



**SOUTH WEST LONDON TRAINING HUB**

# YEAR IN REVIEW

**2023/24**



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## About this Report



Examples of work and case studies included in this report are not exhaustive. We have focused on projects and programmes delivered by the South West London Training hubs in 2023/24.

The report reflects the priorities of our stakeholders, and how we have helped them to achieve them.

## At a glance - What we do and how we do it

The South West London (SWL) Training Hub plays a pivotal role in supporting workforce development and education across primary care settings in South West London. Our mission is to ensure that healthcare professionals have access to high-quality training, development opportunities, and support, allowing them to deliver exceptional care to local communities.

The SWL Training Hub acts as a centralised resource for all workforce training and development needs, working to create a sustainable, skilled, and diverse healthcare workforce.

The South West London Training Hub plays a critical role in supporting individuals through the entire span of their careers. We work closely with schools and colleges to raise awareness of career opportunities in primary care, building early interest and guiding students towards healthcare pathways. As they progress, we partner with universities to create valuable placements and pipelines that ensure a steady flow of talent into the workforce.

Our support extends from early-stage professionals, offering mentoring and preceptorship programs, to mid- and late-career staff, where retention efforts become essential. This holistic support approach is designed to foster growth and sustainability within the workforce.

The Training Hub is also a key enabler in translating regional workforce policies into action, aligning with the NHS Long-Term Workforce Plan, the Fuller Review, and national and regional strategies such as SWL ICS primary care and the joint forward plan. Our goal is to continue this alignment, ensuring that our work directly contributes to national and regional healthcare priorities, especially in primary care access and workforce sustainability.

We achieve this through a combination of strong relationships, robust governance, and a unique structure that integrates a single South West London (SWL) Training Hub Community Interest Company (CIC) with locality hubs. This model ensures a unified, strategic approach to workforce development while maintaining localised responsiveness to the specific needs of each area.

Our robust governance structures allow for transparent decision-making and accountability, which ensures that our initiatives are aligned with both local and regional priorities. These relationships, built on trust and collaboration with stakeholders across primary care, integrated care systems, and educational institutions, create a solid foundation for effective workforce development and retention strategies.

By leveraging these partnerships, we can deliver tailored solutions to meet the evolving needs of the healthcare workforce, ensuring that we are well-positioned to respond to both regional and national healthcare objectives.

## Key lessons learnt & Implementation principles across South West London

- **Importance of local support**

National support is key to getting interventions off the ground quickly (e.g. by providing access to funding), but ultimately success in improving retention locally relies on local engagement and support being in place.

South West London Training hubs are strategically aligned to provide local support and ensure the voice of primary care is recognized at ICS level

- **Taking a broad view of retention** Whilst interventions that offer support direct to GPs are essential (e.g. mentoring), those which target the wider workforce and practice managers were found to be equally important to addressing factors which can improve the work life balance for GPs.

- **Taking a whole career approach**

A broad spectrum of support across the Clinical and Non clinical career pathway is needed to provide continuity of support and avoid 'cliff edges' – particularly at times of transition. This includes tailored support for trainees, newly qualified, early-mid career and those approaching retirement.

- **Multi-level interventions**

Whilst support for individual is essential to a good retention approach, many critical issues (e.g. workload) need to be unblocked through additional interventions at practice and system level.

## Alignment with South West London ICS

### **March 2023 – Primary Care workforce Strategy**

The Primary care workforce strategy outlines key themes linked to Retention & Recruitment for workforce, with a focus on nursing and ARRS Roles

### **June 2023 Joint Forward Plan** – South West London has a number of workforce challenges, our top six are:

- Recruitment and retention – securing a strong supply of new people to fill our vacancies whilst retaining our experienced staff.
- Planning our workforce of the future – improving our data and structure for workforce planning activities. Enhancing our ability to collect, see and interrogate data. This, together with understanding the changing needs our patients is required for effective workforce planning and service redesign.
- Diversity and equality – We are not yet representative of the communities we serve and have issues raised through the workforce race equality scheme that we need to urgently address.
- The cost of living in London with people choosing to leave South West London and/or the NHS to increase their salaries, or move to less expensive areas to help meet the rising cost of living.
- Proving better care for our people – supporting their health and wellbeing.
- Improving morale of our people – increasing flexible working options, supporting their recovery from the pandemic.

### **2023, Integrated Care partnership Strategy**

South West London Training Hub will continue to work closely with ICB colleagues in supporting and implementing strategic plans which align across the organisations

# General Practice Workforce

## Southwest London General Practice Workforce at a Snapshot

The general practice workforce in Southwest London has experienced a slight decline in clinical roles over recent years. This decline comes at a time when the local population is steadily increasing, placing even greater demand on primary care services. The rising complexity of patient needs, alongside growing expectations for timely access to care, further intensifies the pressure on practices.

Given this landscape, recruitment and retention of healthcare professionals must remain a top priority. Addressing these workforce challenges is critical to ensuring that general practice in Southwest London continues to deliver quality care while adapting to the evolving needs of its communities. Strategies to bolster the workforce must focus on creating supportive environments, career development opportunities, and attracting a diverse range of healthcare professionals.



**GP Headcount April 2024 - 1347**  
**GP FTE April 2024 - 984.4**



**Nurses Headcount April 2024 - 402**  
**Nurses FTE April 2024 - 271.6**



**Direct Patient Care Headcount April 2024 - 380**  
**Direct Patient Care FTE April 2024 - 267.8**



**Admin Headcount April 2024 - 2211**  
**Admin FTE April 2024 - 1608.1**

	Q2 2021/22		Q3 2021/22		Q4 2021/22		Q1 2022/23		Q2 2022/23		Q3 2023/24		Q4 2023/24	
Role	WTE	WTE/1000Pt	WTE	WTE/1000Pt	WTE	WTE/1000Pt	WTE	WTE/1000Pt	WTE	WTE/1000Pt	WTE	WTE/1000Pt	WTE	WTE/1000Pt
GP	974	0.57	964	0.56	962	0.56	944	0.54	994	0.57	988.8	0.57	984.86	0.56
Nurse	288	0.17	282	0.16	279	0.16	273	0.16	271	0.16	273.6	0.16	271.62	0.15
Direct Patient Care	254	0.15	260	0.15	263	0.15	268	0.15	268	0.15	271.9	0.16	267.81	0.15
Admin	1618	0.94	1630	0.95	1608	0.93	1603	0.92	1596	0.92	1643.1	0.94	1608.14	0.91
Pt	1717620		1723820		1727803		1733890		1736284		1748900		1766129	

In recent years, the expansion of the Additional Roles Reimbursement Scheme (ARRS) has played a pivotal role in transforming the workforce landscape within general practice. By offering financial support for the recruitment of a diverse range of healthcare professionalsARRS Workforce



April 2023 - 570 FTE  
April 2024 - 740 FTE

[Click Here to see breakdown of Roles across Southwest London](#)

## Reflections on progress against Training Hub Strategy

### Summary

Since the appointment of the SWL Training Hub CIC, we've made significant progress in workforce development, including establishing strong partnerships, delivering impactful training programs, and enhancing stakeholder engagement. By continuously reflecting on lessons learned and aligning with the SWL ICS Primary Care Workforce Strategy, we remain agile in addressing evolving healthcare needs and advancing recruitment and retention efforts, particularly in nursing and ARRS roles.

Reflecting on progress against the Training Hub Strategy we would start by acknowledging the successes and milestones achieved since the appointment of the SWL Training Hub CIC. We have successfully established collaborative partnerships, delivery of training programs, engagement with stakeholders and achieved positive outcomes in workforce development.

We are proactively ensuring we reflect on lessons learned throughout the process of implementing the Training Hub Strategy. Extracting valuable insights from both successes and setbacks helps inform future decision-making and refinement of the strategy.

We are pleased with the maturity of stakeholder engagement we have reached which involves input from key stakeholders, including PCNs, practices, SWL ICS and other partners.

Our formal oversight board, ensuring stakeholders are included in our delivery groups and our informal relationships built across the system secures progress against our strategy: 'Clear Communication and Alignment: Ensure that all stakeholders are aware of and aligned with the vision, goals, and key activities outlined in the model'.

Strategic planning and its implementation is done via our delivery groups which develop detailed plans for each priority and key activity domain. Setting clear timelines, allocating resources effectively and establishing accountability mechanisms to track progress and ensure timely implementation supports the work of these delivery groups. Continuous evaluation and improvement increases the effectiveness of the model and its impact on addressing local needs and achieving desired outcomes. We continue to pride ourselves on collecting feedback from stakeholders and use data-driven insights to make informed decisions and adjust strategies as needed. Our approach prioritises adaptability and flexibility and remaining agile in responding to evolving needs and challenges within the healthcare landscape.

Implementing a strategy can often be challenging, particularly in the face of frequently evolving external factors. These factors, such as the re-structuring within the ICS can create unpredictable environments. Adapting to these changes requires flexibility and resilience, as well as continuous monitoring and adjustment of strategic plans. We feel we have been able to navigate these complexities well and have taken a proactive approach as we have the ability to pivot quickly while maintaining alignment with overarching goals and objectives.

Integration with SWL ICS priorities is a key element to our strategy and in 2023/24 we have been able to ensure alignment with the priorities outlined in the SWL ICS Primary Care Workforce Strategy; positioning the SWL TH CIC as a key enabler for the ICS and actively contribute to advancing its objectives. This is further recognised by the training hub being mentioned in Key SWL documentations. (March 2023 – Primary Care Workforce Strategy)

The Primary Care Workforce Strategy outlines key themes linked to retention and recruitment for workforce, with a focus on nursing and ARRS Roles June 2023 Joint Forward Plan\* – ([More details here](#)).

## Reflections on progress against Training Hub Delivery Plan

In reflecting on our progress against the Training Hub Delivery Plan, we are pleased to note the significant advancements made through our distributed leadership model, which has now reached a commendable level of maturity in 2023/24. Each delivery group is closely aligned with our strategic drivers and is led by individuals possessing strong skill sets, ensuring cohesive and effective implementation of our initiatives.

We have continued to work across the Consortium of Delivery Partners, each leading and specialising in various local and central workstreams across. 2023/24 has seen Governance Improvements, ensuring our internal governance is robust, decision making is fair and transparent and we have appropriate representation in the governance structures within the SWL ICS. Moving forward as the ICS structures stabilise we are keen to ensure primary care voice through the people board is also a priority in SWL.

### Relationship with Key Partners:



- **Increased Collaboration:** Working closely with Workforce, Training, and Education (WT&E), Integrated Care Board (ICB) Primary Care and Workforce Teams, and other stakeholders.
- **Strengthening Provider Relationships:** Enhancing relationships with GP Federations, dental, optometry, pharmacy, Local Medical Committees (LMC), and Local Pharmaceutical Committees (LPC).
- **Educational Links and Placements:** Improving connections with educational providers to increase placements.
- **Commissioner Engagement:** Demonstrating the value of the Training Hub, enhancing branding and communication, and partnering with entities such as Communities Team, Borough Partnerships, Councils, and Adult Social Care.

### Communications and Engagement:



- **SWL Website:** The SWL Training Hub website was established in 2023/24, and has seen a significant increase in usage. We have been able to grow our programmes and now have the ambitions to create a new website
- **Social Media Presence.** We have worked hard to ensure we have a high social media presence, and have over the last 6 months increased our following to over 600 with ambitions to continue growth
- Biweekly newsletters, were established in 2023/24
- SWL ICS now use the training hub as the single point of access for all information related to training and development, this has been a significant milestone in cementing our place within the system.

### Recruitment & Retention

We Continue to Focus on GPs, Nurses, and PCN ARRS Roles: Efforts are ongoing to recruit GPs, nurses, and roles within the Primary Care Network (PCN) Additional Roles Reimbursement Scheme (ARRS). Recruitment has been driven well with our widening participation work. We have ambitions to ensure we work closely with our ICS colleagues and create a platform where primary care recruitment can be enabled.

Retention is theme that runs through all our workstreams and will continue to be a focal point for programmes and workstreams



### Expanding and Managing High-Quality Innovative Learning Environments:

Significant Progress in South West London PCNs: Training hub leads have been sharing expertise, experience, and lessons learned across all six Places. Although some practices remain cautious, efforts continue to support, educate, and reassure them to increase participation in the learning environment approval process. The number of approved learning environments has more than tripled since 2021/22, and we are pursuing a 100% approval rate.



### Increasing Capacity and Capability of Educators:

Robust Process for Educational Supervisors: SWL TH has established a robust process for the regular sign-off of individual educational supervisors, focusing on multi-professional and PCN-level supervision.

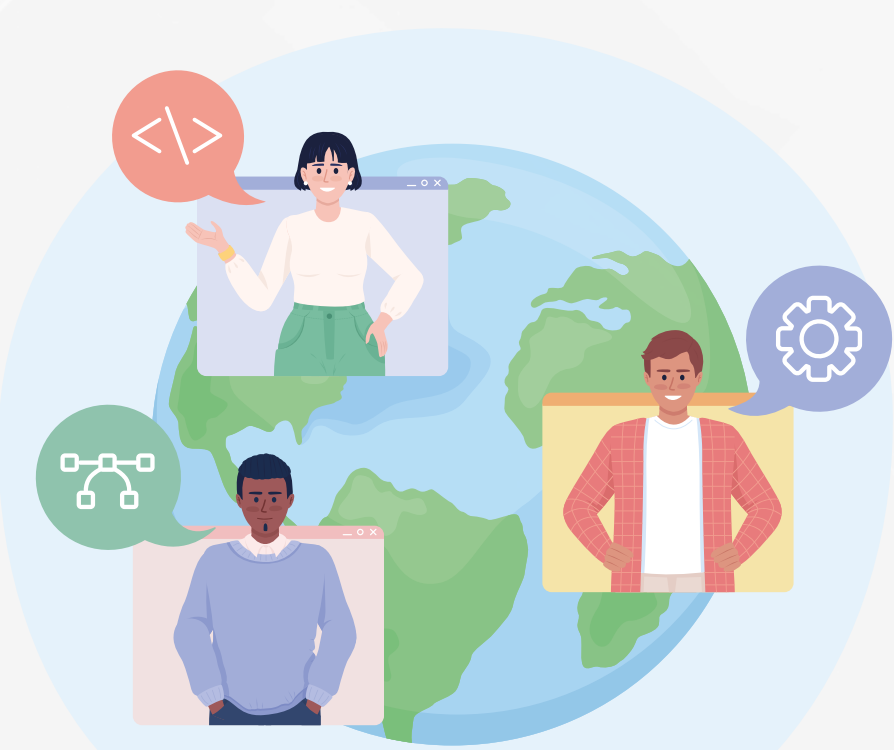
The move within 23/24 to have cite of those completing the supervision courses has been welcomed and allowed us to monitor this process efficiently



### Workforce Planning:

Development of a Skilled, Sustainable Workforce: SWL TH supports the development of a skilled, sustainable workforce for improved primary care services across all primary care networks, supported by the SWL integrated care systems. Various workforce initiatives addressing recruitment, retention, and transformation have been implemented across all six Places in SWL. Workforce planning is a key component of THs delivery plans, utilizing evolving delivery methodologies and maximizing digital transformation opportunities.

Addressing Data Analytics Gaps: Over the next year, SWL TH will work closely with Business Intelligence teams to ensure that Place-level ARRS and practice-level data is easily accessible. There is a common recognition that the primary and wider community care workforce is under sustained pressure.



### Personalised Care:

Comprehensive Training Programme: SWL TH has delivered a comprehensive personalised care training program, benefiting over 900 staff from all six Places during the reporting period. This program supports the health and care workforce in gaining new skills for a new relationship, focusing on outcomes such as greater choice, control, independence, and better quality of life. The program aligns with national, regional, ICS priorities and makes the best use of available funding.







### **Supporting Development of Educational Programmes:**

Utilisation of Funding Streams: SWL THs have utilised various funding streams to deliver a wide range of educational programs for the out-of-hospital workforce across the SWL ICS. These programs, planned and commissioned for both clinical and non-clinical staff, are based on training needs analyses, informal feedback, service needs, and consultation. Moving forward, ensuring that educational programs align with system and strategic priorities for the out-of-hospital workforce is essential.

### **Support for Equality, Diversity, and Inclusion Programmes:**

Focus on Belonging in the NHS: Progress on EDI and Inclusion programs has matured, with a active delivery group established in 23/24. The rollout of the Freedom To Speak Up (FTSU) model has commenced, with successful recruitment to the post.

Series of educational webinars for SWL staff is being scheduled. These webinars are designed to support staff in delivering patient care to underrepresented groups and patients with protected characteristics.

We have worked closely with RM partners to tackle LGBTQ education with a particular focus on cancer



### **Expanding and Managing High-Quality Placements:**

Increasing Placement Numbers: Expanding high-quality placements for learners remains a priority to meet the growing need for qualified and well-trained staff. SWL Training Hub plays a crucial role in supporting and enhancing educational placements in PCNs and practices, including the training and development of multi-professional assessors, supervisors, and educators. This effort continues, though it is challenged by significant estate issues faced by many general practices.

Support for TNA Placements: Ongoing support for Trainee Nursing Associate (TNA) placements in both primary care and social care. A recently recruited Nurse Education Facilitator is aiding placements in nursing homes across the region.

We are working with our HEIs to ensure a far more seamless process with tariff payments, so the SWL training hub can act as the mechanism for payments which would increase the confidence practices have in taking on placements.



### **Embedding New Roles as Part of ARRS Supporting Retention:**

Support for Workforce Development: Locality training hubs work at the Place level to ensure Clinical Directors, PCNs, and all key stakeholders are supported with workforce development tailored to their needs.

Collaborating with system partners has been crucial, with varied employment choices across the ICS footprint. SWL TH works to maximize the potential through ARRS, aligning with population health needs and available services and staff roles within general practices. This work will continue as ARRS matures and more informed evaluations of its impact are made.



# Notable Highlights

## MENTORS

Continued collaboration with mentors has fostered stronger relationships and built a robust support network for mentees. Supported by Peer Support Educational Forums.

## MID CAREER FELLOWS

Successfully launched with 10 fellows initially embarking on their projects. Fellows are involved in innovative projects such as Digital Inclusion in Pharmacy, Diagnostics, Immunisations, and Deep End Projects. Developed in collaboration with system partners, the initiative has shown significant progress and impact.



## 125 INTERNATIONAL MEDICAL GRADUATES

Targeted induction days for IMG ST1s. Expert speakers, including ex-trainee IMG GPs, share their experiences from the same program and working as a GP.

IMG Programme Directors facilitate virtual 2-hour learning sets twice a month. Multiple sessions have been arranged to help trainees with strategies for passing the Applied Knowledge Test. Sessions have been delivered by RCGP examiners, with positive feedback from trainees.

## 900 PERSONALISED CARE

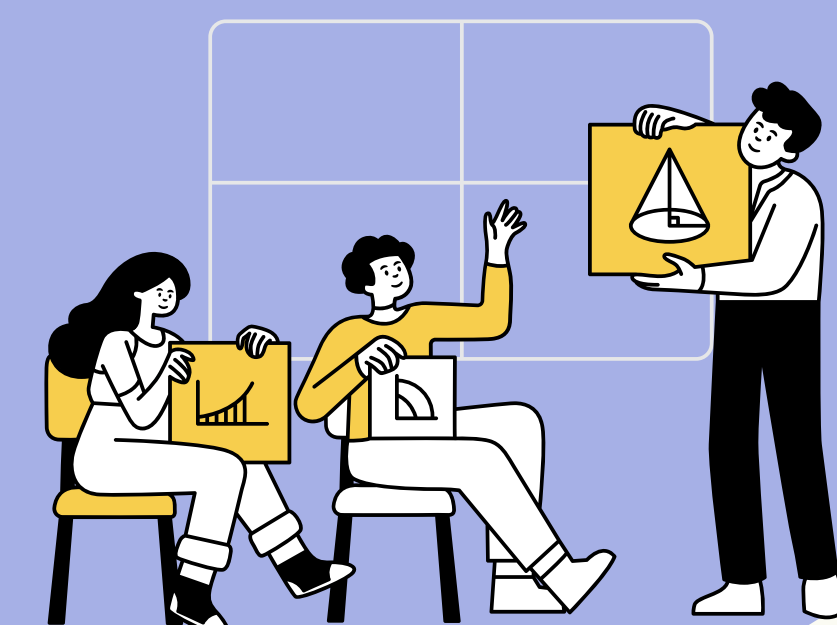
Hosted the **first SWL Health and Wellbeing Coaches Summit**, a highly successful event with guest speakers from across London.

- Trained over 300 professionals in Motivational Interviewing, promoting positive behavior change.
- Trained care coordinators in PCI accredited training, and other topics like advanced care planning and shared decision-making.

## 580

## MENTAL HEALTH

- Launched the SWL Mental Health Training Programme to address growing mental health support needs in primary and community care.
- Training covered areas including Mental Health First Aid, mental health awareness, suicide prevention, and bereavement support



### Apprenticeships:

- Engaged in clinical and non-clinical apprenticeship programs to support primary care workforce development. Offering Intermediate, Higher, and Degree apprenticeships, providing staff with supported learning while working.

### Careers Fairs Across SWL:

- Hosting career fairs with colleges to connect educational institutions with potential career pathways.

### Collaboration with Mayor's Academy and SWL Training Hubs:

#### Recruitment of a GP SPIN Fellow:

- Recruited a GP fellow in 2023/24 focused on the Primary Care Anchor Network (PCAN) workstream.

**Engagement with Schools and Colleges:** Ensuring integration into broader strategies to assist young people in transitioning from education to employment.

**Green Agenda:** Engaging with ICB colleagues on Green priorities, including participation in the South London Greener Practice group.

## ANCHOR NETWORKS

## REXILIANCE CONFERENCE

We hosted our annual summer conference, ReXilience, blending TEDx and resilience. The event drew over 100 delegates and featured distinguished speakers who shared inspiring journeys, and explored ways to **bring joy back to general practice**.

## SHWARTZ ROUNDS

Five sessions held across SWL primary care covered topics like Healthcare in the Digital Age and A Patient I'll Never Forget. Sessions were well-received by attendees and storytellers.



# Notable Highlights

## INCREASING EDUCATORS AND PLACEMENT PROVISION

- Placements and Learning Environment Audit (LEA) Delivery Groups have been established.
- Significant increase in learning environments, with PCN approval rate at 54%, aiming for 100% by end of 2024/25.
- SWL Multi-Professional Faculty launched to manage GP and multi-professional supervision, moving beyond a place-based approach.
- Placements are growing, but challenges exist due to estate availability.
- Successful in SWL ICB workforce bid, focusing on student nurse placements, operational by 2024/25.
- Progressing with Memorandums of Understanding (MOUs) with universities for tariff payments to improve placement monitoring and timely payments.
- Health Equity Faculty Work targets primary care workforce development in Croydon, aiming to increase high-quality placement capacity.
- Supported recruitment and retention through GP recruitment and SPIN New to Practice Fellowships.
- External clinical educators formed a panel to support PCNs with LEA processes, enhancing learning placements across professions.

## PHYSICIAN ASSOCIATE MENTAL HEALTH TRAINING:

- Supported by NHSE WTE funding, 35 Physician Associates (PAs) were upskilled across SWL.
- Focused on managing mental health conditions in primary care through simulation exercises, motivational interviewing, and awareness webinars.

## END OF LIFE CARE CONFERENCE:

- Attracted over **150 stakeholders**, promoting interdisciplinary collaboration.
- Worked closely with the SWL ICB Clinical Lead, highlighting a commitment to improving end-of-life care.

## PEER SUPPORT EDUCATIONAL FORUMS

- We have continued to run our pharmacists' monthly education forums, which have grown from strength to strength, receiving very positive feedback. We are fortunate to have two highly skilled pharmacists leading these sessions. These forums act as a combination of valuable clinical CPD paired with peer support and educational supervision.
- The 2023/24 period also saw the introduction of the paramedics' peer support forum, which is now maturing under the guidance of experienced paramedics.
- Currently, the General Practice Nurse (GPN) forums operate at locality level, with the GPN leadership team collaboratively working on South West London initiatives.

## CONTINUED PROFESSIONAL DEVELOPMENT

- **Dermatoscopy Training Program:** Delivered over a six-month period, the program included comprehensive modules aimed at improving diagnostic accuracy in dermatology. **It attracted 1,644 delegates**, reflecting high engagement.
  - **Non-Clinical Development:** Launched the 'New to Reception' programme. Continued to provide annual CPD for all non clinical staff
  - **Clinical Webinars:** These webinars fostered collaboration and knowledge sharing across the healthcare system, **with over 3,000 attendees participating throughout the year**, reinforcing our commitment to continued professional development (CPD).

# Notable Highlights

- **Independent Prescribing Module:** 5 General Practice Nurses (GPNs) funded to complete the module.
- 32 clinicians funded to apply for Clinical Reasoning in Physical Assessment (CRIPA), Minor Illness, and Independent Prescribing at universities of their choice.
- **Advanced Clinical Practice (ACP)** Trainees: 20 staff members enrolled in ACP training across all boroughs.
- Impact of CPD Initiatives: Substantial enhancement in both clinical and non-clinical competencies among staff over the past year.
- **General Practice Assistant (GPA)** Programme: Continued support for GP practices in SWL to access GPA training, helping reduce GP workload.
- GPA Educational Support: Education and training lead provides 1:1 support to ensure GPAs understand educational governance and documents.

## DIGITAL

- Digital Maturity Commitment: Focused on advancing digital workstreams throughout 2023/24.
- Increased Digital Communications: Internal digital communications significantly improved.
- **Digital Care Coordinators:** Collaboration with ICS to employ digital care coordinators, enhancing digital literacy and awareness among patients across SWL.
- Patient Empowerment: Initiative aims to increase patient engagement with digital healthcare resources.

## COMMUNITY UPSKILLING

- Program Objective: Aimed at transforming community health and rehabilitation services, improving access to high-quality, safer care closer to home.
- Funding Purpose: Serves as a stepping stone for future investment in training and upskilling the community workforce.
- Phased Plan: The program is part of a long-term strategy to develop the advanced practice pipeline and enhance core skills of the wider teams.
- Target Groups: Focused on upskilling Community Nursing and Allied Health Professions (AHP) workforce at all levels.
- Strategic NHS Workforce Priorities Supported:
  - Support NHS recovery post-COVID-19.
  - Deliver commitments outlined in the NHS Long Term Plan.
  - Build a resilient and sustainable workforce.
- Number of courses offered – 25
- **Number of staff accessed training – 566**

## GPN AHP CPD

- Comprehensive clinical education program for Nurses (GPNs) and Allied Health Professionals (AHPs).
- **Over 900 delegates** have accessed the CPD programs.

## EQUALITY, DIVERSITY AND INCLUSION (EDI)



- EDI Delivery Group: Meets every 6 weeks to align EDI strategies with primary care workforce training, supporting national guidance like the Workforce Race Equality Standard and local population needs. Regular attendees include Local Medical Committee, Local Pharmaceutical Committee, and ICB representatives.
- Training Programmes: 280 places offered to primary care staff in areas such as Autism Awareness, Cancer Screening in LGBT+ populations, and Pride in Practice.
- Key EDI Workstreams: Governed by the SWL EDI Delivery Group and include:
  - Freedom to Speak Up (FTSU): Project Manager recruited to raise awareness and educate primary care on legal FTSU requirements, with ongoing collaboration with the ICB FTSU Guardian.
  - Pride in Practice: LGBTQ+ healthcare training and accreditation programme shared across SWL, encouraging primary care teams to participate.
  - Workforce Race Equality Standard: Training and education focused on supporting BME network access and promoting equality, with ongoing collaboration with NHSE and pan-London discussions on staff networks.
  - Disability Confident Scheme: Supporting primary care in achieving disability confident accreditation, though engagement has been challenging due to lack of contractual obligations.

## Key insights and follow-up actions

In relation to Mid-career fellowships, working with system partners was effective, but coordinating multiple stakeholders within a set timeframe was challenging. We would consider spreading mid-career fellowships across the year to manage stakeholder coordination better.

Overall we have ensured we are able to manage retention within SWL, however with reduced funding in 24/25 we intend to prioritise the needs following thematic analysis of a SWL survey.

There is significant potential in leveraging apprenticeship offers further, particularly in leadership themes and Non clinical workforce. We recognize practices need more support with the levy process. Allocate to allocate resources to provide more hands-on support for practices navigating the apprenticeship levy process.

PCAN workstreams require more human resources and dedicated programme management. Transitioning to a new contract meant we did not have the insight of the previous PCAN PM. We need to ensure we align the PCAN within ICB priorities and we would be keen to explore a joint role.

Referencing the Mentoring Programme Lack of access to new spin fellows' names hampers the ability to measure the success of the mentoring programme.

Personalised care is effectively managed by training hubs, but there is a lack of allocated funding. We would hope to advocate for specific funding allocation to support personalised care initiatives managed by training hubs.

A key challenge remains the estate constraints, and we advocate for the inclusion of learning environment approval within the HEI audits for MDT placements. Additionally, we need clearer guidelines to manage the expectations for pre-registration pharmacist placements for the upcoming year. Develop and disseminate clear guidelines for pre-registration pharmacist placements for the upcoming year.

Another issue is that universities sometimes approach practices directly, which can complicate our coordination efforts. we need to ensure we Create a streamlined process or guideline for university-practice interactions to ensure coordinated efforts.

The CPD programme is effective, but uncertainty about its continuity hampers long-term planning.

With Shwartz rounds in particular difficulty in accessing and engaging storytellers affects the effectiveness of Schwartz Rounds. Establishing a steering group has been challenging.

## Leadership achievements and support strategies for the 23/24

In 2023/24, SWL TH underwent significant changes, typical of any new organisation. Despite initial challenges we have successfully navigated through these transitions and emerged with valuable lessons learned. One of our key achievements has been the establishment of a stable leadership team. This team has been driving the organisation forward, providing clear direction, and fostering a positive work environment.

Additionally, we have made strides forward in leadership support through the implementation of the SWL Training Hub Director system. These directors serve as representatives of our place-based training hubs, ensuring that leadership is closely connected to the needs and challenges of each hub. This support structure has enhanced communication, collaboration and alignment across the organisation, ultimately contributing to our overall success.

Overall, our focus on leadership development and support has been instrumental in achieving our goals and overcoming challenges as they arose throughout the year.

## Summary of key achievements with respects to organisational development for 23/24

In 2023/24 our organisational development (OD) efforts have been notable for their continuity and effectiveness. One significant achievement has been the continuation of our OD days which have served as valuable opportunities for growing and learning.

Following the establishment of our leadership team the more recent OD sessions have been particularly insightful. These sessions have allowed us to delve into practical aspects of our operations, such as optimising meetings for efficiency and productivity. Additionally, we have addressed more challenging topics, including accountability within the organisation.

By actively engaging in these OD activities we have fostered a culture of continuous improvement and learning. Our commitment to addressing both practical and complex issues demonstrates our dedication to organisational excellence.

Over the year our governance structures, have significantly improved. All delivery groups are now established and maturing, alongside the Oversight and Assurance Board. We have over the year established the first set of SWL Clinical Leads meetings and SWL GPN Leads meeting which has been a significant milestone, bringing all place based teams together.

## How our workstreams in 23/24 have addressed our strategic plans for the year?

Reflecting on workstreams during 2023/24, while there have been challenges due to internal changes, the progress made has laid a solid foundation for our strategic plans. The stabilisation of internal structures, particularly the establishment of a strong leadership team, has been pivotal in enabling us to move forward with our delivery group model which serves as the cornerstone of our strategic initiatives.

Overall, workstreams have advanced reasonably well, albeit at varying speeds. Some have progressed more smoothly than others, with certain areas experiencing slower development. It is important to acknowledge these differences and learn from them to move forward constructively and positively.

One area of reflection is the pace of progress against the backdrop of Integrated Care System (ICS) structures. This presents an opportunity for improvement in terms of agility and responsiveness to external factors.

Despite the challenges and areas for improvement, the progress achieved in 2023/24 has been significant. We've laid the groundwork for our strategic plans and have a clearer understanding of the path forward. With these insights, we are better positioned to accelerate our efforts and achieve our goals over the next year.

## How our learning from this year has shaped our strategic vision for 24/25?

The learning experiences from 2023/24 have influenced our strategic vision moving forward in 2024/25, particularly regarding the development of the SWL TH as a provider and also expanding our out-of-hospital reach beyond general practice. While our overarching vision remains unchanged, the insights gained have provided us with a clearer roadmap for execution and success.

### **Key Focus Areas for 2024/25:**

**Out-of-Hospital Reach:** Recognising the importance of extending our services beyond traditional settings we will focus on strengthening our out-of-hospital reach. This is likely to involve initiatives such as community health programs, and partnerships with non-profit organisations to ensure accessibility and inclusivity in healthcare delivery.

**Value for Money:** With a keen emphasis on efficiency and effectiveness, we will ensure that every resource allocated is optimised for maximum impact. This entails strategic investments, streamlined processes, and continuous evaluation to uphold value for money principles.

**Provider Development:** Building on our foundation, we will prioritise the development of our Community Interest Company. This will involve enhancing our capabilities, infrastructure and partnerships to deliver high-quality workforce development across a wide variety of healthcare domains.

**Digital Presence:** We will work to ensure we build on achievements from 2023/24 and mature our website platforms as well as social media presence

**Follow-Through and Execution:** While having a compelling vision is crucial, execution is paramount. In 2024/25, we will prioritise the execution of our strategic initiatives with discipline and diligence, ensuring we translate vision into tangible outcomes and impact.





## South West London Training Hub Team

SWL PMO Leadership Team	Name	Contact
Clinical Lead	Dr Mohan Sekeram	<a href="mailto:msekeram@nhs.net">msekeram@nhs.net</a>
Education, Training and Professional Lead	Jennie Morrison GPN	<a href="mailto:jennie.morrison1@nhs.net">jennie.morrison1@nhs.net</a>
Head of Operations	Zehra Safdar	<a href="mailto:Zehra.safdar@nhs.net">Zehra.safdar@nhs.net</a>
Project Support	Jessica O'Keeffe	<a href="mailto:jessica.okeeffe1@nhs.net">jessica.okeeffe1@nhs.net</a>
Business Administrator	Iman Mehdi	<a href="mailto:iman.mehdi@nhs.net">iman.mehdi@nhs.net</a>

Borough/ Place	Clinical Lead	Place Training Hub	Nurse Lead	Contact
Croydon	Dr Raisha Nurani	Khateja Malik	Catherine Wallace	<a href="mailto:khateja.malik@nhs.net">khateja.malik@nhs.net</a> ; <a href="mailto:croydontraininghub@nhs.net">croydontraininghub@nhs.net</a>
Kingston	Dr Anthony Hughes	Laura Jackson	Anne Murphy	<a href="mailto:laura.jackson@nhs.net">laura.jackson@nhs.net</a>
Merton	Dr Mark Free	Nisha Patel	Fiona White	<a href="mailto:nisha.patel16@nhs.net">nisha.patel16@nhs.net</a>
Sutton	Dr Shazma Mawani	Leah Dennis	Clare Costello	<a href="mailto:leah.dennis@nhs.net">leah.dennis@nhs.net</a>
Richmond	Julie Hesketh	Julie Hesketh/Wendy Majewska	Glyndwr Whitworth	<a href="mailto:w.majewska@nhs.net">w.majewska@nhs.net</a> ; <a href="mailto:julie.hesketh1@nhs.net">julie.hesketh1@nhs.net</a>
Wandsworth	Dr Farwa Hassan	Wendy Majewska (Interim)	Recruitment in progress	<a href="mailto:w.majewska@nhs.net">w.majewska@nhs.net</a>

SWL Project Teams	Name
SWL Pharmacist Forum Leads	Hala Danoon   Channdni Devgon
SWL Paramedic Forum Lead	Ellie Wyatts   James Hibert
Freedom to speak up Guardian PM	Lorraine Turnell
Practice Educator TNA	Lewis Daines
Multi Professional Faculty Lead	Dr Doug Hing   Dr Vasa Gnanapragasam
Anchor Networks Fellow	Dr Charlotte Alexander
Oliver McGowan Lead	David Williams

## HEAR FROM OUR LOCALITIES



### **Croydon**

Over the past year, Croydon Training Hub has continued to enhance its support for primary care professionals, ensuring the delivery of high-quality education and training.

**PCN Approvals and Educator Synchronisation** The Training Hub has successfully continued the process of Primary Care Network approvals, ensuring that all PCNs meet the necessary standards for training and development. We have approved 5 PCNs in the past year. In addition, the synchronisation of educator approvals has been streamlined with the availability of in-house information, facilitating a more efficient approval process.

**Balint Groups with Maudsley Health** the Training Hub has run Balint groups, which provide a supportive environment for healthcare professionals to discuss and reflect on their clinical experiences.

**Wound Care Forums** Wound care forums have been conducted in partnership with Tissue Viability Nurses (TVNs) from Croydon Trust, offering specialised training and knowledge sharing in wound management. This has allowed secondary, primary and care home colleagues to work together.

**Webinars and Professional Learning Time (PLT)** The Training Hub has hosted a series of webinars with local clinical leads, addressing various clinical topics and updates. For the first time, online and in-person Protected Learning Time conferences have been organised for administrative staff.

**Bespoke CPD Funding and CPD for GPs** the Training Hub has provided bespoke CPD funding for General Practitioners. This funding has enabled GPs to pursue targeted training opportunities that address their specific needs and professional goals.

**ARRS Role Development and Conference Presentation** The Training Hub has supported PCNs in developing their Additional Roles Reimbursement Scheme roles. This collaboration culminated in a conference presentation that highlighted the innovative approaches and successes of the PCN in utilising ARRS roles to enhance patient care.

**Pride in Practice Training** Supporting inclusivity and diversity in healthcare, the Training Hub has facilitated Pride in Practice Training for 20 practices.

Nurse Forums and New to Practice Diplomas Nurse forums have been regularly conducted, providing a platform for nurses to share knowledge, discuss challenges, and support each other.

**Kingston**- Kingston Education Centre (KEC) has relocated to new premises with larger clinical rooms to accommodate the increasing number of learners on their undergraduate primary care placements, as well as the growing number of educators at KEC.



Key developments and achievements include:

- KEC is now a designated centre for GP trainees, enhancing its role in medical education.
- Five GP fellows and one nurse fellow are actively working at KEC, establishing strong connections with Kingston University.
- Medical updates for GPs, ACPs, and First Contact Practitioners (FCPs) have been very well received.
- Supervision programs GPNs and Additional Roles Reimbursement Scheme (ARRS) staff are being developed and refreshed, with excellent engagement from PCNs.
- Kingston Training Hub (KTH) board members are collaborating effectively with education and health and social care partners to strengthen educational and learner opportunities across the region.
- KEC is linked with the Place-based primary care team at the ICS, fostering productive partnerships and collaboration.
- Two Learning Environment Assessments (LEAs) have been completed.
- Four career fairs have been organised in collaboration with local partners, including Higher Education Institutions (HEIs), the local authority, and the voluntary sector.
- Three bespoke ACP conferences have been held, all of which were very well received.

## Wandsworth

We have dedicated ourselves to ensuring a smooth transition to the SWL Training Hub CIC for Wandsworth. This year, we successfully recruited a Training Hub Manager, who has been seamlessly integrated into the Wandsworth team. Our primary focus has been on building robust relationships, which we have achieved by participating in federation primary care meetings, collaborating with all Primary Care Networks (PCNs), and engaging with Clinical Directors and Practice Managers.

As a result of these efforts, we have been able to extend the benefits of the SWL Training Hub to the Wandsworth workforce. We have also made significant strides in enhancing the nurses' forums. Notably, 9 out of 10 PCNs in Wandsworth are now approved learning environments, and the approval of GP educators is progressing rapidly.

Our ongoing commitment to fostering strong professional connections and supporting continuous learning is paving the way for an even more impactful and cohesive working relationship in Wandsworth





Merton continues to firmly be embedded within all workstreams across the borough. Our business as usual programmes have continued in strength, we have seen a good increase in our placements, increase in the numbers of ACPs and continued to develop non clinical training with our practice managers.

*Safe Surgeries Health Inequalities Initiative in Merton.* Merton began its commitment to addressing health inequalities by launching a project aimed at becoming a 100% Safe Surgery. This initiative was designed to ensure that all patients, regardless of their immigration status, are able to access primary care services without fear. By achieving this goal, Merton has set a benchmark in providing inclusive and non-discriminatory healthcare, thus addressing critical health disparities within the community.

*ARRS Supervision Programme.* As part of the Primary Care Network (PCN) requests, the Additional Roles Reimbursement Scheme (ARRS) Supervision Programme was implemented. This programme supports the integration of additional roles into primary care by providing structured supervision and guidance.

#### *Workforce Planning*

To support practices and PCNs, quarterly workforce data is collected and analysed. This data-driven approach aids in effective workforce planning, ensuring that staffing levels meet the demands of patient care. The initiative has had a positive impact on relationships, fostering better collaboration and strategic planning.

#### *Educator Leads and Learning Environments*

The role of Educator Leads has been instrumental in embedding learning environments within practices. Three out of Six learning environments have been approved, demonstrating the success of this initiative. Notably one PCN approval consisted of a PCN which has no teaching practices therefore a significant milestone.

#### *Protected Learning Time Events*

Although there was disappointment in being allowed to host only one protected learning time event per year, the event in September 2023 was a significant success, attracting 500 staff members from both clinical and non-clinical backgrounds.

#### *Collaboration with the Council's Healthy Weight Programme*

Working in collaboration with the council, healthcare practices have engaged with the Healthy Weight Programme. This partnership aims to address obesity and promote healthier lifestyles within the community. By integrating healthcare services with public health initiatives, the programme seeks to provide comprehensive support for individuals aiming to achieve and maintain a healthy weight.

Supporting GP trainer workshops with administration & organisation -This has strengthened relationships considerably with the GP trainers group.

Offering 1;1 and group coaching and mentoring to merton staff

## Richmond

Over 2023/24 Richmond Training Hub has continued to support education, training and workforce development for all primary care staff across Place. We have worked with CDs, Clinical Leads and local partners to ensure that the training meets the needs of the workforce to enable them to deliver skilled and high quality care to the local population. Training programmes are based on annual training needs analyses and we continue to work with public health colleagues who are also members of the Training Hub Board. We also facilitate the GPN forum with bi-monthly topics of education which have included Dementia Awareness Measure, Smoking Cessation, Sexual Health, Weight Management, Cancer Screening, MECC training and NHS Health Checks.



Educational Supervisor approvals continue in a timely manner, with no delays. 30% of our PCN Learning Environments have been submitted for approval and progress continues for the remaining.

We continue to organise and facilitate an annual NHS and Social Care Careers and Jobs Fair at the local Adult Community College, partnering with the GP Alliance in the planning and delivery. This Careers and Jobs Fair has been running annually for 3 years and has had attendance of over 700 people. These Fairs have given us the opportunity to increase awareness of employment opportunities in primary, community and social care as well as in the acute sector. These sectors all have stands at the Fairs as well the voluntary sector and stands advising on Apprenticeships, Functional Skills and general advice about the wide range of careers across health and social care. The local HEI also attends to promote higher education to the local population.

Richmond has 25 practices and during the year 2 newly qualified nurses joined practices and enrolled in the SPIN programme.

GP Retention was supported by the delivery of NB Hot Topics training which is consistently well evaluated.

The non-clinical programme of training has continued based on Training Needs Analysis feedback and close liaison with practice managers and staff. We maintain a local dashboard that allows us to understand our workforce data and use the intelligence to inform and plan accordingly.

Richmond, on behalf of the SWL TH, has led on the 'Change Management Programme' which is supporting Primary Care Leads and Managers in developing skills and knowledge to effectively lead change.

Richmond, on behalf of the SWL TH successfully bid to the SWL ICS Priorities Fund for a project regarding supporting care leavers to obtain training, education or employment in the SWL health and social care sector. Richmond is leading on this project.

## Sutton

Over the past year Sutton training hub has continued to embed itself with place primary care providers to ensure we are best placed to support training and education for all staff.

**GP CPD:** we supported 36 GPs to access funding to pursue CPD in areas that interested them and benefited sutton. We also offered 50 licences to NB Medical and delivered a face-to-face red whale event that histed over 100 individuals to network and learn collectively.



**Careers fair:** Sutton Training Hub have proactively built strong partnerships with local educational institutions, including schools and colleges. The aim of our partnerships with schools and colleges is to build rapport between young people and healthcare leaders. Our focus for any engagement with students and young people is to promote career pathways and opportunities within healthcare, including entry level careers and to advise students on the variety of career and job roles within the NHS system.

Throughout the year we have presented at assemblies and held workshops on health and care careers, particularly in primary care. In the last year, we have delivered 10 different presentations and workshops to students, presented by clinical and non-clinical NHS staff.

In 2023/24 our reach has been to over 2500+ students across the 10 career sessions as mentioned above. In addition, we have booked further engagement with schools within 2024/25 and are actively seeking a wider range of healthcare professionals to become involved in these career focused initiatives.

The feedback we have received from schools and colleges has been overwhelmingly positive, and students have felt that sessions are engaging and cover a variety of different careers. In addition, sessions are advertised as interactive with the use of BLS dummies or props to encourage engagement and learning.

PLT;

Each year Sutton Training Hub organise a Sutton wide protected learning time event for practice staff on a singular topic where all staff are invited to engage and learn collectively. The purpose of holding this protected time for learning and sharing of best practice is to develop consistency and learning across all staff groups within Sutton. The theme and key focus area for the upcoming event is CQC, and key topics will include;

- New single assessment framework and why it has changed
- Navigating key questions
- Evidencing staff and patient feedback
- Incorporating training and learning
- Evidencing collective PCN quantitative data

Due to conflicts with pre-booked events, the date of this event was postponed to the first quarter of 2024/25.

## Sutton Teacher's Series

Sutton Training Hub values the diversity of skills, knowledge and experience of all primary care staff and we have identified a gap to build local clinical leadership. We are liaising with primary care staff with specialist interests to develop and deliver educational webinars on key topics. Our aim for this project is to upskill clinical staff within Sutton on key areas of specialism and develop clinical leadership skills for those who are practicing in a specialism.

Further benefits of this project will include reduction in costs being paid to third party providers and will enable monitoring and delivery of high-quality learning. Working closely with local clinical educators will further strengthen local relationships between Sutton Training Hub and local staff and allow webinars to be tailored according to the needs of Sutton place.



## APPENDICES

## ARRS Workforce

	Apr-23	Apr-24	
Advanced Nurse Practitioners		11.90	11.90
Advanced Paramedic Practitioners	3.80	3.80	0.00
Advanced Pharmacist Practitioners	5.67	5.67	0.00
Advanced Physiotherapist Practitioners	1.27	1.27	0.00
Apprentices		1.00	1.00
Care Coordinators	72.73	111.21	38.48
Clinical Director (DPC)		0.11	0.11
Dieticians	1.67	2.17	0.50
Digital and Transformation Leads		3.00	3.00
General Practice Assistants	5.00	32.67	27.67
Health and Wellbeing Coaches	19.87	24.69	4.83
Healthcare Assistants	1.48	0.48	-1.00
Managers	9.85	11.41	1.56
Medical Clinical Director (GP)		5.07	5.07
Mental Health and Wellbeing Practitioners (Mental Health Practitioners)	4.80	7.80	3.00
NHS Talking Therapies Therapists		2.00	2.00
Non-clinical Director	2.05	2.05	0.00
Nursing Associates	5.85	10.68	4.83
Other Admin/Non-clinical	86.18	108.58	22.40
Other Direct Patient Care	13.07	13.53	0.47
Other Nurses		0.80	0.80
Paramedics	29.75	33.39	3.64
Pharmacists	125.82	145.73	19.91
Pharmacy Technicians	22.27	28.81	6.53
Physician Associates	49.31	53.30	3.99
Physiotherapists	40.95	48.82	7.87
Receptionists	1.80	3.77	1.97
Social Prescribing Link Workers	53.85	52.27	-1.59
Therapists	1.00	1.00	0.00
Therapists (Mental Health Practitioners)	1.00	1.00	0.00
Trainee Nurses	0.56	1.00	0.44
Trainee Nursing Associates	11.00	11.87	0.87
Grand Total	570.59	740.83	170.25





# Mid Career Fellows 23/24



Fellow Name	Job Role / Borough	GP PRACTICE	Mid Career Fellowship - Project
Christina Bilalian	GP Wandsworth	Wandsworth Medical Centre	Enhanced end to end pathways for patients with Gastrointestinal ('gut related') symptoms
Emma Trewin	GP Wandsworth	St. Pauls Cottage Surgery	The fellow will work with the immunisations team to provide additional clinical leadership to this critical area
Mohammed Swaleh	Lead Clinical Pharmacist Croydon	Brigstock Family Practice	The fellow will work and contribute towards the conception and implementation of new 'Trauma and Orthopaedic (T&O)' modules being developed for the SWL Self Management app
Ramyya Sivanathan	GP Croydon	Selsdon Park Medical Practice	The Fellow will support the delivery of teledermatology services in South-West London



# Mid Career Fellows 23/24



Fellow Name	Job Role / Borough	GP PRACTICE	Mid Career Fellowship - Project
Tom Chan	GP Croydon	Greenside Medical Practice	Working with Croydon Training Hubs the fellow will be supporting and delivering robust communities of practice in Croydon for multi-professional learning around this need.
Khansa Mazhar	GP Croydon	Keston Medical Practice	<b>Diagnostic Programme - Process efficiency</b> Improving process efficiency in diagnostic services is imperative for reducing waste and enhancing the overall effectiveness of timely diagnostic tests.
Santina La Porta	GP Merton	Tamworth House Medical Centre	<b>Diagnostic Programme - Health inequalities</b> This includes addressing socio-economic disparities, cultural and linguistic challenges, and geographical factors. Initiatives focused on community outreach, education, and targeted interventions will play a pivotal role in reducing health inequities, ensuring that all individuals have equal opportunities to benefit from timely and accurate diagnostic testing.
Arpa Patel	GP Croydon	Woodcote Medical	<b>Diagnostic Programme - Pathway efficiency</b> Streamlining diagnostic services involves optimising the entire process, from test requisition to result delivery, to enhance overall pathway efficiency. The focus on pathway efficiency not only accelerates the diagnostic journey but also contributes to more effective treatment planning and improved patient outcomes.

# ReXilience

Resilience. Thrive.

Wed, 7th June 2023

12.30pm – 5.00pm

Wimbledon Football Stadium, Cherry Red Records Stadium, Plough Lane, London, SW17 0NR

There are amazing people in our NHS with inspirational stories and aspirational ideas, we hope to bring these people together to share their stories. Attendees are inspired to think differently, dream bigger and design better for the population we serve.

We hope the TEDx style Conference would support portfolio careers, as you know with a medical career to last over 40 years it is only natural that GPs would want to shape our careers to suit our personalities, talents and interests.

What we are trying to achieve is Transformation for Clinical practice, Motivational Development for clinical Colleagues & Networking for peers to excite and connect peers.

**REGISTER NOW**



**Opening and Welcome**  
Dr Mohan Sekeram, GP and Clinical Lead



**Reasons for Optimism**  
Dr John Byrne, Executive Medical Director, SWL ICB



**Leading with Heart**  
Dr Farah Jameel, GP, Chair, Trustee and Board Member



**The Value of Health Coaching to Improve Lives**  
Dr Ollie Hart, Heeley Plus PCN Clinical Director, Director Peak Health Coaching



**Why Active Play is The Best Form of Self Care**  
Darryl Edwards, MSc, Movement Coach and author Founder of the Primal Play Method.



**From Surviving to Thriving**  
Dr Andrew Murray, Acting CEO & GP Partner, Nelson Medical Practice; Non-Executive Director, St George's



**Generally Practicing Joy**  
Virginia Pattania, Programme Director, EQUIP Transformation Partner, The Jubilee Street Practice

Please click on the names of the speakers to see their bios.

**ReXilience**  
Resilience. Thrive.

**Who feels UNDER PRESSURE?**  
Adversity doesn't discriminate. Primary care is under pressure and RESILIENCE is key!

**PASSION IS ENERGY**  
FEEL THE POWER that comes from focussing on what EXCITES you

**REASONS FOR OPTIMISM**  
We are shaped by our background and experiences... what is holding you back? How can you INSPIRE your PATIENTS?

**LEADING WITH HEART**  
Stereotypes, Power, Privilege

**TURNING ADVERSITY INTO AN OPPORTUNITY FOR GROWTH**

**GENERALLY PRACTICING JOY**  
WE MEASURE JOY... WE TEACH PEOPLE how to embrace joy and bring it to the workplace

**WELLBEING can be learned**

**FROM SURVIVING TO THRIVING**  
(From sadness to joy)

**WHY ACTIVE PLAY IS THE BEST FORM OF SELF CARE**  
PRIMAL POWERFUL PLAYFUL

**PLAYING VS RUNNING**  
HEALTHY EMOTIONS, HEART & BONES!

**HOW YOU CAN DO THIS...**  
BE A LEADER, BE THAT CHANGE, SELF REFLECTION, BE ASSERTIVE, EMPOWER OTHERS, FIND YOUR TRIBE, FIND THE RIGHT WORD, ASK FOR HELP, SPEAK UP, HAVE DIFFICULT CONVERSATIONS

**THE VALUE OF HEALTH COACHING TO IMPROVE LIVES**  
Think of PEOPLE with LONG TERM CONDITIONS... FIND BALANCE FOR THE RIGHT OUTCOME

**JOY starts with LEADERS**  
PLEASURE, MOTIVATION, MEANING

**RECONNECT WITH WHO YOU ARE**

**EDUCATION and SELF-EMPOWERMENT**  
it's about EDUCATION and SELF-EMPOWERMENT

**PERSONAL CIRCUMSTANCES and CONTEXT IS CRUCIAL**

**PERSON CENTRED CARE**  
LISTEN TO PRIORITIES, SUPPORT AND ENCOURAGE THEM, ENABLE PATIENTS to be in CONTROL, PROVIDE USEFUL SKILLS

**LOOK AFTER YOURSELF**  
I was working in INVESTMENT BANKING... I was an extremely unwell INDIVIDUAL...

**WHAT MATTERS TO YOU?**  
IT'S ABOUT PEOPLE

**CHALLENGES in the NHS**  
I know I should eat more vegetables and do sports but I don't have any MOTIVATION!

**PERSON CENTRED CARE**  
HELP build knowledge, SUPPORT AND ENCOURAGE THEM, ENABLE PATIENTS to be in CONTROL, PROVIDE USEFUL SKILLS

**CREATE a SUSTAINABLE RHYTHM**  
FOR YOU, FOR YOUR PATIENTS, USE THE POWER OF DATA to understand NEEDS

**WHAT DID CHANGE?**  
2000 Digital will give more headspace to deal with the COMPLEX stuff

**REASON FOR WHICH WE, AS GPs, WE HAVE APPRAISALS**

**ADVICE TIPS HELP SUPPORT ASSISTANCE GUIDANCE**

**BE INSPIRED and always look for INSPIRATION**

**KEEP HOPE alive in difficult times**

**YOUR VALUES & BELIEFS**  
TRUST, FREEDOM, WEALTH, SENSE OF BELONGING

**ENGAGEMENT**

**JOY**

**OUR DUTY OF CARE FOR PATIENTS**  
BURNOUT is a real issue... Mistakes, Less adherence, Less patient satisfaction

**IT'S DIFFICULT when you don't have the POWER...**

**WHAT GIVES ENERGY?**

**BRING YOUR BEST SELF TO WORK**

**SHARPEN YOUR AXE**

**TAKE TIME TO REFLECT**

**SWL Training Hubs**

**SOUTH WEST LONDON TRAINING HUB CIC**

ARTWORK by CREATIVECONNECTION.CO.UK  
drawn by FRANCESCO & FEDERICA (caricatures) (visual metaphor)