

Medway Health and Wellbeing Board GP Development Plan update

February 2024

General Practice Development Plan

- Plan was developed describing how the ICB will support general practice and primary care networks (PCNs) to become more resilient and improving the health and wellbeing of our residents
- The plan included setting out the following ambitions for general practice to deliver
 - High quality, equitable safe, person-centred care
 - Resilient, sustainable and thriving general practice
 - Proactive accessible and coordinated care
 - Integrated services that respond to the needs of the patient and the population

General Practice Development Plan

The plan included key areas for development and delivery

We will improve access to general practice services

To diversify the general practice workforce and provide training and development to those who work in general practice

To ensure that general practice services are safe, effective and patients have good outcomes when accessing general practice

To continue to enhance digital technology that will transform services at scale in general practice.

To support GP practices to work at scale in networks to enable patients by improving access to general practice and offering a wider range of services

To ensure the locations in which we commission general practice services are fit for purpose and meet the needs of growing populations, workforce and service model.

The ICB is committed to investment in general practice both to maintain core services and to bring about transformation that reflects the NHS Long Term Plan

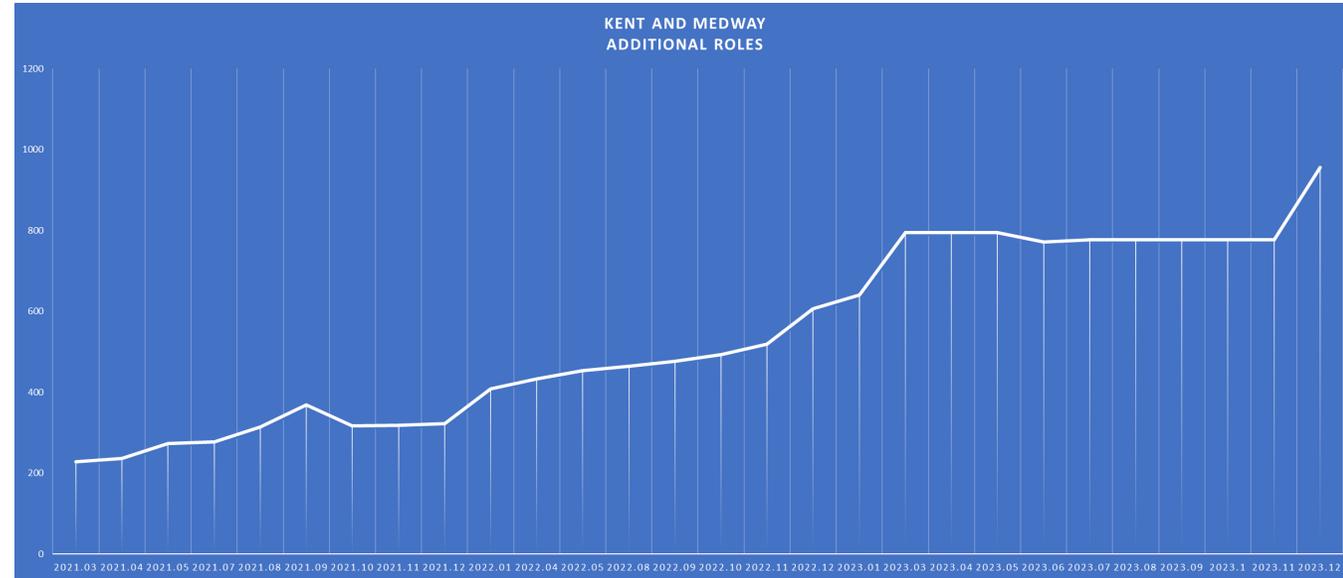
What we know – and what we are already doing

There aren't
enough GPs, but
there are more
multi-professionals

- Kent and Medway Medical School opened in Sept 2020
- GP recruitment campaign launched January 2023, initially focused on areas with lowest GP ratios (Medway, Swale and Thanet)
- Increased the additional roles in General practice (physiotherapists, advanced nurse practitioners, mental health specialists, physiotherapists etc)
- Supporting patients to see the right clinicians for their need

Additional Roles Reimbursement Scheme (ARRS)

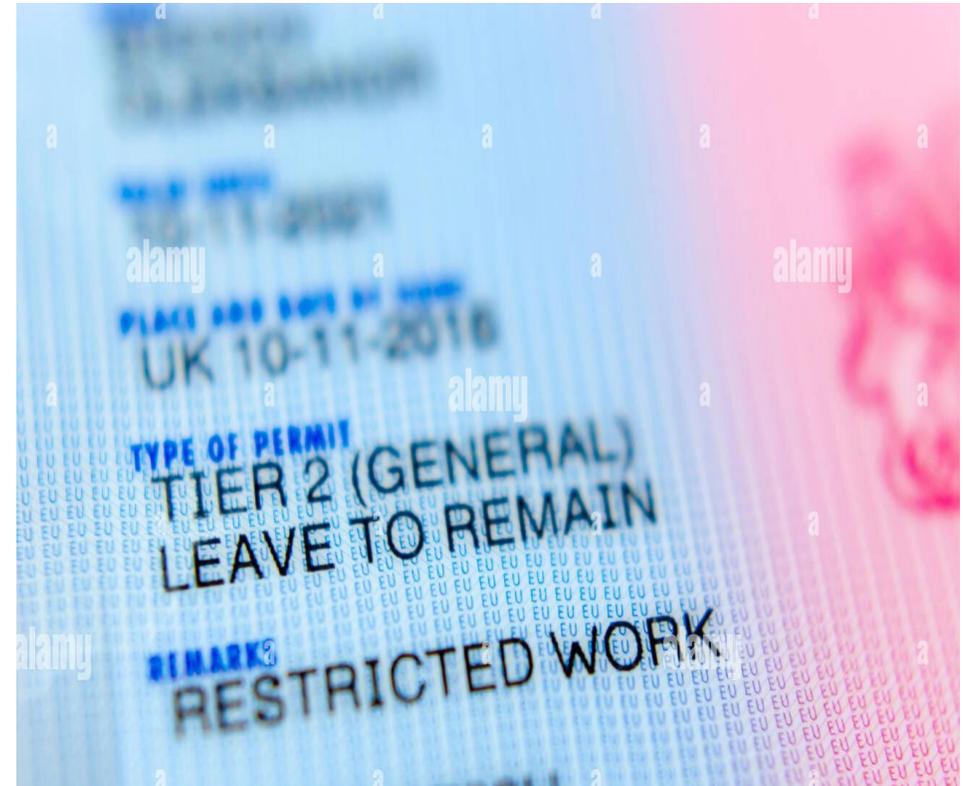
- Our GP Development Plan aim was to increase Primary Care Network ARRS roles from a 2022 baseline of 408 wte in Kent & Medway to over 1,000 wte by 31 March 2024
- We are currently at a Kent & Medway total of 956 wte ARRS roles and PCNs plan to increase this to 1,104 wte by 31 March 2024



- Medway PCNs have recruited 129 wte additional ARRS roles to date
- Including Clinical Pharmacists, Social Prescribing Link Workers, First Contact Physiotherapists, Pharmacy Technicians, Care Coordinators, Physician Associates, Podiatrists, Health & Wellbeing Coaches, Nursing Associates, Paramedics, Advanced Practitioners and Mental Health Practitioners

Tier 2 /Skilled worker Licences

- A Skilled Worker Licence enables a practice to recruit GPs and Multiprofessionals who are working in the UK on a skilled worker visa.
- Currently in Kent and Medway we have approximately 40-50% of GP Trainees on a Skilled worker visa. During their training Health Education England, as was, is the sponsor organisation but once qualified to remain in the UK they must find Practice that is able to provide their sponsorship
- Targeted work with individual practices to support their application process has been underway to date and as a result 15 Practice hold the licence currently with ongoing work underway to increase this number
- The licence has supported successful recruitment within areas such as Reach Health Care, Phoenix and Maritime Health as a result



GP Workforce Trends

Kent and Medway

Year	Locality	Total GP Head Count (Excl Registrars & Locums)	Total GPs (Excl Registrars and Locums) FTE
Sep-17	Medway	140	105.09
Sep-18	Medway	136	98.55
Sep-19	Medway	127	90.94
Sep-20	Medway	119	78.23
Sep-21	Medway	119	81.79
Dec-22	Medway	125	90.29
Sep-23	Medway	141	94.10

Year	Locality	Total GP Head Count (Excl Registrars & Locums)	Total GP excl RL FTE
Sep-17	Kent and Medway	1008	755.38
Sep-18	Kent and Medway	962	700.21
Sep-19	Kent and Medway	991	718.09
Sep-20	Kent and Medway	1003	698.61
Sep-21	Kent and Medway	1021	706.63
Dec-22	Kent and Medway	1007	714.82
Sep-23	Kent and Medway	1014	717.05

GP Attraction Offer

- The GP Attraction offer was developed in collaboration with the KM CCG, Kent and Medway local authorities and the KM Training Hub to support recruitment of GPs to areas most in need across the county
- The offer included support packages including financial , housing and developmental support for 5 Practices that qualified for inclusion - Red Suite Balmoral Gardens, Court View Surgery, Maritime Health, The Elms Medical Centre and The Glebe
- To date Red Suite Balmoral Gardens, Court View and Maritime Health have recruited as a result of the offer with Maritime Health recruiting two GPs under one package
- Recruited GPs take lead role in Quality Improvement initiative within Practice with funded time and supported to become educator to increase our educator capacity

Kent & Medway Primary Care Training Hub: GP Attraction Package

Allocation of
an experienced
GP peer mentor

Attraction package
GP peer network
facilitation

Training to become
a GP Clinical
Supervisor after 12
months in practice

Lead role and time
in practice to
develop a quality
improvement project

Protected learning
time once a month

Access to all eligible
training packages
e.g. new to practice
programme

Workforce development initiatives including retention support

- Academic Fellowships
- Educator Roles
- Mid Career GP Support
- GP Appraisal Support initiative
- Peer Mentoring
- GPs with Extended roles
- New to Practice Programme
- Commissioned training programmes supporting patient pathways



What we know – and what we are already doing

- Offered 11million appointments last year – more than ever before and are consistently offering more monthly appointments than pre-pandemic, 68% of which are face to face
- Upgraded 98% of practice phone lines to new cloud-based systems with more lines
- Most practices use econsult so that people can also access through websites



It's difficult to
get through on
the phone

Background



- October 2023 1,056,607 appointments were delivered in Kent and Medway.
- So far this year, more than 9million appointments have been offered by Kent and Medway practices. During the same period in 2022, 8.4million appointments were offered to patients and 7.6million to the same point in 2021.
- 57,000 people did not attend their appointment in October 2023.

Primary care estates

Our ambition is to support and enable new models of care in general practice through well utilised and accessible premises, supporting integrated working within each neighbourhood improving access, experience and outcomes for communities maximising the utilisation of all public estate

- ✓ The primary care data gathering, including 3 facet site surveys (physical condition, functionality and statutory compliance), was completed in 2022. This information informed the estates programme of work to produce baseline information and outputs for review and discussion with PCNs; this programme has been completed with the outputs, including key themes, challenges and opportunities being considered as part of the wider Health and Care Partnership clinical and estates strategy discussions.
- ✓ Through this work, and as part of the wider Integrated Care System Estates Strategy work, all estate will be categorised as core, flex or tail (Note definitions in footnote).
- ✓ In Medway there are 42 'core' and 17 'flex' estate with 39% of the estate owned by GP Partners. To note, the number of premises is based on practice premises therefore this will count some buildings more than once where more than one practice is located in same building (i.e. Healthy Living Centre).
- ✓ During the early part of 2024 a prioritisation exercise will be undertaken of all identified premises development proposals across Kent and Medway; this will enable the key priorities capital investment to be identified and further inform the HCP Estates Strategies.
- ✓ The NHS Kent and Medway Estates and Infrastructure Interim Strategy was approved by the ICB Board in November 2023 and will be updated during 2024 further informed by Health and Care Partnership clinical strategy and plans.
- ✓ The strategy includes a number of principles including optimising the use of all of our estate recognising the drive for greater integration and co-location of services and working with partners to identify opportunities to ensure all our buildings are well used. In Medway, the four healthy living centres constructed in Medway through the LIFT programme, are among the region's best healthcare estate and will be form a core part of the local strategy and plans.

Footnote

'Core' – Buildings that will remain in operation delivering primary care services for at least the next 10 years.

'Flex' – Buildings that will be providing primary care services for at least the next five years but may not be needed longer term as the clinical model evolves

'Tail' – Buildings that are likely to be disposed of within the next five years

- The Community Pharmacy Consultation Service allows practices to refer patients to pharmacies for minor illness consultations and sale of over-the-counter medications
- The initiative is being rebranded Pharmacy First from 31 January 2024 and will include availability of prescription medications for 7 specific conditions (walk in or GP referral)
 - sinusitis
 - sore throat
 - acute otitis media
 - infected insect bite
 - Impetigo
 - shingles
 - uncomplicated urinary tract infections in women.
- Pharmacies can also undertake blood pressure checks and supply urgent repeat medicines



Community Pharmacy Consultation Service

- Almost all Medway practices are referring patients into CPCS utilising digital technology to quickly clinical triage patients to the most appropriate services
- Some Medway practices have developed strong relationships with local pharmacies and are the highest referring in Kent & Medway
- Medway practices made **10,500 referrals** to the service since April 2022 **freeing up 1,750 hours of additional appointments** for patients who needed to see a GP



Maritime Health Partnership - CPCS

Kent and Medway

- **Winner of the Kent & Medway Outstanding Practice Award**
- Maritime Health Partnership operate over 4 locations in Medway and list of 36,500 patients
- Developed an in-house clinical triage and care navigation model
- Built trust & relationships with local Pharmacies
- Upskilled care navigation team and patient confidence in the service

Number of CPCS referrals
(Jan-Oct 2023)

3 2 1 7

2,770
appts
saved

92.3 days
of GP
time
saved

830.5
hours
saved

Equates to
£83,050 of
GP locum
costs

“It’s a brilliant idea, the lady I spoke to was so polite and offered me a number of over the counter medication which I have used to resolve the issue. A really good service.”

RW from Chatham

“Brilliant service, the pharmacist recommended a treatment that I purchased over the counter. This is definitely a service I will be using again.”

SP from Strood

“Wanted to see a GP, didn’t realise that the Pharmacy would be able to prescribe for my condition. Fast and local – thank you.”

AS from Rainham

Headlines from the National Primary Care Recovery Plan

The plan focuses on four areas to support recovery and deliver the ambitions.

1		Empower patients	<ul style="list-style-type: none"> Improving NHS App functionality 	<ul style="list-style-type: none"> Increasing self-referral pathways 	<ul style="list-style-type: none"> Expanding community pharmacy
2		Implement new Modern General Practice Access approach	<ul style="list-style-type: none"> Roll-out of digital telephony 	<ul style="list-style-type: none"> Easier digital access to help tackle 8am rush 	<ul style="list-style-type: none"> Care navigation and continuity Rapid assessment and response
3		Build capacity	<ul style="list-style-type: none"> Growing multi-disciplinary teams 	<ul style="list-style-type: none"> More new doctors 	<ul style="list-style-type: none"> Retention and return of experienced GPs Priority of primary care in new housing developments
4		Cut bureaucracy	<ul style="list-style-type: none"> Improving the primary-secondary care interface 	<ul style="list-style-type: none"> Building on the 'Bureaucracy Busting Concordat' 	<ul style="list-style-type: none"> Reducing IIF indicators and freeing up resources

Primary Care Strategy

- We are moving to a new model for delivering 'modern primary care', based around multi professional teams.
- The new model has multi-disciplinary teams covering a neighbourhood.
- The needs of individual patients are different and out of hospital care will grow as we support more patients in the community.
- The primary care strategy will enable us to make recommendations for service and pathway redesigns that focus on the well-being of the local population, transform service provision and address wider system pressures. We will create an informed strategy to stimulate collaboration across the ICS to address these challenges, set realistic goals and implement projects that bring the strategy to life.



What do we hope to achieve?

- People using primary care services will experience a consistent service offer.
- Primary care teams will have the time and space to serve their patients well, responding to what matters most to them.
- Primary care services will be local, well organised and comprehensive.
- People will be able to access care when they need it.
- The ICB has made it a priority to recruit a diversified workforce, this will allow further development of new models of care that enables patients to see the right team member every time.
- The ICB is committed to finding solutions to help improve primary care capacity and give back more clinical time while improving patient access.
- Embed the 6 C's as heard through our engagement: **clarity, communication, consistency, continuity, capacity and community.**

Model of Care

Key Enablers

Digital technology and interoperability

Workforce

Estates

Funding

Transformation Support

Communications

Directory of Services

Clear and Effective pathways

