

Primary Care Workforce Projects

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The Workforce 'Workforce'!

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Three Workforce Projects

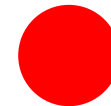
- Salford



- Greater Manchester



- Manchester (North, South & Central)



Primary Care Workforce Shortage

- Decline in GP & nurse workforce over last decade¹
- **430 GP & 291 nurse** vacancies reported 2017 BUT figures from only 12% practices – likely to be much higher²

1. Primary Care Workforce Commission (2015) *The future of general practice: Creating teams for tomorrow*
2. NHS Digital (2017) *General and Personal Medical Services in England 2006-2016: Experimental Statistics*

Addressing the Workforce Shortage...

- 5000 additional GPs by 2020 (pledged 2014)
- Measures to increase GP numbers¹
- **5000 'new non-medical' roles²**
 - substitution easy?
 - cost-saving?
 - releases GP time?

1. BMA, HEE, NHSE, RCGP (2015) *GP Workforce 10 Point Plan*

2. NHSE (2016) *General Practice Forward View*



- Investment in 'new' roles in primary care
 - Advanced Practitioner (pilot)
 - Paramedic (pilot)
 - Physician Associate (pilot)
 - Clinical Pharmacist (service)
- Phase 1: process evaluation
- Phase 2: outcomes evaluation

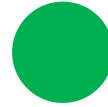
Literature review



Skill-mix framework¹

SKILL-MIX CHANGE	DESCRIPTION	EXAMPLE
Enhancement	Increasing the depth of a job by extending the role or skills of a particular group of workers	Nurse-led primary care clinics for asthma
Substitution	Expanding the breadth of a job, in particular by working across professional divides or exchanging one type of worker for another	GP-nurse substitution in general practice
Delegation	Moving a task up or down a traditional uni-disciplinary ladder	Tasks from GP to PA
Innovation	Creating new jobs by introducing a new type of worker	Introduction of physiotherapist to lead a new musculoskeletal clinic/service

1. Sibbald B, Shen J, McBride A. Changing the skill-mix of the healthcare workforce. *Journal of Health Services Research Policy* 2004;9:28-38



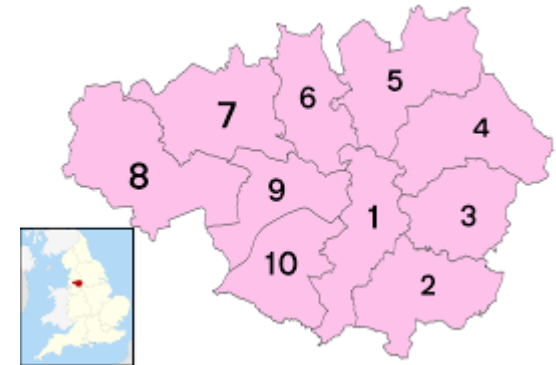
- Outcomes →
clinical
patient
staff
service

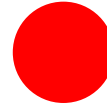


- Outcomes →
 - clinical
 - patient
 - staff
 - service
- Process →
 - function/scope of roles
 - manage duplication
 - HR planning
 - accountability
 - regulatory provisions
 - wider system change



- workforce capacity mapping (baseline)
- workforce planning tool
- change over time & feedback
- outcome evaluation feasibility assessment





- Process evaluation
 - Manchester North, South, Central CCGs merger
 - Integration & neighbourhood working

