

## Sheffield General Practice Nurse Transformation Strategy

Governing Body meeting

Item 19m

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<b>Sponsor Director</b>	Mandy Philbin, Chief Nurse
<b>Purpose of Paper</b>	
To note the launch of the Sheffield General Practice Nurse Transformation Strategy	
<b>Key Issues</b>	
<ul style="list-style-type: none"> <li>• Document to support recruitment and retention of new and current GPN population within Sheffield general practice</li> <li>• Response to national and local directives and workforce priorities (10-point action plan for general practice nursing 2018 and Leading Change Adding value 2016)</li> <li>• Provide a vision and framework for transformational change within the general practice nursing community</li> </ul>	
<b>Is your report for Approval / Consideration / Noting</b>	
Noting	
<b>Recommendations / Action Required by Governing Body</b>	
The Governing Body is asked to: <ul style="list-style-type: none"> <li>• Read the strategy</li> <li>• Support the strategy and remain informed of the implementation planning of the aims and objectives</li> </ul>	
<b>What assurance does this report provide to the Governing Body in relation to Governing Body Assurance Framework (GBAF) objectives?</b>	
<b>Which of the CCG's Objectives does this paper support?</b> <ul style="list-style-type: none"> <li>• To improve patient experience and access to care.</li> <li>• To improve the quality and equality of healthcare in Sheffield.</li> <li>• To ensure there is a sustainable, affordable healthcare system in Sheffield</li> <li>• Principal risk 1.2 System wide or specific provider capacity problems emerge in secondary and/or primary care to prevent delivery of statutory requirements of the NHS Constitution and requirements of the NHS Longer Term Plan (published January 2019)</li> <li>• Principal risk 2.1 Providers delivering poor quality care and not meeting quality targets particularly in a period of system wide organisational changes</li> </ul>	

- Principal risk 5.1 Insufficient capacity and resources to support development of neighbourhoods and primary care at scale working

Description of Assurances for Governing Body:

- Quality and Outcomes Report to Governing Body
- Primary care escalation meetings (supporting primary care framework)

**Are there any Resource Implications (including Financial, Staffing etc)?**

Will require facilitation from CCG staff (lead quality nurses) to further collaborate with GPNs around the implementation plan

**Have you carried out an Equality Impact Assessment and is it attached?**

Currently being undertaken

**Have you involved patients, carers and the public in the preparation of the report?**

The Transformation Strategy was collaboratively developed with Sheffield General Practice Nursing population.

Upon launch the strategy will be shared with known patient groups and further stakeholders associated with delivering the strategies aims e.g. Local Universities and The Primary Care Training Hub



# Sheffield General Practice Nurse Transformation Strategy

Collaboratively produced by Sheffield General Practice Nurses and  
NHS Sheffield Clinical Commissioning Group (CCG)

# What Sheffield General Practice Nurses want - collective feedback from discussions and meetings with GPNs

To raise ambitions and profile of GPNs for GPs, PMs, public and students

Focused and relevant communication

Career pathway and leadership opportunities

To share and celebrate good practice

Standardisation of competencies and pay structure

Release from practice for training, updates & CPD



Facilitated discussions took place during a GPN and HCA PLI in February 2019 over 100 GPNs and HCAs were involved in the discussions facilitated by CCG staff and (the former) Sheffield Practice Nurse Forum members. Issues and solutions were identified and documented, these were used to then inform and underpin the content of this strategy.

What are your main support factors?

How do you access training and updates?

What does nursing leadership mean to you?

What do you feel are your main barriers to professional development?

What do you see as your career pathway?



# Chief Nurse, Mandy Philbin

“ This is an ambitious strategy which clearly states the commitment to General Practice Nurses in Sheffield, recognising the invaluable contribution this role has on quality patient care. The quality of care delivered and the pride of being a General Practice Nurse will be fully rewarded by the investment outlined in this paper. Our nurses are the heartbeat of general practice and should and will feel valued to ensure that the people of Sheffield receive the highest quality of care from a respected and highly regarded community of General Practice Nurses.”



## Sheffield General Practice Nurse Vision

We will build a sustainable, skilled and knowledgeable general practice nurse community that is respected throughout Sheffield and beyond. We will achieve this by empowering and supporting the General Practice Nurse workforce to release and achieve their potential.

# Purpose of the Strategy

Responding to national directives and local workforce priorities.

Set the direction of transformation for Sheffield General Practice Nurse population.

Communicate and inform the wider primary care and beyond; the role of the General Practice Nurse and the extended capabilities.  
Providing a platform for the growth of GPN workforce.

Inspire and empower General Practice Nurses to drive through and lead in quality and improvements in care.  
Responding to national directives and local workforce priorities.

Provide a framework to deliver the vision.

## Our Themes

**Recruitment and retention**

**Training and professional**

**Development**

**Leadership and engagement**

**Innovation and transformation**



# The Aims







# Recruitment and Retention

Increase awareness and value of the GPN role through promotion of role models which include GPN ambassadors including male and BME groups

Forge strong links with education and training stakeholders to advance and nurture the development of the GPN role, schemes, mentorship and incentives

Encourage and support practices with new ways of thinking around recruitment

Work with practices to support and employ standardisation of competencies and pay structure

Ensure GPNs are valued as an equal part of the practice and multidisciplinary team, recognised as requiring professional ongoing support from the practice team and beyond

Defined career development opportunities for all general practice nurse groups

Flexible approach to retaining experienced GPNs recognising and valuing commitment and capabilities



# Training and professional Development

Promotion of competencies required to function as a GPN

Strengthen collaborative working with universities and training hub to ensure training and development needs are recognised and included in future programs

Ensure equitable access for the nursing community to training and updates required to maintain professional competencies

Availability by a breadth of professionals offering training and professional development that is sustainable, structured, regularly evaluated to impact and improve quality and safety of patient care

Clinical supervision sessions available on rolling programmes to foster learning and enhance a degree of self-awareness

Greater support for senior GPN, ANP, HCA career pathway that reflect an appropriate pay structure



# Leadership and Engagement

Creating a culture of leadership within the GPN community

Strong promotion of GPN leaders to share good practice, be a mechanism for communication between networks, commissioning and service delivery

A sustainable creation of a collaborative nurse voice to influence and impact training, commissioning and service delivery

A clear and robust channel of communication that is accessible to all that provides and delivers up to date focused information to support and inform the GPN role



# Innovation and Transformation

Encourage and drive innovative practice

Raise awareness and understanding of transformational opportunities to develop and foster a culture of change improvement

Highlight and share new approaches to practice encompassing quality, audit, and research to improve patient management

Work with ambassadors of innovative change such as NHSE digital nurses

Identify local digital champions to support and grow innovation and transformation

# References

General Practice – Developing confidence, capability and capacity

A ten point action plan for General Practice Nursing (2018)

<https://www.england.nhs.uk/wpcontent/uploads/2018/01/general-practice-nursing-ten-pointplan-v17.pdf>

Leading Change, Adding Value (2016)

<https://www.england.nhs.uk/wpcontent/uploads/2017/07/nursing-what-it-means-social-care.pdf>

## General Practice Nurse meetings and feedback events

North 2 Nurse Neighbourhood network meeting Sep 2018

(The Former) Sheffield Practice Nurse Meeting Sep 2018

South Sheffield Health Group Nurse Meeting Oct 2018

(The Former) Sheffield Practice Nurse single members meeting Nov 2018, Dec 2018, Jan 2019

West Nurse Meeting Dec 2018

Protected Learning Initiatives (PLI) Oct 2018, Nov 2018 Feb 2019

# Glossary

<b>ANP</b>	Advanced Nurse Practitioner
<b>BME</b>	Black and Minority Ethnicity
<b>CCG</b>	Clinical Commissioning Group
<b>CPD</b>	Continued Professional Development
<b>GP</b>	General Practitioner
<b>GPN</b>	General Practice Nurse
<b>HCA</b>	Health Care Assistant
<b>NHSE</b>	National Health Service England
<b>PLI</b>	Protected Learning Initiative
<b>PM</b>	Practice Managers



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