



General Practice Nurse Strategy 2021 - 2023



Shropshire, Telford and Wrekin GPN Strategy

CPD Programmes accessible to all	Standardised approach to Advanced clinical practice education and mentorship	Leadership and Management Programmes
Embedding prevention in clinical practice	Peer support networks and clinical supervision	Preceptorship Programmes for newly- qualified nurses and nurses new to General Practice
Increasing Student Nurse and Return to Practice Placements in Primary Care Supporting Supervisor and Assessor roles	Digital Nursing Development	Nursing Apprenticeships and HCA development



Version	Date	Amendment History
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This document has been reviewed by:

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Group/Committee	Date	Version
STW CCG Primary Care Commissioning Committee	04/08/2021	GPN Strategy Final Draft July 2021
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INTRODUCTION TO THE STRATEGY FROM SHROPSHIRE, TELFORD AND WREKIN CCG EXECUTIVE DIRECTOR FOR QUALITY

General Practice Nurse development has been seen by Shropshire, Telford and Wrekin (STW) Integrated Care System (ICS) as an area of focus in order to retain an agile workforce to support the needs of the population.

Investment from Health Education England and NHS England/Improvement has enabled us to begin our journey of GPN development and this strategy builds on this over the next 2 years whilst locally the landscape evolves to encompass Primary Care Networks and Integrated Care Systems.

This strategy is based on the 3 overarching principles from the GPN 10 Point Action Plan – Recruit, Retain, Reform and explores local opportunities to achieve these ambitions. It also reflects the need to ensure the nursing workforce has opportunities to continue with professional development and is able to deliver safe, harm free care.

We are all conscious of the increasing demands on all health care sectors and this has been shown more clearly in 2020 with the added pressures the Covid-19 pandemic has brought. Primary Care has always been at the forefront of delivery of healthcare to the population and nurses and Health care Assistants are key to this delivery as they continue to take on more varied and challenging roles. The shortfall of nurses coming into the NHS needs to be addressed so this strategy aims to map out career opportunities for nurses to join Primary Care including those who have had a career break, how we can ensure they remain, and how nurses can be at the forefront of new innovations such as the use of digital technology.

It is an exciting program of work to develop the skills of our nurses working in primary care, whilst addressing healthcare priorities and needs of our system and we look forward to implementing this over the next 2 years

Zena Young

Executive Director of Nursing & Quality, Shropshire, Telford and Wrekin CCG

CONTEXT

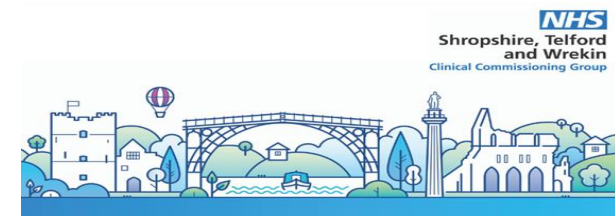
General Practice Nursing has been steadily emerging in primary care since 1960s. With big changes in the General Practice contracts both in 1990 and 2004 leading to the role of General Practice Nurse (GPN) developing and growing and GPNs taking on more responsibility for the management of patients living with long term conditions. As the diversity of the role develops to include new emerging roles such as Nursing associates and continued increase in nurses using advanced clinical skills this continues to highlight that additional training and support is required to maximise opportunities for nurses to work beyond traditional treatment room tasks.

Following on from this, the GPNs role has progressed and developed far beyond those early days to become autonomous professionals, able to diagnose, treat and refer where required. With the introduction of the Advanced Nurse Practitioner along with development of Health Care Assistant roles and the introduction of the new role of Nursing Associate, GPNs continue to play a vital role in driving innovation to meet the changing needs of people in their communities.

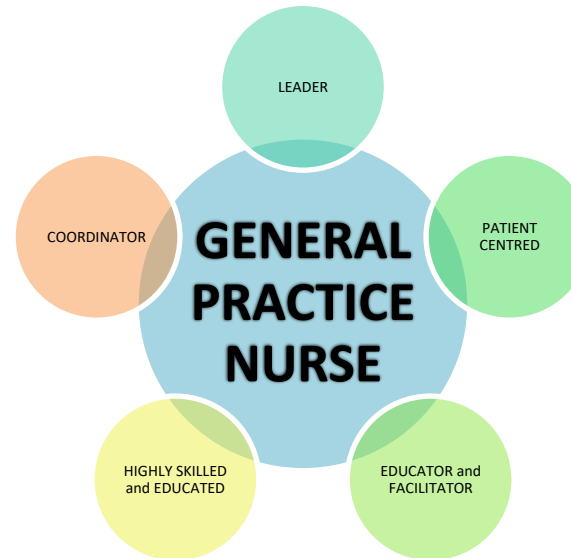
Investment in support and development of GPNs remains central to the provision of high-quality care within Primary Care.

The general practice nursing workforce continue to hold a place at the forefront, leading change by delivering better health outcomes in primary care, and by making primary care ‘the place to be’ for ambitious nurses who deliver quality care and empower our population to live well.

The more recent creations of Primary Care Networks have led to opportunities for working and resourcing training at scale, giving GPNs and Primary Care even more opportunities to develop, diversify and grow as professionals and as a speciality.



GPNs across the ICS were given an opportunity to review this document and as a result of this consultation the Strategy was endorsed and the following quotes were given as feedback.



Love the themes

Makes me enthusiastic for the future of GPNs in STW

Good accessible document



I feel like GPNs should be recognised more and this strategy really reinforces our position in Primary Care and our role in its future

This strategy highlights that our profession's future depends on students and our own professional development and really builds on these themes

POLICIES AND DRIVERS

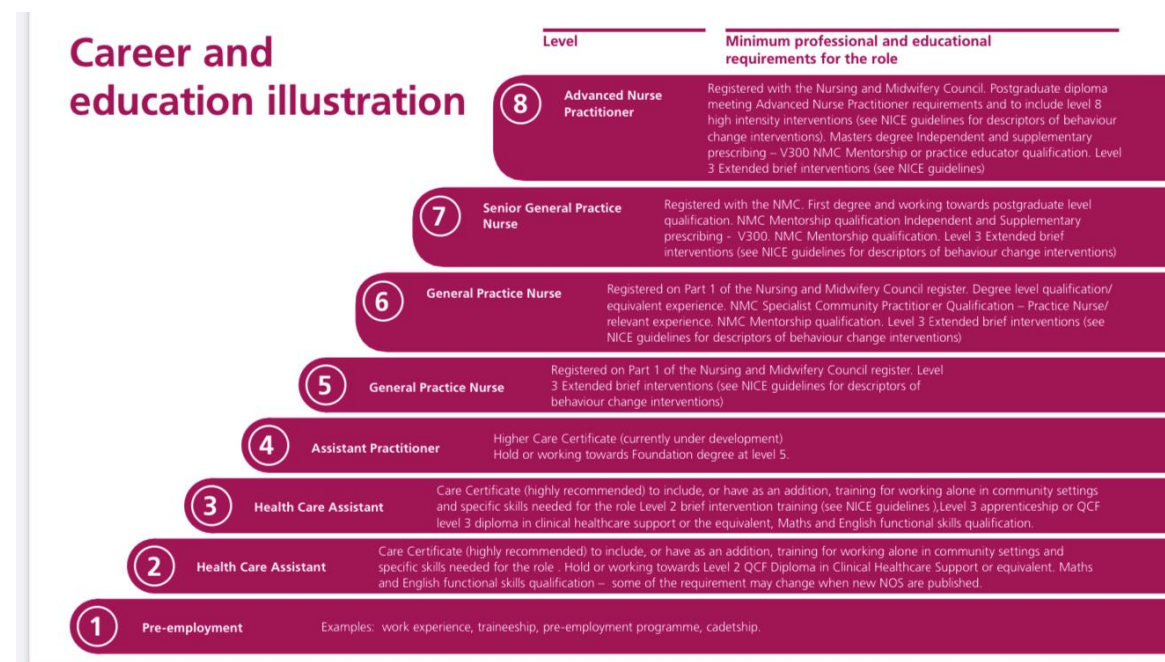
The strategy has aligned the content to reflect and support the actions within national and ICS documents such as;

- GPN 10 Point Action Plan
- NHS Long Term Plan
- NMC Standards of Proficiency for Registered Nurses
- HEE District Nursing and General Practice Nursing Services Education and Career Framework
- RCGP GPN Competency Framework
- RCGP General Practice Advanced Nurse Practitioner Competencies
- QNI Transition to General Practice Nursing Resource
- ICS People Strategy

“The Future of Primary Care – Creating Teams for Tomorrow” (Primary Care Workforce Commission, July 2015) identified that community and general practice nurses often did not have the same career structures or training development opportunities as Medical staff within Primary Care. This was quickly followed by the publication “District Nursing and General Practice Nursing Service – Education and Career Framework (HEE, October 2015) which outlines a clear framework to start building nursing careers in primary care, which considered pre-registration entry requirements and pathways, considering alternatives to traditional routes, such as Nursing Apprenticeships and shaping the future nursing workforce.



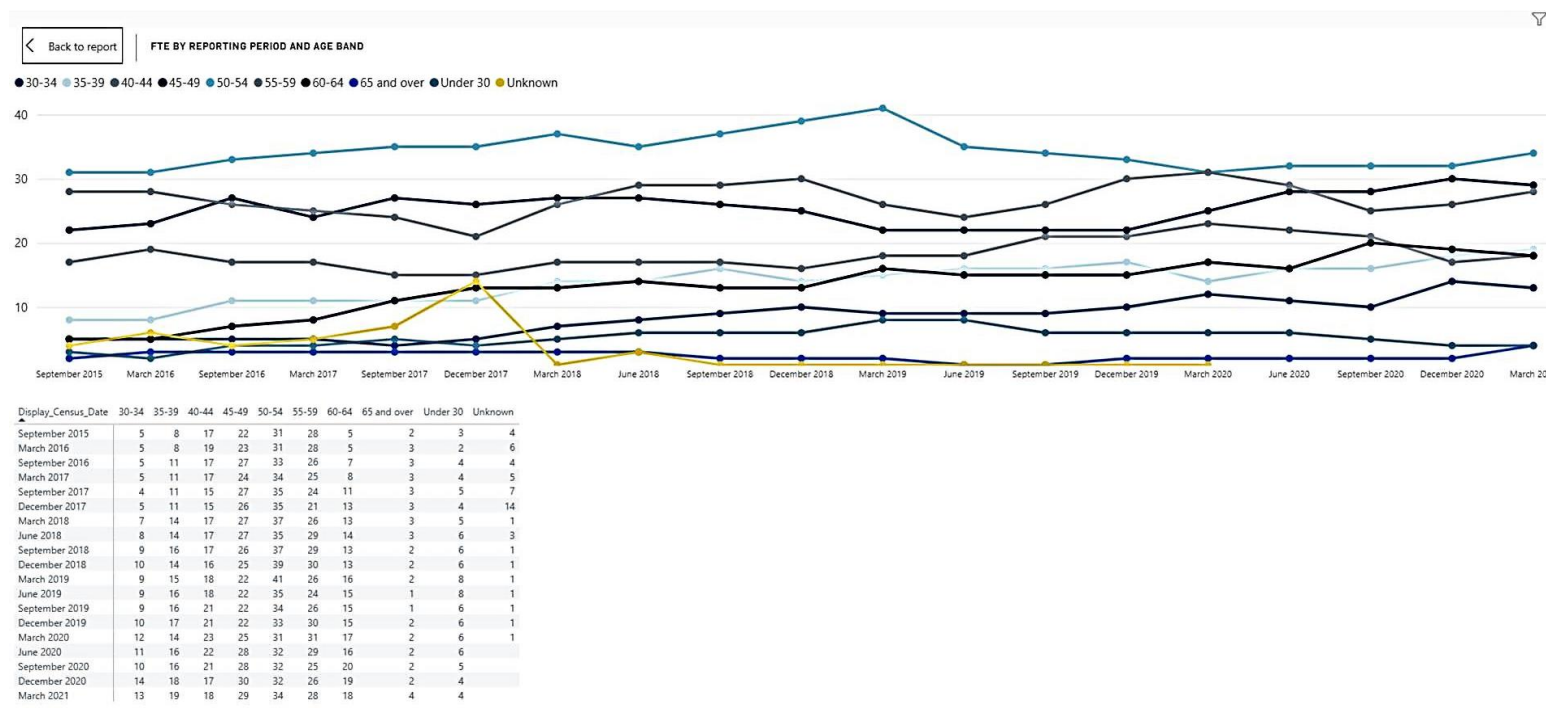
General Practice – Developing confidence, capability and capacity. A ten-point action plan for General Practice Nursing (NHSE 2017) described the nursing element of the GPFV and supports nurses and health care support workers to focus on the 3 gaps outlined in the FYFV. These being Health and Wellbeing, Care and Quality and Funding and Efficiency.





The 2015 Queen's Nursing Institute Practice Nurse survey findings indicated that 33.4% of General Practice Nurses (GPNs) were due to retire by 2020 and 43.1% did not feel their nursing team had the appropriately qualified and trained staff to meet the needs of patients. In terms of support for education only 53% reported their employer supported their professional development and 27% of employers offered placements for pre-registration nursing students, compared to 61.5% offering placements to medical students. Only 35% felt that their salary reflected their role (which varied widely) within the practice as did employment terms and conditions.

Locally across the STW GPN workforce age demographics as of March 2021 (and relating to FTEs) are:





The NHS Long Term Plan and the GP Framework Investment and evolution: A five-year framework for GP contract reform to implement The NHS Long Term Plan, both published in 2019, strengthened the work to date of General Practice Nursing and supports future developments in line with this strategy.



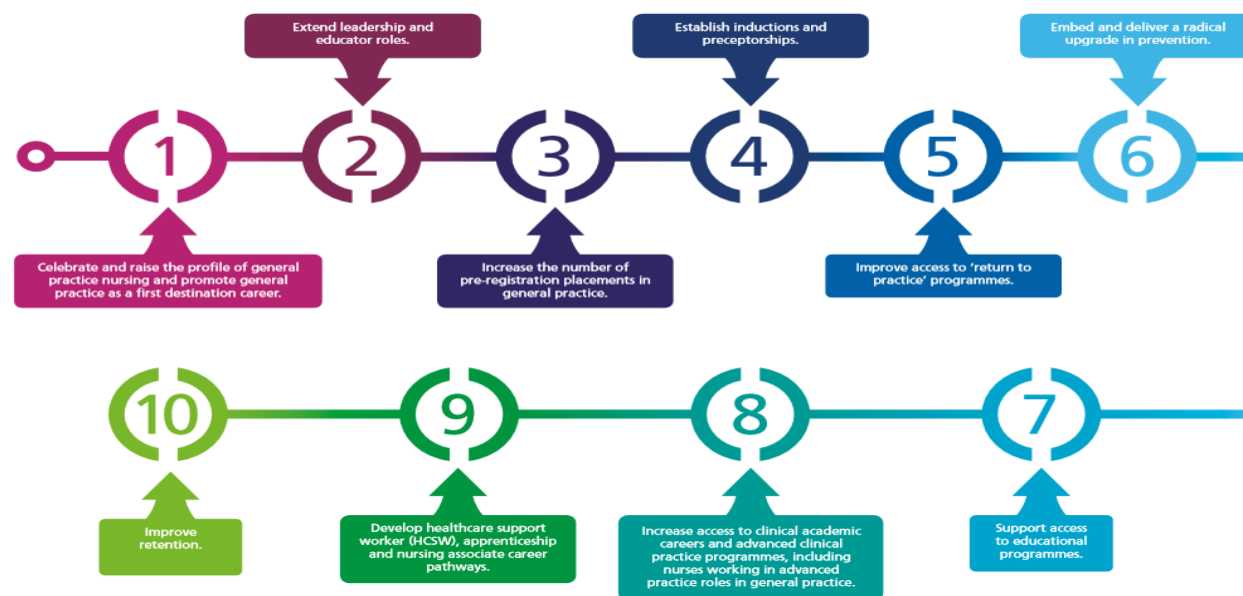
OUR VISION

This strategy is a response to the “General Practice-Developing confidence, capability and capacity: A ten point plan for General Practice Nursing” (NHSE 2017) and the success is dependent on working collaboratively with stakeholders and becomes part of the wider ICS strategy. It will give direction for General Practice Nurse development across Shropshire, Telford and Wrekin CCG to become confident and skilled Nurses, drawing on their already existing skills to achieve their potential whilst responding to the needs of the local workforce.

This strategy will support a consistent and visionary response to challenges faced by the General Practice Nursing workforce and support implementation of the national GPN 10 Point Plan

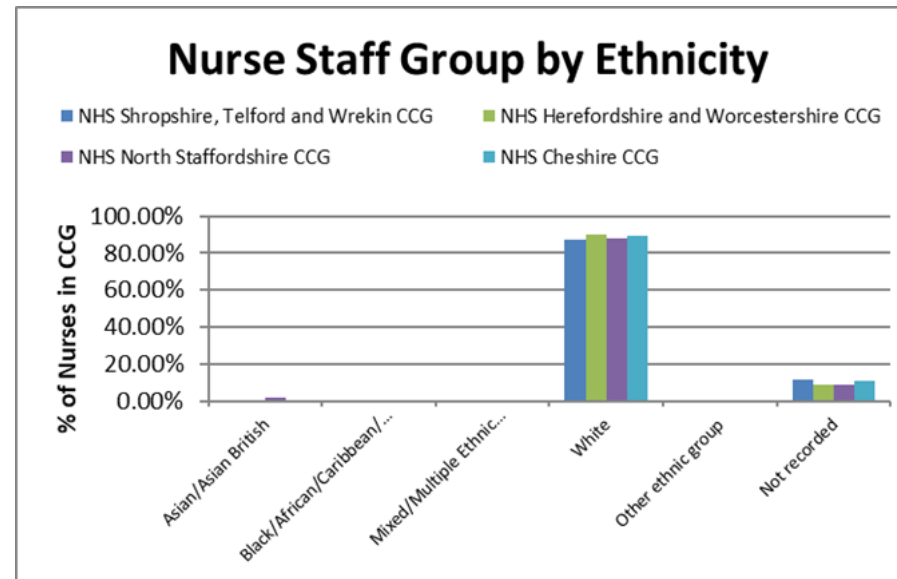


Ten point action plan



Equality, Diversity and Inclusion (EDI)

GPN Strategy acknowledges the continued need to support both the local statement of intent and pledges and national commitment to EDI within the nursing workforce which across Shropshire, Telford and Wrekin is made up as illustrated below for all Providers within the ICS area:



<https://stwics.org.uk/key-documents/248-racial-equality-pledges-for-stw-ics/file>

We will continue to work with local system partners, via the ICS Equality, Diversity and Inclusion Group, to explore ways of increasing the diversity of our GPN workforce. We see this as an important step to making our workforce more representative of the

communities which we serve. One development which may assist in this, and which is being launched in October 2021, is the launch of the STW Primary Care Ethnically Diverse Network. This new group should provide all Primary Care staff, including GPNs, with an opportunity to consider and address some of the challenges to increasing the diversity of the workforce.

LINKS TO OTHER STRATEGIES

Although the overall focus of this document to define key deliverables to achieve the ambition to recruit, retain and reform General Practice Nursing across Shropshire, Telford and Wrekin it is acknowledged that this cannot be achieved alone and the strategy is linked to other local initiatives including:

Shropshire, Telford and Wrekin ICS People Plan – The GPN Strategy aligns with the ambitions of the ICS People plan including their focus on;

- Nursing Programmes
 - UCS offer Nurse Degree
 - Develop nursing offer with Wolverhampton University @ Priorslee
 - Increase numbers of Nurse Associates
 - Introduce Nursing Apprentices (Health and Care)
- ARR
 - Joint recruitment processes – ensuring system offer and EDI
 - Retention action plan
 - Development
 - Nursing development and leadership offer improvement.

ICS Nursing and Health care Support Worker Council

The purpose of the ICS Nursing & Health Care Support Workers Council (N&HCSWC) is to:

- Work in partnership to provide strategic leadership and accountability to develop and deliver in year priorities as set out in the approved ICS people plan - “focus on nursing ‘
- Proactively lead, influence, shape and advise on nursing, HCSW and other related aspects of the ICS clinical and workforce strategies and transformation agenda.

Allied Health Professional (AHP) Strategy

The purpose of the AHP Strategy is to:

- Provide a simple and clear framework for all AHPs to align and contribute to the work of STW ICS and its ambition.
- Maximise the impact AHPs have in delivering on the NHS Long Term Plan (LTP), People Plan (PP), the STW 6 ticket item transformation themes strategic workforce priorities, and implementation of new National AHP Strategy AHPs Listen.
- Provide a workforce that meets the needs of service users by ensuring there is a sustainable supply of AHP registered and unregistered workforce.

STRATEGIC AIMS

Domain 1: Recruitment

Workforce; Having the right staff in the right place at the right time

Practice Nursing is a core profession within Primary care and has evolved to provide diverse and highly skilled roles. As Primary Care continues to change in the services offered and a workforce which is multidisciplinary to meet these new requirements there is a need to continue to offer developmental opportunities across all grades of staff, ensuring we 'grow our own' workforce from pre-registration interest in nursing through to highly specialist roles.

To achieve these aims the ICS and CCG will;	Aligns to:
<ul style="list-style-type: none"> • Develop and implement a workforce plan which focuses on recruitment and retention. • Embed Preceptorship programmes across Practices and Primary Care Networks. • Continue to develop workforce review and training needs analysis to ensure effective management of nursing resources and the development and placement of existing and new roles. • Promote the GPN role via marketing and engagement with local school, colleges and universities. • Develop and promote student placements to practices including placements for those on Return to Practice programmes. Encouraging the role of Practice Nurse to routinely include Practice Supervisor and Assessor functions. • Develop and promote opportunities for nurses to advance in their role at all levels. 	<p>GPN 10 Point Action Plan – 1; 3; 4; 5; 7; 8; 9; 10</p>

- | | |
|---|--|
| <ul style="list-style-type: none"> • Support the development of Health Care Support Workers, including the promotion of level 2 and level 3 Nursing Associate and Registered Nurse apprenticeships. • Identify how to support the EDI local and national drivers and intentions – see above | |
|---|--|

Domain 2: Retention

Education, Development and Support

As the pace of change in Primary care accelerates and the pressures on Practice Nurses increase there is a need to ensure a robust support system is in place to maintain a sense of belonging and ensure retention of staff. In these particularly difficult times during a pandemic alternative to face-to-face contact needs to be sought to ensure Practice nurses maintain their clinical and professional development and have opportunities to share their thoughts, ideas and concerns with others.

Leadership

With the changes to Practice nurse structures with increased opportunities to move to advanced roles nurses need to continue to develop their roles within the workforce to ensure they have the skills to become leaders within Primary care. With the advent of Primary care Networks (PCNs), nurses need to be equipped to seek out and move into leadership roles when opportunities arise.

Excellence in care

Facilitating provision of the best care possible is central to everything the ICS does. Continual improvement requires care to be underpinned by best practice evidence, research with measurable outcomes, ensuring right thing is done at the right time. This domain should be considered in conjunction with ICS and CCG patient and carer engagement programmes and local work around patient safety and improvement.

To achieve these aims the ICS and CCG will;	Aligns to:
<ul style="list-style-type: none"> • Develop and support local GPN education forums. • Develop mentors and increase student placement opportunities in primary care taking into account capacity. • Invest in the future workforce through engagement with apprenticeships at all levels from HCA to Registered Nurse. • Support access to HEE sponsored programmes in advanced clinical practice and specialist nursing. • Ensure that nurses at all levels receive a strong induction, with on-going preceptorship where possible and have the support and opportunity to develop their careers. This will be implemented via the Induction Framework and the Retention Programme • Develop new ways of working to help nurses to develop within the profession and retain nurses in general practice. • Maintain strong collaborative working with the Shropshire, Telford and Wrekin Training Hub to ensure wider provision of free and accessible training to nurses at all levels. • Support the implementation of clinical supervision within general practice by a variety of means. • For all GPNs to feel they have a collective voice and can contribute to the future of health care 	<p>GPN 10 Point Action Plan – 2; 4; 6; 7; 8; 9</p>

across Shropshire and Telford & Wrekin CCG.

- Create opportunities for GPNs to maintain clinical and professional development and share good practice or learning when incidents occur.
- Facilitate access to formal leadership programmes via the Training Hub.
- Promote and encourage applications to the Queens Nursing programmes to lead in projects locally in primary care.
- Supporting GPNs to identify and unlock their leadership potential.
- Support GPNs to work at different organisational levels.
- Listen to, value and learn from patient opinions and their experiences.
- Encourage nurses and HCAs to be actively involved in programmes that promote the patient and carer voice e.g. Friends and Family Test, Patient Participation Groups, “Friends of” groups.
- Continually listen and involve patients to help inform our own learning needs e.g. via patient testimonial for revalidation.
- Encourage engagement with local and national guidelines e.g. NICE as examples of best practice.
- Promote engagement with research and development in primary care to improve services and care.
- Ensure that all patients have their communication needs met appropriately.



Domain 3: Reform

Communication including use of digital technology

Due to the pandemic, we have seen significant changes in the way Primary care communicates both with patients and with staff with some opportunities to work at home. Although the changes were made due to necessity it is now opportune to reflect and consider how these alternative communications can be used in the future to improve patient experience and support staff work-life balance.

To achieve these aims the ICS and CCG will;	Aligns To:
<ul style="list-style-type: none"> • Encourage engagement with digital platforms to connect with peers. • Encourage nurses to engage with digital technology and to become Digital Champions enabling them to promote patient focused technologies to deliver nursing care that enhance quality care delivery. • Develop and maintain communication methods such as intranet web and global communication e mails. • Develop a CCG wide GPN Newsletter and promote the responsible use of social media to facilitate communication by peers. • Develop and facilitate working relationships for GPN's across Primary Care Networks and the CCG. • Support and promote Video Group Consultation and Triage Training. • Personalised Care. 	<p>GPN 10 Point Action Plan – All action points</p>

KEY DELIVERABLES

Domain	2021/2022				2022/2023				Ongoing
Recruitment	Continue to develop workforce review and training needs analysis.	Increase number of Newly-qualified nurses: Linking Year 3 students to practices looking to recruit and with Fundamentals Programme in Q3.	Implement a workforce plan which focuses on recruitment and retention.	Develop and promote student placements to practices including placements for those on Return to Practice programmes.	Embed Preceptorship programmes across Primary Care Networks.	Encourage Student Placements to be shared across PCN footprint.	Employ lead for TNA/NA and HCA development.		Promote the GPN role via marketing and engagement with local school, colleges and universities.
Retention	Supporting GPNs to identify and unlock their leadership potential.	Develop and promote opportunities for nurses to advance in their role at all levels.	Support the development of Health Care Support Workers.	Support/ Promote increasing the number of Assessors and supervisors.	Support GPNs and HCAs across PCN footprints to work at different organisational levels.	Promote a range of support for GPNs such as Motivational interviewing, coaching and managing	Promote engagement with research and development in primary care to improve	Promoting and encouraging staff to attend MECC courses.	Explore the development of a GPN Nurse bank in conjunction with local GP locum bank.



						change.	services and care.		
Retention	Support the implementation of clinical supervision within general practice either face to face or electronic means.	Create opportunities for GPNs to maintain clinical and professional development and share good practice or learning when incidents occur.							Develop and support local GPN education forums.
Reform	Develop a CCG wide GPN Newsletter and promote the responsible use of social media to facilitate communication by peers.	Encourage nurses to engage with digital technology and to become Digital Champions.	Ensure prevention is embedded within GPN / HCA role. Link into personalised care programme.	Promote the use of Video Group Consultations in service delivery for the management of Long-Term Conditions.	Promotion of ANP role and work to dispel the myths associated to underutilisation of ANPs.	Triage training programme.			Develop and facilitate working relationships for GPN's across Primary Care Networks and the CCG.

GPN STRATEGY OPERATIONAL DELIVERY PLAN

A separate document has been created to allow the monitoring of the key deliverables identified in the GPN strategy.



GPN Strategy
Operational Delivery I

REFERENCES

GPN 10 Point Action Plan

<https://www.england.nhs.uk/publication/general-practice-developing-confidence-capability-and-capacity/>

NHS Long Term Plan

<https://www.longtermplan.nhs.uk/>

NMC Standards of Proficiency for Registered Nurses

<https://www.nmc.org.uk/standards/standards-for-nurses/standards-of-proficiency-for-registered-nurses/>

HEE District Nursing and General Practice Nursing Services Education and Career Framework

https://www.hee.nhs.uk/sites/default/files/documents/Interactive%20version%20of%20the%20framework_1.pdf

RCGP GPN Competency Framework

<https://www.rcgp.org.uk/-/media/Files/Policy/A-Z-policy/2015/RCGP-General-Practice-Nurse-competencies-2015.ashx?la=en>

RCGP General Practice Advanced Nurse Practitioner Competencies

<https://sybwg.files.wordpress.com/2017/02/rcgp-np-competencies.pdf>

QNI Transition to General Practice Nursing Resource

<https://www.qni.org.uk/wp-content/uploads/2017/01/Transition-to-General-Practice-Nursing.pdf>

STW ICS Local People Plan 20-21



20-21 STW Local
People Plan.pptx

STW ICS commitment to Equality, Diversity and Inclusion Statement of Intent

<https://stwics.org.uk/key-documents/248-racial-equality-pledges-for-stw-ics/file>

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