



Y  R L M C
— LIMITED —
Established 2007

Report

Supporting General
Practice and the health
and wellbeing of GPs and
General Practice Teams

 GPMPLUS

Autumn 2021

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Foreword

In recent years YORLMC Ltd has negotiated funding from NHSE/I and CCGs for extended programmes of work from which YORLMC constituent GPs and practices are benefiting.

More recently these programmes of work are also providing benefits to Local Medical Committees and their constituent GPs and Practice Teams across the West Yorkshire & Humber Coast and Vale ICS footprints.

This report describes how additional capacity has been created to support:

- General Practice workforce retention
- the health and wellbeing of GPs and staff working within General Practice

The majority of YORLMC's Wellbeing programme is now delivered through LMC Services Yorkshire CIC. The CIC trades as GPMplus.

There are many factors that have contributed to the success of the work described in this report.

- YORLMC Ltd is one of the larger LMC companies
- It is progressive and highly respected at both local, regional and national levels
- Over a period of many years YORLMC has formed strong, professional and effective working relationships with partners in care, based on mutual respect and understanding
- It has a proven track record for delivering high quality representation and for taking a pro-active approach
- It is continually horizon scanning to ensure it is informed, up to date and able to prepare practices for future changes

- YORLMC has recognised the importance of creating time for reflection within General Practice Teams so that staff at all levels have the opportunity to understand the aims and strategic direction of their practice. Creating this environment will enable all staff to be better placed to manage change positively. This is especially important given that General Practice operates within an ever-changing landscape. GPs and practice staff with such understanding will be better placed to describe changes to patients which will in turn improve their experience.

The work described in this report remains distinctly separate from the confidential support provided to constituent GPs by YORLMC's pastoral care team.

These remain challenging times and it is especially important we each continue to think of our own wellbeing and also the wellbeing of our colleagues.

Angela Foulston

Chief Executive, YORLMC Ltd
Acting Chief Executive,
LMC Services Yorkshire CIC

September 2021

**YORLMC Ltd
and LMC Services Yorkshire
CIC thank NHSE/I and the
CCGs operating in the
Humber Coast and Vale
and West Yorkshire ICS
regions for their ongoing
support**



Part 1

Introduction

YOR Local Medical Committee Ltd (YORLMC) is the brand name for the organisation which, through its North Yorkshire and Bradford & Airedale Branches, carries out the majority of work undertaken by North Yorkshire and Bradford & Airedale LMCs.

It is the professional voice for all NHS GPs and practice teams across North Yorkshire, the City of York, Bradford District and Craven.

As well as representing all GPs' interests, irrespective of an individual's contractual status, YORLMC also supports the wider practice team.

YORLMC has a comprehensive pastoral care team with many years' experience of defence bodies and GMC procedures, which continues to provide personal and confidential support for individual GPs in difficulty or experiencing major change.

However, to further strengthen and add capacity to this resource, YORLMC aspired to create additional capacity that would enable additional peer support and help be given to individual GPs and members of the wider practice team.

In 2017 YORLMC undertook a wellbeing survey of constituent GPs. The survey sought to ascertain the current state of play regarding the emotional wellbeing of constituent GPs. Some clear themes emerged, and the help stated as most wanted, was from a mentor/coach. In terms of other areas identified as needing support, the most common were:

- support to handle stress
- burn out
- changes in professional life
- anxiety

In the period since 2017, YORLMC has developed a programme of wellbeing services, schemes and events to support wellbeing and enable individuals to look after their own health and know when to seek help before difficulties arise.

Since 2017 YORLMC's wellbeing programme has evolved considerably. It is directly supported by NHSE/I resilience grant funds which means that the services offered can be delivered free at the point of access. The programme is designed to be relevant to all constituent GPs and practice managers as well as the wider practice team and the feedback received is excellent.





How it all began

YORLMC's initial intention was to appoint a Resilience Lead who could help an individual GP or a practice team through difficulties linked to contractual, financial or performance concerns or signpost to other professionals where appropriate.

As this workstream developed, it became clear that resilience was not the most appropriate description for the support GPs need. General Practice is and always has been resilient and has one of the most robust workforces in the NHS. Challenges faced by General Practice are not caused by a lack of resilience, but rather by an ever-increasing demand.

The focus for the Project Lead became less about helping an individual GP or practice team through difficulties linked to their contractual, financial or performance concerns and signposting to other professionals where appropriate. Instead, identified as being vital to the success of the role was securing the services of an individual with leadership qualities who:

- was politically aware
- had good negotiation skills
- had experience of service change, quality improvement, performance and support systems
- was able to use their considerable experience to be a positive, passionate voice and face for General Practice and demonstrate a desire to champion General Practice as a career
- was able to demonstrate leadership advising across a range of areas including workforce planning, quality improvement, system change and the resilience and wellbeing of general practice
- was able to use and further develop their network of expert contacts across the local landscape

A Wellbeing Lead role description and person specification were subsequently developed and in May 2019 YORLMC commissioned Dr John Bibby to deliver this workstream.

For 31 years John was a GP in Shipley, West Yorkshire, retiring from his clinical practice in 2014. He was an elected Member of Bradford & Airedale LMC, stepping down in the early 2000s. He has many years' experience of primary care education, being one of the founders of the National Association of Primary Care educators (NAPCE). He has led Quality Improvement work across the country, initially as Clinical Lead for the Improvement Foundation, where he led the Leadership for Quality Improvement Programme for over 5 years. John is also one of the Appraisal Leads for NHS England and NHS Improvement – (NE and Yorkshire), having been involved nationally with appraisal from its inception. He co-designed the West Yorkshire GP Mentoring Service which YORLMC piloted during 2018.

As Wellbeing Lead, John has been integral to the development and success of this programme. Working with YORLMC's Corporate Affairs Team, John has provided leadership and expertise to an infrastructure that YORLMC constituent GPs, practice teams now benefit from.

The Wellbeing Lead role is not to provide representation but instead is to provide resource and expertise.

Recognising that 2 distinct workstreams were emerging – wellbeing and mentoring, in early 2021 NHSE/I grant funding was secured to create additional capacity and support succession planning.

This has enabled the separation of John Bibby's work into two distinct areas:

- YORLMC Wellbeing Lead
- Mentor Lead for the GPMplus service.

John is now supported by a YORLMC Associate Wellbeing Lead and Associate Mentor Lead for the GPMplus service and Dr Jonathan Dixon has been commissioned to deliver both roles. Jonathan worked with YORLMC and John Bibby on the initial GP Mentoring pilot, helping to design the GP Mentoring service. He is a GP Partner in an urban Practice in Bradford, West Yorkshire and has been in practice for 20 years. He was previously a GP trainer and continues as a GP Appraiser and NHSE/I Appraisal Lead.

“Never has there been a more important time for all practice staff to look after themselves and I thought this gave an opportunity to focus on the issues and have the opportunity for more open dialogue within the practice”



PART 2

Wellbeing programme structure

The Wellbeing programme is structured around the following framework:

- > Wellbeing Education programme
- > Mentoring
- > Resources for Practice Managers
- > Resources for day-to-day wellbeing

Evaluation

All projects attached to this programme benefit from the production of evaluation materials. These are designed with the intention of informing future work to support and promote

- General Practice workforce retention
- The health and wellbeing of GPs and General Practice staff



PART 3

The development of LMC Services Yorkshire CIC

Whilst all LMCs must retain their core purpose, they must also diversify if they are to meet the evolving needs of General Practice in an ever-changing NHS landscape. YORLMC has worked hard to secure funding from other sources to supplement the levy and in recent years has secured significant funds, predominantly by bidding for grant funding from NHSE/I.

To enable the delivery of initiatives outside conventional LMC activity and to safeguard YORLMC, its legal advisers recommended the formation of a Community Interest Company (CIC). As a result, a special purpose vehicle, LMC Services Yorkshire CIC was established during 2020. The CIC trades as GPMplus.

The CIC's activities are providing benefits to General Medical Practitioners and General Medical Practice Teams with responsibility for clinical and non-clinical decision making such as Practice Managers and Nurse Practitioners.

It is not the intention to limit access to a set geographic boundary. The CIC's activities are also providing benefits to Local Medical Committees and their constituents across the West Yorkshire & Humber Coast and Vale ICS footprints.

The CIC Directors are:

- **Mrs Stacey Fielding**, Acting Director of Liaison, LMC Services Yorkshire CIC / Director of Liaison, YORLMC Ltd
- **Mrs Angela Foulston**, Acting Chief Executive, LMC Services Yorkshire CIC / Chief Executive, YORLMC Ltd
- **Dr Brian McGregor**, Acting Medical Director, LMC Services Yorkshire CIC / Medical Director YORLMC Ltd
- **Dr Dougy Moederle-Lumb**, Acting Chair, LMC Services Yorkshire CIC / Board Chair, YORLMC Ltd
- **Mrs Belinda Smith**, Acting Director of Finance, LMC Services Yorkshire CIC / Director of Finance, YORLMC Ltd



PART 4

Mentoring

At the core of the CIC's activities is its peer mentoring service.

a) Background and Context

During 2018 YORLMC and Leeds LMC were allocated funding through the NHS England GP Resilience Programme to pilot a locally led model for GP Mentorship. The funding secured enabled the LMCs to train a cohort of 21 mentors which provided capacity for 100 mentee places shared equally between YORLMC's Bradford, Airedale, Wharfedale & Craven and Harrogate footprints and Leeds LMC. The pilot provided the 2 LMCs with the opportunity to build and develop support mechanisms for GPs.

Analysis by YORLMC and Leeds LMC of feedback provided by mentees as part of the above pilot revealed that almost half of all mentees sought support and guidance relating to their career and development. More than a quarter requested support with time management and 17% and 13% required support with their work/life balance and stress management respectively.

The impact that mentoring had on mentees was clear and feedback from mentees on the benefits of taking part in the pilot included:

- 'He has given me so much advice. He got me to reflect and come to decisions myself about my work and life. He hasn't just hand fed me, he has helped me to open my own eyes. I can honestly say that this has changed my life. I feel much further removed from burn out than I did before. I feel more secure in my professional life.'
- 'Helped me raise concerns in my working life and understand how to manage my workload. I was able to understand how to recognise and manage stress levels.'
- 'I feel more comfortable with where I am in my career currently and how to approach opportunities that arise in the future.'
- 'Discussions with my mentor led to me receiving a diagnosis. I am extremely grateful to the mentoring process, this has been a life changing process.'
- 'The tools which were used helped me to identify the areas of my professional and personal life which needed change.'
- 'I feel more confident in my abilities and what it is that I actually want to achieve. I think every GP should have a mentor.'

Alongside the pilot, through the office of NHSE's Yorkshire & Humber Medical Directorate, LMCs across West, North & East Yorkshire, Hull and North & North East Lincolnshire were, during 2019, allocated GP retention funding. This funding enabled those LMCs to promote, through their networks, the availability of access to GP mentoring services using a mentor from the established cohort of 21 trained mentors mentioned above. Work was led by YORLMC.

"I would like to thank Nikki and John for sharing their time and expertise, it was pitched at the right level and they did well over zoom. I hadn't done meditation / mindfulness ever before and was a bit sceptical but I have incorporated it at home with my son as well as at work."



b) Developing and delivering GPMplus

YORLMC and Leeds LMC learned from the pilot that whilst on the whole feedback from mentees had been positive it had also demonstrated that for work to be successfully delivered across the footprint of the former Yorkshire & Humber LMC Alliance** It would require:

- a defined Quality Assurance system to support mentors
- the development of an IT infrastructure to provide both a secure confidential area for the mentor & mentee and to support the administrative processes
- Mentors to be trained and supported consistently

Inspired by the successful pilot, YORLMC and Leeds LMC initially worked alongside each other to scope the work needed.

The two LMCs agreed in March 2020, in response to COVID-19, to flex the existing pilot to provide quick and easy access to support at a difficult time. At the same time, the two LMCs also extended the support so that in addition to delivering mentoring to GPs, including trainee and returning GPs, the support was also made available to practice nurses and nonclinical staff with responsibility for making decisions on behalf of patients and/or other colleagues (i.e. individuals with supervisory duties and/or with leadership responsibilities).

** Calderdale LMC, Humberside Group of LMCs (Hull & East Yorkshire & North & North East Lincolnshire) Kirklees LMC, Leeds LMC, Wakefield LMC, YORLMC (Bradford & Airedale LMC & North Yorkshire LMC)

The development of GPMplus has been a significant piece of work for the CIC and a considerable amount of behind the scenes development work has been carried out. This has included:

- Reviewing the need for a mentoring hub
- Reviewing of other mentoring and wellbeing services available to General Practice
- Review of, and lessons learnt from, the YORLMC/ Leeds LMC GP mentoring pilot programme
- Designing of an IT system capable of supporting GPMplus processes, including liaison with suppliers
- Designing of a quality assurance system for mentors
- Designing of an ILM5 training process for mentors, including liaison with suppliers
- Discussing with current mentors about the aims of GPMplus and reviewing likely commitment from current mentors
- Developing a regular peer support network for the mentors
- Developing a programme of ongoing mentor training
- Planning of a financial model through which GPMplus operates
- Creation of the COVID support (CPS) programme which helped to 'test' run some of the proposed GPMplus processes
- Production of mentor agreements via legal service provider
- Development of a handbook for mentors
- Production of an evaluation and reporting system
- Development of SLAs that describe the agreed terms and the obligations of GPMplus and individual LMCs accessing the service on behalf of their constituent GPs and practice teams
- Development of a Mentor Consultancy Agreement that is compliant with appropriate regulatory requirements

GPMplus services are available to LMCs and Commissioners and GPMplus is/will now:

- facilitating all aspects of the service
- co-ordinating mentoring sessions for mentees (the exception being Leeds LMC who continue to match Leeds Constituent Members to mentors and book initial mentoring sessions)
- co-ordinating the quality assurance, networking and training of all mentors
- produce an annual report detailing usage and outcomes
- facilitate and maintain a secure IT system and website



“Thanks again for raising the importance of well being for Practice Managers and Managing Partners.”



c) GPMplus – the funding model

i. Mentee placement cost

The cost per mentee placement comprises:

- 2 day initial training for new mentors
- Quarterly evening mentor meetings – for their networking and training updates
- An annual appraisal for every mentor
- Management of the WhatsApp mentor group
- ILM level 5 qualification for every mentor
- Up to 8 hours of mentoring per mentee

An infrastructure allowance is also built into costings to support back-office infrastructure support, project co-ordination, evaluation, contract monitoring, IT infrastructure and expertise which is provided by YORLMC's Corporate Affairs Team.

ii. Payments to mentors

Mentors receive a payment per hour of mentoring provided. There is no additional payment for travel. Use of videoconference is encouraged, and where face to face sessions are needed, the mentee (who is receiving the service free of charge) will be expected to travel to the mentor.

Mentors are not paid for training, zoom support calls, annual review or attendance at the quarterly evening sessions (of which mentors will be encouraged to attend all 4 sessions but will be expected to attend at least 2).

d) GPMplus – the role of LMCs:

LMCs taking up the GPMplus offer are asked to

- introduce the concept of GPMplus to local commissioners
- advertise and promote the services of GPMplus to their constituents

e) GPMplus – how it is being resourced

GPMplus has and is continuing to benefit from NHSE/I grant funding. YORLMC and the CIC are grateful for this ongoing support.

f) How mentees access GPMplus

Mentees in the first instance are referred to the GPMplus website <https://www.gpmplus.co.uk/> which provides more information on the GPMplus offer and importantly ensures mentees:

- understand what the service offers
- <https://www.gpmplus.co.uk/>
- have read the GPMplus charter
- <https://www.gpmplus.co.uk/thegpmplusoffer>
- have reviewed the mentor biographies and can provide names of their 3 preferred mentors
- <https://www.gpmplus.co.uk/mentors>

Once the mentee form and 3 preferred mentors are received GPMplus will match the mentee to a mentor based on:

- their preferences
- the reasons the mentee is seeking mentoring
- availability of mentee and mentor

g) Supporting the mentoring and coaching element of the NHS GP and Nurse Fellowship programme

GPMplus has been commissioned by NHSE/I West Yorkshire to deliver the mentoring element of the GP & General Practice Nursing Fellowship schemes

GPMplus has been commissioned by NHSE/I Humber Coast & Vale to deliver the mentoring element of the GP Fellowship scheme

h) Peer mentoring support for colleagues working across wider primary care

In July 2021 GPMplus was commissioned as part of a national Primary Care health and wellbeing programme to pilot peer mentoring to dentists, optometrists and pharmacists.

The pilot will aim to recruit 15 trained mentors (5 per profession) with experience of working in frontline dentistry, pharmacy and optometry to deliver mentoring to 60 mentees placements (20 per profession)

“I really enjoyed this and would be interested in any further course, or taking part in a group as was mentioned during the sessions.”



PART 5

a) Wellbeing education programme

This section of the report summarises the CIC's Wellbeing education programme

i. Crisis to Clarity

Crisis to Clarity training aims to help members of the practice team have a simple framework to resolve a work issue.

It will allow colleagues to focus on areas of dissatisfaction in work and professional life and the possibilities that might exist for change. The tool can be used on ourselves but is best when worked through with a trusted colleague.

This is not formal mentoring or coaching but is intended to provide some clarity and direction when we need some help to work out a solution. It allows consideration of what response is appropriate, and the consequences of each response. It is built on the evidence base around solution-focused coaching (Jackson 2020)

This course is appropriate for all of the practice team. There are different scenarios to consider depending on the practice members being trained and therefore the course is delivered in groups of Clinicians or Practice Managers/Deputy Managers or to other practice staff in non-leadership roles.

ii. Having Deeper Conversations

This course is aimed at those GPs or Practice Managers/Deputy Managers who find they are often asked for support by other members of the practice team. The training is delivered over 1 full day or 2 half day interactive sessions. This practical course is an introduction to simple coaching/mentoring skills. This is not formal mentoring or coaching but is intended to provide some clarity and direction as to how we can help a colleague to work out a solution.

iii. Mindful Medicine

This training is delivered in 2 parts

Part 1 – Know Thyself, consisting:

- > a pre-course stress assessment (sent to attendees in advance)
- > an explanation of the theory behind mindful medicine and how it can enhance wellbeing at work and practical exercises exploring how stress affects individuals and their ability to provide excellent patient care
- > reflecting on recovery time and how to restore ourselves ready for the next day at work
- > the session concludes with a mindfulness exercise

Part 2 – Run the Risk, consisting:

- > explores decision making in general practice and analyse how some decision-making missteps can influence outcomes
- > attendees are asked to bring a case to discuss. Some cases will be discussed in pairs, with one or two being offered for group discussion.
- > the session concludes with a mindfulness exercise

iv. Leading and managing the practice team through challenging times

This programme will provide practical tools and techniques to help practices survive and thrive.

In addition to the above

v. Recorded mindful meditations

In due course these will be uploaded to YORLMC's website for constituents to access in their own time

vi. Practice Manager buddying hours

Consideration is being given as to how to offer support to Practice Managers in a less formal way than enrolment on a course or mentoring. Possibilities include informal peer to peer support between Practice Managers, for example, Practice Manager buddying where PMs can offer time and expertise to others and also receive advice in areas they may require support.



b) The Healthy Practice

The work described below has recently commenced and is therefore at an early stage

i. Development of a Healthy Practice self-assessment framework

Project Objective:

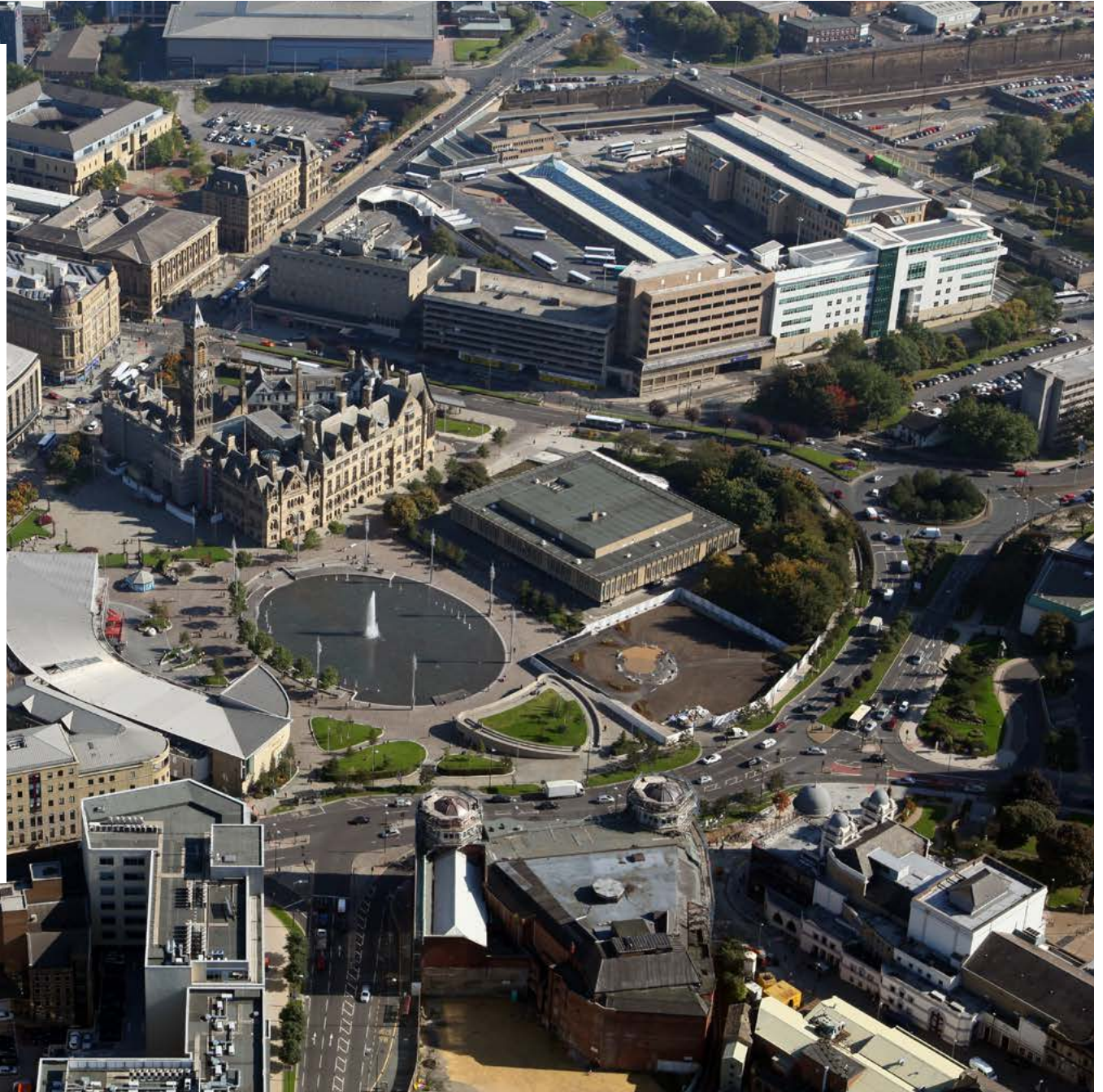
- to scope what practices consider important to include in a self-assessment framework that can be used to assess the health of their Practice and practice team and identify areas for development.

The value in developing the healthy practice framework:

- creating time for reflection within and across practice teams at all levels so that all staff can understand the aims and strategic direction of the practice is important. Doing so will enable all staff to be better placed to manage change positively. Additionally, staff with an understanding of the direction of travel of their practice will be better placed to describe changes to patients which will in turn improve the patient experience.

Project outcomes:

- Development of a self-assessment framework; The framework will be supported by YORLMC signposting to or facilitating appropriate training. These will include access to YORLMC's existing wellbeing resources.





PART 6

Supporting Practice Manager wellbeing

Although YORLMC does not represent Practice / Business Managers and there is no local professional body for them, YORLMC recognises how important it is to make sure they are able to access the support they need to continue to deliver high quality practice management whilst at the same time preserving their own personal wellbeing.

Recognising how vital Practice / Business Managers and Managing Partners are to the work carried out within General Practice and with the support of local commissioners, YORLMC has delivered a number of initiatives designed to support this important workforce group.

One such initiative has been to capture the views of Practice Managers and Managing Partners.

This has been done on a locality basis and Practice Managers and Managing Partners are first asked to complete a survey to help ensure each project starts with a clear understanding of what life is like for them. The second stage is to develop focus groups to look further into the key areas that are raised in the surveys.

An outcome of these projects is the development of the 'Time for Us' health and wellbeing review guide. This guide has been developed for GP partners as a way to review the health and wellbeing of their Practice / Business Manager or Managing Partner. In addition, YORLMC's wellbeing resources are also available to Practice Managers. A feature of the wellbeing programme is access to the free GPMplus mentoring service which has been designed to benefit GPs, PMs, Nurses, and other senior practice staff with leadership or decision making responsibilities.

One such initiative has been to capture the views of Practice Managers and Managing Partners.



PART 7

LMC Services Yorkshire CIC – company information

Working with its legal and accountancy advisors and recognising the importance of demonstrating good governance to protect the integrity and reputation of the service, the Directors of the CIC have:

- created a suite of policies and documents
- designed a standalone [GPMplus website](#)

a) Principal activities

The Board of Directors (the Board) is the CIC's decision-making body.

The Board acts in accordance with the principles of corporate law and solely in the interests and for the benefit of LMC Services Yorkshire CIC in accordance with their duties as Directors under the Companies Act 2006 (the Act) and any subsequent legislation, regulation or amendment.

The Board is therefore responsible for the management of the CIC's business; it makes the strategic and operational decisions of the CIC and is responsible for ensuring that the CIC meets its statutory obligations. Directors have a responsibility to participate in Board meetings to enable the Board to reach these decisions and make sure that the CIC's obligations are fulfilled.

The Board provides leadership for the CIC, operating collectively and concentrating on advising on strategic and operational issues, scrutinising and challenging policies and procedures. The Board has overall responsibility for the management of the business and affairs of the CIC, the establishment of the CIC's strategy and use of resources.

The Board monitors and oversees the CIC's operations, ensuring competent and prudent management, sound planning, proper procedures, maintenance of adequate accounting and other records and systems of internal control and for compliance with statutory and regulatory obligations.

In summary the Directors' responsibilities cover:

- governance of the organisation
- setting CIC objectives, strategy and aims
- ensuring appropriate budgeting to achieve the agreed aims and objectives
- working collaboratively to ensure the achievement of the CIC's objectives
- Board members are aware that in performing their duties they are at all times compliant with CIC Policies & Documents



b) Risk and uncertainties

The main risks to the CIC have been identified and actions and processes are in place to mitigate against these risks. These are reviewed regularly by the CIC Board and updated as necessary.

Risk areas have been divided into two main categories:

- Risks to the reputation of the CIC
- Financial risks

A 'Risk Matrix', applied within the NHS to identify acceptable, moderate and significant risks is used to assess risk levels. The approach of the Board is to address any changes as soon as possible and consider whether anything further needs to be done to mitigate moderate risks

c) Diversity, Equality & Inclusion

Promoting equality and addressing health inequalities are at the heart of LMC Services Yorkshire CIC's (the company) values.

The CIC:

- is committed to encouraging diversity, equality and inclusion in all its activities
- is committed to ensuring that all individuals and organisations with which it engages are treated equally, regardless of gender, sexuality, race, religion, ethnicity, age or disability
- acknowledges that its provision of services will be enhanced when its activities reflect the diversity of the population and specifically the community served
- does not positively discriminate or impose specific quotas to establish diversity

d) Raising awareness of the services offered

- The CIC has developed a comprehensive [website](#)
- Emails are sent direct to GPs and practice managers to promote new services
- [Twitter](#) and regular newsletters are also used extensively to raise awareness of the support on offer
- All publicity materials and communications acknowledge that these areas of work are directly supported by local commissioners through the use of NHSE/I grant funding.
- Use of Promotional materials

Although promotional materials do not directly aid wellbeing, they do serve as a prompt/reminder that wellbeing support and resources are available. Water bottles, thermos cups and note books are amongst the items sourced. Every effort is made to ensure these are sourced from recycled materials

“The facilitators were great and kept me engaged throughout the day. It was a small group (only 4 participants) which was really good and interactive”

e) Charitable support

Access to mentoring through GPMplus is free at the point of access.

Other services delivered through the CIC are free at the point of access to YORLMC constituent GPs and practice staff members

Out of area GPs and practice staff are charged for attendance at events where this is not covered by NHSE/I grant funding. Charges vary dependent upon the event.

To encourage attendee commitment and reduce non-attenders, the CIC requests a small donation for the Cameron fund of £10 per person.

[The Cameron Fund](#) is the medical benevolent charity that provides support solely to GPs in the UK. This includes GP Trainees, working GPs, retired GPs, as well as dependants of GPs. The Fund helps GPs and their families who are suffering financial hardship, whether through physical or mental ill-health, disability, bereavement or loss of employment. Financial help is tailored to best support an individual's return to work. As well as grants and loans, the Fund can help with money advice assessments and career coaching for those who may no longer be able to continue to work as a GP. Individuals do not need to be a member of the Cameron Fund to benefit from this charity.



PART 8

Looking to the future

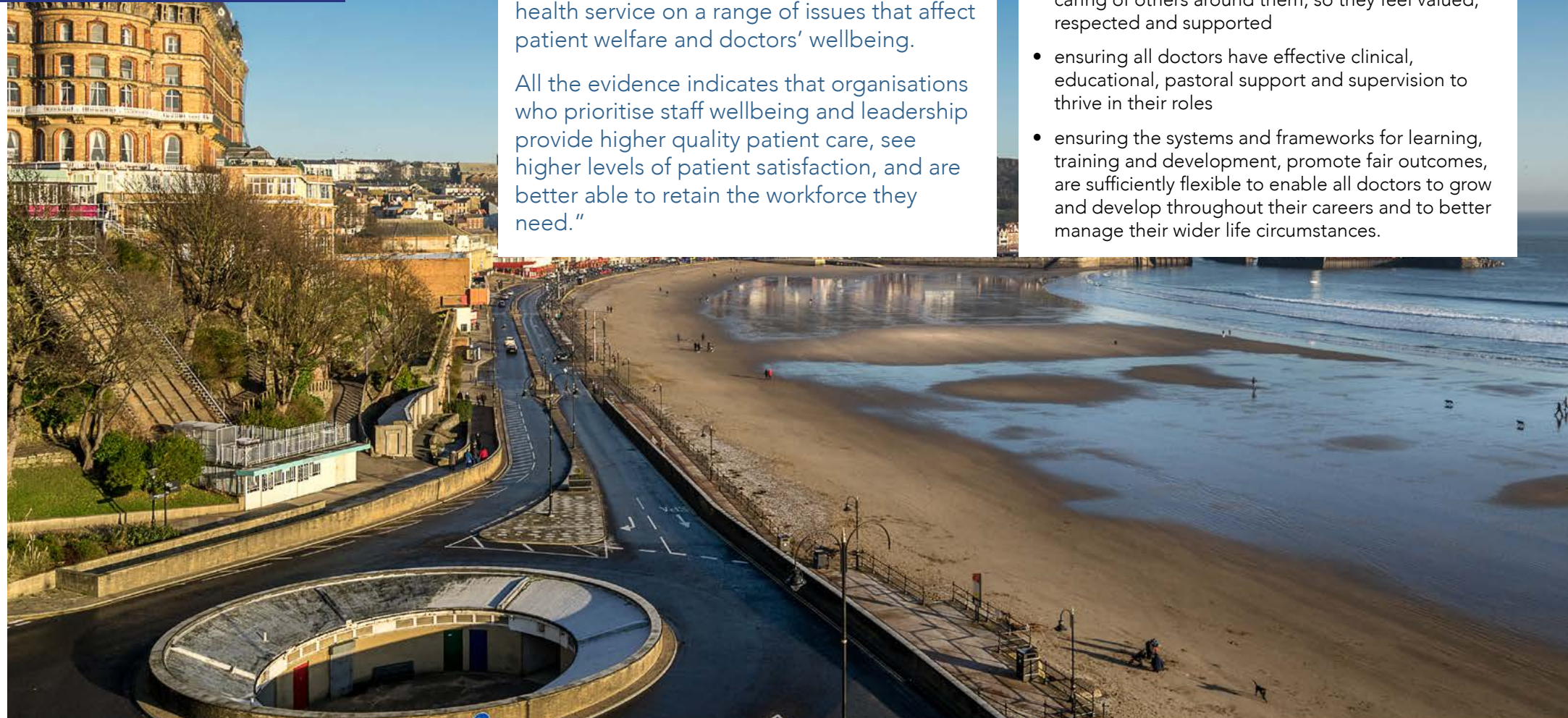
Significantly the work described in this report resonates with the GMC's report, *Caring for doctors, Caring for patients*. The report foreword includes the statement:

“there is now clear consensus across the health service on a range of issues that affect patient welfare and doctors' wellbeing.

All the evidence indicates that organisations who prioritise staff wellbeing and leadership provide higher quality patient care, see higher levels of patient satisfaction, and are better able to retain the workforce they need.”

The GMC's report makes eight recommendations that will help deliver safe, supportive and inclusive environments, and compassionate workplace cultures. These include:

- helping doctors be connected to, cared for and caring of others around them, so they feel valued, respected and supported
- ensuring all doctors have effective clinical, educational, pastoral support and supervision to thrive in their roles
- ensuring the systems and frameworks for learning, training and development, promote fair outcomes, are sufficiently flexible to enable all doctors to grow and develop throughout their careers and to better manage their wider life circumstances.





The report also recommends the GMC works with UK national governments to develop strategies to better support the ongoing development of all doctors outside of or after formal postgraduate training, and in particular, GPs.

Continuing to take a proactive approach to the evolving needs of General Practice is therefore very important. This will include ongoing development of services and resources to support General Practice workforce retention and the health and wellbeing of GPs and General Practice staff. The majority of these services will be delivered through LMC Services Yorkshire CIC.

The next 12 months will be a time for

- consolidation of the current offer and the piloting of new areas of work, specifically the peer mentoring offer to dentists, optometrists and pharmacists
- Working with partners in care to identify and secure ongoing and new funding streams
- Adapting the mentoring and wellbeing education programmes to meet the internal development needs of LMCs

