

## **NORFOLK HEALTH OVERVIEW AND SCRUTINY COMMITTEE**

**Minutes of the meeting held on 30 May 2019 at 10am  
in the Edwards Room, County Hall**

### **Members Present:**

Cllr D Bills	Norfolk County Council
Cllr J Brociek-Coulton	Norfolk County Council
Michael Chenery of Horsbrugh	Norfolk County Council
Cllr D Harrison	Norfolk County Council
Cllr B Jones	Norfolk County Council
Dr N Legg	South Norfolk District Council
Cllr R Price	Norfolk County Council
Cllr E Spagnola	North Norfolk District Council
Cllr M Stone	Norfolk County Council
Cllr S Young	Norfolk County Council.

### **Also Present:**

Sadie Parker	Director of primary Care, Great Yarmouth and Waveney Clinical Commissioning Group
Jayde Robinson	Primary Care Workforce Programme Manager, Great Yarmouth and Waveney Clinical Commissioning Group
Maureen Orr	Democratic Support and Scrutiny Team Manager, Norfolk County Council
Chris Walton	Head of Democratic Services, Norfolk County Council
Hollie Adams	Committee Officer, Norfolk County Council

## **1. Election of Chairman**

- 1.1.1 Michael Chenery of Horsbrugh nominated Cllr M Stone, who he strongly supported as a candidate for the role, seconded by Cllr S Young. He thanked Maureen Orr, Chris Walton and Tim Shaw for their support during his time as Chairman and welcomed Hollie Adams to the meeting.
- 1.1.2 Cllr Margaret Stone was **duly elected** as Chairman for the municipal year.
- 1.2 Cllr Stone in the Chair
- 1.3 Cllr Stone thanked Michael Chenery of Horsbrugh and was pleased to re-join the Health Overview and Scrutiny Committee, as she had previously been a Member.
- 1.4 As not all District Councils had appointed their Committee representatives by the time of the meeting, the Chairman deferred election of Vice Chairman until July 2019.

## **2. Apologies for Absence**

- 2.1 Apologies were received from Cllr F Eagle (Cllr D Bills substituting), Cllr W Fredericks (Cllr E Spagnola substituting), Cllr C Jones (Cllr J Brociek-Coulton substituting), and Cllr P Wilkinson.

- 2.2 Members of the Committee introduced themselves and their background in health and health scrutiny. The Chairman welcomed the speakers to the meeting.

### **3. Minutes**

- 3.1 The minutes of the previous meeting held on 11 April 2019 were agreed as an accurate record and signed by the Chairman.

### **4. Declarations of Interest**

- 4.1.1 Cllr S Young declared a non-pecuniary interest as her husband had a care plan with Norfolk County Council.
- 4.1.2 Cllr R Price declared a non-pecuniary interest as his wife had myalgic encephalomyelitis and he was involved in campaigning for better treatment of ME/CFS.

### **5. Urgent Business**

- 5.1 There were no items of urgent business.

### **6. Chairman's Announcements**

- 6.1 The Chairman had no announcements to give to the Committee.

### **7. Local action to address health and care workforce shortages**

- 7.1.1 The Committee discussed the report from the Norfolk and Waveney Sustainability Transformation Partnership (STP) workforce workstream with detail on local and national workforce issues and local action to mitigate the effects of national workforce shortages affecting health and care services.
- 7.1.2 S Parker and J Robinson from Great Yarmouth and Waveney Clinical Commissioning Group (CCG) were present to speak and answer Member questions on the GP general practice workforce aspect of this Item. The Norfolk and Waveney STP Workforce Workstream Lead and Senior Responsible Officer were unable to attend the meeting but could attend on a later date to answer questions regarding issues affecting the wider health and care workforce.
- 7.1.3 S Parker gave a presentation to the Committee (see appendix A):
- The demand and capacity review identified that GP practices were generally under-capacity and nationally, GP numbers were reducing by 1% per year; it would not be possible to recruit 5000 GPs within the originally planned timeframe. To mitigate this, schemes were in place to retain existing GPs and develop new roles so fewer GPs were needed
  - The NHS England scheme to recruit GPs from abroad to Norfolk and Waveney had not delivered as predicted and the expectation of the scheme had been reduced from 88 to 4 GPs. So far, 2 GPs had been recruited via this scheme
  - The training hub took into account the training needs of practices across Norfolk and Waveney when developing its work programme for development of new roles and models of care

- A GP wellbeing programme (Schwartz Rounds) was being developed which would be piloted across practices over 2 years from August 2019; evidence showed that this scheme could help support staff retention
- A Physician Associate Fellowship Scheme was being developed; the Physician Associate role was already in place in East Norfolk Medical Practice and had been valuable to the team
- Social media campaigns, leaflets and email campaigns were being used to publicise the schemes and a new website was being developed which would be featured on the STP website

## 7.2 The following points were discussed and noted:

- Members queried the quality of marketing used to attract GPs to Norfolk; STP staff were working with GPs and primary care networks to support them with staff retention and recruitment. Aspects of Norfolk which would be attractive to would-be job applicants were considered when designing the new website and marketing
- It was suggested that local businesses such as the Norwich Research Park should be included in the promotion of Norfolk as an attractive place to work and live and that Practice Manager development would be an important factor in promoting new models of general practice with the community.
- Information on work with nurses and other professionals working with GPs was requested; the speakers gave information on the Norfolk nursing programme which had a 10-point plan reflecting the national nursing 10-point plan. CCGs were looking at “growing their own” and retaining existing nurses to mitigate the aging nursing workforce. More detailed information could be provided in a future report
- Schemes were in place to develop the wider workforce through primary care networks, for example, developing clinical pharmacists, social prescribing, community paramedics and advanced care practitioners. A £100k bid had been received to develop the role of a GP assistant, to support GPs with some aspects of their work, such as completing paperwork
- The reasons for GPs leaving practice were queried; the speakers clarified that this would be picked up through the needs analysis survey and exit interviews which were being developed, but that stress and issues related to NHS pensions had been highlighted across doctors from all specialisms
- The speakers clarified for the Committee that there was a slight decline forecast in GPs being trained in 2020; work was planned with Health Education England to identify the triggers for non-qualifying GPs, increase the number of trainee GP placements and work with UEA Medical School to give trainee doctors more exposure to general practice
- It was recognised that not all doctors wanted to become GP partners in the early stages of their career and it was therefore important to provide different support at different stages the career
- It was raised as a concern that health authorities were not statutory consultees for planning applications and queried what could be done to encourage CCGs to engage better with planning departments. The speakers replied that the STP had and Estates Workstream and as the CCGs moved towards a single management team the Chief Officer was keen for a system-wide strategic response to be developed in conjunction with local planners.
- Aspirations in place for GPs to engage with patient groups were queried; the speaker replied that engagement with patients and the wider public was important across the system and a more consistent approach would be seen in the future
- Improvements in support and making use of other staff would be important to enable GPs to make changes to their working pattern over time, supporting them

to remain in the profession as their priorities changed

- Close working between the STP and public health was noted as important for educating the public
- Mental health work was suggested as an area for further development; co-locating mental health workers in primary care would be piloted from October 2019
- Concern was raised about the viability of GPs' contract to continue to provide core and discretionary services; the speaker reported that this was taken into account in development of primary care networks which were being designed to integrate all services involved with and around general practice

Nationally the preferred model was for certain services to be commissioned at scale from the primary care network for a group of practices, while still protecting the nationally negotiated GP core contract; this offered more sustainability and resilience

- The inclusion of telemedicine was queried; the speaker confirmed there was a digital workstream which involved development of online consultations, and possible future video consultations
- The speakers confirmed that the voluntary sector was part of the primary and community care workstream; a voluntary stakeholder board had been set up as part of the STP
- The Chairman thanked Sadie and Jayde for attending and providing information

### 7.3 The Committee:

- **NOTED** the report
- **AGREED** that representatives from Norfolk and Waveney Sustainability Transformation Partnership (STP) Workforce Workstream would bring a report to a future meeting to discuss action to address shortages in the wider healthcare workforce.

## 8. Joint Health Scrutiny Committees' terms of reference

8.1 The Committee considered the report proposing minor amendments to the Great Yarmouth and Waveney Joint Health Scrutiny Committee (GY&W JHSC) 'Structure and Terms of Reference' and the draft terms of reference for the potential Norfolk and Waveney Joint Health Scrutiny Committee following establishment of East Suffolk Council on 1 April 2019

### 8.2 The committee **AGREED** to:

- Approve the amendments to GY&W JHSC Structure and Terms of Reference set out at Appendix A of the report
- Approve the amendment to the potential Norfolk and Waveney Joint Health Scrutiny Committee draft terms of reference set out at Appendix B of the report

## 9. Norfolk Health Overview and Scrutiny Committee appointments

9.1 The Committee received the report discussing appointment of Members to Great Yarmouth and Waveney Joint Health Scrutiny Committee (GY&W JHSC) and link members with local Clinical Commissioning bodies and NHS provider trusts

### 9.2.1 The Committee:

- (a) **CONFIRMED** Existing appointments to Great Yarmouth and Waveney Joint Health Scrutiny Committee.
- (b) **CONFIRMED** existing appointments to clinical commissioning link roles *and*

**MADE** the following new appointments to clinical commissioning link roles:

- North Norfolk CCG – Cllr Emma Spagnola
- Norwich CCG – Cllr Margaret Stone
- Norfolk and Waveney Joint Strategic Commissioning Committee – Cllr Margaret Stone

(c) **CONFIRMED** existing appointments to provider trust link roles *and* **MADE** the following new appointments were made to provider trust link roles:

- Norfolk Community Health and Care NHS Trust – Cllr David Harrison
- Norfolk and Suffolk NHS Foundation Trust – Cllr Margaret Stone

9.2.2 The Committee **AGREED** to make appointments to remaining vacant roles at a future meeting.

## **10. Forward Work Plan**

10.1 A report on Workforce would be brought back to the 25 July meeting focussing on the wider workforce

10.2 Cllr B Jones requested that information on City Reach services was brought to Committee; the Chairman agreed that this would be investigated further and discussed with Cllr Jones to be brought back in a future report.

10.3 The Chairman thanked all for attending and for their contributions to the meeting

### **Chairman**

The meeting ended at 11.29



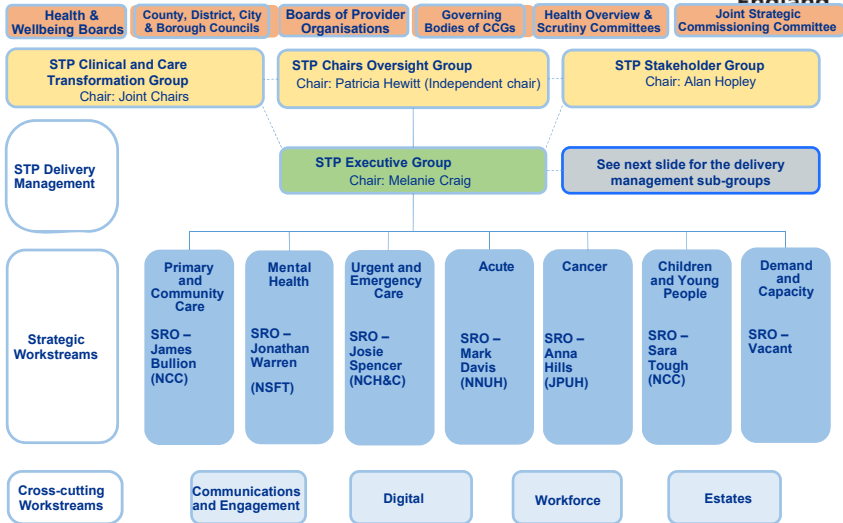
**If you need these minutes in large print, audio, Braille, alternative format or in a different language please contact Customer Services on 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.**

# General Practice Forward View (GPFV)

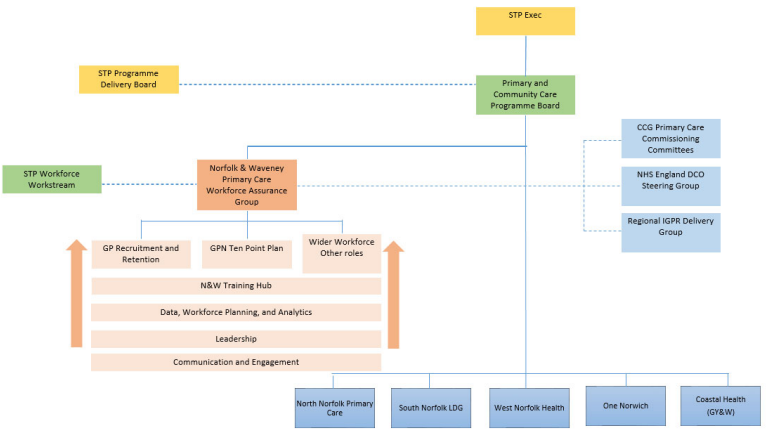
## Norfolk and Waveney STP Workforce Update

May 2019

# Norfolk and Waveney STP governance



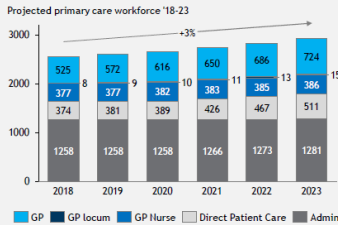
# Governance & Alignment to Primary Care Strategy



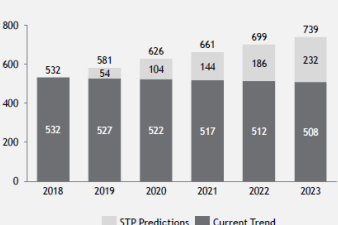
# Current Workforce Model

## Focus area | GP Workforce is under increasing pressure

STP workforce plan indicates 3% annual increase, GP numbers to rise by 5.5% annually



However GP numbers currently decreasing by 1% annually



Source: NHS Digital GP Workforce Data, March 2018; STP Primary care Workforce projections

## GP Journey and GPFV Retention Schemes

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## GPFV Retention Schemes

### Joint Local Retention Scheme targeting trainees in collaboration with Suffolk and NE Essex STP (Pastoral Support – Trainees)

The scheme aims to address the challenge of supporting trainees in their career development and post qualification linking them in with potential employment opportunities with a view to retaining them within the system.

This scheme is designed to build better links and relationships with the training schemes and therefore identify a rolling programme of engagement opportunities to proactively promote primary care in Norfolk and Waveney to trainees.

It provides engagement and liaison with practices and pastoral support to new GPs and their families by providing guidance and helping to embed doctors in work and home life

For more information email: [gywccg.nwgpfvretention@nhs.net](mailto:gywccg.nwgpfvretention@nhs.net)

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## GPFV Recruitment Schemes

### Joint Recruitment Scheme targeting International GP's with Suffolk and NE Essex STP (IGPR)

The scheme aims to address the challenge of the reducing numbers of GP's in the local system by attracting suitably qualified (both clinically and English language) GP's to the Norfolk and Waveney area, working with them through their relocation, introduction to the NHS and Primary Care, support them through until they are on the NMPL with no conditions and subsequently to retain them within the system.

This scheme is designed to build successful links with the nationally procured recruitment agency, local Norfolk and Waveney practices, Health Education England (HEE) and the International GP and their family. A rolling programme of engagement and proactive promotion of joining primary care in the Norfolk and Waveney area to International GP's is underway

It also provides engagement and liaison with practices and pastoral support to these GPs and their families by providing guidance and helping to embed doctors in work and home life in the UK.

For more information email: [gywccg.nwgpfvretention@nhs.net](mailto:gywccg.nwgpfvretention@nhs.net)

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## GPFV Retention Schemes

### Careers Start (First 5 years)

The scheme aims to address retention issues by working with the GP Provider Groups to offer a new flexible career approach or 'portfolio career' attractive to newly qualified GPs looking for an alternative to traditional partnership or practice roles. Through the pastoral support and the induction packs, we would aim to sell Norfolk and Waveney as a place to work and live promoting all that the area has to offer. We see this initiative as unique opportunity to provide dedicated professional development support and the opportunity for networking and peer support across a wider area through the GP Provider Group.

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## GPFV Retention Schemes



### GP Fellowships: Combining HEE opportunities and developing a local scheme (First 5 years and Mid-career)

The aim of this scheme is offering GPs the opportunity to develop skills outside of GP practice with support to pursue higher education in a chosen specialised area which could be clinical or non clinical such as leadership.

How it works  
Normally

- 4 Sessions in General Practice as a GP
- 2 Sessions or more working with a specialist host organisation that matches the Fellows area of interest ( Could be acute, CCG, GPPO, Mental health, IC24)
- 2 sessions of educational development

Funding support available

- 5k Educational element
- 18.8k study time allowance
- 5k incentive to host organisation

For more information email: [gywccg.nwgpvretention@nhs.net](mailto:gywccg.nwgpvretention@nhs.net)



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## GPFV Retention Schemes



### GP Careers Plus (Wise 5)

The scheme aims to open up opportunities for GPs wanting to work flexibly without the limiting factors such as indemnity arrangements, CPD, appraisal etc. This scheme is designed to retain GPs that would have ordinarily been lost to the system following retirement. It also enables GPs to have an individualised work plan based around their needs and provides much needed capacity to practices that have been unable to recruit.

For more information email: [gywccg.nwgpvretention@nhs.net](mailto:gywccg.nwgpvretention@nhs.net)



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## New - GPFV Retention Schemes



### Norfolk and Waveney – Confidential Coaching and Mentoring Support Service

Akeso is providing a confidential individual structured coaching/mentoring service across Norfolk and Waveney STP.

This service is now offered to our primary care doctors, who feel they might benefit from some time to reflect on issues that they face. These issues may impact their work and personal life – ranging from skills and performance to developmental areas.

#### Coaching/Mentoring Interventions

Confidential sessions will be facilitated by a trained colleague within the AKESO network. These sessions will support doctors by exploring issues and setting goals. In addition methods of assessing progress is carried out in a non-judgemental way.

This service will also offer onward referral to other agencies as appropriate e.g. GP health service.

Self-Referrals are made through: <http://akeso.org.uk/>

For further information, please contact [office@akeso.org.uk](mailto:office@akeso.org.uk)



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## Norfolk and Waveney Training Hub



Practical Group. GP Chair Dr Emma Brandon Clinical, operational and management membership including GPPO representatives

Use HEE funding to commissioning training jointly agreed to upskill primary care workforce. Commissioned courses in (linked to local and STP needs), including:

- Mental health
- Dementia
- Minor illness
- Practice manager development
- Nurse diplomas etc.

Commissioned bespoke clinically led leadership workshops:

- "learn, lead thrive"



Training and Education support for all NHS roles in Primary Care.

This newsletter is produced by the Norfolk and Waveney STP Training Hub, which has been developed from the three CFPs (Central Norfolk, West Norfolk and Great Yarmouth and Waveney).

To find out more contact: [norfolkwaveneytraininghub@nhs.net](mailto:norfolkwaveneytraininghub@nhs.net)

Welcome to our newsletter, providing information about upcoming training and development opportunities for primary care healthcare professionals in Norfolk and Waveney.

Monthly Newsletters- Details all training opportunities

For more information:

Norfolk and Waveney Training Hub: [norfolkwaveneytraininghub@nhs.net](mailto:norfolkwaveneytraininghub@nhs.net)



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## Future GPFV Retention Schemes and Programmes

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## In Development - GPFV Retention Schemes

### GP Wellbeing Programme (Schwartz Rounds)

The Schwartz Rounds programme is to provide a structured forum where all staff, clinical and non-clinical, come together regularly to discuss the emotional and social aspects of working in healthcare. It will support over 100 practices for a two year programme. After this period all practices involved in the programme, will have a paid membership for an additional two years to obtain resources and support when required.

Programme to be launched at GYWCCG area first.  
Clinical Lead: Dr Ardyn Ross

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## In Development - GPFV Retention Schemes

### GPN Careers Plus

Programme to adopt similar approach for GP Careers Plus however tailored to meet the requirements of the nursing workforce demands.

Pilot to be launched to support the wider nursing workforce across Norfolk and Waveney. This will be initially targeted to the GPN demographic for the "retirement" age group.

Trajectories: 20 to be signed up to scheme by March 2020.

Pilot to be launched within Norwich CCG area.

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## In Development - GPFV Retention Schemes

### N&W LMC Pastoral Support Service

This confidential pastoral support offer will support struggling GP and practice managers as part of the wellbeing programme.

The objective of the service is to support GPs and Practice Managers to find positive solutions where they are encountering challenges in their work or personal lives.

Once the determination of the issue(s) affecting the GP or Practice Manager, a decision will be made as to whether support can be offered by a Pastoral Support Officer or whether to signpost to an appropriate external organisation or profession e.g. Occupational Health, the British Medical Association (BMA), solicitor, Advisory, Conciliation and Arbitration Service (ACAS) or Akeso for Coaching and Mentoring support.

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## In Development - GPFV Retention Schemes



### Physician Associates Fellowship Scheme

Physician associates (PAs) are generalist healthcare professionals providing medical care who work semi-autonomously.

- The aim of this scheme is offering PAs the opportunity to chance to have varied clinical exposure to enhance their professional maturity. This is facilitated through specialist placement with a secondary organisation alongside work in the primary care setting.

General structure (37.5 hr post)

- 2.5 days in general practice seeing patients
- 2 days in a specialist host organisation that matches the Fellows area of interest (acute, GPPO, Mental health, IC24)
- 0.5 days for education that compliments the PA Fellows interests.

Funding is available to support the general practice and the secondary host.

- For more information email: [gywccg.nwgpvretention@nhs.net](mailto:gywccg.nwgpvretention@nhs.net)

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## In Development - GPFV Retention Schemes



### GP Return To Work

The GP Return to Work scheme will support clinical staff that would like some help GP's who have taken a break away from general practice (less than 2 years and is still on the performers list) and would like some help getting back into primary care.

The scheme will provide the pastoral support service required by finding a suitable host practice, plan for any training and support as required.

This would include clinical staff that is on:

- On maternity leave
- Short to long term sick
- GP's on the national performers list, that would like a phased return within primary care.

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## In Development – Single Point of Access Site



Norfolk and Waveney's General Practice Support Portal provides confidential information, together with advice and support on career and personal development. Click on the icons to find out more about the different opportunities on offer and how you can access them.

