

Calderdale LMC Wellbeing and Development Strategy 2021-2024

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Introduction and Context

Local Medical Committees (LMC) are statutory bodies in the UK, recognised by successive NHS Acts as the only professional organisation representing individual GPs and General Practices as a whole. The LMC represents all GPs regardless of their contractual status and therefore includes sessional doctors. LMCs are not NHS bodies and are therefore independent of NHSE which allows them to remain fully independent on your behalf. The following are examples of the support we can offer:

- Supporting you to make sense of the GP contract
- Finding work for new or returning GPs
- Help with partnership agreements
- Mediation, for example between you and partners or colleagues
- Support in isolated circumstances
- Dedicated sessional support
- Wellbeing – mentoring, mental health, local support services
- Peer support and networking
- Giving local and national context to your professional work
- Personal and Professional development
- Opportunity to influence new initiatives
- Opportunity to improve existing services
- Ability to raise awareness of issues affecting general practice.

This Wellbeing Strategy describes a clear and challenging strategic aspiration for Calderdale LMC.

It is our intention that everyone should be able to thrive at work. That is why we are committed to offer increased support for all those who work in general practice an opportunity to improve their health and well-being. The development of this Wellbeing Strategy sets out our intentions to support general practice to ensure they support staff feeling well, healthy and happy at work.

Calderdale general practice needs staff that are well and able to deliver effective, quality care for patients. It is more important than ever that our general practices become environments that encourage and enable staff to lead healthy lives and make choices that support positive wellbeing.

Scope and Objectives

This Calderdale LMC Wellbeing Strategy has been developed for all staff engaged with general practices. This includes our GP workforce, whether partners, salaried or sessional. Additionally, it is important that we include all advanced clinical staff, nursing, Practice Managers, support staff and the full general practice family.

It is critical that all feel engaged with the important aim to improve health and wellbeing. As demonstrated through our wellbeing survey, effective practices are those that provide healthy and happy environments, a sense of commitment to staff and the opportunity to develop professionally in their individual area of expertise. Ultimately, this will ensure that our patients benefit from effective and quality driven care.

This strategy focuses on what Calderdale LMC will put in place to support, develop and offer for the wellbeing of staff across general practice. Alongside this plan are all the support services available nationally through NHSe and the BMA as detailed on our website.

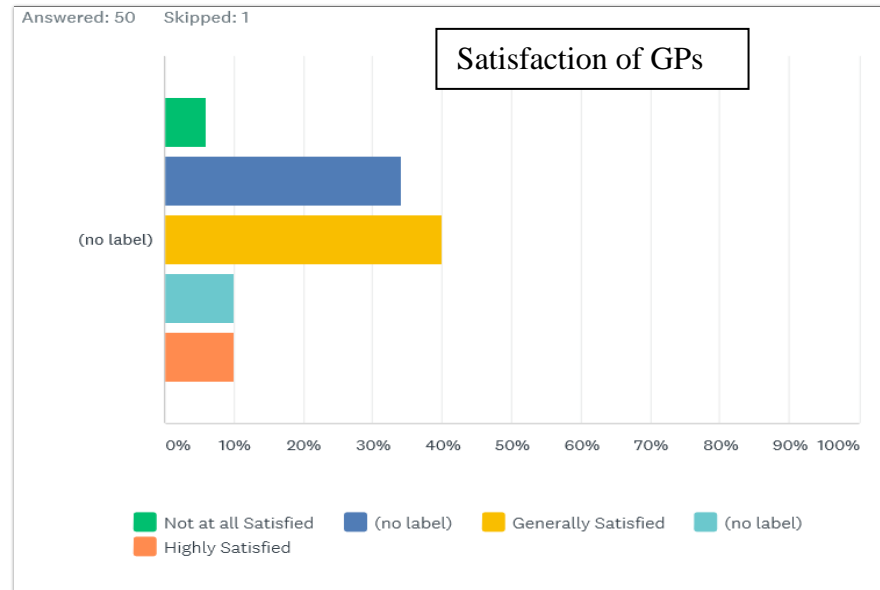
Our strategy has been developed to support the delivery of key outcomes for all engaged in general practice across Calderdale. These include:

- Support the improvement to work life balance
- Create a positive focus on achieving aspirations
- Improving motivation
- Develop & enhance leadership skills
- Improving resilience and retention
- Building confidence

Survey Results and Learning

Wellbeing survey

- ◇ *Approx. 130 initiations to complete the survey sent*
- ◇ *9 Questions in the Survey*
- ◇ *51 responses received.*
- ◇ *Vast majority of respondents were partners (70%)*

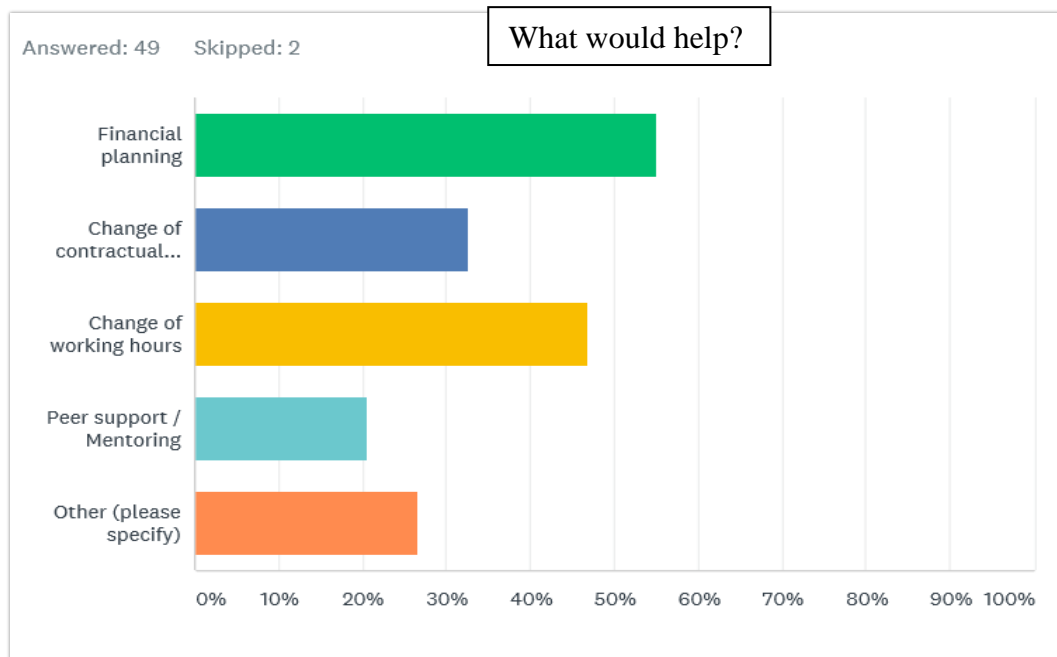
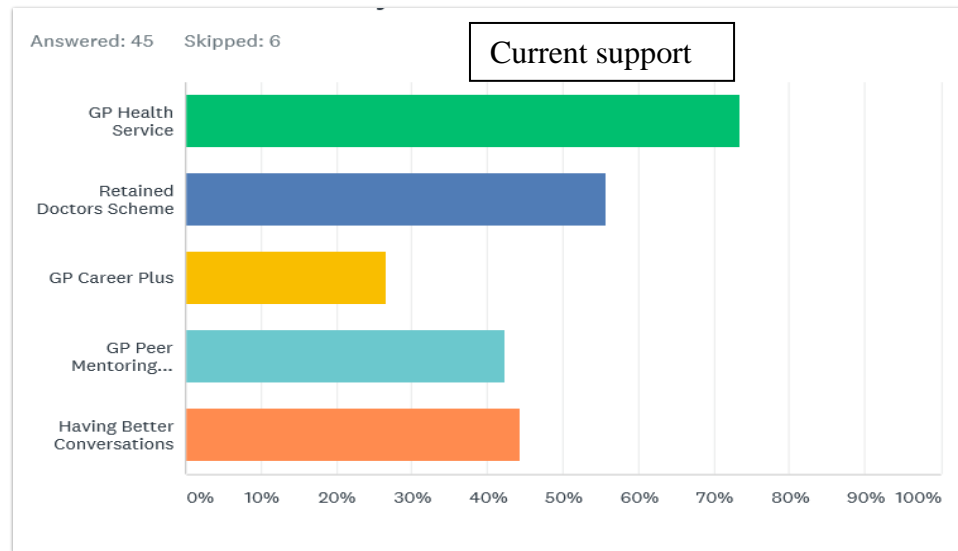


Most people generally satisfied (only 6% not satisfied at all, and 10% highly satisfied)

Positive impactors	% response
Well-managed, organised practice	92%
MDT relationships	90%
Flexibility of working	77%
Work Life balance	71%
Remuneration/pressure balance	70%

Negative impactors	% response
High risk work	82%
Patient expectations	78%
Relationship with governing bodies	76%

As shown GPs value organised well managed practices, MDT relationships, flexibility of working and work life balance as well as remuneration highly in regards to impacting their well being positively. They consider the risks, patient expectations and governing bodies negatively impact their wellbeing. Interestingly Control and influence, training and personal factors have little impact on our wellbeing.



These are things that we as an LMC might be able to plan or offer. Majority are things not currently offered e.g. financial planning.

Conclusion

- ◆ **Pleased with the response rate**
- ◆ **Worthwhile considering those who have not responded – disinterested, struggling, junk mail**
- ◆ **Can we work with the CCG in planning r.e. the retirement/planned reduction in workforce?**
- ◆ **Our aim is to keep GPs in Calderdale well and working for as long as possible**
- ◆ **As an LMC we may not be able to do much in terms of the negative impactors but if we can improve the positives it may help keep people working longer in Calderdale general practice.**

Proposed Actions

In response to both the national picture and to the local need evident in the wellbeing survey, this strategy document is clear in the need to propose specific actions that as Calderdale LMC we can commit to delivering.

Four key areas proposed are:

1. Offer to support and advise setting up wellbeing programmes at individual practices
Survey impactor linked: Improve work life balance of GPs/clinical staff
2. LMC officer training
Survey impactor linked: Improve relationships with governing bodies
3. Practice manager development programme
Survey impactor linked: Create well-managed organised practices
4. YORLMC GPMplus mentorship programme
Survey impactor linked: Reduce pressure and negative impact of high risk work on wellbeing

1. Local Wellbeing Programmes

From the responses received through the survey, it is clear that a majority feel there would be great value in not only experiencing positive breaks from work, but maximising opportunities for downtime with friends and colleagues.

Through further discussion and feedback from general practice colleagues, we will support practices to implement wellbeing activities that promote happiness and integration within the workplace. These may include positive use of break times, organising walks, quiz and games evenings, staff and family picnics etc.

We will also further the promotion of the Having Better Conversations programme. There are a good number of GPs already trained across Calderdale to provide this programme. We will promote this cohort across our practices and in addition, look to further the numbers trained through our local trainer.

2. LMC Officer Training

LMC Officer Training will take a module approach which is made up of a number of themed workshops to be delivered in an evening session each. There will be an opportunity to pick and mix modules depending on the overall training theme. It is planned that selective modules will be relevant to an induction programme for LMC Officers, general development for GPs and development of new GP Partners.

Currently planned modules include:

Module 1 – The LMC Role and Function

Session objective:

To understand the role and function of the LMC and how this fits with other key bodies.

Key learning:

- To understand how key public bodies in the health sector relate and what is their over arching purpose including, the Department of Health and Social Care, the BMA, the GPC, NHS England, Local CCG.

- To know why we have LMCs, what makes them different and who do they relate to.
- What does it mean to have a statutory role but not have statutory accountability.
- How does Calderdale LMC operate and what are our key relationships.

Module 2 – Key Elements of the Standard General Medical Services Contract

Session objective:

To understand the foundations of our contract as GPs, how this underpins our daily practice and how this contract supports our decision-making in challenges faced.

Key learning:

- To understand the principles and gain an overview of the contract introduced in the NHS Act 2006 (2012).
- To understand the key areas of practice covered in the contract and themes including clinical governance, duties, managing risk, compliance etc.
- To have an overview of the differences between essential, additional and enhanced services
- When and how I need to refer to the contract

Module 3 – Understanding Contractual Developments from 2019

Session objective:

To understand the key developments brought through the NHS General Medical Services Contract 2019-20 and how these integrate with the standard GMS contract.

Key learning:

- To understand the key principles introduced through the new NHS 5 year plan 'Investment and Evolution'
- To understand what the changes introduced mean for General Practice and the new contractual requirements for specific services
- To understand the principles of being part of a network and how this both relates to and impacts on your own practice
- To gain an awareness of the changes proposed for service provision in 2021 and beyond

Module 4 – Services Available to Support GPs

Session objective:

To be confident in your understanding of the range of services available both nationally and locally to support GPs in resilience and retention.

Key learning:

- To understand the purpose and suitability of key services available to support GPs both in their professional situation and in their personal functioning
- To have confidence in not only referring into appropriate services but also confidence in supporting colleagues through the process

Module 5 – Being an Effective Officer of Calderdale LMC

Session objective:

To ensure you have the confidence and understanding required that will support you in effective representation in both an individual and system wide situation

Key learning:

- To gain knowledge and understanding of the engagement environment currently active for Calderdale LMC
- To increase confidence in skills of mediation where they may be required
- To understand how your role as an LMC Officer may also influence support and contributions in professional situations

Further modules will also be developed to include:

- Financial Planning for my Future
- Developing Business Skills for new GP Partners
- Why Partnership? The positive benefits for you and your Practice

*(CPD points per module, Module cost est. £600, currently hold GP Retention funds of **£5,900**)*

3. Practice Manager Development Programme

Three funding streams (NHSe, Calderdale CCG and LMC) have been brought together to enable us to provide a substantial development programme for our Practice Managers across Calderdale. This initiative follows a successful Leadership Development day delivered through RedSky where all practices were represented by a manager. Developing further the ideas and thoughts shared during the development day, we have secured the overall funds required for the following programmes:

- Practice Manager Coaching and Development – A programme that will provide pre-diagnostic sessions, individual coaching sessions spread across a 12 month period and the development of individual action plans
- Four themed Workshops – Reflecting the ideas shared from the development day, these workshops will focus on Effective Management in a multi-disciplinary context, Effective Time Management, Having Difficult Conversations and Effective Business Planning.

*(Total funding held **£12,700**)*

4. GPMplus Mentorship Programme – Regional Hub

Calderdale LMC is pleased to announce that a new mentoring service, **GPMplus**, is now available free of charge to GPs, Practice Managers, Nurses and other senior practice staff with leadership/decision making responsibilities, working in General Practice within the Calderdale LMC area.

Individuals accessing mentoring will each be offered up to 8 hours of 1:1 mentoring support, provided by trained and experienced mentors, all of whom have experience of working in General Practice.

As these areas of work are directly supported by local commissioners through the use of GPFV grant funding, the service is free at the point of access. The availability of access to mentoring will be subject to and dependent upon commissioner funding support. Calderdale LMC continues to work with commissioners to secure ongoing funding to support this service.

Why mentoring?

The need for mentorship has been recognised nationally through the GP Forward View, regionally through the experience of the NHS England appraisal process, and locally through LMC surveys.

There are many forms of support available ranging from general wellbeing support, counselling, coaching and through to mentoring. Each of the types of support has its place and benefit, however it is mentoring with its focus on supporting the mentees through their career development, that has been shown to:

- Aid development, at all stages of an individual's career.
- Improve retention rates and work performance as well as working relationships.
- Encourage equality and reduce discrimination

YORLMC and Leeds LMC delivered a GP mentoring pilot for 18 months and the service evaluation showed that 94% of mentees received the help, insight and guidance they expected from their mentorship. 94% of mentees also stated that the mentorship had had an impact on their professional life.

Mentoring can help in a number of aspects of your professional life, including but not limited to: Career/development options; workload; returning to work; confidence; work environment/disputes; time management; stress management; transition into a new role; dealing with change; leadership skills; work life balance.

How to find out more

More details about the service are available on the attached leaflet, and the GPMplus website: www.gpmplus.co.uk

Current Funding Available

Funding Source	Amount	Mentoring Hours Provided
PM Appraisal	£1090.27	16
GP Mentoring Pilot	£2328.00	8
Total	£3418.27	24

In summary

The above funding combined equates to providing Calderdale LMC constituents with access to:

- 16 practice staff mentoring hours (approx. 2 placements)
- 8 GP mentoring hours (approx. 1 placement)

Appendix – Action Plan 2021-2024

- *Action Plan detailing activity, outcome, timescale, cost and budget resource – to be included following publication of LMC Business Plan*