

Lancashire &
South Cumbria
TRAINING HUB



GENERAL PRACTITIONER (GP) NEW TO PRACTICE FELLOWSHIP HANDBOOK

TABLE OF CONTENTS

01

Introduction & Programme Outline

02

Programme Overview

03

Induction

04

Mentor / Coach

05

PCN Portfolio Opportunity

06-10

Leadership, change management
& Quality Improvement



11

Key contacts for development
within programme

12

Further development, additional
resources & programme evaluation

INTRODUCTION & PROGRAMME OUTLINE



Introduction

- The General Practice Fellowship programme is a national commitment announced in the NHS Long Term Plan, and restated in the February 2020 Update to the GP Contract
- It is a two-year programme of support, available to all newly qualified GPs and nurses (to include new to practice nurses) working substantively in general practice, with an explicit focus on working within and across a Primary Care Network (PCN). Integrated Care Systems (ICS) and Integrated Care Boards (ICB) should encourage all eligible clinicians to sign up and aim for as close to 100% coverage as possible
- It is a programme of support which includes;
 1. PCN Portfolio working
 2. Learning and development post registration
 3. Understanding the context the GPs working environment
 4. Opportunities to become embedded in the PCN
 5. Increase and maintain high levels of participation in the Primary Care Workforce
- Participants receive funded mentor/coaching and funded CPD opportunities of one session per week and rotational placements within or across PCNs to develop experience and support transition into the workforce

Eligibility

Individuals participating in the programme should:

- Have qualified in the previous 12-24 months (on a rolling basis), so are within their first/second year within their new role
- Hold or about to hold a substantive salaried or partnership contract
- Be working to provide primary medical services

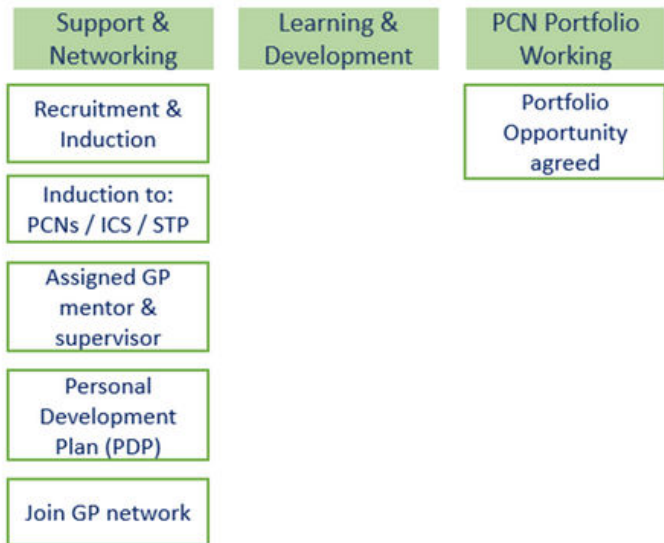
Programme Outline

The programme is a combination of self-learning and development alongside the delivery of structured training. Throughout the programme support and guidance will be provided by a qualified mentor/coach. This will enable a flexible approach to support and develop the role within general practice and equip the fellow with strong leadership skills.

The illustrations on the next page provide an overview of all modules within the 2-year NTP Fellowship Programme. There will be a number of modules in each stage and further details of the content for each module are available in the subsequent sections of this handbook.

PROGRAMME OVERVIEW

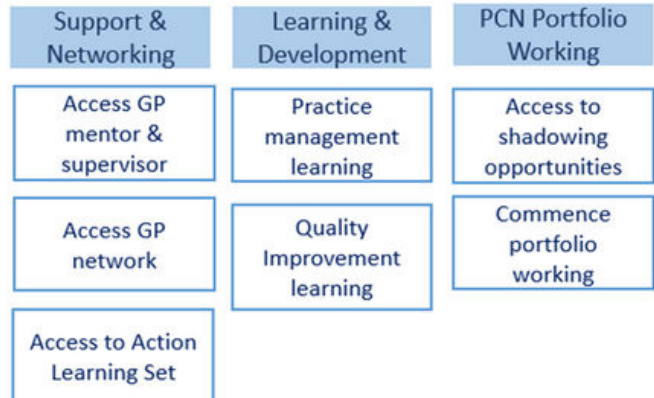
Stage 1: 0-6 months



Expected Outcomes

- Supported transition into Primary Care role
- Awareness of PCNs / ICSs / STPs and their role
- Connected to Training Hub / other delivery partner
- System awareness
- PDP in place
- Individual's ambitions understood
- Supportive network built around the individual
- Network of support grows contextual confidence
- Planned PCN portfolio working options

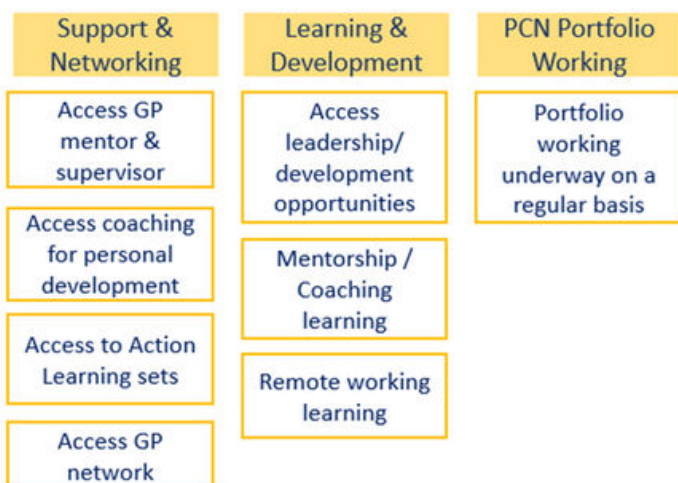
Stage 2: 7-12 months



Expected Outcomes

- Embed mentor/mentee relationship
- Support network aids personal development
- Learning and development opportunities underway with known ways of embedding learning
- PCN portfolio options embedded
- Access to shadowing opportunities within PCN
- Increased specialist skill in chosen area

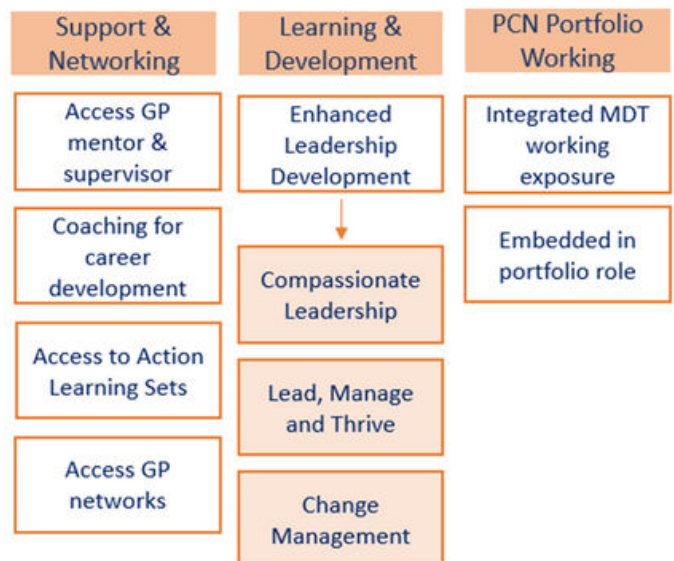
Stage 3: 13-18 months



Expected Outcomes

- Coaching sessions inform future development plan
- Clear personal development goals
- Leadership aspirations established and trajectories planned
- Undergone learning in a range of non-clinical topics
- System level awareness and connectivity established
- PCN level awareness and connectivity established

Stage 4: 19-24 months



Expected Outcomes

- Leadership development established with clear plan for development
- Understanding and experience of MDT integrated working approach
- Confident to lead element of PCN work
- PCN/System-wide relationships established
- Understanding of partnership roles

NEW TO FELLOWSHIP INDUCTION

INDUCTION INCLUDES

- Induction to the Fellowship
- Introduction to the Primary Care Networks (PCNs) and the Integrated Care System (ICS)
- Digital working
- Health and wellbeing
- Additional information and resource

All of the above general practitioner (GP) induction materials and resources can be found on the [NHS Network here](#).

It is recommended time is spent with the PCN's . This will help gain an understanding of how the PCN works and give the opportunity to consider access to work opportunities and further learning within the PCN that will enhance roles and contribution to the health and care team.

In stage one, it is advised you identify, in partnership with your mentor/coach, locality training hub and practice manager, a portfolio/project opportunity to develop within your fellowship. The Leadership and Quality Improvement Training alongside the PCN working will support the development of this portfolio/project. It will be expected that the portfolio/project will be shared at the celebration event either by designing a poster or delivering a presentation. The PCN portfolio section of this handbook will provide some ideas for these projects.

USEFUL RESOURCES

- [NHS Long Term Plan 2019](#)
- [NHS Constitution](#)
- [NHS People Plan](#)
- [GP Contract](#)
- [Health Education England \(HEE\) e-learning Hub](#)
- [Additional Role Reimbursement Scheme - Further info here](#)
- [Shaping of Care](#)
- [Primary Care Networks Animation](#)
- [HEE Training Hub's Animation](#)
- [What are ICBs](#)
- [King's fund, PCNs explained](#)
- [NHS Digital, ICBs explained](#)
- [King's fund, funding and contracts](#)
- [Primary care networks FAQs - Further info here](#)
- [The Health Foundation](#)
- [The Royal College of General Practitioners](#)
- [Digital Roadmap Footprints](#)
- GPs ONLY: [GP salaries](#)
- [Practice manual example](#)

LOCALITY TRAINING HUBS

The Locality Training Hub Leads will be allocating your mentor/coach and will help you with any queries regarding the programme. Please do not hesitate to contact them as they are a useful resource. Contact details can be found here:

- [Fylde Coast](#)
- [Greater Preston, Chorley and South Ribble](#)
- [Morecambe Bay](#)
- [Pennine Lancashire](#)
- [West Lancashire](#)

SUPPORT & NETWORKING

Support and Networking is beneficial for development within the role. It is anticipated that access will be provided to local and regional groups and forums. Information in relation to this will be published on the [NHS Network](#).

A large amount of the education and training opportunities, networking and support sessions will be delivered virtually.

MENTOR / COACH

A mentor/coach will be allocated to each fellow to provide support and leadership throughout the programme. The mentor/coach will meet with the fellow once per month. At this meeting it will be expected the fellow will discuss progress and access any support required. The role of the mentor/coach is outlined in the following section

EVIDENCE OF LEARNING

As part of the fellowship, evidence of learning and development will need to be provided to the mentor/coach. This evidence will also be useful for any appraisal and revalidation, however, please note the mentor/coach and appraisal role differ and should not be the same person.

LEARNING & DEVELOPMENT PLAN

A personal learning and development plan is recommended to support the development and achievement of learning and development objectives. Meetings, discussion, actions and outcomes can be documented within the plan. A PDP example template is available on the NHS Networks.

MENTOR / COACH

The mentoring/coaching role is a fundamental part of the New to Practice Fellowship programme. Key responsibilities of the mentor/coach being to help to support, develop and embed the new to practice fellows into primary care. This is an essential role within the fellowship with the specification that all fellows meet with their mentor/coach at least once per month for 1 hour or more.

All mentors/coaches are experienced health care practitioners who are either qualified mentors/coaches or working towards an industry recognised qualification.

All fellows will be aligned to a coach/mentor by their Locality Training Hub Team. All fellows will have a first meeting and induction period with their mentor/coach followed by 1 hour per month coaching/mentoring session. This will continue throughout the 2 year fellowship programme.

First meeting and induction period

- At the first meeting the mentor/coach and fellow will discuss their Agreement for mentoring/coaching. This will outline the roles of both parties and define what the mentor/coaching provision will include. The Agreement will offer a review period for both the mentor/coach and fellow to include the option to change mentor/coach if required. A template from NHS Network can be utilised for this with amendments being negotiated and agreed with the mentor and fellow
- The mentor/coach will support the fellow with developing a training needs analysis to understand the learning and development needs of the fellow. This may coincide with the commencement of a Learning and Development Plan alongside a SWOT/SLOT analysis. (Templates are available on NHS Network)
- The mentor/coach may utilise the Learning and Development Plan at the monthly meetings to map progress and document discussions and actions
- The mentor/coach will arrange monthly sessions, with agreed timeframes, with the fellow to discuss progress, agree actions and negotiate future timeframes
- The mentor/coach may need to ask the fellow to commence their induction to the fellowship programme if not already done so. All materials and resources for the induction are on NHS Network
- The mentor/coach and fellow will discuss the programme components and set training dates (calendar and training schedules are on the NHS Network) to ensure the fellow is enrolled on all the appropriate structured training within the programme
- It may be useful for both mentee and mentor/coach to complete learning styles questionnaires and/or leadership, personality type questionnaires to help support the developmental mentor/coach/mentee relationship

Meetings following induction

- Following the induction and organising of the structured training on offer, the mentor/coach and fellow will start to explore the portfolio opportunities within their PCN. The mentor/coach and fellow will utilise their own networks and resources to support the development of the portfolio opportunities. These conversations may also include the Practice Manager and/or the Locality Training Hub Lead
- The fellow will be responsible for bringing ideas and innovations to the mentor/coach for discussion
- If the mentor/coach and fellow require support with this part of the programme, then their Locality Training Hub will provide additional support alongside the practice
- The fellow will provide evidence of both learning and progression to the mentor/coach

How to raise concerns and/or seek support

- The mentor/coach will follow the agreed steps outlined in the Agreement for mentoring/coaching support
- If the mentor/coach has concerns with the fellow's progression, this will initially be raised with the fellow
- If the situation isn't rectified the mentor/coach will discuss further with their Locality Training Hub Lead
- The mentor/coach may also seek support and guidance from the L&SC PCTH Programme Manager
- If the fellow has concerns, they can initially raise these with the mentor/coach or alternatively access support from their Locality Training Hub Lead and/or the L&SC PCTH Programme Manager

PCN PORTFOLIO OPPORTUNITY

A core element of the programme is that of 'PCN portfolio working', which will be accessible after the first six months on the programme. By the end of module one fellows will have identified their PCN opportunity to commence in module two. There will be opportunities to work on a rotational basis outside of the usual practice environment, working across the PCN, experiencing other ways of working and developing skills and knowledge.

The intention of this aspect is to create interesting roles through building variety, whilst exposing fellows to different settings and other ways of working. This flexibility is aligned with the expanded role PCNs are taking in delivering out of hospital activities, such as providing enhanced support to care homes. As the delivery responsibilities for PCNs grow, there will be a number of opportunities to complete this portfolio working in the PCN.

Choices could include:

- Care Homes/ Frailty
- Social Prescribing
- Neurology
- Mental Health
- MSK
- Respiratory
- Cardiac care
- Palliative care
- Patient engagement
- QOF objective
- PCN DES objective
- PCN Audit
- PCN Research

This list is not exclusive and alternative opportunities may be available within your PCN.

Any opportunity for PCN working is advised, but not restricted to, commence in stage two, this will provide a comprehensive understanding to support the fellow with the AQUA project. Portfolio opportunities will be negotiated with the mentor/coach and fellow. Please liaise with the locality training hub lead if more information is required.



LEADERSHIP, CHANGE MANAGEMENT & QUALITY IMPROVEMENT

Red Whale: Lead, Manage and Thrive

The logo for Red Whale, featuring the words "Red Whale" in white text on a red, wave-like background.

The Lead. Manage. Thrive! Online Course

Competent leadership and management skills are now crucial to survive the roller coaster of UK primary care. The Red Whale Lead. Manage. Thrive! course takes a skills-based approach, offering you the tools you need to navigate change and find the best 'new normal' for you, your team, your practice and in many cases, the wider PCN.

What will be covered?

We focus on looking after your best asset (you!), finding your way through chaos, developing your team and spotting when they are struggling, strategies for tackling difficult conversations, how to delegate effectively, influencing without authority and much more. This is all contextualised in the current challenges we face in primary care and in the current COVID context.

- Leadership vs Management.
- Resilience, Time Management and Burnout.
- Politics and Power!
- Teams that Work.
- Coaching – Stop telling, and listen.
- Assertiveness and Difficult Conversations.
- Negotiation and Conflict.
- Difficult People – Diagnose and listen.
- Delegation – How to do it well.
- Managing Up.
- Motivation – It's not all about the money.
- Improving your Practice.
- Culture and Culture Change.

Continue your learning...

Your learning doesn't just stop at the end of the online course. In addition to the printed handbook, you will have access to GPCPD.com, our fully searchable web-based resource updated throughout the year and covering more than 95% of the essential knowledge, skills and competencies for primary care as defined by the RCGP. Which means you can continue your learning for up to 12 months after the course.

Who are we?

At Red Whale, our purpose is to provide education that will motivate clinicians to make positive changes within their practices, and improve patient outcomes. We do this by distilling the most relevant literature and guidelines, and presenting them in our trademark practical and accessible way. Historically, we have achieved this through face-to-face courses, welcoming over 15,000 primary care clinicians each year.



WHAT WILL I GET?

- 6 hours of practice-changing online teaching
- Course attendance certificate and 6 CPD credits
- A copy of the printed Lead. Manage. Thrive! handbook posted to you
- Plus 12 months FREE online access to GPCPD.com



Compassionate Leadership

Compassionate leadership, rather than command and control, has to be the way forward for doctors in the modern era.

The courses collectively add up to around 8 hours in total. Each is sectioned into short modules so that you can work through them any time and place where you have an internet connection available. The mix of video, text, animation and exercises keeps your attention and helps you relate what you learn to everyday practice.

Oxford Medical will forward you your CPD certificates for each course whenever you submit your work – one certificate for Medical Leadership & Management Online Course (3 CPD points); one for Medical Team Communication Skills Online Course (2 CPD points) and one for Mentoring Skills for Doctors Online Course (3 CPD points). So that's 8 CPD points in total.

You will have 120 days from code retrieval to complete your courses and submit your workbooks for your CPD Certificates

Medical Leadership & Management Online Course

3 hours of text, video & animation exercises. 3 CPD points.

- Develop your leadership skills
- What do others need and want from you?
- Managing time, resources and projects
- How to apply theory to everyday practice

Medical Team Communication Skills Online Course

Video, text and activities. 2 CPD points.

- Difficult conversations
- Negotiating with differing priorities
- Dealing with conflict
- Making change easy

Mentoring Skills for Doctors Online Course

Develop your mentoring skills with this 3 hour interactive online course. 3 CPD points.

- Detailed study of the mentor's role and skills
- How to support someone to develop expertise
- Supporting someone through difficulties and change
- Ethics of mentoring and maintaining standard

Change Management Training

Change Management – What is it?

Change management is the application of a structured process for leading the people side of change to achieve a desired outcome.

Change management focuses on how to help people engage, adopt and use a change in their day-to-day work.

Training objectives

- Upon successful completion of this workshop, delegates will:
- Understand what change management is
- Better understand the challenges that arise from change
- Understand the emotional responses/reactions to change
- Understand how to help people engage, adopt, and use a change in their day-to-day work
- Have an awareness of effective change management strategies
- Have access to resources for managing change

Who should attend?

Team members and team leaders who are interested in developing their change management skill set and would like to become more effective in their workplace roles.

Prerequisites

There are no prerequisites for attending this training.



AQuA Programme

The AQuA course is a fundamental part of the fellowship programme which includes the opportunity to participate in Action Learning Sets (ALS). Information about ALS can be found [here](#).

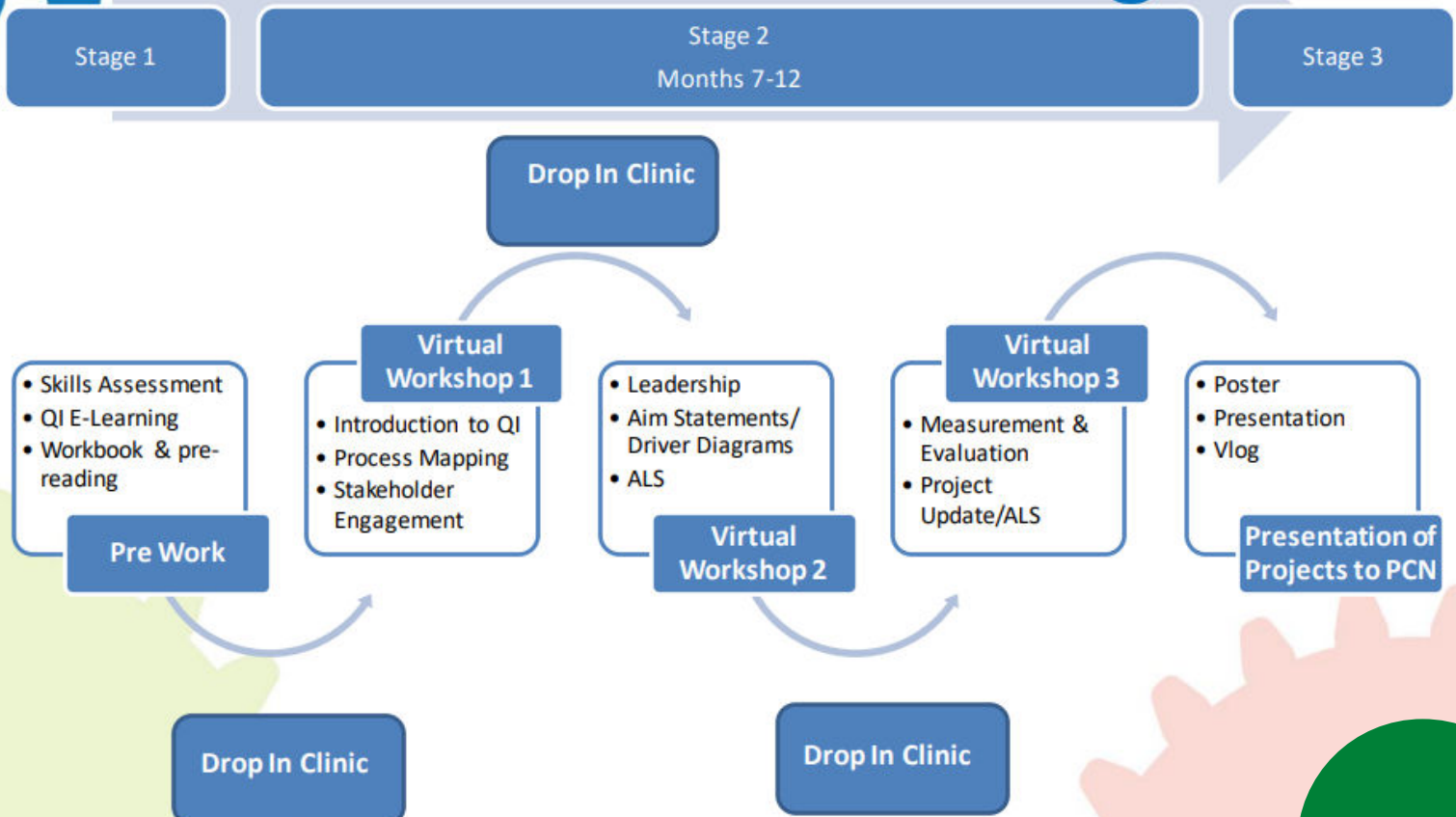
This bespoke programme aims to develop individuals to support improvement across their practices and PCNs. The programme will be utilised in conjunction with portfolio opportunities and development. It will include skills assessment, QI E-learning activity, workbook and pre-reading. Please see below an overview of the programme.

This programme will be delivered virtually via MS Teams and the Aqua hub.

The hub is Aqua’s virtual learning environment through which all of your learning for the programme will be coordinated. We will use the hub to communicate, share resources and deliver your live MS Teams lessons.



Overview of the Programme



PRACTICE MANAGEMENT

Practice Management Fundamentals

Practice Management Fundamentals will provide fellows the opportunity to further enhance understanding of general practice. This module will include:

- Partnerships – governance, legalities and leadership structures
- Financial management
- Digital healthcare
- Workforce planning and career development
- Operational management

The programme start dates will be available on the [NHS Network](#). Once enrolled on a course all dates must be attended.

TRAINING CALENDAR

A training calendar for all the bespoke programmes embedded within the Fellowship Programme is available on the NHS Network.

When the fellow starts the programme and is preparing their developmental plan with their mentor/coach, both will need to access the NHS Network page to agree which bespoke programmes the fellow will be able to attend.

All programmes are on a rolling basis throughout the year therefore each fellow will need to align to the first available bespoke programme at the point they are at within the fellowship programme.

Each bespoke programme is a complete course so therefore once fellow has enrolled on the specific programme all dates must be attended.

The fellow will not be able to transfer onto any of the dates for the other programmes unless agreed with education provider.

Registration forms for each programme can be found on the [NHS Network](#).

KEY CONTACTS FOR DEVELOPMENT WITHIN PROGRAMME

Remote Consultations & Digital Champions

The NHS Long Term Plan contains a commitment that by 2023/24 every patient in England will be able to access a digital first primary care offer. Access to primary care services via online consultations will be a key part of achieving that commitment. Remote consultations due to the pandemic have been essential to enable patient services. Each practice may differ in adoption of remote consultation, but it is clear it will continue to be a massive part of practice for years to come.

The remote consultation resource file contains a:

- How to Guide for remote consultation by Redmoor Health
- Dealing with increased demand for online consultations by Redmoor Health
- Using online consultations in Primary care an implementation Toolkit by NHS England

Throughout the fellowship programme, all fellows will have access to a wide range of digital resources and will be supported by the five Digital Champions who can be contacted with any queries or support needs relating to digital in Primary Care. [Click here](#) to find each of the digital champions contact details.

Health & Wellbeing Resources & Champions

You will have access to all of our Health & Wellbeing support including champions, events, resources and podcasts. All of this information is on our [Health & Wellbeing page](#). Please contact our Health and Wellbeing champions using this link.

FURTHER DEVELOPMENT

Develop clinical supervision, mentorship or coaching skills

As fellows approach the final stage of the programme, they will be encouraged to consider how they can support future learners through clinical supervision, coaching and/or mentorship. The Locality Training Hub will provide further information about the training options available.

Ongoing Development as a Mentor/Coach

Towards the end of the programme all fellows will have the opportunity to further develop their skills to become a future mentor/coach.

ADDITIONAL RESOURCES

Northwest Leadership Academy

The NHS Northwest Leadership Academy (NHS NWLA) empowers people in the Northwest to secure better health, care and wellbeing outcomes through leadership. Wherever opportunity lies — within the system and across diverse communities — they work to develop compassionate leaders and the conditions for inclusive, future-focused leadership.

[Click here](#) for more information

Additionally, there may be system wide or local leadership programmes available - you will be able to find out about these opportunities through your locality Training Hub and discuss these with your mentor/coach.

PROGRAMME EVALUATION

An evaluation form will be made available at the end of the programme and we may request further information on occasion across the two years.