **Diabetes Course placement**

Author

Mary Brannigan, Training Manager, CWTH

### **Current State**

Diploma in Improving Diabetes - 9 month course at Warwick University.

20 places part funded by the Clinical Commissioning Group (CCG).

### **Future State**

All places have now been allocated for either  
March 2021, September 2021 or January 2022 cohorts.

We hope to continue to have enough funding  
to continue to offer future placements.

Workstream  
number

**3.16**

## **Coordination of programme for 333 CPD funding 2020/21 - 2022/23**

Author

Mary Brannigan, Training Manager, CWTH

### **Current State**

CPD is in line with ministerial announcement of investment in CPD for nursing associates, nurses, midwives and allied health professionals (AHPs). This is year two of the three year period (2020/21 - 2022/23) and allocations are calculated on updated workforce headcount data.

### **Future State**

Individuals can select and book their own course to a maximum value of £333 and claim back via their practices.

Alternatively they can book a course from the selection of courses available on the CWTH website.

Topics include:

Contraception  
and Sexual  
Health

Travel  
Health

Asthma / COPD  
/ Diabetes

Mental  
Health

Bloods

The offerings are reviewed and refreshed on a regular basis.

**Current State**

We are offering the following:

- Twice yearly HCSW training for CPD accredited Core Training the Fundamentals of Immunisation - 2 day course
- Twice yearly registered HCP training for CPD accredited Core Training the Fundamentals of Immunisation - 2 day course
- Mandatory flu/annual immunisation updates for the above groups
- Twice yearly training for Cytology Sample taker initial training - 2 day theory course (course duration up to 9 months)
- Training and forum for cytology mentors
- Support throughout the 9 month period of the Cytology sample taker initial training programme to the trainees, their mentors and the external assessors

**Future State**

- Keeping up to date with current guidance and keep content of current training up to date and evidence based
- Responding to the training needs of health care professionals as appropriate
- Sourcing appropriate external training as required
- Annual accreditation process for the Cytology Sample taker initial training - 2 day theory training course
- Maintaining a good working relationship with The Royal Wolverhampton Trust Lab, Public Health England and local colposcopy services



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## Leadership and organisational development

- 4.18 [Leadership Programmes/GPN Care /MSc Professional Practice \(General Practice Nursing\)](#)
- 4.19 [Clinical Supervisor Course \(TTT\)](#)
- 4.20 [Professional Nurse Advocate \(PNA\)](#)
- 4.21 [Population Health: best practice: Cancer Care, Learning Disabilities \(LD\), Long Term Conditions \(LTC\), Social Care Sector](#)
- 4.22 [PLT/ Place Representation - Coventry and Rugby](#)

Workstream  
number

**4.18**

## **Leadership Programmes/GPN CARE/MSc Professional Practice (General Practice Nursing)**

Author

Gillian Schweigert, GPN System Nurse Workforce Lead, CWTH

### **Current State**

Retention of General Practice Nurses includes providing opportunities to develop Leadership skills. As well as fundamental tasks associated with the role of the GPN we are offering courses such as the GPN Care Course which is a combination of: learning how to undertake a Process Improvement Project; personal skills to enhance influencing change; and presentation skills.

### **Future State**

CWTH recognises that as the landscape and workforce is changing in the Primary Care setting, GPNs are well placed to become leaders in the workforce.

CWTH plans to continue encouraging retention of GPNs by providing courses that continue to promote development of Leadership skills.

Promote MSc Professional Practice (General Practice Nursing) qualification to mid-career leaders.

Collaborate with People Board Leadership to share opportunities.

Workstream  
number

4.19

## Clinical Supervisor Course (TTT)

Author

Warwickshire North in recruitment, Warwickshire South in recruitment, Rugby in recruitment,  
Helen Elsaghir, Practice Development Lead, Nursing, Coventry

### Current State

Attended clinical supervision course which was very interesting and necessary.

Colleagues have since left. Would need further support to progress this further.

Currently offering peer support sessions/ mentor programme/health and wellbeing programme.

### Future State

Liaise with other training hubs supported by HEE to observe and learn best practice for Clinical Supervision.

Recruit Place based GPN representation from RTF funding.

Research further formal training such as M&K Clinical Supervision course for new staff.

Expand GPN Clinical Supervision throughout system.

Workstream  
number

4.20

## Professional Nurse Advocate (PNA)

Author

Mary Brannigan, Training Manager, CWTH

### Current State

Virtual Level 7 Accredited Professional Nurse Advocate (PNA) Training Programme will run for 10 days but delivery may differ due to the various HEI delivering the programme, plus the mode of academic assessment can vary from; short essay, poster presentation and competency portfolios.

### Future State

Following expressions of interest (EOIs), CWTH submitted applications for placement of one nurse on the programme for frontline and one nurse for Primary Care.

Workstream  
number

4.21

## Population Health: best practice: Cancer Care, Learning Disabilities (LD), Long Term Conditions (LTC), Social Care Sector

Author

Gillian Schweigert, GPN System Nurse Workforce Lead, CWTH

/Annette Walker, Primary Care Development Nurse, Quality and Nursing Team NHS Coventry and Warwickshire CCG

### Current State

Population health is one of our core strategic aims as part of our ICS, to improve physical and mental population health outcomes, promote wellbeing and reduce health inequalities across our population.

### Future State

Understanding what support frontline teams need to address this imbalance.

Data driven decisions to identify effective use of resource. Measuring patient outcomes and experience to inform quality improvement.

Monthly GPN and AHP system analysis of quality indicator tool to inform education and training needs across primary care.

Place Nurse awareness and reporting for Cancer Care/ LTCs/ LD/ Social Care Sector data.

Workstream  
number

**4.22**

## PLT/Place representation - Coventry and Rugby

Author

Helen Elsaghir, Practice Development Lead, Nursing  
/Brenda Randle, Practice Nurse Lead, Warwickshire North CCG

### Current State

Attend GP education meetings to liaise with GP educators and provide, manage and present Nurse PLTs where appropriate.

### Future State

Continue to provide the above and respond to the evolving needs of local nursing teams.

Scoping PLT at system Level with local updates to prevent duplication of resources.



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## Health and wellbeing

- 5.23 [Develop targeted health and wellbeing interventions](#)
- 5.24 [Health and wellbeing champions](#)
- 5.25 [General Practice Nurse mentorship programme](#)
- 5.26 [Peer support programme](#)
- 5.27 [Meaningful recognition](#)



Coventry and  
Warwickshire  
Training Hub

**Current State**

In primary care, patient demand, workload challenges and new processes mean healthcare professionals are struggling to balance life and work and continue to provide the services they want to for their patients. There is a correlation between resilience and good medical practice.

Limited time and high workload mean many people don't have time to access the support and resilience training programmes can seem 'tokenistic' and way off the mark when applied to a busy primary care setting. Staff may be afraid to raise issues as they don't want to let their colleagues down, and they may lack a 'safe space' in which to do so. Any training and health and wellbeing interventions must address workload and workplace issues in a 'safe space'.

**Future State**

Funding has been secured for our Health & Wellbeing Strategy for Coventry & Warwickshire Training Hub until March 2023 to improve the health and wellbeing of all primary care staff working across the system. Our aim is to build awareness and expertise across our primary care workforce by:

- Fostering a culture across primary care leadership and management, where staff health and wellbeing is recognised as a key enabler of high performing teams
- Providing a comprehensive toolkit of digital resources for all staff, that helps managers build resilience at a team and individual employee level.

We aim to achieve this in Phase 1 by offering:

- Recruitment of HWB Champions across all Coventry & Warwickshire PCNs, funding four hours per week per Champion
- Recruitment of one to three mentors for the HWB Champions, one session per week
- Provision of tailored HWB Champion training, learning sets and leadership training.

Eight HWB Champions will commence the programme in March 2022 with a second cohort scheduled for May.

For the training and resources, we have successfully secured the services of a very experienced Training Provider in Primary Care, Dr Rachel Morris who will provide her unique “Shapes Toolkit Health and Wellbeing Programme”.

The Shapes tools helped her in her own work and in her work with teams in healthcare. The programme is a powerful blend of neuroscience, coaching principles and practical productivity and resilience techniques.

Our offer includes access for all leaders in primary care, to the interdisciplinary leadership community the ‘Resilient Team Academy’ – an online membership providing monthly live webinars, monthly bitesize videos and team building resilience activities, coaching demos, live Q&As and an online community support group, which helps busy leaders in health and social care support their teams for resilience, wellbeing and productivity. Every month will include:

- One short bitesize video and activity template
- A dedicated community discussion forum Facebook group where they can interact with like-minded peers, get community support and advice, share resources and interact with the facilitators
- A dedicated online members area where they get access to all the Shapes resources – worksheets, handouts and workbooks
- A licence to use all the Shapes Toolkit resources.

**Current State**

The General Practice Nurse mentorship programme began in February 2022. The past 24 months have been extremely challenging for all members of the NHS. General Practice has been responsible for pandemic vaccine delivery as well as learning new ways to work and keep our population healthy and happy. This programme is designed to support GPNs.

**Future State**

Funding has been secured for ten mentors

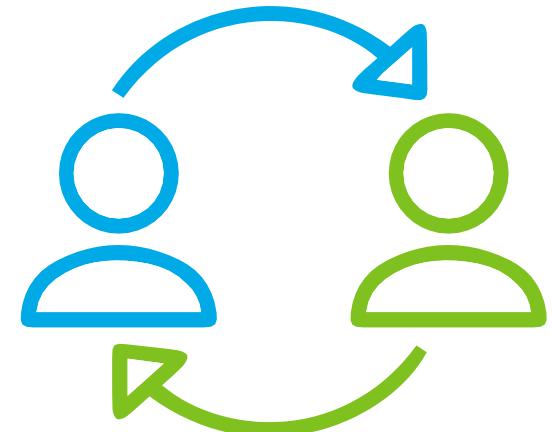
- Mentors can accept a maximum of three mentees
- Mentees will receive a maximum of six hours mentoring in a six month period
- Anonymous feedback will be requested for improvement opportunities
- A six monthly report will be presented

**Current State**

The GPN Peer support programme commenced in November 2021 and meets the first Thursday of the month at 1pm. It is hosted by Heather Randle ACP and Gillian Schweigert. It is a platform for nurses to come together to discuss any challenges and also an opportunity to discuss best practice. Speakers are also introduced for relevant topics related to current practice.

**Future State**

Continue with regular meetings and become known as a place for GPNs and ANPs to obtain regular support.



**Current State**

Meaningful recognition stems from our ability as an organisation to deliver the NHS Long Term Plan, ensuring we have a sustainable health service for the future.

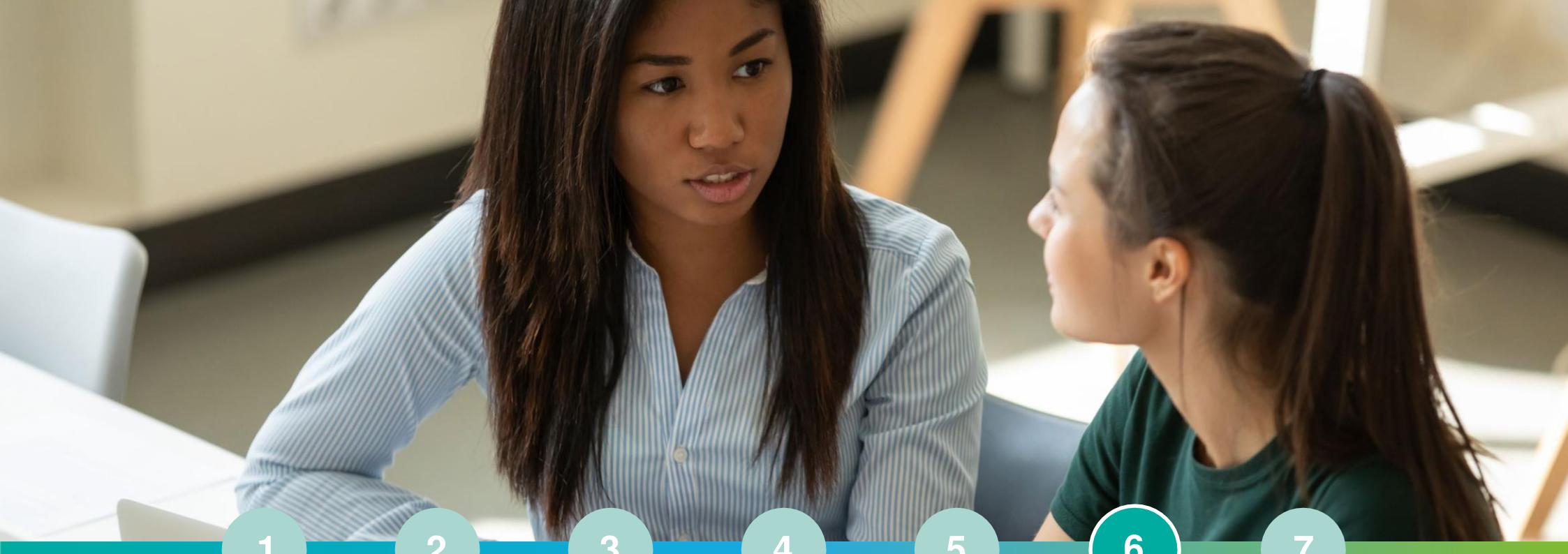
There is no current system-wide recognition scheme within primary care.

**Future State**

To embed the following behaviours within our organisation:

- Inclusivity: Involve the whole organisation. Implementing a formal employee recognition programme throughout primary care
- Rewards: Give meaningful employee recognition. Rewards are the key to sustained and enthusiastic engagement.
- Timeliness/frequency: Make employee recognition a habit
- Specificity: Give recognition that matters

January 2022 launched : Inaugural request for nominees for recognition and rewards through CCG Newsletter.



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## Inclusion and diversity

- 6.28 [Inclusion and diversity lead assurance](#)
- 6.29 [Develop system approach to coordinate the Inclusion and Diversity Action Plan and support system networks](#)
- 6.30 [Community connections/patient engagement](#)
- 6.31 [Monitor and address training needs related to health and social disparities](#)

**Current State**

Inclusion and diversity is a key deliverable from the NHS Long Term Plan to ensure we have a sustainable service fit for the future.

**Future State**

To build on current behaviours and cultures to create an environment in which individuals or members of a group feel welcome, heard, respected, valued and reach full potential, whatever their background or identity.

Looking after  
our population  
with quality health  
and wellbeing

Belonging in the  
system, focusing on  
tackling discrimination  
some staff may face

Delivering care,  
making effective  
use of peoples skills  
and experience

Growing for  
the future

Workstream  
number

**6.29**

## **Develop system approach to coordinate the Inclusion and Diversity Action Plan and support system networks**

Author

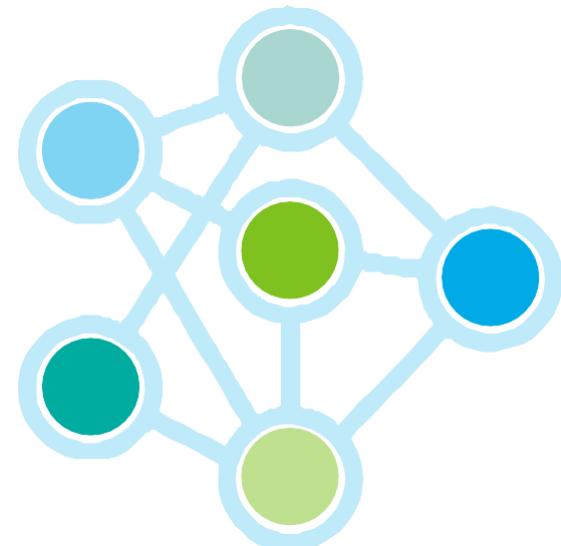
Gillian Schweigert, GPN System Nurse Workforce Lead, CWTH  
/Maisun Elftise, CWTH EDI Lead

### **Current State**

The Training Hub is very much aware of the need for system-wide leadership for inclusion and diversity and oversight for educational projects and decision making. This is currently informal and managed by managers and leads with director guidance and oversight.

### **Future State**

Maisun Elftise new to post to offer leadership for this workstream.  
It is hoped that CWTH will develop a system-wide Inclusion & Diversity Action Plan to align with People Board, and that standards are matched throughout the greater system.



**Current State**

Lead Nurses throughout the Coventry and Warwickshire System have discussed the need to increase our presence in the community in an effort to assist local recruitment and placement efforts.

Being aware of community needs can assist with decisions related to education and training needs.

Engaging with patients will provide an opportunity to understand local communities and can also feed into other workstreams such as 6.29 System-wide inclusion and diversity plans and 6.31 Training needs and social disparities.

**Future State**

CWTH has applied for funding from Revenue Transfer Fund (RTF) for resource to support community outreach/connections/placements and engagement. It is hoped we will recruit for place representation.

Community connections could be achieved by working collaboratively with PCNs and Place.

PCNs all have local action plans which should reflect the priorities of their local population.

We hope to work in alignment with the People Board Strategy to work with wider communities including voluntary sector, police, education, local councils to achieve shared goals.

# 6.31

## Monitor and address training needs related to health and social disparities

Author

Gillian Schweigert, GPN System Nurse Workforce Lead, CWTH

### Current State

Currently, training needs and associated courses are driven by a training needs assessment for what GPNs feel they need from a personal perspective.

It would be beneficial to have an understanding of place-based and system-based population needs when planning education and training.

### Future State

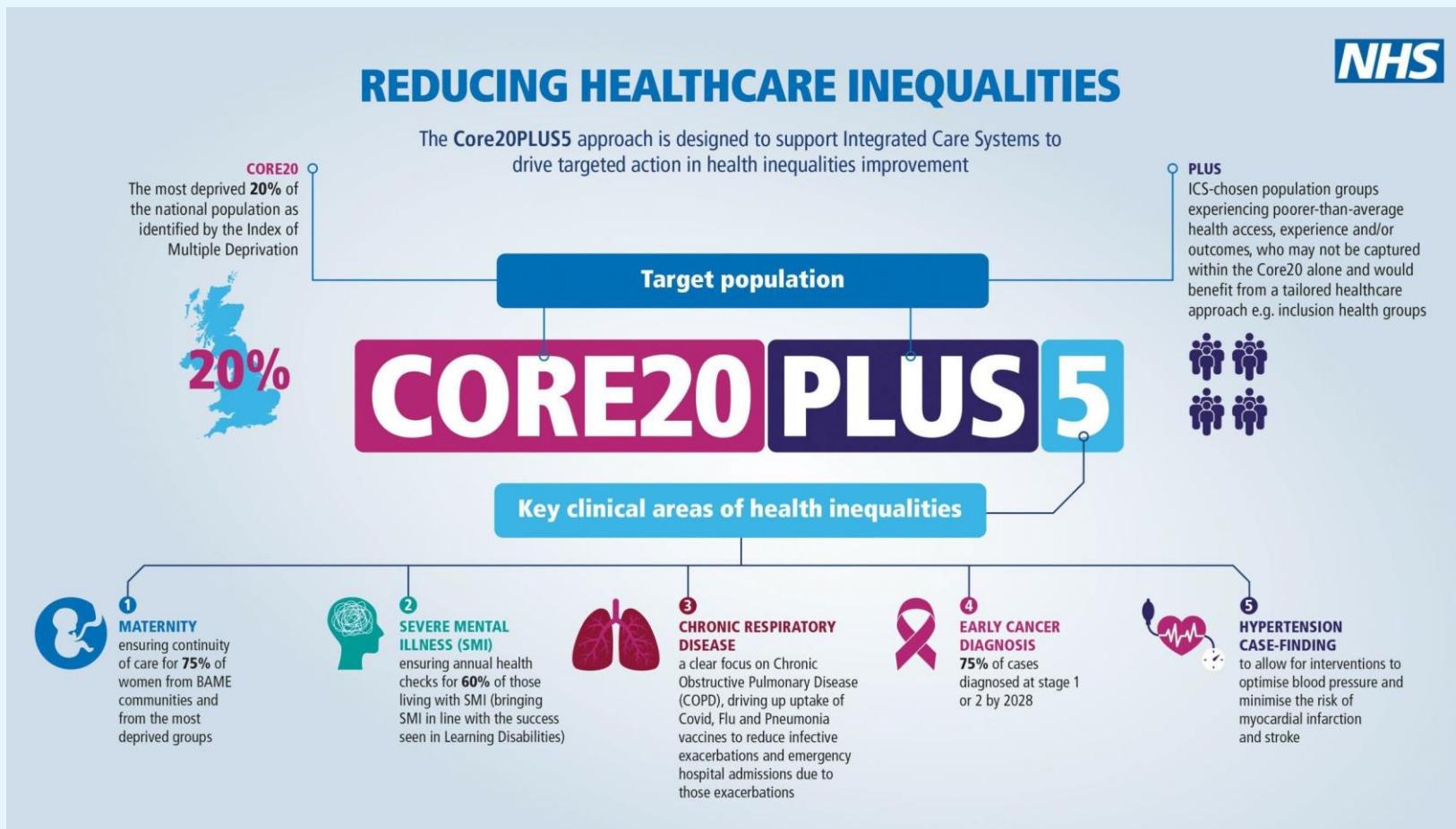
CWTH has applied for funding from the Revenue Transfer Fund (RTF) to support Population Health GPN resource to align with ICS initiatives to improve population health and social disparities.

Objective: Data driven steering for education training and resource and needs assessment in relation to system and place population health.

Work in collaboration with greater ICS workforce to align efforts in line with Core20PLUS5.

## REDUCING HEALTHCARE INEQUALITIES

The Core20PLUS5 approach is designed to support Integrated Care Systems to drive targeted action in health inequalities improvement





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## Digital transformation

7.32 [Digital champions network](#)

7.33 [Video group consultation \(VGCs\)](#)  
[/multi-disciplinary team \(MDT\) working](#)

**Current State**

CWTH is well aware of the digital improvements achieved throughout the pandemic and plans to continue to expand on opportunities and skills gained.

**Future State**

CWTH has applied for resource from RTF to help achieve expansion on skills and use of tools related to digital enhancements in the GPN setting.

We would like to work collaboratively throughout the system to offer the education and training needed to move forward with the wider ICS Digital Transformation Strategy.



**Current State**

There is no doubt that the COVID 19 Pandemic has accelerated the implementation of working electronically and remotely. There are many GPN provided procedures and services that can only be accomplished face to face. However there are a number of services that have been enhanced with the option of video/telephone working and an increased interest in working in teams - both with co-workers and patients.

**Future State**

CWTH has a keen interest in furthering the opportunities for those interested in building on the digital enhancements that have gained traction over the Pandemic lockdown.

Our goal is to develop and encourage opportunities for interested GPNs to have the education and support needed to further digital enhancement such as VGCs and MDTs in their workplace.



# Conclusion

**As we continue to work on the GPN Workforce Strategy, it is important to think about what success would look and feel like.**

With the Integrated Care System (ICS) coming into place this year, the plan is to shift to a more universal view of how we keep our populations healthy. This includes collaboration with the health and social welfare community, local councils, and volunteer groups and organisations.

Success for General Practice Nursing will be measured by:

- Increasing the number of potential nurses entering at any level in our 'Grow Your Own' Strategy
- How we work together with community partnerships to achieve a greater impact on positive population health and wellbeing.





**Coventry and  
Warwickshire**  
Training Hub

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