

Training Hubs - Funding Allocation Paper

Background

Health Education England (HEE), NHS England, the Royal College of General Practitioners (RCGP) and the BMA GPs Committee (GPC) are working together to develop a skilled, trained and motivated workforce in general practice. In January 2015, NHS England announced an investment of £10 million from the infrastructure fund to help develop a 10 point plan to expand and support the general practice workforce. The fund will be used to support the recruitment of new GPs, retain those who are thinking of leaving the profession, encourage doctors to return to general practice and expand and train a growing multi-professional workforce to better meet the needs of patients now and for the future.

“Health Education England will work with employers, employees and commissioners to identify the education and training needs of our current workforce, equipping them with the skills and flexibilities to deliver the new models of care.”

(NHS Five Year Forward View, 2014)

Training Hubs - National Principles

The development of training hubs is covered in point 3 of the 10 point plan.

3 Training Hubs

‘NHS England will invest in the development of pilot training hubs, where groups of GP practices can offer inter-professional training to primary care staff, extending the skills base within general practice and developing a workforce which can meet the challenge of new ways of working’

It is envisaged that training hubs will act as an enabler for the delivery of many of the other points in that plan. They will provide the infrastructure for multi-professional training and education in primary care and support recruitment, retention and return of all staff groups. **As a result the aims of the 10 point plan will be supported and primary care will become an increasingly attractive and effective place to work.**

It is expected that up to £3.5 million over 24 months (subject to annual business planning processes) will be invested to supplement existing hubs/networks or support development of new ones with the following core functions:

1. Support for workforce planning and development to respond to local needs and enable the redesign of services within primary care and the community to better support general practice
2. Improve education capability and capacity in primary and community settings through the development of multi-professional educators and the creation of additional learner placements
3. Improve education quality and governance and act as a local coordinator of education and training for primary and community care to support general practice.

Training hubs/networks aim to foster collaborative working and learning across disciplines to achieve a high quality workforce which is able to meet the current and future needs of local people.

A detailed definition with particular examples and description of how these functions will support the 10 point plan are described in Appendix 1.

By delivering the above, training hubs will improve the working environment within general practice and facilitate the delivery of many aspects of the 10 point plan including the development of the workforce, supporting GPs to remain in practice longer and to support GPs to regard to their workload in order to improve their work life.

It has been important to learn from already established hubs and networks in order to develop national principles and learning outcomes for the roll out of training hubs across all local education and training boards (LETBs).

It is envisaged that training hubs/networks will need to evolve over time to reflect the emerging primary and community care structure currently being developed through federations and vanguards.

Funding Allocation

It has been agreed that funding could be accessed by one of two categories acknowledging that LETBs are currently at different stages of set up, development and implementation.

- **Establishment funding** - to help support the start-up and establishment of a new TH/network in a LETB area where no arrangement exists
- **Further faster**– to pump prime funding to move LETBs forward in a particular area of work where an established training hub/network exists.

It is important to note that existing models of training hubs or networks are not being asked to start again.

Funding

The funding will be held centrally by HEE. Allocation requests will be considered under either the establishment or further faster categories.

LETBs will be encouraged to develop proposals to access central funds in collaboration with their local stakeholders which may include discussions with clinical commissioning groups (CCGs) and higher education institutions (HEIs) and GP groups and federations.

LETBs will request funding based on their individual plans and local needs. The funding allocated to LETB training hubs or networks can be used for both staff and project costs.

LETBs will be asked to determine their own local key performance indicators (KPIs) which fit with national principles and deliverables of the training hubs programme of work.

Allocation will be capped to make sure funds are distributed fairly and with some level of equity across England.

Process

Expert Reference – a group of experienced individuals will be asked to make themselves available to give information and advice before and during the funding allocation process. This will help to support teams develop their submissions for funding. LETBs should be encouraged to utilise this expert group by using the HEE.traininghubs@nhs.net email address.

The geographical directors of education (DEQs) will have oversight in their area so that that training hubs develop, based on national principles and deliverables.

National Assessment Panel (Training Hub Group Members) - a panel will be established to oversee submissions to align with the aims and deliverables outlined in the 10 point plan within the funding available.

Sustainability

The funding offered will be pump priming to establish new or develop existing training hubs or networks. It is envisaged that training hubs or networks will need to demonstrate the ability to self-sustain after the initial period of central funding.

Methodology/Documentation

LETBs will submit a pro-forma detailing deliverables, narrative and a spending forecast to the HEE primary care team then the Training Hubs Working Group (THWG).

Timetable

Action	Lead	Timeframe
Funding paper including allocation process to be agreed	THWG	3 rd – 7 th August
Funding paper to the Partnership Board	JM/RS-M	18 th August
Recruit and develop the expert reference group	THWG and external people	10 th August – 14 th September
Communications plan <ul style="list-style-type: none"> National communications by partners Directors of Education and Quality (DEQ) to support process 	DB and THWG	From 26 th October
Funding allocation to open	THWG	w/c 26 th October
Funding allocation to close	THWG	13 th November
National panel moderation by Training Hubs Working Group	THWG	From 2 nd November
Funding to be allocated to LETBs	HEE	From 9 th November
Management plan of hub deliverables	THWG	Ongoing
Reporting to Partnership Board	THWG	Ongoing
Development of the national evaluation	THWG	Ongoing
Implementation of evaluation	Provider	Ongoing
2 nd national conference/workshop	THWG	2016 onwards
Planning for year 2	THWG	2016 onwards

Health Education England

October 2015

APPENDIX 1

'Building the Workforce – the New Deal for General Practice'

Delivering Point 3 of the 10 point plan

Background

The development of training hubs is the theme of point 3 of the 10 point plan (10PP). It is expected that training hubs will enable the delivery of many of the functions necessary to support the other points in the 10PP. Training hubs will provide the infrastructure for multi-professional training and education in primary care and support recruitment, retention and return of all staff groups. Training Hubs will also act as the mechanism for the 13 local education training boards (LETBs) to work with a wide range of providers including where appropriate, clinical commissioning groups (CCGs) and higher education institutions (HEIs), to support and deliver the objectives captured within the Five Year Forward View and the Department of Health mandate for Health Education England (HEE).

10 Point Plan

- 1 Promoting general practice
- 2 Improving the breadth of training

3 Training Hubs

'NHS England will invest in the development of pilot training hubs, where groups of GP practices can offer inter-professional training to primary care staff, extending the skills base within general practice and developing a workforce which can meet the challenge of new ways of working'

- 4 Targeted support
- 5 Investment in retainer schemes
- 6 Improving the training capacity in general practice
- 7 Incentives to remain in practice
- 8 New ways of working*
- 9 Easy return to practice
- 10 Targeted investment in returners

*Training Hubs will provide the necessary infrastructure to support both clinical (as covered in point 8 below) and non-clinical general practice staff development such as receptionists and practice managers.

Point 8 New Ways of working - *'NHS England, HEE and others will work together to identify key workforce initiatives that are known to support general practice - including e.g. physician associates, medical assistants, clinical pharmacists, advanced practitioners (including nursing staff), healthcare assistants and care navigators. We will agree a shared programme of key pilots at scale in primary care, to invest in and trial new ways of working for these roles, demonstrating how they work across community, hospitals and within GP surgeries to support safe and effective clinical services for patients. This will support current GPs in managing their workload, as well as piloting new ways of working for the future.'*

Training Hub Functions

The functions of training hubs can be broadly defined as:

1. Support to strengthen and enable robust workforce planning and development to respond to local needs and enable the redesign of services within primary care and the community to better support general practice
2. Improve education capability and capacity in primary and community care with a particular focus on supporting general practice through the development of multi-professional educators and the creation of additional learner placements
3. Improve education quality and governance across primary and community care and in particular general practice and to act as a local coordinator of education and training for all staff working in these settings

1. Support for workforce planning and development to respond to local needs and enable the redesign of services within primary care and the community to better support general practice

HEE and its LETBs will continue to be responsible for workforce planning; however training hubs will support the process by providing the opportunity and entity to provide timely data, discussion and local expertise to align training placements to local staffing and population health needs.

Training hubs will:

- Collect and share accurate workforce information about its GP practices to inform decision making for local workforce planning
- Engage and communicate with their members about workforce planning activities so that decisions and outcomes are understood
- Work with practices and other providers (acute sector, community and voluntary providers) to consider demand in their areas in relation to developing existing roles and creating new roles where needed.

Examples

A training hub collects local workforce information and based on the needs of their local population, identifies a current shortage of general practice nurses (GPNs) and a future demand for new roles such as Physicians Associates (PAs) to work in general practice. Local evidence can be shared with the LETB through the training hub entity and provides the vehicle for the LETB to commission additional PA places and support a targeted intervention to encourage qualified adult nurses into primary care based on affordable and sustainable financial models.

Using local training hubs, Health Education Kent Surrey and Sussex (HEKSS) and Health Education Yorkshire & Humber (HEYH) have supported their GPs to provide workforce data using the HEYH GP workforce tool. The information has been used to commission a foundation programme for GPNs (HE KSS) and a community route for adult nursing students (HE YH) with a substantial placement period in general practice.

In south east London, THs are supporting their local commissioning collaborative to redesign services using Local Care Networks (LCNs). They are doing this by feeding into the workforce supporting strategy and providing a new entity for primary care providers to debate and relay their workforce issues.

Areas of the 10PP supported – these functions support points 4, 6, 7 and 8. By directing education and training investment so that it is targeted by need in a coordinated way, general practice will become a less isolated and more attractive place to work so that existing staff will feel valued and supported and retention will be improved. Staff will receive the training that they need to deliver services that are commissioned.

2. Improve education capability and capacity in primary and community settings through the development of multi-professional educators and the creation of additional learner placements

Training hubs will:

- Develop a multi-professional faculty to support GP practices and the wider primary care workforce by up-skilling existing staff to act as mentors and supervisors as professionally appropriate
- Create relationships between individual GP practices and local provider organisations, such as community pharmacy and care homes, so that mentorship and supervision skills can be shared across a hub site
- Work with their multi-professional faculty to design and deliver placements in primary and community care which reflect the patient journey and equip GP practices to deliver services that are commissioned
- Develop networks of educators (like the existing GP trainers networks) so that teachers in working with the non-medical workforce feel supported within the wider system with peer support and access to resources
- Make sure education provision for all general practice and primary care staff groups is appropriate and will work closely with commissioners (CCGs and NHS England), their LETBs and local HEIs to provide the right education and training opportunities
- Collect feedback from trainees and use it to share best practice and improve the quality of placements within the hub.

Examples

Using their Training Hub model, HEKSS have up-skilled 352 nurses working in general practice to act as mentors and have increased their undergraduate nursing placement numbers from 26 to 144.

The training hub in Bromley (south east London) has begun the process of opening up their existing GP trainers network to other local educators such as nurse mentors to create a multi-professional trainers network across Bromley.

Through a training hub a group of practices will be able to collectively support more training and share placements. For example, in supporting pre-registration nurse placements, smaller practices can engage by supporting part of a placement and a hub could have one sign-off mentor supporting a few placements.

Health Education Yorkshire and Humber report a shift from 30% student nurses considering practice nursing as a first career choice prior to GP placement, to 88% after placement.

Areas of the 10PP supported - these functions support points 4, 6, 7, 8, 9 and 10. By supporting staff to engage in educational activities such as mentoring and supervision there will be opportunities to join networks to maintain and develop clinical skills within a group wider than their practice which will support retention. Offering meaningful general practice and primary care placements to students will enhance their appreciation of the care delivered in those settings and increase the chances of them choosing primary or community settings for their careers.

3. Improve education quality and governance and act as a local coordinator of education and training for primary and community care

Training hubs will:

- Scope the capacity and capability of GP practices within their remit and coordinate placement plans on their behalf so that individual practices are not overloaded with too many placements at inappropriate times and staff access high quality placements
- Arrange placements across community providers around the specific skills and competencies needed to meet the needs of the relevant curriculum and the local needs of patients
- Reduce the burden of training on small providers, for example by developing a single training governance framework for an entire Training Hub and will take responsibility for meeting national quality standards
- Enable non-GP training practices and smaller practices to take students by supporting them to train mentors/supervisors or by arranging a hub and spoke or networked approach to mentorship where appropriate
- Potentially be accredited as a placement provider (by the General Medical Council for example) on behalf of all of its member practices.

Example

A training hub works with its local HEI to develop a long term conditions management placement for adult nursing students which spans multiple providers i.e. GP, community pharmacy, care home etc. The student is then placed with the training hub which coordinates the placement and is responsible for the quality of the placements during that time.

In south London local training hubs are working with their HEIs to enable a cohort of pre-registration nursing students to access a base in an integrated care centre and undertake the vast majority of their placements within primary and community care settings. The programme has been developed through a partnership of Bexley and Greenwich CCGs, Oxleas NHS Foundation Trust (Mental health and community care focused), the University of Greenwich and the local Bexley and Greenwich training hubs established by Health Education South London.

By coordinating training across a number of practices a training hub will be able to develop training opportunities that offers value for money (through an economy of scale) that are cognisant of the needs of the general practice workforce, for example working with a HEI to deliver a course locally that meets the needs for general practice staff.

Areas of the 10PP supported - these functions support points 1, 2, 6, 7 and 8. By providing a training environment in general practice that has clear educational outcomes against a curriculum the trainee experience will play a key role in the eventual recruitment and retention post certificate of completion of training/registration of the individuals.