

WFHP Career Development for Associate Doctors.

Context

The NHS is undergoing unprecedented changes at present and this looks to continue into the future. The new NHS will have bigger primary care organisations, there will be increase scope for specialisation in General Practitioners. We will also see a higher skill mix of clinicians in primary care with more Physicians assistants and highly trained nurses working with GPs.

Wyre Forest Health Partnership has formed to allow our organisation to take advantage of these new ways of working and to allow us to provide a stimulating and motivating career for our workforce.

The job of the doctor in this new NHS is likely to change, it is our wish to support or associate doctors during their career to help them develop their skills, knowledge and fulfil their career aspirations.

What have our associate doctors told us?

We have consulted with our associate doctors about their career aspirations and we have heard some general themes around their career aspiration.

- The most important of these themes is that they want to work in a team and not be isolated working from one site to the next.
- We have learned that working in their current teams gives our doctors a great deal of job satisfaction.
- We also found that some of the doctors want to have options towards training in a specialist area, and if they became a true GPSI they might be willing to spend some of their working time delivering a service across the whole organisation.
- We also learned that some of the team want options to explore options around becoming a partner in more detail.
- Some of our salaried doctors felt that they were at a stage in their career where they simply want to work as a site based GP.

Having heard these views we are now working with our salaried doctors to try and help them develop in their careers,

What are we doing in terms of career development?

Site Based Educational meetings:

Each of our sites has regular meetings for all doctors and relevant staff to help their personal development. These meetings help forge links within the site based team and also provide a useful basis for personal development.

Leadership Development:

We have identified the associate doctors who have aspirations towards partnership in the next 2-3 yrs. This group of doctors are now starting to meet with members of the senior Leadership team of WFHP. This group will have undertaken a modular series of meetings on topics which include:

- What does it mean to be a partner? Advantages and liabilities.
- Finances of WFHP and how it all works.
- How does a board work and how to we govern our organisation?
- How do you ensure a high quality service is being delivered across all the sites of WFHP.

The aim of this program is to develop our associate doctors, so that when partnerships vacancies become available they stand the best chance of filling them. WFHP is committed to continuing, and even increasing, our partner to salaried doctor ratio. We have appointed two new partners from this program in April 2016

Appraisal Process:

We have set up an appraisal process for all our doctors, every doctor in the organisation will have an annual internal appraisal with their site manager.

Alongside this process the Chair of WFHP will meet the associate docs on at least an annual basis. These meetings will look at the needs career aspirations of the salaried doctor so that WFHP can ensure it supports this aspiration if possible. These meetings have already started taking place. This allows us to identify doctors who wish to develop GPSI skills, or new areas they wish to develop in their portfolio.

If during these meetings it becomes apparent that a GP has the wish to train up in a specialist area then the organisation will look at how it can support this wish.

Away Days:

We aim to have 1-2 away days per annum for our associate doctors to meet our senior managers and partners, in these days we discuss themes around workload, career development and organisational development. It has proved very valuable time for team building and networking.

Summary

While we cannot claim to have got everything right for our associate doctors, we are striving to deliver a process that will support the development of our doctors and help them feel part of a motivated and developing team.



-  **Bewdley Medical Centre**
-  **The Church Street Surgery**
-  **Hagley Surgery**
-  **Stourport Health Centre**
-  **York House Medical Centre**



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