



AUDIT & PERFORMANCE SYSTEMS COMMITTEE

Date of Meeting	29 October 2019
Report Title	Growing the Primary Care Workforce
Report Number	HSCP.19.058
Lead Officer	Sandra Ross, Chief Officer
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Consultation Checklist Completed	Yes
Appendices	a. Audit Scotland Report

1. Purpose of the Report

The purpose of this report is to draw the committee's attention to the Audit Scotland report "NHS workforce planning – part 2 - The clinical workforce in general practice", attached at Appendix A, which was published in August 2019 and highlights the significant challenges to increasing the number of people working in primary care and Aberdeen City Health and Social Care Partnership's response to these.

2. Recommendations

It is recommended that the Audit & Performance Systems Committee:

- a) Note the significant challenges to increasing the primary care workforce
- b) Instructs the Chief Officer to bring back a fuller report on the mitigating actions in light of the work being undertaken to reconsider the Primary Care Improvement Plan (PCIP) and implement the Workforce Plan.



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3. Summary of Key Information

- 3.1 Expanding the primary care workforce is central to delivering the five strategic aims in the IJB's Strategic Plan particularly in relation to Prevention, Resilience and Personalisation.
- 3.2 Primary care services face growing demand from an ageing population and an increase in the number of people with multiple chronic conditions. At the same time, there are pressures on workforce supply, including an ageing workforce and problems with recruitment and retention. Audit Scotland confirm that over one in three GPs, and over half of nurses employed by GP Practices are aged 50 or over.
- 3.3 Recent tax changes may also result in some GPs working less hours, to achieve a higher income. Long-established pension arrangements mean it is beneficial for some GPs and nurses to retire in their 50s.
- 3.4 Aberdeen City Health and Social Care Partnership is aware of these challenges and is actively investigating ways in which they can be mitigated. Early thinking is that action will fall under three categories –
- Current System Redesign
 - Supporting the Current Workforce
 - Attracting the Future Workforce
- 3.5 Related to this new GP contract is the provision of transformation funding to help them with the capacity to undertake their roles as Expert Medical Generalist. Each IJB was required to set out our aims and priorities for releasing GP capacity within a Primary Care Improvement Plan (PCIP). Aberdeen City's PCIP was approved at IJB in August 2018. The plan looks at ways to divert demand from GP practices and is looking at the following areas.
- i. The Vaccination Transformation Programme
 - ii. Pharmacotherapy Services
 - iii. Community Treatment and Care Services
 - iv. Urgent Care
 - v. Additional Professional Roles
 - vi. Community Links Practitioners



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The redesign of these areas should release GP capacity to enable a smaller cohort to manage the future level of demand relevant to their expertise. The PCIP along with our other transformation programmes are continually developing and it is currently being reconsidered in light of the five new transformation portfolios approved at IJB in September 2019. It is proposed that the Chief Officer brings forward a more detailed report to the committee in relation to the projects within the PCIP that will contribute to mitigating the primary care workforce challenges once that review is complete.

- 3.6 Our Empowered Workforce Plan was approved by IJB in March 2019 and is in the process of being implemented across the partnership. It includes actions to improve the health of our workforce, reduce sickness absence and longevity of careers. In addition, activities such as regular attendance at school 'career fairs' in Aberdeen and Aberdeenshire; encouraging work placements and working with Job Centre Plus colleagues enables the partnership to become much more proactive in seeking to attract its future workforce. Again it is proposed that the Chief officer brings forward a more detailed report on the implementation of the Workforce Plan particularly in relation to projects that support the current and attract the future primary care workforce.

4. Implications for Audit and Performance Systems Committee

4.1. Equalities

The activities described in this report will be undertaken with regards to equalities ensuring those with protected characteristics are not discriminated against in any way.

4.2. Fairer Scotland Duty

There are no negative implications relating to Fairer Scotland Duty within this report.

4.3. Financial

There are no direct financial implications arising from the recommendations of this report.

4.4. Workforce

The implications for Workforce are described throughout this report.



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4.5. Legal

There are no legal implications arising from the recommendations of this report.

5. Links to ACHSCP Strategic Plan

5.1. This Report links to the implementation of the IJB Workforce Plan 2019/2021

6. Management of Risk

6.1. Identified risks(s)

There is a risk that the IJB will not be able to deliver on its Strategic Plan if it does not take action to mitigate the current challenges with the primary care workforce.

6.2. Link to risks on strategic or operational risk register:

There are significant links to Strategic Risk 9 - There is a risk of failure to recruit and that workforce planning across the Partnership is not sophisticated enough to maintain future service delivery.

6.3. How might the content of this report impact or mitigate these risks:

Providing the ability for the Audit and Performance Systems Committee to consider in detail the actions being taken to mitigate the challenges of the primary care workforce will enable them to gain assurance that appropriate plans are in place to maintain future service delivery.