

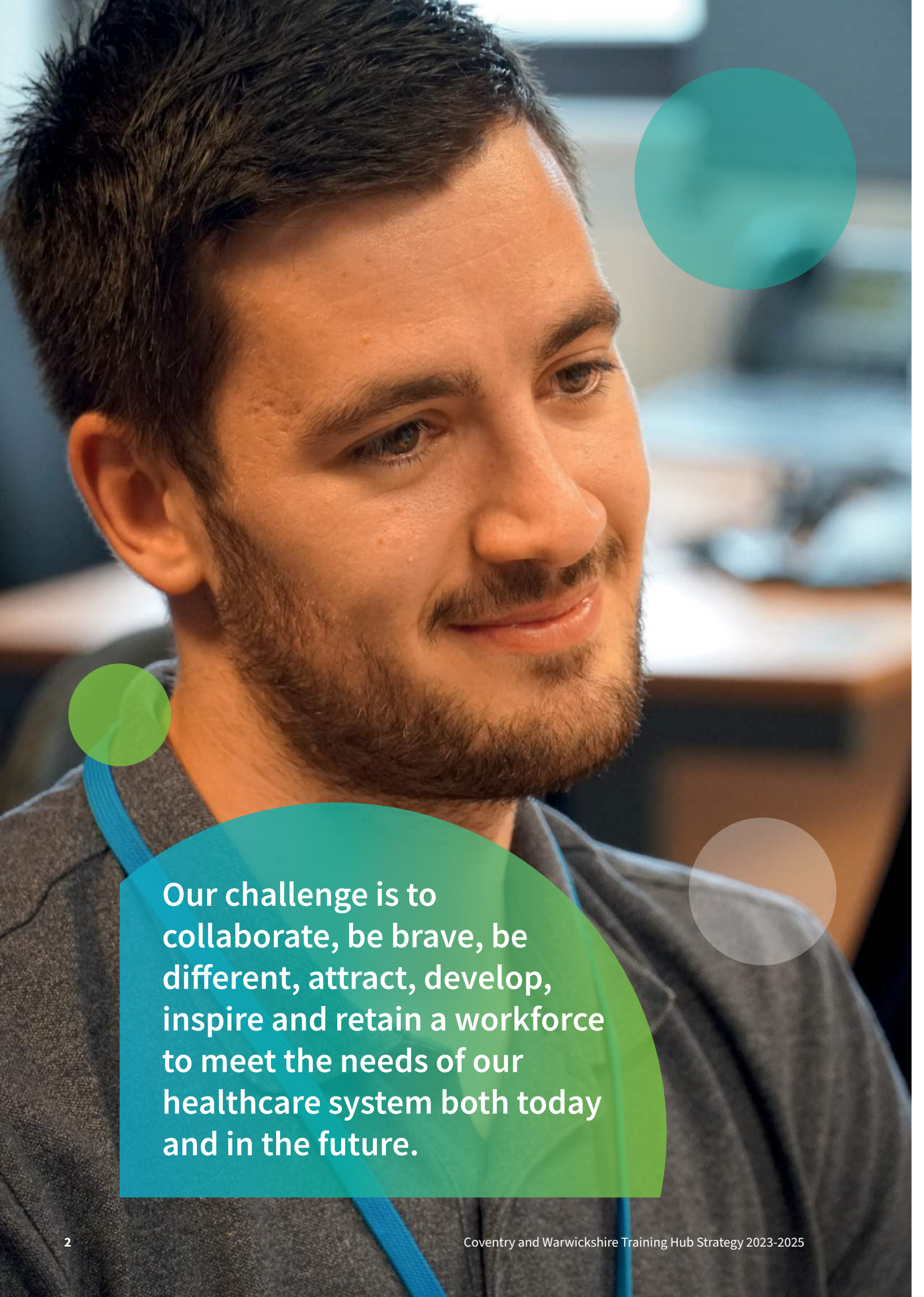


Coventry and  
Warwickshire  
Training Hub



2023-2025  
**Strategy**





**Our challenge is to collaborate, be brave, be different, attract, develop, inspire and retain a workforce to meet the needs of our healthcare system both today and in the future.**

# Executive summary

**Coventry and Warwickshire Training Hub (CWTH) delivers Health Education England (now known as the NHSE Workforce, Training and Education Directorate) and NHSE / Integrated Care Board (ICB) commissioned workforce objectives to our system and the 4 Places within it.**

CWTH was established in October 2020 as the two existing training hubs aligned. Subsequent significant development and success positions us as a proven, mature system-facing provider of workforce support and innovative solutions for our general practice workforce. General practice needs a sustainable, supported, motivated workforce, adaptable to the changing needs in population health and healthcare provision.

To this end, we aim to attract our future employees whilst supporting, developing and retaining the existing workforce. This includes quality learning environments providing placement capacity, additional role integration, training and education, health and wellbeing and our equality, diversity and inclusion work.

As the proven delivery vehicle for workforce support, we work with stakeholders including GP practices, Primary Care Networks (PCNs), our 'At Scale' general practice providers, ICB and developing Integrated Care System to support workforce planning and delivery. Our many programmes of work span the entire workforce with priorities informed by data, national strategy and the local People Plan. Examples include essential future workforce pipeline through 'grow our own' via placements and apprentices, supporting those new to post through our Primary Care in Practice programme, developing our future leaders through Aspiring Leadership Fellows, retaining our GPs and Nurses through retention schemes such as Wise 5 and our Workforce Ambassadors, supporting thirteen of

the new roles in our growing multi-disciplinary workforce in general practice.

Our work underpins and provides assurance to arguably the biggest enabler of healthcare service delivery, the workforce. The NHS Long Term Workforce Plan recognises the ever-widening gaps which will only be addressed through consistent investment and doing things differently.

CWTH is recognised for its genuine system-wide delivery. This is achieved through an exceptional team of dedicated, passionate, experienced individuals often working in general practice alongside Training Hub roles. Our team love general practice. We are ambitious to develop and deliver transformational programmes of work and see CWTH as the provider of choice for general practice workforce solutions.

We expect to deliver strongly against commissioned requirements, demonstrating considerable value. It is widely recognised evaluating workforce schemes is challenging, particularly over the short time frame in our typical commissioned cycle.

Our challenge is to collaborate, be brave, be different, attract, develop, inspire and retain a workforce to meet the needs of our healthcare system, both today and in the future. We ask you to understand, share and harness the essential work CWTH delivers with an eye to opportunities and what we could and can achieve.



# Attract

Collaborating with system colleagues to provide people pipeline

Create conditions for quality placements which showcase general practice



# At the of Gen Prac



To understand the needs of the workforce and look to provide a range of offers to support retention

Develop schemes and tools to transform mindset and ways of working

# Retain

# e heart eneral ctice

## Develop

Delivering thousands of training, education and CPD opportunities

Developing our workforce for the benefit of our staff, employers, and patients



Delivering a comprehensive health & wellbeing package

Ensure equality, diversity and inclusivity are embedded in our way of working and the programmes we offer



## Support

# Funding Sources

The Coventry and Warwickshire Training Hub currently receives funding from 4 sources.

## 1. NHS England (NHSE)

Funding is received to support national programs such as GP mentoring, New to Practice Fellowships for GPs and nurses and the GP Retainer scheme. This funding is directly linked to the level of activity. Furthermore, NHSE also provides a fixed amount of funding that contributes to the Training Hub infrastructure costs and supports local GP Retention schemes. We complete all the required reporting for NHSE regarding this funding.

## 2. NHSE WTE

Our funding is provided in the form of a fixed annual budget (from 2022 to 2025, with an option to extend for 2 more years) to fulfill their contract obligations. Quarterly key performance indicators (KPIs) are submitted to demonstrate our delivery against the funding.

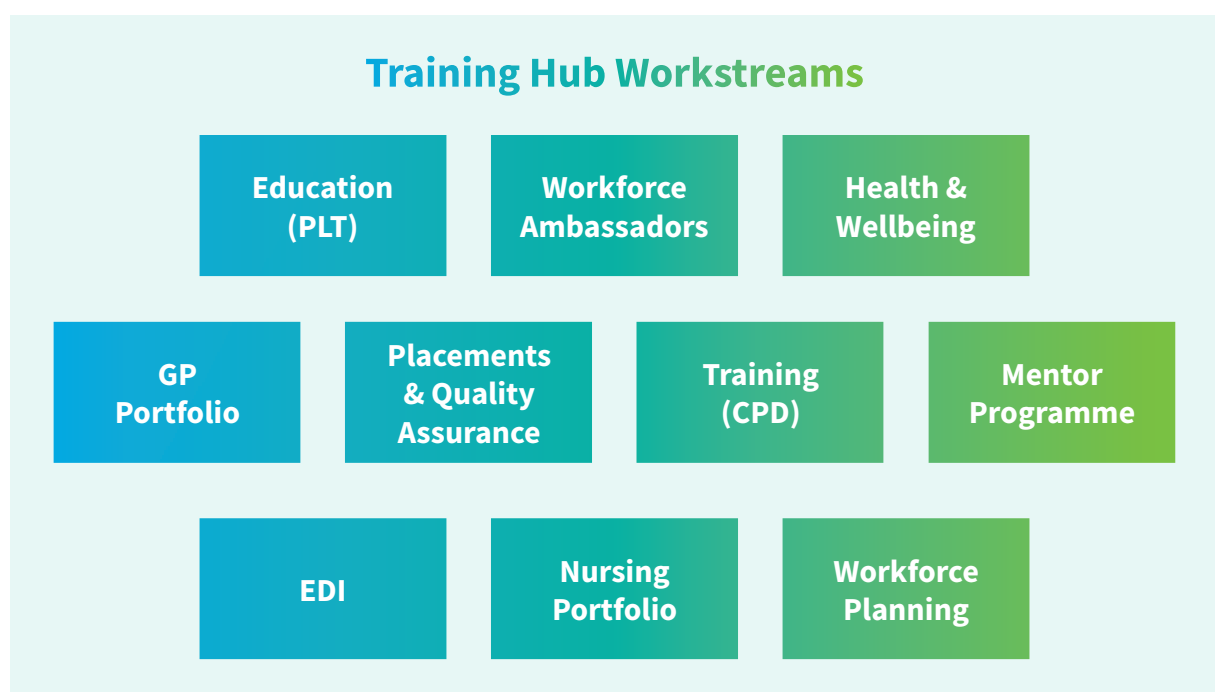
## 3. Integrated Care Board (ICB)

The ICB provides non-recurrent funding to the Training Hub to further support the general practice workforce in terms of training, education, development, and wellbeing. Securement of this funding involves writing an annual business case and priorities are determined after engaging with key stakeholders and the ICB Primary Care team.

## 4. Ad hoc funding

This type of funding is granted in response to requests from commissioners or through application processes when additional funding opportunities arise. Such opportunities or requests come from various key stakeholders including NHSE, the ICB, and the Integrated Care System (ICS).

### Training Hub Workstreams



# Our Area

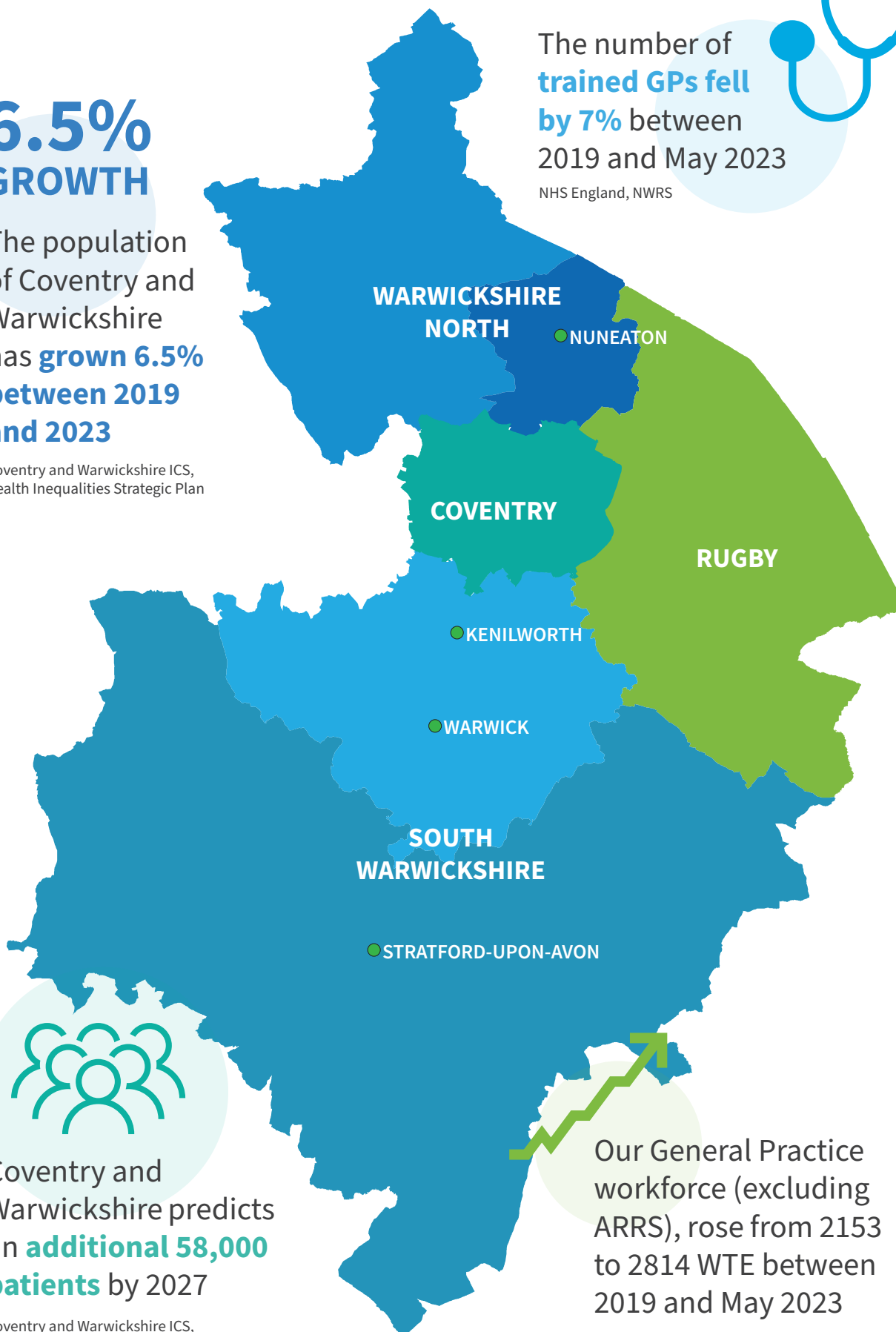
**6.5%  
GROWTH**

The population of Coventry and Warwickshire has **grown 6.5% between 2019 and 2023**

Coventry and Warwickshire ICS, Health Inequalities Strategic Plan

The number of **trained GPs fell by 7%** between 2019 and May 2023

NHS England, NWRS



Coventry and Warwickshire predicts an **additional 58,000 patients** by 2027

Coventry and Warwickshire ICS, Health Inequalities Strategic Plan

Our General Practice workforce (excluding ARRS), rose from 2153 to 2814 WTE between 2019 and May 2023

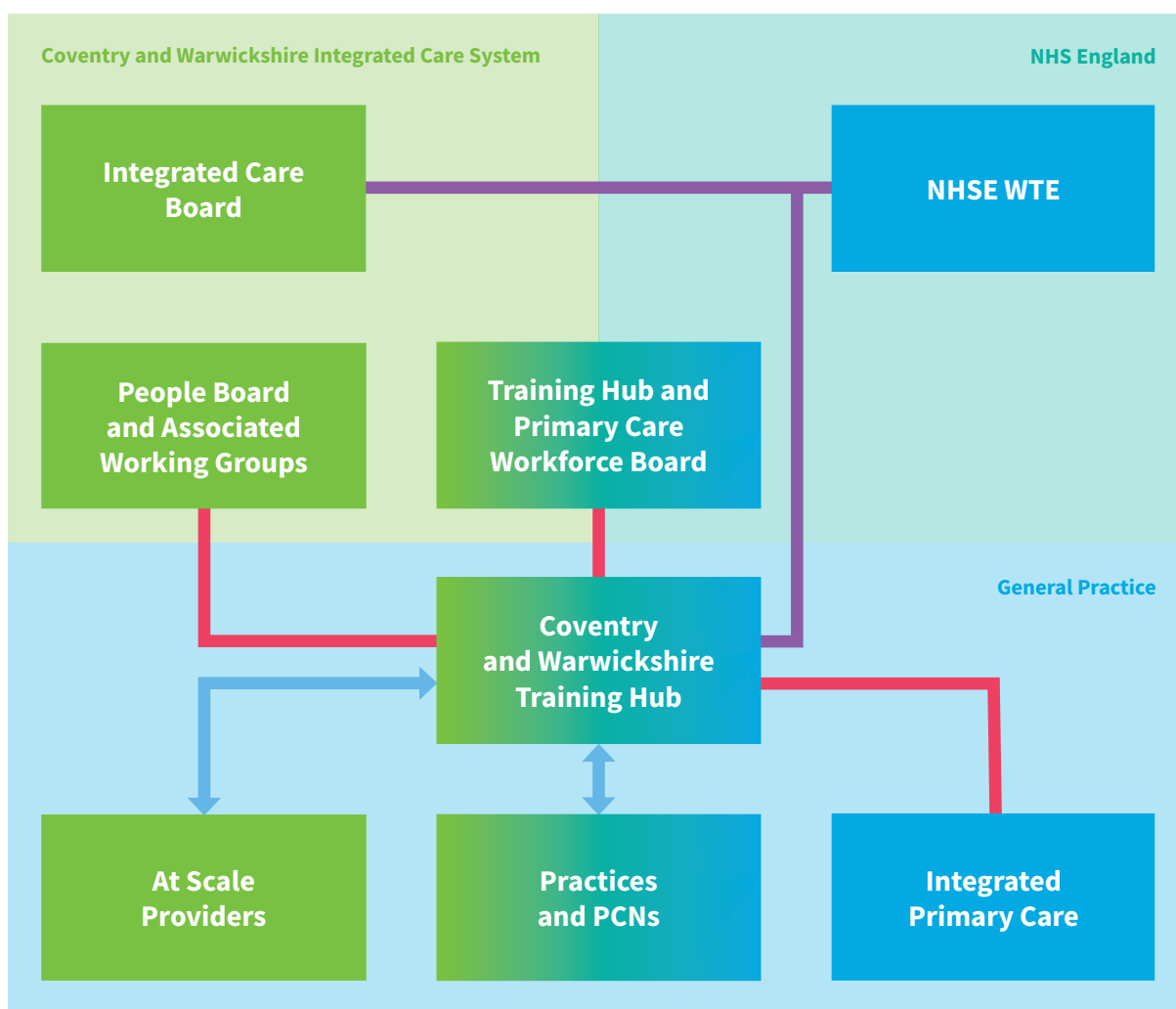
NHS England, NWRS

# Governance

NHS England Workforce, Training and Education (NHSE WTE – previously known as Health Education England) awarded the contract to Coventry and Warwickshire Training Hub in April 2022.

The contract is for a period of 3 years with an option to extend it for 2 more years. Additionally, the Coventry and Warwickshire Integrated Care Board has provided non-recurrent funding for 2022/23 and 2023/24.

**To reflect this shared responsibility, please refer to the governance structure outlined below:**



**Key:**

— Funding

— Governance

— Communications



# Our people

**The Coventry and Warwickshire Training Hub (CWTH) is a virtual organisation comprising a team of dedicated individuals who are passionate about supporting and empowering the general practice workforce.**

They are committed to delivering high-quality, cost-effective programs and opportunities for all our learners, and they take great pride in the important role they play.

Most of the team members are also directly involved in providing patient care in general practice, whether it be within our GP practices, Primary Care Networks, our 'At Scale' GP providers or our acute and community providers.

They possess a deep understanding of general practice and are always looking for ways to support the workforce.

The Training Hub team serves as advocates, champions, and trusted support for the 3,500 individuals working in general practice across 120 practices, 19 Primary Care Networks, and the 4 Places: Coventry, Warwickshire North, South Warwickshire and Rugby.

They listen to the needs and requirements and seek collaboration and inspiration within the available resources. Whether it is providing wellbeing support, mentoring, assisting learners and facilitating placements, or workforce planning, they offer a wide range of services.

The Training Hub offers an extensive array of programs, and our team has grown to meet the demands of our workforce. For example, we now have Workforce Ambassadors who support the new multi-disciplinary teams joining general practice and the PCNs, as well as Leads dedicated to supporting Locum GPs

and International Medical Graduates (IMG) who are helping to bridge the gap between demand and capacity.

Additionally, there are numerous programs targeted at retaining the general practice workforce, particularly GPs, nurses, and the new multi-disciplinary teams.

Although the Training Hub offers much more than its name suggests, training and education form the foundation of its services, with a plethora of offerings available through the training calendar and regular educational events.

Lastly, wellbeing, quality, and equality principles sit at the core of everything we do – we encourage everyone to invest in self-care and the wellbeing of their colleagues, ensure equal opportunities and fairness in our services, and provide all learners with the opportunity to gain experience within a supportive placement that meets quality standards.



# Attract

**Attracting workforce is a key aim as we strive to showcase general practice as an exciting place to develop your career.**

To achieve this, we are growing our future workforce through initiatives such as Trainee Nursing Associates to develop and embed this role within our nursing teams. We offer and support quality-assured placements for multiple clinical roles, work collaboratively to deliver non-clinical apprenticeships and watch and wait for further clinical apprenticeship opportunities.

The NHS Long Term Workforce Plan acknowledges the widening gaps in our workforce, which can only be effectively addressed through consistent investment in attracting new staff and providing ongoing support throughout their tenure in general practice.



Outcomes	KPI/Report
<b>Apprentices</b>	
To develop an apprenticeship offer for the clinical and non-clinical workforce.	NHSE WTE KPI 4 and 5
<b>Trainee Nursing Associates</b>	
To provide the infrastructure and support to deliver an ongoing pipeline of our future nursing workforce including Trainee Nursing Associates (tNAs), apprentices and students.	NHSE WTE KPI 5
<b>Placements</b>	
To increase high-quality placement capacity across general practice, Primary Care Networks and 'At Scale' providers for all roles.	NHSE WTE KPI 11, 13 and 14
<b>IMG Champion</b>	
To provide a dedicated resource to support the needs of GPs whose primary medical degree was awarded outside the UK.	ICB
<b>Locum Champion</b>	
To provide a dedicated resource to support the needs of GPs who have chosen to locum and signposting to all relevant offers of support within the Training Hub and wider system.	CWTH
<b>Trailblazer Fellows</b>	
To facilitate and support a national programme that offers GPs with an interest in health inequalities the opportunity to focus on the delivery of healthcare in areas of high deprivation.	CWTH



# Support

**We provide comprehensive support and development opportunities for the general practice workforce in Coventry and Warwickshire.**

We aim to help colleagues achieve career goals, whilst contributing to the success of our GP practices, Primary Care Networks, 'At Scale' providers and the local population we serve.

Our diverse range of support services encompasses training, development, and health and wellbeing for our clinical and non-clinical teams. Our offer includes dedicated programs designed to assist individuals new to general practice, an employee assistance program, and a team of Workforce Ambassadors who provide support to our growing multi-disciplinary teams.





Outcomes	KPI/Report
<b>Primary Care in Practice</b>	
To ensure the entire general practice workforce has access to an induction programme.	ICB and NHSE WTE KPI 7 and 17
<b>Workforce Ambassadors</b>	
To create a well-established team of ARRS Ambassadors across Coventry and Warwickshire, providing a dedicated point of contact for all additional roles and signposting to all relevant offers of support within the Training Hub and wider system.	ICB and NHSE WTE KPI 1,2,11,13 and 16
<b>Health and Wellbeing</b>	
To provide an attractive, accessible, and comprehensive offer to general practice to support the health and wellbeing of the entire workforce.	ICB
<b>First 5 – GP</b>	
An innovative and diverse series of events for GPs within the first 5 years of qualifying, within an established peer support network resulting in a reduction of isolation, attrition, and burnout.	ICB
<b>First 5 – Nursing</b>	
A First 5 Nursing Fellow has been recruited to identify and assess the Coventry and Warwickshire GPN workforce within their first 5 years of practice with a view to supporting their educational and training needs.	ICB and NHSE WTE KPI 17
<b>New to Practice Fellowships</b>	
A well-established, high-quality scheme, offered in line with national guidelines, with high levels of engagement from newly qualified GPs across the system. Alumni retained within the system and are contributing in projects at PCN, place, and system level.	NHSE WTE KPI 3 and 8
<b>Training Delivery</b>	
To deliver timely, high-quality training based on national and local initiatives and requirements	ICB & NHSE WTE KPI 10, 11, 13 and 14
<b>Quality Assurance</b>	
To establish the NHSE WTE Quality Assurance Framework and associated processes across general practice.	ICB & NHSE WTE KPI 10, 11, 13 and 14

# Develop

**As our population's needs and models of care delivery respond accordingly, it is crucial our workforce acquire necessary skills to meet the demand.**

We provide an extensive selection of local and national initiatives that support but also develop our workforce, enabling them to deliver exceptional care.

Our Fellowship programmes, retention programs, additional roles support and non-clinical offer, means a comprehensive package for the entire workforce. Furthermore, we facilitate a comprehensive medical education and Continuing Professional Development (CPD) program, granting staff access to a diverse range of opportunities for upskilling and personal growth.



Outcomes	KPI/Report
<b>Clinical and Aspiring Clinical Directors</b>	
To set up and provide a Leadership and Development forum for PCN Clinical Directors and Aspiring Clinical Directors.	ICB
<b>Practice Managers, PCN Business Managers and Aspiring Managers</b>	
To support and develop the managers and aspiring managers in general practice and PCNs.	ICB
<b>Phoenix - Middle(Twenty)5 - GP</b>	
Established scheme supporting the needs of GPs with at least seven years of clinical experience through a designed programme of events. These optimise engagement and networking, reducing career stagnation and attrition within this cohort.	ICB
<b>Middle(Twenty)5 - Nursing</b>	
A Middle(Twenty)5 Nursing Fellow has been recruited to identify and assess the Coventry and Warwickshire mid-career GPN workforce to develop a plan to support clinical supervision and educational needs.	ICB
<b>Professional Curiosity Scheme</b>	
Enhanced understanding of the challenges facing colleagues across primary and secondary care, improving knowledge and relationships.	ICB
<b>Aspiring Leader Fellowships</b>	
To provide a development programme linked to system priorities for future systems leaders representing general practice.	ICB
<b>Continual Professional Development (CPD)</b>	
To deliver a regular education and training programme to meet workforce needs for all general practice roles.	NHSE WTE KPI 6
<b>Non-Clinical Training</b>	
To develop and deliver a comprehensive programme of training and support for the non-clinical workforce.	ICB & NHSE WTE KPI 7
<b>Medical Education</b>	
To deliver a regular programme of education to meet local and national needs, with good attendance from the 4 Places and clinical roles.	ICB & NHSE WTE KPI 7

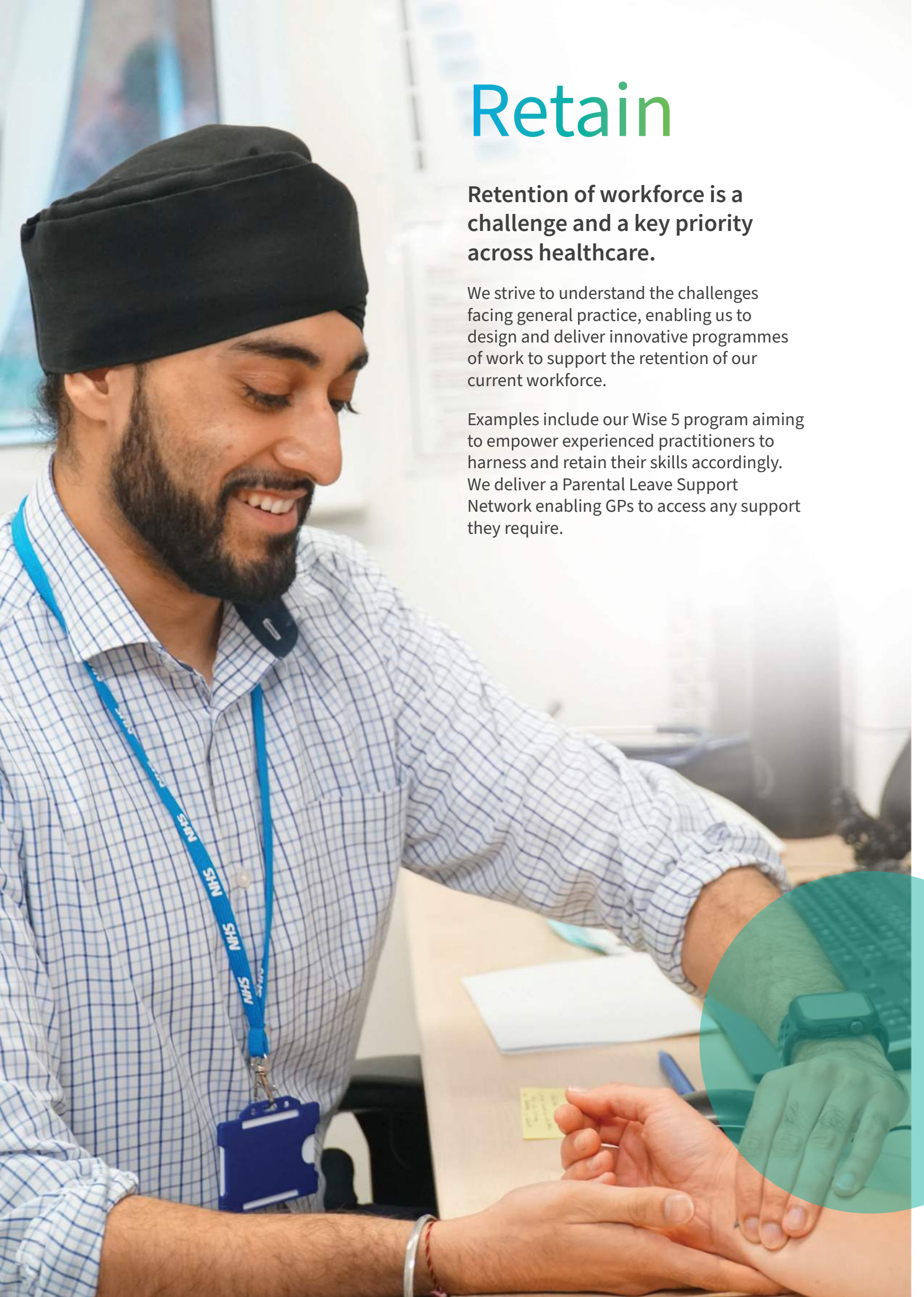


# Retain

**Retention of workforce is a challenge and a key priority across healthcare.**

We strive to understand the challenges facing general practice, enabling us to design and deliver innovative programmes of work to support the retention of our current workforce.

Examples include our Wise 5 program aiming to empower experienced practitioners to harness and retain their skills accordingly. We deliver a Parental Leave Support Network enabling GPs to access any support they require.





Outcomes	KPI/Report
<b>Wise 5 - GP</b>	
A developed local network of late career GPs within C&W which provides support, networking opportunities and explores alternative ways of working. Contributes to the national network of late career GPs.	ICB
<b>Wise 5 - Nursing</b>	
A Wise 5 Nurse Fellow has been recruited to identify and assess the Coventry and Warwickshire GPN workforce to develop a plan to support and retain experienced nurses. These Legacy Nurses will provide support to our future workforce, as well as offer support to other late career nurses.	ICB
<b>Mentors</b>	
A developed and promoted high-quality mentoring offer to all members of the general practice workforce within C&W, improving development and retention. An established cohort of mentors that reflect the diversity of the workforce. Upskilled mentors meeting the standards set for their cohort of mentees (e.g. ILM5 for national scheme mentors for NTPF)	ICB & NHSE WTE KPI 17
<b>Parental Leave</b>	
A developing network of GPs on parental leave, ensuring they feel more connected to the wider workforce. The provision of a safe space to seek support on all levels, both personally and professionally, thereby reducing attrition and improving wellbeing at this stage.	ICB

# Glossary

**ALF** - Aspiring Leadership Fellows

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**ARRS** - Additional Roles Reimbursement Scheme

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**CPD** - Continuing Professional Development

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**C&W** - Coventry and Warwickshire

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**CWTH** – Coventry and Warwickshire Training Hub

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**EAP** - Employee Assistance Program

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**GP** - General Practitioner

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**GPN** - General Practice Nurse

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**HEI** - Higher Educational Institute

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**H&WB** - Health and Wellbeing

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**H&WBC** - Health and Wellbeing Champion

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**ICB** - Integrated Care Board

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**ICS** - Integrated Care System

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**IMG** - International Medical Graduates

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**LAPOs** – Learning, Assurance and Placement Officers

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**MDT** - Multi-Disciplinary Team

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**MHFA** - Mental Health First Aid

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**NTPFs** - New to Practice Fellowships

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**NHSE WTE** - NHS England Workforce, Training and Education

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**PCNs** - Primary Care Networks

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**tNAs** - Trainee Nursing Associates

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**WTE** - Whole Time Equivalent

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# References

**Coventry and Warwickshire ICB - Local People Plan**

[www.happyhealthylives.uk/integrated-care-board/](http://www.happyhealthylives.uk/integrated-care-board/)

**Fuller Stocktake**

[www.england.nhs.uk/wp-content/uploads/2022/05/next-steps-for-integrating-primary-care-fuller-stocktake-report.pdf](http://www.england.nhs.uk/wp-content/uploads/2022/05/next-steps-for-integrating-primary-care-fuller-stocktake-report.pdf)

**HEE Quality Strategy and Framework**

[www.hee.nhs.uk/our-work/quality/hee-quality-strategy](http://www.hee.nhs.uk/our-work/quality/hee-quality-strategy)

**NHS Long term Workforce Plan**

[www.england.nhs.uk/wp-content/uploads/2023/06/nhs-long-term-workforce-plan-v1.2.pdf](http://www.england.nhs.uk/wp-content/uploads/2023/06/nhs-long-term-workforce-plan-v1.2.pdf)

**NHS People Plan**

[www.england.nhs.uk/ournhspeople/online-version/](http://www.england.nhs.uk/ournhspeople/online-version/)

**Training Hubs and how they work**

[www.hee.nhs.uk/our-work/primary-care/training-hubs/training-hubs-how-they-work](http://www.hee.nhs.uk/our-work/primary-care/training-hubs/training-hubs-how-they-work)

**Training the Future GP**

[www.hee.nhs.uk/sites/default/files/TrainingTheFutureGP\\_2.pdf](http://www.hee.nhs.uk/sites/default/files/TrainingTheFutureGP_2.pdf)



**Coventry and  
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**[www.cwtraininghub.co.uk](http://www.cwtraininghub.co.uk)**

CWTH Strategy - V0.1