



GP Career Conversations: Guidance and Resources

Cheshire and Merseyside

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Introduction

Thank you for enrolling on the General Practitioner Career Conversation mini course. Over the 3 workshops, totalling 8 hours you will learn the essential skills to enable you to hold meaningful career conversations with your colleagues. This is stage 1 in a process of career support for GPs in Cheshire and Merseyside funded by NHS England & Improvement. Once you have completed this course you will be a qualified GP Career Conversation Facilitator (GP-CCF).

The NHS Long-Term Plan (2019) sets out the aim to increase the number of doctors working in general practice; it states that while the number of new recruits has been increasing, the number of early retirements and part-time working has more than offset this. It also states that the use of locum GPs has increased, and the traditional business model of the partnership is proving increasingly unattractive to early and mid-career GPs. According to the plan, one of the top reasons for people leaving their position/profession is that they do not receive the development and career progression that they need.

The People Plan (2020/21) states that every member of the NHS should have a health and wellbeing conversation, which should also include any flexible working requirements, as well as equality, diversity, and inclusion. This is the rationale for promoting a holistic approach to career conversations and for developing the associated all-inclusive support offers.

Building on previous work undertaken by East Cheshire Partnership and the Cheshire & Merseyside Training Hub regarding Career Interviews (2019), a need

for all General Practitioners to undergo a career conversation was identified: a piece of research was undertaken to determine the future plans of GPs who were nearing the end of their career. They developed a 'Stay Interview', where experienced GPs (generally over the age of 50) were interviewed by another GP to explore their future career intentions. The outputs from these interviews have been used to create an action plan to help retain these experienced GPs with new opportunities and career pathways across the local area.

A Career Conversation in the context of this scheme, is a confidential, open, and honest discussion between a General Practitioner and a more experienced GP colleague who has undergone training to become a Career Conversation Facilitator. The purposes of these conversations are to prompt self-discovery, reflection, change and growth, with the overall aim of setting clear goals to help GPs find fulfilment in their role and to achieve their full potential- refer to the table below outlining the benefits.

Benefits to GP Colleagues	Benefits to GP facilitating conversation	Benefits to the GP Practice/PCN
<ul style="list-style-type: none"> • Help them feel satisfied and motivated in their current role • Identify development opportunities and to take steps that will help them be more effective • Have conversations that make them want to stay working 	<ul style="list-style-type: none"> • Develop/ gain confidence in coaching/mentoring skills • Reflect on their own career • Team building- honesty and openness • Become more open to change and challenge 	<ul style="list-style-type: none"> • Greater engagement & motivation from employees • Increased retention of people and skills • Employees are more flexible and open to change • Positive reputation for supporting

<p>within their profession- GP Retention</p> <ul style="list-style-type: none"> • Encourage ownership of their career development • Feel valued and invested in 		<p>careers- GP recruitment</p>
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Table outlining benefits of career conversations

Scope

Workforce data shows that the number of GPs leaving in most ages groups particularly those aged 55–59 and 60-64, has risen over the last 10 years. Data also shows peaks in GPs leaving practice aged in their 30s and aged 55-59. The People Plan (2020/21) argues employers must do more to retain staff aged 55 years and over (who comprise over 19% of our workforce); Employers should also ensure that staff who are mid-career (aged around 40 years) and, in particular, those approaching retirement (aged 55 years and over) have a career conversation. In consideration of this data, the provision of GP career conversations is available to all qualified GPs across Cheshire & Merseyside, at all stages of their career.

Scheme Delivery

The overarching aim of this scheme is to retain experienced GPs working in primary care through creating this portfolio working opportunity, while supporting their GP colleagues by facilitating meaningful career conversations, where subsequently they can pursue identified career needs. It is a scheme supported by national GP Retention funding, designed to support GPs at all stages of their career. Refer to appendix A for an infographic overview of the Cheshire and Merseyside Career Conversation Scheme

A whole process of career support has been implemented; it consists of 3 distinct stages (refer to diagram below):

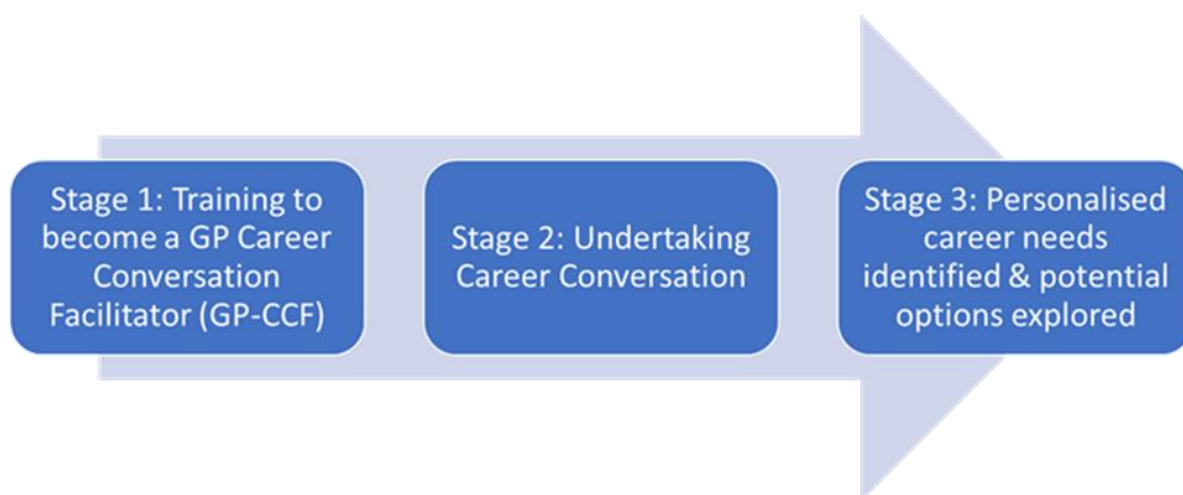


Diagram of Career conversation process

Stage 1: NHS England & Improvement have commissioned a training provider who specialises in career conversations. The Objectives of Training are:

- To develop and build skills and confidence to have effective career conversations
- To become familiar with a simple and brief 4 stage framework - 'Solutions focus' – to structure a conversation effectively
- To prepare to get the best from the conversation
- To create an environment for honest and open dialogue
- To develop and use core skills of listening, reflecting, and summarising
- To get to know and use 4-5 very practical career tools.

Stage 2: Once the senior GP has undergone the career conversation training, they will be able to facilitate a career conversation with a GP colleague. Delegates are asked to complete a biography template (refer to appendix G). The completed biographies of GP Career Conversation Facilitators (GP-CCFs) will be communicated to all General Practitioners working within Primary Care. The interested party can then choose to have their career conversation with a GP-CCF who they deem most appropriate. The interested party will be able to directly contact the GP-CCF and arrange a conversation at a mutually agreed time and place. To ensure this provision is as accessible and inclusive as possible, the career conversations can be undertaken via telephone, virtually or face-to-face; the preference and appropriateness of delivery will be decided by the two participants. The career conversation is usually facilitated in two parts, allowing reflection time between discussions. One complete career conversation will total 4 hours, 10 minutes (a session), allowing time for preparation, note-taking, reflection, and discussions.

Stage 3: Following a career conversation a career need will have hopefully been identified. To assist in meeting career needs a resource containing available career support has been developed by NHSEI Cheshire & Merseyside in collaboration with

key Stakeholders. This list is not exhaustive and is intended to assist in directing GPs towards available support; they are also encouraged to source their own developmental opportunities. The document will remain live to respond to changes in available career support; you can find the latest copy on the FuturesNHS Platform: [ICS: Cheshire & Merseyside Primary Care Workforce Support](#). An overview of available career support is represented in an Infographic- see appendix B. Backfill and/or training funding can be applied for to pursue a career need identified within the resource or one that has been sourced independently (refer to appendices C & D). The course/training/project must be related to one of these career needs:

1. Health and Wellbeing
2. Building a culture of Recognition
3. Management/Partnership skills
4. Meeting the needs of patient population
5. Continuing Professional Development
6. Building a Portfolio
7. Undergoing coaching/mentoring/career motivation

Reimbursement

Step 1: GP Career Conversation Training	NHSEI will fund 100% of the course cost
	NHSEI will issue a financial payment of £289 ('in line with the mentoring supplement') for time to complete the course (50% backfill)
Step 2: Backfill for Senior GP to undertake career conversation with Qualified GP	NHSEI will issue a financial payment of £289 for every complete GP career conversation (2 parts- process totalling 4 hours 10 minutes). See Appendix E&F
Step 3: Backfill and/or Training funding issued to GP who has undergone a career conversation to pursue a career need	<p>NHSEI funding will be issued to support GPs who have undergone a Career Conversation with a senior GP (who has undergone the relevant training) during the period Nov 2021- March 2022. See Appendix C&D.</p> <p>Once the fund is exhausted NHS England & Improvement will advise that no further applications can be authorised.</p>

GP Eligibly

All GPs participating in the scheme should:

- Hold full registration and a licence to practise with the General Medical Council (GMC)
- Meet the requirements for remaining on the NHS England GP Performers List and report to NHS England any concerns that might affect their status on the National Medical Performers List
- Not be subject to interim suspension under section 41A of the Medical Act 1983
- The scheme should particularly welcome applications from GPs from a wide range of diverse backgrounds, and who have experience in leadership roles, medical education, appraisals or are currently a GP partner.
- Experienced GPs who are considering retirement or who have retired may wish to use their experience to have career conversations with junior colleagues, perhaps utilising this as a 'step-down' opportunity

Indemnity cover for GP Career Conversations activities

NHS England expects GP Career Conversation Facilitators participating in the Career Conversation Scheme are 'relevant persons' for the purposes of the NHS Litigation Authority Liability for Third Parties Scheme (LTPS) and as such are expected to be covered by this scheme in terms of liability for their actions while acting in the role of Career Conversation facilitator.

GP Career Conversation Facilitators, who are licensed medical practitioners, should note that this cover does not extend to representing them in the case of a challenge to their licence or registration

GP Career Conversation Facilitators may therefore want to speak with their medical defence organisation and consider whether they also need to maintain appropriate professional insurance for protection of their medical licence/cover for legal fees

Scheme Evaluation

NHS England and Improvement will require data on the Career Conversation scheme to understand impact and return on investment, and to inform the ongoing review of the support offer to the GP workforce (refer to evaluation guidance below).

GP Career Conversation Monitoring Survey
•How many GPs that have been trained as Career Conversation Facilitators as part of the Career Conversations Scheme?
•How many career conversations have been undertaken as part of the Career Conversations Scheme?
•What are the key themes identified in relation to career needs?
Financial ledger (Quarterly)
•In-year spend to date
•Profiled spend to end of year
Future evaluation
•Participants' scheme experience

Evaluation guidance

Contact Information

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Acknowledgements

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References & Further Reading

[NHS Long Term Plan](#)

[NHS England » NHS People Plan](#)

[nhs-england-gp-support-pack-national-v3.pdf](#)

[NHS England » Making general practice a great place to work – a practical toolkit to improve the retention of GPs](#)

[gp-retention-scheme-faqs-v5.pdf \(england.nhs.uk\)](#)

[ICS: Cheshire & Merseyside Primary Care Workforce Support - FutureNHS Collaboration Platform](#)

[GP Career Support Hub - FutureNHS Collaboration Platform](#)

[leaderhelp-them-grow-or-watch-them-go-career-conversations-employees-want](#)

[NHS Staffing Pool Hub - Getting Started - Having a career conversation \(nhsprofessionals.nhs.uk\)](#)

[Review and career conversations – Leadership Academy](#)

[Wellbeing conversations – Our NHS People](#)

[HEE: career coaching approaches to support and develop doctors.pdf](#)

[NHS England PowerPoint template 16.9 \(kingshealthpartners.org\)](#)

[kings health partners Realising Your Potential 2017](#)

[Review and career conversations – Leadership Academy](#)

[leadership academy Talent-management-guide](#)

[Northern Care Alliance Coaching pack](#)

[values-based-appraisal-toolkit](#)

[The 9 Box Grid \(nhsbt.nhs.uk\)](#)

[Career-Conversations-2019.pdf \(antoINETTEoglethorpe.com\)](#)

Appendix A- Infographic overview of the Cheshire and Merseyside Career Conversation Scheme



Appendix B- An overview of available career support



Appendix C- Application for funding for backfill time or costs to attend course/Training identified during GP Conversation Guidance

- NHS England & Improvement has received a limited amount of money to support General Practitioner retention.
- The funding will be used to support GPs who have undergone a Career Conversation with a senior GP (who has undergone the relevant training) during the period **Nov 2021- March 2022**
- Clinicians are asked to complete the short application form and are advised that in order to reclaim the money it can only **go into Practice accounts**
- An application form can be submitted for **backfill funding** and/or the **cost of a course/training**
- Invoices or confirmation of a place must accompany any claim and must state the **duration and cost of the course**.
- Travel and subsistence cannot be claimed
- **Once the fund is exhausted NHS England & Improvement will advise that no further applications can be authorised.**
- Claims will be authorised based on evidence that the course/study/career need addresses any of the following areas:
 1. Health and Wellbeing
 2. Building a culture of Recognition
 3. Management/Partnership skills
 4. Meeting the needs of patient population
 5. Continuing Professional Development
 6. Building a Portfolio
 7. Undergoing coaching/mentoring/career motivation

Please complete application form and return as soon as possible to: s.christian@nhs.net

Appendix D- Application for funding for backfill time/ costs to attend courses/training identified during a GP Conversation

Outcome of Conversation	
GP Name:	e-mail:
Practice name and Code:	
Date of career conversation:	Facilitated by: Dr
Need(s) identified during Career Conversation (tick all that apply): 1. Health and Wellbeing <input type="checkbox"/> 2. Building a culture of Recognition <input type="checkbox"/> 3. Management/Partnership skills <input type="checkbox"/> 4. Meeting the needs of patient population <input type="checkbox"/> 5. Continuing Professional Development <input type="checkbox"/> 6. Building a Portfolio <input type="checkbox"/> 7. Undergoing Coaching/mentoring/career motivation <input type="checkbox"/>	
Are you retiring or thinking of leaving the profession? YES <input type="checkbox"/> NO <input type="checkbox"/>	
*If yes, are you happy for NHSEI to contact you to discuss further? YES <input type="checkbox"/> NO <input type="checkbox"/>	
Application form to claim <u>backfill time and/or costs</u> to pursue a career need identified during a Career Conversation	
Course Title:	
Duration of Course in hours:	
How many backfill sessions are you applying for? (1 session= 4hrs, 10 mins) <small>*Invoice or course booking attached (must state course duration)*</small>	
Cost of course/training? <small>*Invoice or course booking attached (must state cost of course)*</small>	
Signature	Date

Appendix E- Backfill Funding for facilitating a career conversation Guidance

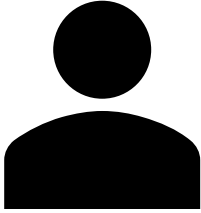
- The funding will be used to support GPs who have attending the Career Conversation mini course and who have subsequently undertaken a Career Conversation with a GP colleague during the period **Nov 2021- March 2022**
- GPs are asked to complete one application form per one complete GP Career Conversation
- **Once the fund is exhausted NHS England & Improvement will advise that no further applications can be authorised.**

Please complete application form and return as soon as possible to: s.christian@nhs.net

Appendix F- Backfill Funding for facilitating a career conversation

Backfill Funding for facilitating a Career Conversation	
GP Facilitating conversation:	e-mail:
When did you undertake GP Career Conversation mini course?	
Practice name and Code:	
Date of career conversation:	With GP (name):
Outcome of GP Conversation	
Was a career need identified? YES <input type="checkbox"/> NO <input type="checkbox"/>	
If yes, please tick all that apply	
1. Health and Wellbeing <input type="checkbox"/>	
2. Building a culture of Recognition <input type="checkbox"/>	
3. Management/Partnership skills <input type="checkbox"/>	
4. Meeting the needs of patient population <input type="checkbox"/>	
5. Continuing Professional Development <input type="checkbox"/>	
6. Building a Portfolio <input type="checkbox"/>	
7. Undergoing Coaching/mentoring/career motivation <input type="checkbox"/>	
Was the required support for career need already identified in the resources document?	
YES <input type="checkbox"/> NO <input type="checkbox"/>	
*if no, please state career need	
<hr/>	
Will the GP be applying for funding to pursue a career need?	
YES <input type="checkbox"/> NO <input type="checkbox"/>	
Signature	Date

Appendix G- Career Conversation Facilitator Biography Template

<p>Name:</p> <p>Practice:</p> <p>PCN:</p>	<p>Photo</p> 
<p>A little bit about myself...</p>	
<p>Why I became a Career Conversation Facilitator...</p>	
<p>What days/times are best for me to facilitate a career conversation...</p>	
<p>My contact details...</p> <p><small>*By completing this form, I am consenting to sharing my details with Cheshire & Merseyside Primary Care Staff and uploading onto the FuturesNHS Platform*</small></p>	

Contact details:
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