

# General Practice workforce status

January 2019

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# Headlines

- All practices invited to participate in workforce submission to support the wider workforce development programme for primary care – June to August 2018 - 43 out of 47 practice in East Berkshire making the data return (some submissions did not contain full data)
- According to the data received in the Frimley Health and Care Integrated Care System (ICS) returns, there are **2,034 people** working in primary care with a reported vacancy rate of **85 people**; totalling **2,119 people**. This equates to approximately **1%** of the national primary care workforce.
- East Berkshire CCG has a higher proportion of GPs (2%) within their primary care workforce than the ICS, mirrored with a lower proportion of admin staff (2%).
- Vacancy rates in East Berkshire CCG for nurses are 3% higher than across the ICS
- On average across all staff groups; 1.5 individuals equate to 1 full time equivalent

Staff group	In post	Vacancy	Total	Vacancy rate (%)	Percentage of total staff
General Practitioners	293	21	314	6	25
Nurses	146	15	161	10	13
Direct Patient Care	103	6	109	6	9
Admin / Non-Clinical	631	22	653	3	53
<b>Grand Total</b>	<b>1,173</b>	<b>64</b>	<b>1,237</b>	<b>5</b>	<b>100</b>

Overall, the number of FTE GP partners remains larger than the number of FTE salaried GPs.

In East Berkshire CCG, as expected the FTE delivered by GP partners is higher than the FTE provided through Salaried GPs. 53% of the workforce delivered 60% of the FTE capacity through GP partners, whereas 41.6% of the workforce delivers 34.6% of the FTE capacity through Salaried GPs.

Staff group	NHS East Berkshire CCG		NHS EB CCG Proportion of GP workforce (%)		ICS		ICS Proportion of GP workforce (%)	
	Total headcount	Total FTE	Total headcount	Total FTE	Total headcount	Total FTE	% of total GP headcount	% of total FTE
Partner/ Provider	132	108	52.8%	59.4%	248	199	52%	57%
Salaried by Practice	104	63	41.6%	34.6%	192	121	40%	35%
Retainer	1	N/A	0.4	N/A	7	2	1%	1%
Registrar ST3/4	13	10	5.2%	6.0%	30	24	6%	7%
<b>Total</b>	<b>250</b>	<b>182</b>	<b>100</b>	<b>100</b>	<b>477</b>	<b>347</b>	<b>100%</b>	<b>100%</b>

# Nurse workforce



**East Berkshire**  
Clinical Commissioning Group

- There are **273 nurses filling 176 FTE roles** across the ICS, with 103 in East Berkshire practices. Around 70% of the nursing workforce are described as Practice Nurses.
- **39% of the nursing workforce is over the age of 50** posing a significant risk to the primary care workforce. There is a particularly high percentage of nurses in the 55 to 60 year old age category meaning that the risk of retirement is imminent
- The shift of care from medical to nursing roles in general practice will put further reliance on this group of staff

	NHS East Berkshire CCG				ICS			
Job role	Total headcount	Total FTE	% of total headcount	% of total FTE	Total headcount	Total FTE	% of total headcount	% of total FTE
Practice Nurse	114	73	70.8%	70.9%	187	119	68%	68%
Nurse Prescriber	14	9	8.7%	8.8%	30	21	11%	12%
Advanced Nurse Practitioner	13	9	8.1%	8.8%	20	15	7%	8%
Extended Role Practice Nurse	9	5	5.6%	4.8%	19	11	7%	6%
Nurse Specialist	10	5	6.2%	4.8%	13	7	5%	4%
Trainee Nurse	1	1	0.6%	0.9%	2	1	1%	1%
Practice Matron					2	2	1%	1%
<b>Grand Total</b>	<b>161</b>	<b>103</b>	<b>100%</b>	<b>100%</b>	<b>273</b>	<b>176</b>	<b>100%</b>	<b>100%</b>

*Working together to deliver excellent and sustainable healthcare*

# Direct Patient Care workforce

There are **103** staff members in the direct patient care category across East Berkshire CCG practices, this is lower than expected. This equates to FTE in East Berkshire CCG of 65.6.

There is a much lower retirement risk in this category of staff with 22.5% over the age of 50.

Job role	FTE Under 50	FTE Over 50	FTE Not Stated	FTE Total	% over 50	Head count
Apprentice – HCA	0.3		0.8	1.1	-	2
Apprentice - Other	0.4			0.4	-	1
Dispenser	0.9			0.9	-	1
Health Care Assistant	19.2	12.7	2.7	34.5	36.8%	53
Nursing Associate	1.0			1.0	-	1
Paramedic	7.2		1.8	8.9	20.2%	10
Pharmacist	2.2	0.3	1.7	4.2	40.4%	7
Pharmacist (Prescribing)	8.5	1.3	0.2	10.0	20.0%	14
Phlebotomist	1.1	0.6		1.7	-	6
Physician Associate	2.0			2.0	-	2
Physiotherapist	0.2		0.6	0.8	75.0%	5
Therapist- Other	0.1			0.1	-	1
<b>Grand Total</b>	<b>43.1</b>	<b>14.8</b>	<b>7.7</b>	<b>65.6</b>	<b>22.5%</b>	<b>103</b>
<b>% Staff Group</b>	<b>65.7%</b>	<b>22.5%</b>	<b>11.7%</b>			

# Admin and Clerical Workforce



**East Berkshire**  
Clinical Commissioning Group

- There are currently **631** people working in administration and clerical roles within primary care in East Berkshire practice. This equates to 426.2 full time equivalents.
- 48% of these FTE are receptionists
- Practice management roles link directly with the resilience of general practice both for good management and leadership responsibilities. Although not provided through this date, East Berkshire practice have had a higher rate than historically experiences over the last few years.

Job role	FTE Under 50	FTE Over 50	FTE Not Stated	FTE Total	FTE %	% over 50	Head count
Admin - Other	24.8	26.5	2.3	53.6	12.7%	49.4%	78
Admin - Specialist	31.6	30.2	2.9	64.6	15.2%	47.2%	94
Assistant Manager	17.1	5.8	1.0	23.9	5.6%	24.3%	30
Estates and Ancillary		1.0	1.5	2.4	0.5%	41.6%	7
Manager	25.7	15.4	2.0	43.1	10.1%	35.7%	46
Medical Secretary	14.0	15.6	3.2	32.7	7.7%	47.7%	55
Receptionist	97.6	86.6	18.4	202.6	47.5%	42.7%	318
Telephonist	1.0	2.2		3.2	0.7%	68.7%	3
<b>Grand Total</b>	<b>211.7</b>	<b>183.3</b>	<b>31.2</b>	<b>426.2</b>	<b>100%</b>	<b>43.0%</b>	<b>631</b>

# Overall retirement risk



East Berkshire  
Clinical Commissioning Group

In Frimley ICS, **39% of the primary care workforce are currently between the ages of 30 to 50**. However, **49% are over the age of 50**; thereby posing a significant risk to the current model of primary care if replacement workforce cannot be recruited.

In East Berkshire CCG, **39% of the primary care workforce are currently over the age of 55**, with **nursing and administration & clerical roles having over 40%** of their FTE workforce approaching retirement age in the next 5 years.

Staff group (Full time equivalent)	Under 54	Over 55	Not Stated	Total	Staff over 55 (%)
GP	93	48	5	146	<b>33%</b>
Nurse	60.2	48.1	11.8	120.1	<b>40%</b>
DPC	43.1	14.8	7.7	65.6	<b>22.5%</b>
A&C	211.7	183.3	31.2	426.2	<b>43%</b>
Total	408	294.2	55.7	757.9	<b>39%</b>
Percentage of total staff	<b>54%</b>	<b>39%</b>	<b>7%</b>	<b>100%</b>	

# Summary

- Across the ICS retirement risks confirmed; **49% of the entire primary care workforce is over the age of 50**
- **There are specific networks whose workforce profile does not follow that of the ICS; this is either an opportunity or a risk.** For in Slough 18% of FTE GPs are over the age of 60 (ICS average is 6%), of which a high proportion of these are GP Partners
- The direct patient care category of staff has the lowest risk of retirement and is therefore an opportunity to develop through retention schemes and career pathways to support the transition to a multi-skilled team

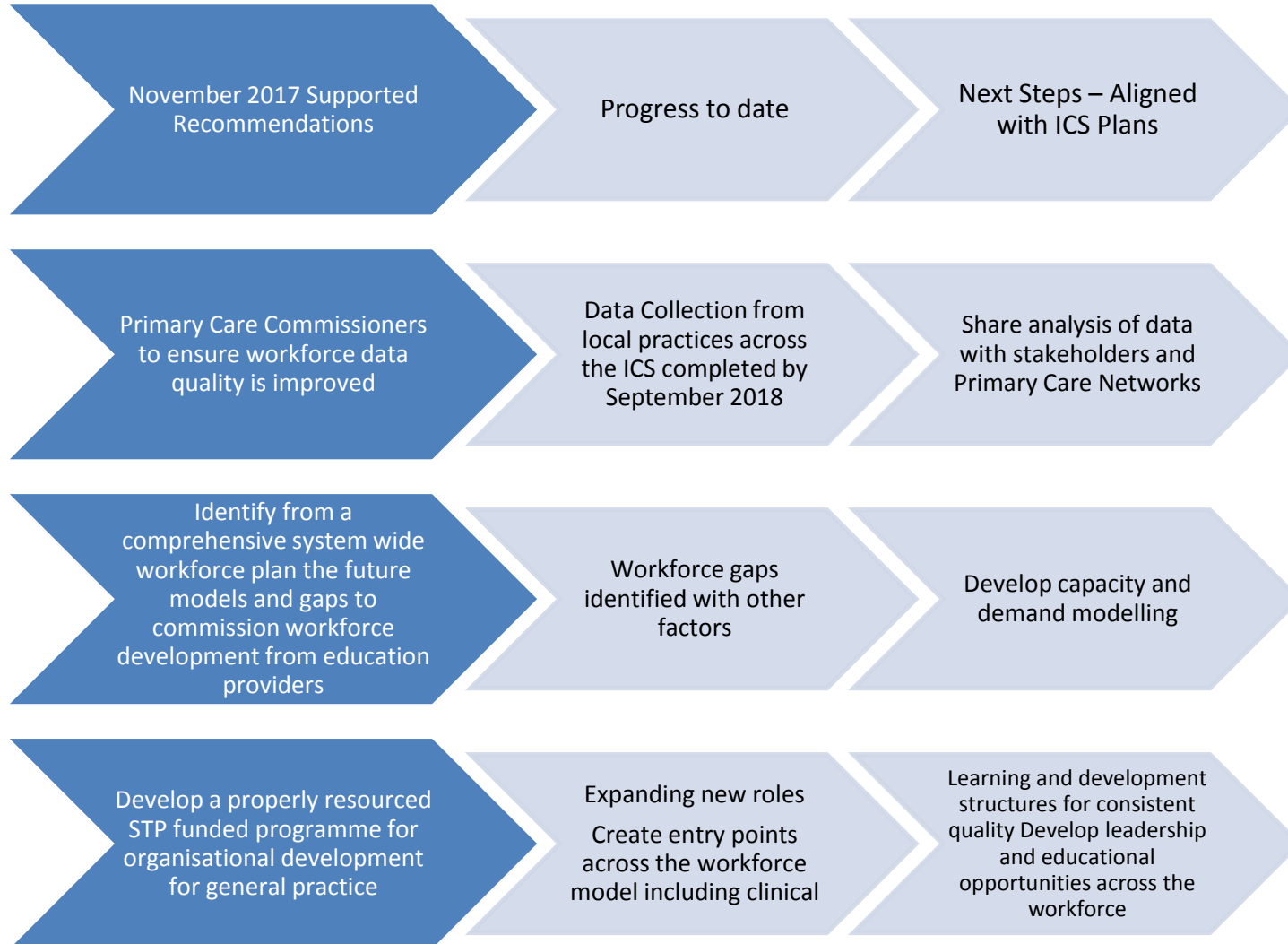
Staff Group (FTE per 1,000 patients)	Bracknell and Ascot	Slough	Windsor, Ascot and Maidenhead
GP	0.4	0.4	0.5
Nurse	0.3	0.2	0.3
DPC	0.1	0.2	0.1
A&C	1.1	1.0	1.0
TOTAL	2.0	1.8	2.0



# Workforce Development Progress



East Berkshire  
Clinical Commissioning Group



# Workforce Development - Medical

- GP Fellowship Schemes
- Overseas recruitment
- GP Retention scheme
  - ‘First five’
  - ‘Wise five’
- GP Chambers (East Berkshire pilot)
- Multi-skilled team development and leadership skills

# Workforce Initiatives - Nursing

With the challenges facing Primary Care the ICS need a clear vision and plan to ensure sustainability of our primary care nursing workforce.

- Training Hub partnership working:
  - Increase equity (funding)
  - Increase opportunity & efficiency – (sharing learning)
  - Opportunities for commissioning E&T at scale
  - Review communication of training – increase awareness & uptake
- System-wide working:
  - Understand training need & synergies across the ICS
  - ICS Workforce analysis to focus interventions
  - Return to Nursing – general practice
  - Academic career progressions
  - Developing opportunities for GPNs' networking, sharing, and development
  - Developing GPNs as part of the leadership of future ways of working

# Workforce Initiatives – non-clinical

- National investment – LMC scheme for supporting general practice management
- Time for Care – quality improvement skills
- Primary care network transformation plans – local programmes include fundamentals
- Commissioners looking to reduce beaurocracy
- Support the importance of the role of management in general practice resilience

# Workforce Development Milestones

## 2019 – To be confirmed

Outcome	Q1	Q2	Q3	Q4
<b>Sustainable workforce model for general practice</b>	<p>1. Retention scheme</p> <ul style="list-style-type: none"> <li>Initiate “Next Generation GP Programme”</li> <li>Project Initiation document for “Wise 5 GP (W5GP) support” project presented and approved by steering group</li> <li>Initiate of phase 2 projects (focusing on maternity leave returns, advanced nurse training and practice manager development).</li> </ul>	<ul style="list-style-type: none"> <li>Wise 5yr GP implementation plan signed off steering group and deployed.</li> <li>Deployment of phase 2 implementation plan</li> </ul>		<ul style="list-style-type: none"> <li>End of year benefits progress review.</li> </ul>
	<p>2. Creation of new primary care workforce</p> <ul style="list-style-type: none"> <li>Investment Case signed off from ICS board</li> <li>Formulation and sign off of implementation plan from GP steering group.</li> <li>Review International GP Recruitment progress and develop local implementation plan.</li> </ul>	<ul style="list-style-type: none"> <li>Sign off tools/guidance to implement deployment plan.</li> </ul>	<ul style="list-style-type: none"> <li>Commence implementation across all networks</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reporting of workforce gap (on-going reporting)</li> </ul>