

Strategic Workforce Plan for Primary Care

Final actions post NPCB January 2024

Action	Theme	Description of actions	Lead
1	An engaged, healthy and motivated workforce	Working with independent contractors and their representatives, develop a bespoke scheme to measure staff experience, engagement and wellbeing in primary care (all contractors, all settings).	HEIW
2		Deliver an effective programme of support for staff who are new to primary care including those who are newly qualified. Early priorities include: <ul style="list-style-type: none"> (a) Preceptorship that is appropriate to the role including preceptorship for newly qualified general practice nurses (in line with Welsh Government (WG) guidance) (b) Formal mentorship scheme for newly qualified GPs, including GPs working in areas of greater deprivation, to help transition into partnership roles reviewing good practice within Wales and elsewhere (c) Mentorship for newly qualified staff in urgent primary care settings (d) Improving the transition from training into the workplace for all dental roles through mentorship training schemes (e) Proving appropriate induction and learning modules for the non-clinical workforce including population health and health inequalities (f) Develop a structured induction programme for pharmacy professionals (pharmacists and pharmacy technicians) who transition to new roles in primary care (g) Develop a structured programme for newly qualified staff working in areas of greater deprivation and / or with health inclusion groups learning from similar programmes elsewhere in the UK. 	(a) HEIW/WG (b) HEIW (c) 6Goals (d) HEIW (e) HEIW (f) HEIW (g) HEIW
3		Produce supervision guidance to support high-quality supervision within multi-professional teams and develop a programme to upskill the workforce in supervision practice being mindful of regulatory, Higher Education Institutions (HEI) and WG requirements.	HEIW
4		Working with NHS Wales Shared Services Partnership (NWSSP), review and expand staff benefits that are currently not available to primary care staff and to explore potential to expand access.	HEIW/NWSSP
5		Seamless workforce models	Working with Llais, develop and launch a national communication campaign for citizens on the Primary Care Model for Wales to aid understanding of the multi-professional workforce working within and across primary and community settings including the role of other prescribers using multiple methods to reach all population groups including those seldom heard.

6		Working with primary care academies, develop a toolkit that supports primary care employers in understanding individual professionals scopes of practice, regulatory and supervisory requirements to support multi-professional team development.	HEIW
7		Embed new roles in primary care that support population health and wellbeing: (a) Develop an exemplar model for the successful deployment of Physician Associate (PA) role in primary and urgent primary care settings and associated professional governance infrastructure required (b) Develop competency profiles, standardised job descriptions and education and training pathways that support the development of non-registered roles within primary care (e.g. community health workers, care navigators, social prescribers, social welfare advisors and others).	HEIW
8	Workforce supply and shape	Improve workforce planning in primary care including non-traditional roles to develop a sustainable pipeline of workforce to reflect demand and local need to deliver equitable outcomes for citizens in Wales: (a) Develop a simplified workforce planning methodology for adoption at all levels of the primary care system to support workforce matched to health needs to help address the Inverse Care Law (b) Undertake demand modelling to identify size of education and training pipeline increases needed over the medium to long-term using scenario based planning across all settings including consideration of supervisory requirements within 'demand for labour' calculations (aligned with wider demand and capacity work programme) (c) Embed the new framework for enhanced, advanced and consultant practice to increase the number of people working in enhanced, advanced and extended roles within primary care settings (d) Include recommendations for increases in specific roles considering population health need and equity of access as part of future Education and Training Plan submissions as outlined within the Strategic Workforce Plan.	HEIW
9	Workforce supply and shape	Aligned with the national retention programme and specific actions identified within the Pharmacy and Dental Workforce Plan, establish a task and finish group to focus on primary care retention issues: (a) Explore options for improving understanding about why people stay in or leave their roles in primary care (including urgent primary care settings) focussing initially on professionals who are on the Performer's List (b) Explore options for development of a bespoke scheme to support retention in key areas including reviewing the scope and scale of the GP retainer scheme (c) Support health boards to consider local action on primary care retention as part of the local retention plans and national community of practice (facilitated by HEIW)	HEIW

		(d) Promote good practice in retention through the adaptation of tools and guidance appropriate for primary care settings.	
10		Create a national role to increase the number of apprenticeships in primary care covering both clinical and non-clinical roles, considering any policy changes.	HEIW
11		Develop sustainable GP workforce solutions with a specific focus on: a) Identifying levers to encourage the workforce to take up partnership or salaried roles including exploring roles for experienced GPs that help to retain them in the workplace ensuring equitable spread across areas b) Reviewing levers to decrease reliance on locum or temporary staffing solutions including development of All Wales locum guidance.	HEIW
12		Working with NHS Wales Shared Services Partnership (NWSSP), undertake a feasibility study to facilitate temporary staffing solutions for other groups of staff working in primary care.	NWSSP
13	Excellent education and learning	<u>Improve education and training for the current workforce:</u> (a) Through the multi-professional primary care academies, facilitate a structured annual approach to ensuring the HEIW Continuing Professional Development (CPD) strategy is utilised to support the education and learning (b) Provide access to core skills training in Shared Decision Making (SDM), Quality Improvement (QI), Making Every Contact Count (MECC) and mental health training utilising the academy infrastructure and Y Ty Dysgu learning management System (c) Provide staff working with health inclusion groups and in communities with significant socioeconomic deprivation with appropriate training and education pathways that support inclusion health including the development of a competency framework for prison health staff (d) Consider the opportunities offered by the new dual qualification route for GPs and public health practitioners and the GP with an Extended Role (GPwER) Framework for population health and health inequalities (e) Implement training programmes to support the optometry contract reform including MECC, QI and Infection Prevention and Control (IPC) (f) Develop a training plan and career pathway for staff who are working to support patients with long-term conditions recognising the need to continue to develop the 'expert generalist' workforce and those working in specialist roles (such as specialist nurses and Allied Health Professionals (AHPs)) (g) Provide education and training programmes that increase the range of people in primary care who can prescribe independently	(a) HEIW (b) HEIW (c) HEIW (d) HEIW (e) HEIW (f) HEIW (g) HEIW (H) HEIW & National Mental Health Programme

		<ul style="list-style-type: none"> (h) Develop a competency framework and training / education pathway for practitioners in primary care who are working with people with mental health needs (aligned with Mental Health Strategic Plan) (i) Commission specific education and training that supports Remote Clinical Decision Making (RCDM) for all professionals (j) Deliver education and training to expand the range of competencies for clinical and non-clinical staff working in urgent care settings as part of the Urgent Care Practitioner Framework. 	<ul style="list-style-type: none"> (l) HEIW (j) HEIW
14		<p><u>Develop our future workforce by expanding education and training provision in primary care:</u></p> <ul style="list-style-type: none"> (a) Increase the number of pre-registration training placements in primary care for pharmacists, nurses, AHPs, healthcare scientists and other professionals to support high quality placements considering other requirements such as the need for practice education facilitator roles and support placements in more socioeconomically deprived areas (b) Increase the number of foundation doctors who have placements in primary care during foundation training (F1 and F2) (c) Expand post-registration (including GP specialty) provision in line with education and training pipeline and demand modelling (links with action 8b) (d) Provide equitable access to programmes that support successful integration into primary care for the multi-professional workforce (including newly qualified staff and those transitioning from other part of the health and care system). Priorities include expanding GPN Foundation programme, new programme for AHPs and embedding changes in pharmacy initial education and training requirements (e) Develop Advanced Training Practice model in optometry and support the delivery of at least two practices offering higher qualifications in every cluster area across Wales (f) Develop an educator development plan to drive quality and consistency in standards, recognise and value the educator workforce, and enable the development of a multi-professional, cross sector approach to ensuring the deliverability and quality of the future workforce supply. 	HEIW
15	Attraction and recruitment	Develop primary care specific guidance to increase opportunities for different models such as rotational roles, career portfolio models and flexible working across the multi-professional workforce to improve choice, flexibility and career development.	HEIW/SPPC
16		Working with Welsh Government, review, with a view to remodelling, current incentive schemes to attract and recruit people and consider applicability across all professional groups in areas where recruitment is challenging.	HEIW/WG

17		Actively promote careers in primary care to attract our future workforce through the continued development of Careersville and ensure primary care is considered within the development of an all-age careers strategy by HEIW ensuring services in more deprived areas are positively represented.	HEIW
18	Leadership and succession	Provide equitable access to national leadership programmes for our senior primary care workforce (for example, Advanced Clinical Leadership Programme) to embed a compassionate and collective leadership model and continue to develop self-directed learning and professional development opportunities through the Gwella leadership portal.	HEIW
19		Evaluate and further develop existing bespoke leadership programmes and support for cluster and collaborative leads and those aspiring to these roles.	HEIW/SPPC
20		Create a clinical fellowship in health inequalities / population health to identify actions that should be embedded in pre and post registration programmes.	HEIW
21		Develop and deliver professional management and leadership solutions for primary care that align with the leadership strategy for health and care in Wales. Early priorities include: (a) Building a collection of development opportunities for management roles across primary care settings including a menu of learning interventions and extending opportunities (formal and informal) to meet specific needs including options for accredited training and development (b) Reviewing succession requirements for staff working in primary care management roles and career development pathways including apprenticeship opportunities.	HEIW
22	Building a digitally ready workforce	Working with the Chief Digital Officer and Digital Health and Care Wales (DHCW), develop a digital roadmap for primary care, assessing implications on the future workforce requirements including education and training.	DHCW/WG
23		Roll out the new HEIW digital competency tool in primary care through the use of champions and roadshows and through primary care academies identify training and education requirements.	HEIW
24		Working with DHCW Digital Futures Team, improve access to immersive technologies for the workforce during their healthcare education and development in Wales.	DHCW
25	Additional actions	Promote the availability of Welsh language training to all staff within primary care in line with the “More Than Just Words” action plan and existing statutory duties.	HEIW
26		Support under-represented and socially disadvantaged groups in accessing primary care careers through HEIW widening access programme.	HEIW