

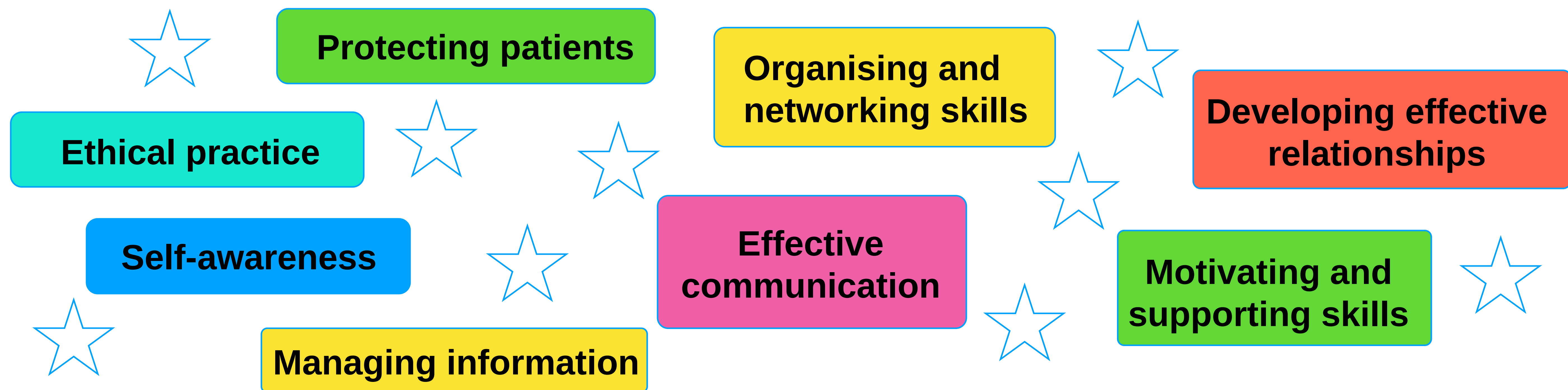
# A Career Pathway and Competency Framework for the Non-Clinical Workforce - rebalancing clinical workload and supporting patient care

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## Background

The impact of an ageing population, financial constraints, increasing workload and low morale has contributed to the clinical workforce crisis in primary care. One third of the NHS workforce is made up of non-clinical staff and there is evidence that enabling these staff so that they can support clinicians with administration can free up 11-30% of clinical time. This projects tests the first comprehensive non-clinical competency framework of its kind, incorporating new roles and functions and clear career options to encourage recruitment and retention.

The Competency Framework comprises 8 competency areas with 4 levels of increasing competency in each area:



## Objectives:

1. To test the competency framework at level 2 (Care Navigator) and level 3 (General Practice Assistant), forming the basis of a non-clinical career pathway.
2. To test and evaluate different training methods.
3. To take feedback from learners; managers and employers.
4. To identify early outcomes of performance; role perception and impact on clinical workload.

## Results:

- 67 people trained as Care Navigators and 62 as General Practice Assistants
- 15 did Apprenticeships (11 in Business Administration, 4 in Customer Care) with extra modules for areas not covered
  - 54 undertook full modular training
  - The remainder undertook most of the modules, supplemented by other local training provided by external agencies

## Positive Outcomes:

- Increased **confidence**
- A **good investment of time**
- A **clear identity** for new roles
- **Reduced clinical administrative time**
- **Improved patient outcomes** - better communication; signposting and networking between agencies
- Indemnity confirmed for non-clinical activities (MDU)
- The Competency Framework was found to be effective - **training could be delivered in a consistent way**

## Challenges:

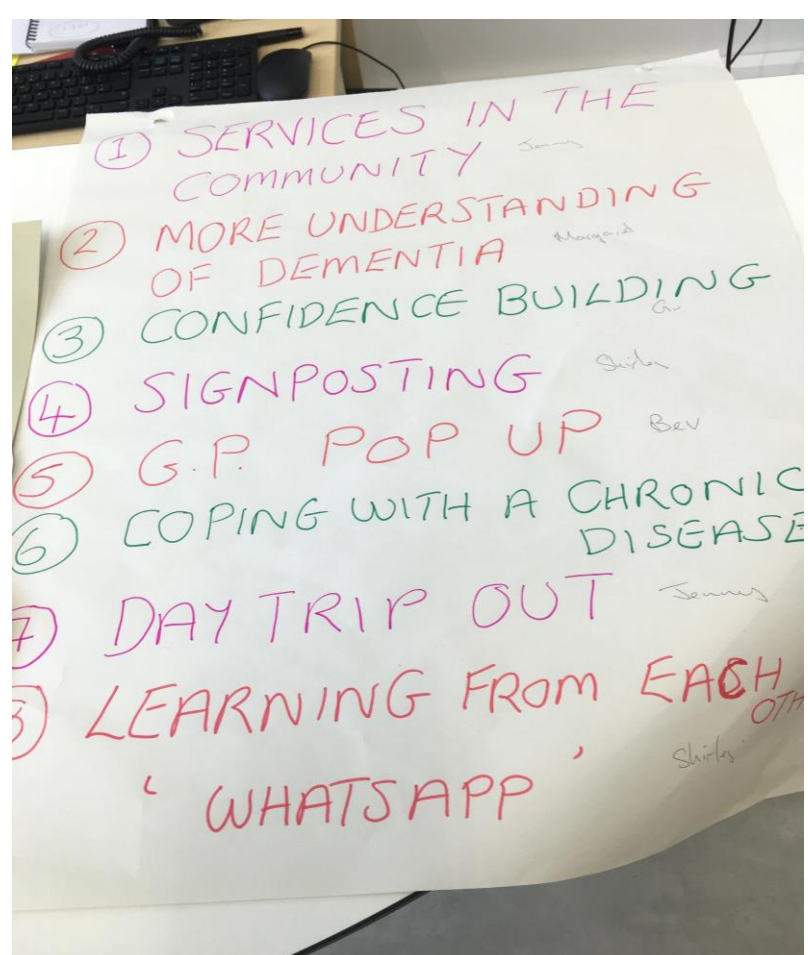
- **Gaining release from work**
- **Employer's understanding** of new roles
- Scheduling **suitable training times**
- Training providers often lacked understanding of **needs of an adult, part-time workforce, distant from traditional education**
- **Culture change** to enable new roles and skills to be implemented
- **Strong and consistent leadership** from Training Hubs

## Method:

- Training Hubs in South London tested the competency framework at level 2 (Care Navigator) and level 3 (General Practice Assistant) for existing staff:
- using Apprenticeships and/or modular training for existing staff;
  - regular meetings enabled shared and iterative learning;
  - local and national training providers;
  - regular reports mapped progress; and
  - formal evaluation used interviews and questionnaires.

Our clinicians are able to discuss patients with her for ideas on social issues

I feel more confident to come up with strategies to solve problems



'Some of the best things'

I now understand and work with a patient-centred approach

She saves each GP at least 30 mins a day - she has done all the preparation for patients with complex needs



## The Next Steps:

1. On-line Accredited training at level 2 and 3 - has already been developed at level 2 in collaboration with the Practice Managers' Association, and accredited through ILM for the 'Excellence in Supporting Healthcare' certificate. Pilots have completed and this programme is available through e-Learning for Health. This will be followed by similar level 3 accredited training by the end of 2019.
2. The accredited training at level 2 and 3 is intended for local implementation through Training Hubs with peer support, and will cover many competencies for Social Prescribing.
3. Development of the supervisor / mentor / coach at level 4. Level 4 training will be developed through Apprenticeships, supplemented by training in coaching and mentoring to ensure non-clinical roles are supervised within the non-clinical workforce.
4. Implementation of a workforce modelling tool to measure impact of new roles on clinical time and service costs.
5. Formal patient satisfaction surveys.