



CLAHRCBITE

Brokering Innovation Through Evidence

June 2019

Salford Primary Care Workforce Study: Contribution to a Safer Salford



The National Institute for Health Research Collaboration for Leadership in Applied Health Research and Care (NIHR CLAHRC) Greater Manchester is a partnership between providers and commissioners from the NHS, industry, the third sector and the University of Manchester.

We aim to improve the health of people in Greater Manchester and beyond through carrying out research and putting it into practice.

What was the aim of the project?

As part of their Primary Care (General Practice) Workforce Strategy, NHS Salford Clinical Commissioning Group (CCG) piloted the implementation of the following three new roles in Salford general practices: Advanced Practitioner, Physician Associate and Practice Pharmacist.

We sought to evaluate the implementation of these three roles, to understand the opportunities and challenges involved in introducing new types of 'skill-mix' in general practice and provide valuable insight for future workforce development.

What did we do?

Between April 2017 and March 2018 we conducted a process evaluation drawing on data derived from:

- Semi-structured interviews/focus groups with key individuals (from commissioners to frontline providers) involved in the Salford new roles initiatives;
- Training and development documents linked to the new roles schemes.

From these data we identified a number of factors that affect the success of skill-mix changes in the general practice setting including: adequate communication and engagement between stakeholders, clearer definition/differentiation of roles, appropriate general-practice focused training and improved ways of showing the impact and sustainability of new roles initiatives.



What's next?

The findings from this study have informed CCG priority setting and commissioning decisions. The study has also led to further aligned collaborative work with NHS Salford CCG and other regional partners; for example, a project to help the CCG more accurately map their primary care workforce and inform future workforce development activities.

The findings have been disseminated both regionally and nationally, including via two academic publications in the British Journal of General Practice. The literature review from this work has also been included in a resource for general practice change leaders from the Nuffield Trust and Royal College of General Practitioners entitled *The Changing Face of Primary Care*.

Why was it important?

General practice is facing a significant workforce challenge, with a shortage of GPs and practice nurses against the need to manage an ageing population with increasingly complex health care needs. As one solution to easing the pressure, health policy is promoting the introduction of non-GP roles into general practice teams to work alongside GPs in ever greater numbers. This in-depth process evaluation offers broad learning about skill-mix changes in general practice beyond specific role types, that can inform dialogue and decision-making for those considering bringing in new roles and may increase the likelihood of roles being retained in the future, both within Salford and further afield.

Furthermore it has indicated areas for further research to better understand the process and impact of implementing skill-mix changes into primary care teams.

Who we worked with?

[NHS Salford CCG](#)

What is NIHR CLAHRC GM?

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Find out more

www.clahrc-gm.nihr.ac.uk/projects/salford-primary-care-workforce-study-contribution-to-a-safer-salford

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