

North West London Primary Care Strategic Nursing Plan

2023



NW LONDON
TRAINING HUB
Education ♦ Training ♦ Workforce

Executive Summary

Our five year Primary Care Nursing strategy, is based on the strength of our primary goal – ***‘to provide and guide opportunities, education and training related to Nursing Pathways, that allows interested parties ways to join the Nursing workforce at any level and advance through their chosen route to a successful and fulfilling career.’*** Our passion is for learning and education, through this we will support our Primary Care Nursing workforce to achieve their aspirations. For some, the new opportunities we are developing will offer a nursing career that was previously out of reach. We aim to make Primary Care nursing related career pathways more accessible for all. We will raise the profile of General Practice Nursing (GPN) related roles and promote Primary Care as a career of choice across North West London (NWL).

We believe that to do this, requires a sustained and meaningful approach to our strategy. We will work closely with the NWL Borough Training Hubs, to ensure we are reaching the local workforce and appropriately offering opportunities, to meet the needs of the frontline service for our communities.

Many Practices have welcomed large numbers of staff through the Additional Roles Reimbursement (ARRS) scheme, including nursing related roles and clinical pharmacists. We are seeing an increased skill mix, this could potentially have some impact on the current GPN workforce. We recognise this, as we embrace new nursing related roles, upskill existing nursing roles and introduce unique and exciting development programmes to support the future of all our nurses in Primary Care. The fundamental nursing skillset is unique and hard to substitute. Over the next 5 years through our strategic plan, we aim to expand, support, develop and protect our NWL Primary Care nursing workforce for the future.

We’ve seen the rise and fall in nursing numbers. Nursing was ‘showcased’ during the Covid 19 pandemic, which attracted a rise in applications to study nursing. Alongside that, we witnessed burnout and numbers dropping as nurses left or took early retirement. Through our strategic plan, we will actively approach universities to encourage Pre Registration nurses towards Primary Care and we will map a clear pathway for returning nurses. Through the delivery of our plan, we will improve recruitment, retention, satisfaction and patient experience.

Our values underpin what we do - they shape how we think, what we offer and how we deliver our plan. We will listen and collaborate across our Boroughs, to ensure we are aligned with local needs. We will be flexible and adaptable with our colleagues, as we develop the right number of staff, with the right skills and values, equipped to work differently and as part of an inclusive culture. We are compassionate and will act in a way that values people, their insights and personal experiences. All this, will help to steer the direction and delivery of the key elements of our strategic plan.

This plan establishes a long term roadmap for the future and will allow us to retain a satisfied high quality nursing workforce, who will strengthen the patient’s experience of care. We are devoted to ensure that the experience of patients and our Nurses across North West London, are at the heart of what matters.

Foreword

The NHS, including General Practice is in the aftermath of one of the biggest health challenges in history – The Covid 19 Pandemic. Three years later, we find ourselves back towards normal services. At the same time, we must recognise the toll this has taken on our Nursing workforce in terms of career choices, life choices, health and wellbeing.

Education and Training are critical enablers in developing a frontline service that meets the needs of patients, staff and the communities we serve. We are seeing people taking delayed retirement and an acute drop in Nursing staff. However, there has also been an unexpected spark of interest in Nursing from novel sources as well as traditional routes. We look to adapt to this through new roles and supported progression across North West London.

Our primary goal is to provide and guide opportunities, education and training related to Nursing Pathways, that allows interested parties ways to join the Nursing workforce at any level, and then advance through their chosen route to a successful and fulfilling career.

Overarching this is health and wellbeing, peer support, mentoring, clinical supervision and recognition. Taking care of our Nursing workforce - which will ultimately improve care for our patients.

Introduction

General Practice Nursing has been around since the 1960s in some shape or form. In the early days, GPNs were employed to work in treatment rooms and given complete direction by GPs.

Fast forward to 2023 and GPNs are autonomous professionals, managing their own caseloads of patients and leading on various Chronic Disease pathways as well as other clinical areas. We have seen the introduction of Advanced Nurse Practitioners, Nurse Prescribers, Specialist Nurses, Clinical Nurse Leads and Nurse Education Leads, along with the introduction and development of Health Care Support Workers, Health Care Assistants, Nursing Associates and most recently GP Assistants. Primary Care Nurses have a vital role in driving innovation to meet the changing needs of people in their communities and we have a responsibility to plan and develop our Nursing workforce of the future.

We work closely with NHSE Workforce, Training and Education (WTE) Directorate (formerly HEE). We collaborate with our partners to deliver education and training, to ensure the right number of staff, with the right skills and values, equipped to work differently and in a compassionate and inclusive culture.

We have written this strategy plan, to include our wider Primary Care Nursing family. Investment in training and development of Primary Care Nursing, is central to the provision of high quality care for North West London.

Primary Care Nursing Workforce

Nurses are a key part of the General Practice team. They are a skilled and extremely versatile workforce, uniquely placed to deliver significant levels of value. The clinical knowledge, expertise and skills required for the role are vast and complex yet are often underestimated by others.

The Sonnet report (2021) is the result of nine months of exploration into the reality of the work of GPNs. It explains for the first time, what it is about nurses that make them so valuable and such a key part of General Practice today, as well as a vital component in the planned development of the NHS. The research looks at what is being achieved in General Practice across England and shows that nurses act as a 'super connector' between other healthcare professionals, within and outside the Practice.

The Additional Roles Reimbursement Scheme (ARRS), was introduced in 2019 as a key part of the government's manifesto commitment to improve access to General Practice. Through the scheme, Primary Care Networks (PCNs) can claim reimbursement for the salaries of some new roles within the multidisciplinary team, selected to meet the needs of the local population. This has brought about the introduction of new nursing related opportunities – General Practice Assistants (GPA), Student Nursing Associates (SNA), and Nursing Associates (NA) which can offer novel career pathways, for people who otherwise would not have been able to progress through a nursing related career. We support these roles in our strategic plan. Conversely, many Practices are now employing large numbers of staff through ARRS, including these nursing related roles and clinical pharmacists - this can potentially have a detrimental impact on the current GPN workforce. We recognise this as we aim to support and embed new nursing related roles, upskill existing nursing roles and introduce unique development programmes to support the future of all our nurses in Primary Care.

The Sonnett report shows how nurses are leading the way towards the future of Primary Care, as they work alongside GPs, Physiotherapists, Pharmacists, Phlebotomists and other healthcare professionals. The nature of education and training of nurses, prepares them for working independently and flexibly in a role which demands a wide range of skills. The nursing skillset and patient centric holistic approach, is hard to substitute. Over the next 5 years through our strategic plan, we aim to expand, support, develop and protect our NWL Primary Care nursing workforce for the future.

Our Vision

'We are here to support our Primary Care Nursing Teams to develop and grow at every stage of their career, creating a skilled, diverse and inclusive workforce for the future. Through this, we will enable the delivery of high quality healthcare across all communities in North West London and make General Practice a desired career option.'

Our Values

Listening and Responsive - We are responsive to local needs and we'll adapt Nursing learning opportunities, to meet local Borough needs.

Compassionate and Kind - We recognise and embrace difference, encourage participation and inclusion amongst our Nursing workforce.

Flexible and Adaptable - We adapt to the needs, mediums and opportunities as required by our Nursing colleagues.

Sustainable - We seek to embed best practice through cost effective and evidence based interventions, responding to emerging and anticipatory needs and making best use of allocated funds.

Working together for patients - Patients are at the centre of what we do. We maximise our resources for the benefit of the whole community.

Collaborative - We seek to reflect the economic and social needs of our communities and our Nursing workforce to build robust neighbourhoods, reduce health inequalities and improve health outcomes.

Inclusive - We want everyone to feel welcome, with a culture of belonging for all.

North West London



The North West London (NWL) Training Hubs (TH) cover 8 London Boroughs - Brent, Central London, Ealing, Hammersmith & Fulham, Hillingdon, Hounslow, Harrow, and West London. We have approximately 350 GP Practices across NWL and 45 Primary Care Networks (PCNs). Our patient population is diverse in many ways, both culturally and socially. This can be both challenging and rewarding for our Primary Care Nursing Teams.

Training Hubs are tasked with ensuring the delivery of quality education, training and support for our existing workforce as well as supporting workforce planning (including recruitment, retention and return) and are an essential vehicle of workforce transformation. This document focuses specifically on our plan for NWL Primary Care Nursing related roles.

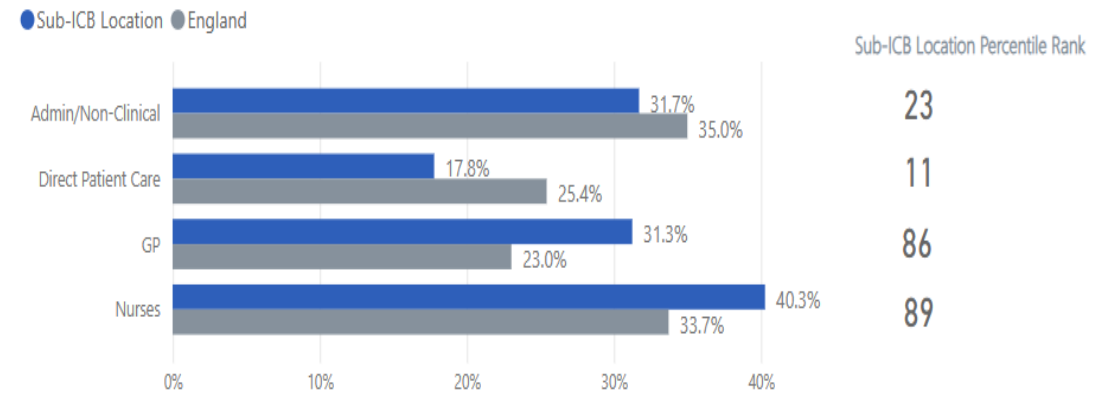
NWL Current situation

We have looked at our current NWL nursing workforce situation, using our own information and data from the General Practice workforce series of official statistics.

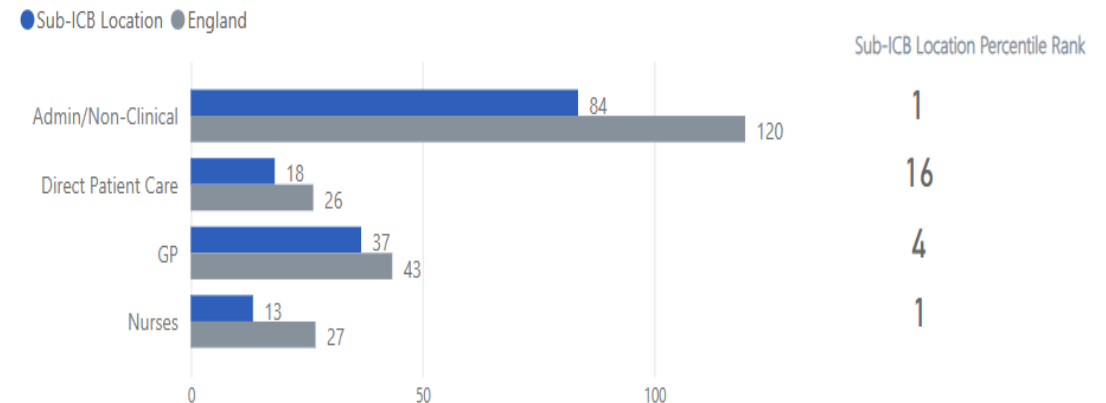
We can see increasing amounts of nurses over the age of 55 and heading towards retirement. 40% of our nursing staff are over the age of 55, this is compared with 33% of all England figures. We have 13 FTE nurses per 100,00 patients. This is compared with 27 all England equivalent and based on all patients across the boroughs. We also have a lower GP FTE compared with the all England figures, putting extra pressure on our nursing roles.

With this in mind, our strategic plan and deliverables will offer supported opportunities for all, in order to upskill our current nursing workforce and continue to grow our NWL nursing workforce for the future. Our deliverables will outline how this will be done over the short, medium and long term.

Percentage of staff aged 55 or over, by FTE, Sub-ICB Location and England



Staff FTE per 100,000 patients, Sub-ICB Location and England



GP in Training Grade records are excluded from these visuals to allow for fair comparison, as not all training placement locations are identified in the data.

Our aims

Demonstratable increase in Nursing workforce numbers

Mapped career pathways

Clear succession planning

Working towards Neighbourhood integration

Equal voice for Primary Care Nursing

Highly skilled workforce

Visible NWL workforce map

Primary Care Nurse Leaders delivering across NWL

Objectives

- Raise the profile of General Practice nursing related roles and promote Primary Care as a career of choice across North West London.
- Make Primary Care nursing related career pathways more accessible for all.
- Support access to educational, training and development programmes for all.
- Develop and support Healthcare Support Worker (HCSW), Apprenticeship, Nursing Associate and General Practice Assistant (GPA) career pathways.
- Enhance and strengthen the GPN role through specialist skills and development opportunities.
- Improve access to Return to Practice programmes and support nurses who need to return to the NMC register.
- Increase access to clinical academic careers and Advanced Clinical Practice programmes, including nurses working in advanced practice roles in General Practice
- Extend Leadership and Educator roles – Legacy Nurse, Nurse Education Leads.
- Increase opportunities to welcome Pre Registration nursing placements in General Practice.
- Provide a safe learning environment for all with adequate supervision and mentoring across NWL
- Provide access to CPD funding through both Borough and Regional programmes for all Nursing related roles.
- Improve recruitment, retention, satisfaction and patient experience through all of the above

Over the coming months, a dedicated action and delivery plan will be formed demonstrating how we will reach our goals.

Deliverables and Priorities

Workforce shortages were the single biggest challenge facing the NHS well before Covid 19. But the pandemic has driven increased demand for health care, growing waiting lists and a substantial elective care backlog, while impacting on staff wellbeing, absence and leaving the profession. This makes workforce planning all the more urgent, particularly in light of ongoing cost of living pressures and in terms of patient safety and satisfaction.

As already discussed through this document, General practice is well aware of the many and varied nursing workforce challenges that it faces. We have considered the effect of the Covid 19 Pandemic, an increasing workload, reduced popularity of General Practice as a career choice, disillusionment and the huge retirement risk due to the high number of experienced General Practice Nurses aged over 55. But Practices are starting to look at new ways of working, by increasing the diversity and developing the skillset of their workforce. This will upskill current staff and offer new and exciting career pathways for others. This is all part of our wider programme of Primary Care initiatives, which focus on the introduction and development of Primary Care nursing related roles. We also aim to raise awareness of Primary Care, to recruit newly qualified nurses and returning nurses and support them to map a fulfilling career pathway.

For General Practice, this is an exciting prospect. Those who are employed in General Practice settings can embark on a work-based learning journey to develop their career. This will help to increase the capacity of the General Practice nursing team and offers a genuine opportunity for Practices to 'grow their own' and play a key role in developing the nursing workforce needed for the future.

There has never been a more exciting time to work within our Primary Care nursing team. We aim to grow the profession with opportunities for current, returning and future practitioners. Nursing is very simply, a vital profession, essential to everyone's health and our society.

The rest of this strategy document outlines our key deliverables and priorities over the next five years, which will enable us to build, develop and support a highly skilled nursing workforce who are empowered to reach their full potential.

NWL Primary Care Nursing Strategy Plan

Key Deliverables and Priorities



Raising awareness of Primary Care Career of choice

Careers Fairs

- Team presence at careers fairs
- Inclusive recruitment into Primary Care across all backgrounds
- Appropriate, up to date, standardised materials for audience
- Link with PCAN

Pre Reg Nurse

- HEI Placement Team
- Pre Reg placements
- Elective placements
- Pre Reg specific careers events
- Pre Reg awareness
- Practice commitment

HEIs

- Relationship building
- Placement Teams
- Academic tutors
- Link for Pre Reg Nurses, Student Nurse Associates and Return to Practice Nurses (RtP)
- Practice Mapping

GPA/HCSW Recruitment and Development

GPA

- Participate in SEL GPA Training Programme
- NWL Bespoke GPA Training Programme
- Induction pack

HCSW Recruitment

- Develop HCSW training through apprentice framework
- Develop recruitment plan
- Link with Anchor Network

Training new HCSW's

- HCSW annual training programme
- Develop an information pack for all staff new to the role

Support existing HCSW's

- Refresh the HCSW Passport
- NWL and Local HCSW Forums

HCSW career development

- Academic skills
- Functional skills
- NA opportunities

Nursing Associate and RNDA level

SNA entry as ARRS HCSW to SNA

- Recruitment plan
- Onboarding TNA's on to University Programme

Qualified NA new to Primary Care

- Assign to GPN Foundation Programmes
- Link with Forums
- Standardise JD

P Care HCSW to QNA

- Access to Cervical Cytology and Childhood Immunisation Courses
- Link with Forums

RNDA

- Work with HEE to develop a sustainable programme of training for primary care NA's to become fully qualified RNs.

Transitioning into Primary Care

- Promote access to new HEE online 3 month programme
- Promote UWL combined community & Primary Care Masters programme to graduates

GPN Trainee Level

Trainee GPN

- London-wide recruitment to Academic programme
- Annual cycle of recruitment across London

SPIN GPN Fellowship

- GPN Trainees and GPNs new to GP are signed up to the 2-year programme
- Promote Project opportunities within SPIN programme
- Academic Foundation Workforce Pathway

Return to Practice (GPN)

- Recruitment and promotion
- Ongoing Support into employment

GPN Development

CPD

- TNA of all GPN training needs
- NWL CPD process
- Link to Legacy Nurses

Supervising & Assessing

- TNA of S&A's
- Repeat Core and Support Training Sessions
- Establish NWL Register

Forums

- Map annual programme of Forums alternating between Local and NWL

Legacy Nurses

- Link with CPD
- Operational Group
- Review Programme

Specialist GPN -Enhanced Level role

Career Focus

- Forum Talk
- Summary document

Non Medical Prescribing / Advanced Assessment

- Access for relevant cohort

Links with community

- Integrate with other roles in the community eg Specialist Nurses (eg DSN)
- Share and learn from other roles

CPD

- Standardised application process
- Link with Legacy Nurses
- Map specialist GPNs across NWL

Further Opportunities

- Promote role development
- Specialist GPNs to become involved with teaching and supporting less experienced Nurses
- Leadership Training opportunities

Advanced Practitioner Level

Career Focus

- Forum talk / Awareness raising
- Summary document
- Shadowing opportunities

Support for Trainees

- Develop VTS scheme
- Programme of support, practice visits, peer review
- Support career development during and after training
- Monthly forums / peer support sessions

Training and support of AP Supervisors

- Map current qualified workforce
- Map No of supervisors
- Support network and sessions (VTS)

E-portfolio

- Map current workforce & determine number of Nurses working at AP level without having accredited Qualification
- Summary document
- Raise awareness
- Support roll out
- Supervision of staff undertaking the e-portfolio

AP ARRS

- Map current workforce
- Recruitment plan

CPD for AP's

- Access to CPD
- Leadership programme for APs
- Undertake Maturity Matrix Programme **

PCN Nurse Education Lead (NEL) and Borough Lead

Career Focus

- Forum talk / Awareness raising
- Support Group
- Summary document

Brand and Comms

- Support recruitment across NWL
- Standardise documentation & reporting

Training and Development

- NHSE WTE Training Programme
- Peer Learning and Support sessions
- SSSA Training
- Clinical Senate

Forums

- Establish regular NEL forums
- Structured approach
- Follow up

Leadership

- NHS Leadership Academy

Priorities

Short Term (1 year)

Legacy Nurse Project - recruit, roll out plan and review.

Nurse Educators – recruit, support, standardise reporting

Return to Nursing Practice

Initiate **AP Maturity Matrix**

HEI Placement links/relationships for all Trainees

Specialist GPN – CPD
Map Nurses
Link with LNs

Pre Reg Nursing plan

Advanced Practitioner
Develop VTS. Map current qualified workforce

CPD – standardised application process
Link with Legacy Nurses

Nurse Educators
NHSE WTE Training Programme

Practice placement mapping for all **Trainees**

NWL bespoke **GPA** training programme

RNDA – sustainable development programme

GPA/SNA career pathway support

HCSW annual training programme

SPIN GPN Fellowship
Academic and Foundation Workforce pathway

Refresh HCSW Passport

Medium Term (2 to 3 yr)

Progress **AP Maturity Matrix**

Increase **Pre Reg** numbers

Careers Fairs – standardise approach & materials

Integrate **GPN** with other community roles

Increase no of **WTE GPNs**

NHS Leadership Academy

GPN Leadership opportunities

AP Leadership Programme

All **PCNs** to have **RtP**

GPA/HCSW information packs

Develop **HCSW** training through apprentice framework

Increased **GPN and NA Trainees**

All **PCNs** to have **Pre Reg Placements**

Long Term (3 to 5 yr)

Demonstrable increase in **Nursing workforce** numbers

Clear **succession** planning

Mapped career pathways

Highly skilled workforce

Working towards **Neighbourhood integration**

Equal voice for **Primary Care Nursing**

Primary Care Nurse Leaders delivering across **NWL**

Visible NWL skillset map

Business as usual

NWL Training

CPD

GPN Trainee course recruitment

SSSA

GPN Trainee support

NHSE WTE initiatives

Clinical Senate

Student and placement support

Clinical teaching

Advanced course applications

SNA and NA planning and support

Borough Training Hub relationships

Workforce planning

Project and steering groups

Strategic planning

NWL Forums

Ongoing work

NWL Primary Care Nursing Strategy Plan

Next Steps

This plan has a central focus around our NWL Primary Care Nursing workforce. Primary Care is about the people who need care and the people who deliver.

Our key deliverables within the strategic plan, map out what our Nursing related workforce can aspire to and look forward to, in their own learning and career development. As the strategic plan is delivered, we will continue to celebrate the value of our dedicated Nursing Teams.

We have mapped our short and medium term deliverables, based on the current situation across North West London. We have started to deliver on some of the short term priorities, with some immediate success. We will now continue to roll out the short term plan, whilst working towards future goals. The plan may move and shift to accommodate needs, new developments, opportunities and the changing healthcare landscape.

A successful strategic Nursing plan establishes a roadmap for the future and will allow us to ensure a satisfied high quality workforce, who will strengthen the patient's experience of care. We are devoted to ensure that the experience of patients and our Nurses across North West London, are at the heart of what matters.

Over the coming months, a dedicated action and delivery plan will be formed demonstrating how the strategy will be put into action.