

**Primary Care Workforce Resilience Pilot**

**Project Outline**

There are a number of workforce challenges within primary care in terms of recruitment and retention. These are further exacerbated by rising workloads and the increasing complexity of care demands. Solutions proposed through The Five Year Forward View, Sustainability and Transformation Partnerships and the Kings Fund’s (Nov 2015) describe a number of place-based integrated models of care. A potential requirement to realise these new models of care is a workforce that can work across organisational boundaries.

NHS England South East and Health Education England Kent, Surrey and Sussex are collaborating on a project which aims to demonstrate how resilience in primary care can be improved by a collaborative approach to workforce planning enabling delivery of services across a broader population of patients.

Through the project NHSE and HEE KSS hope to

* Gather evidence as to how a collaborative approach to workforce development and planning supports resilience of practices involved in the pilot
* Provide practical examples that can be disseminated to enable flexible workforce development

**Project Criteria**

There will be a fund of £200,000 which will be divided between 4 bids. Individual projects are therefore invited to bid for up to a maximum of £50,000. Each project should last for a 12 month period.

It anticipated that each pilot will be funded as follows:

* A payment will be made on commencement of the pilot. This will be subject to a signed MOU being returned to NHS England prior to the release of any funds.

Proposals will need to address the following:

* Demonstrate access to a population base of a minimum of 30,000 patients (evidenced by combined list sizes)
* Demonstrate a minimum cluster of 5 GP practices (ideally “branch sites” will not be considered as contributing to the cluster)
* A description of existing workforce challenges across the cluster
* The aims and objectives of the project including a detailed project plan with timelines and milestones
* A description of how working across organisational boundaries will impact on
  + The sustainability and resilience of practices
  + Patient access
  + Current patient services
  + The ability to affect / sustain service re-design
  + Organisational capability across the cluster in relation to workforce planning and transformation – including recruitment and retention plans
  + The ability to affect / sustain capacity for education and training of the current and future workforce
* Demonstrate how the project will engage with the local Community Education Provider Network (CEPN)
* Demonstrate how learning from the project will be propagated to other clusters / the STP, including the production of a final project report
* A detailed description of how funding will be utilised

**See appendix 1 & 2 for Application Process**

**Guidance**

*The application would best be supported by a proposal which:*

*Describes SMART aims and objectives*

* *Specific in describing what the project aims to achieve and ultimately what success will look like*
* *Specific in terms of the staff groups the project aims to support in working flexibly across the cluster*
* *Measurable – include for your project the essential performance indicators that will enable you to monitor progress*
* *Agreed – ensure you describe the level of commitment and engagement to the project from each member of the cluster and how the collaboration between practices will occur*
* *Realistic –to include how it will be sustainable beyond the project*
* *Timely – it will be helpful to include key time milestones*

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|  | | **Improving Resilience through Flexible Workforce Solutions** |
| **Insert Project Name** | |  |
| **List of GP Practices committed to project (include G/H/Y codes)** | |  |
| **Total population served** | |  |
| **Name of Project Lead – Senior Responsible Officer (SRO)** | |  |
| **Name of Budget Holder:**  **Organisation:**  **Named Lead** | |  |
| **Main Contact (if different from SRO)** | |  |
| **Workforce Stocktake**  **(Please list for each practice the number of staff by head count)** | | Complete Appendix 3 and 4 |
| **Total funding requested (please provide a detailed breakdown of costs)** | |  |
| **A) Has any funding towards developing new models of care / resilience funding been received previously?**  **B) If yes, how would receipt of further monies create additional resilience within the existing care model?** | |  |
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| **Project Description** | | |
| **Please describe the current workforce challenges across the cluster** |  | |
| **Please describe the aims and objectives of the project** |  | |
| **Please describe the project plan**  **(including timescale)** |  | |
| **Please describe how the plan will benefit:**  **Patient access**  **Current services**  **Service re-design**  **Education and Training**  **STP Priorities** |  | |
| **Please describe how the plan will develop the capabilities of the primary care administrative and clinical teams to plan and develop a flexible cross boundary workforce** | Maximum 500 Words | |
| **Please describe how the plan will support the sustainability and resilience of practices involved** | Maximum 500 Words | |
| **Please describe any risks associated with this project and how would they be mitigated?** |  | |
| **How will your project be delivered and what assurance is in place to ensure effective delivery?** | *Please describe the role that specific partners will play in the delivery of your proposal, how partnership working will be managed and what governance is in place to ensure effective delivery.* | |
| **How will developments be sustained beyond the duration of the project funding?** |  | |

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| **Signatories** | |
| **Signed for an on behalf of Practice/Cluster:**  **{INSERT NAME}** | (Name)  (Role)  (Signature)  (Date) |
| **Signed for an on behalf of Clinical Commissioning Group/s: {INSERT AREA}** | (Name)  Head of Primary Care  (Role)  (Signature)  (Date) |
| **Signed for an on behalf of Community Education Provider Network (CEPN):** | (Name)  (Role)  (Signature)  (Date) |

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| **For NHSE / HEE use only** | |
| **NHSE / HEE approval given or reason for rejection** | Funding request approved  Further information required before a decision can be made  Funding request rejected (justification for this decision has been provided) |
| **Total Funding Agreed** |  |
| **Signed for on behalf of NHS England** | (Name)  (Role)  (Signature)  (Date) |
| **Signed for on behalf of HEE KSS** | (Name)  (Role)  (Signature)  (Date) |

**Appendix 1 – Application Process – dates are indicative**

* 27/11/2017 – Application window opens practices/clusters to create and complete proposal. Applications to be submitted to england.kmatadmin@nhs.net
* 18/12/2017 – 9am deadline for applications
* 20/12/2017– Applicants to be notified of outcome with shortlisted bids being invited to produce and present a reasoning behind the application
* 12/01/2018 – Shortlisted bids will be expected to present their application to the following stakeholders:
  + LMC Representative
  + Medical Directorate Representative
  + Nursing and Quality Directorate Representative
  + Health Education England Representatives
  + Primary Care Commissioning Representatives

*(A draft MOU will be shared for information only at this stage)*

* 16/01/2018 – Successful bids to be notified and applicants to be provided with a finalised MOU. Signed MOU must be returned prior to the commencement date.
* 01/02/2018 – Project commences and practice to receive funds in next available payment run.
* 01/05/2018– 3 Month project review.
* 01/08/2018 – 6 Month project review
* 01/11/2018 – 9 Month project review
* 31/01/2019 – Project Closedown and Evaluation

**Appendix 2 – Application Process Flowchart**

**27 November 2017**

Application window opens

**18 December 2017**

Application window deadline

**31 January 2019**

Project Closedown and Evaluation

**W/C 1 November 2018**

9-month Project Review

**W/C 1 August 2018**

6-month Project Review

**W/C 1 May 2018**

3-month Project Review

**1 February 2018**

Project commences

**16 January 2018**

Notify successful bids

Finalise and receive signed MOU

**12 January 2018**

Hold presentations, shortlist and select successful bids

Applicants to be provided with a draft MOU

**20 December 2017**

Notify applicants of outcome. Invite 10 shortlisted bids to produce and present reasoning behind the application

**Appendix 3 – Workforce Stocktake**

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| Practice Code | Practice | Number of GPs (WTE) | Number of Advanced Nurse Practitioners (WTE) | Number of Nurses (WTE) | Number of Clinical Pharmacists (WTE) | Number of Paramedic Practitioners (WTE) | Number of other Clinical Staff  (please detail below) (WTE) | Number of Admin Staff (WTE) |
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**Appendix 4 – Workforce Vacancies**

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| Practice Code | Practice | Total WTE number of Vacancies | Number of GP Vacancies (WTE) | Number of Nurses Vacancies (WTE) | Number of Admin Staff vacancies (WTE) | Number of other Clinical Staff vacancies (WTE)  (please detail below) |
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