

Primary Care Induction Handbook

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Module 1 - The NHS and Primary Care

The NHS

The NHS is a complex system, which can sometimes make it difficult to understand – especially working out who is responsible for what. It's made up of a wide range of different organisations with different roles, responsibilities, and specialities. These organisations provide a variety of services and support to patients and carers.

The NHS Provider Sectors

Primary, Secondary and Tertiary Care Information

Primary Care

Primary care is often the **first point of contact** for people in need of healthcare, provided by professionals such as **GPs, dentists, pharmacists** and. Primary Care is the '**front door**' of the NHS.

Secondary Care

Secondary care, sometimes referred to as 'hospital and community care' can either be planned (elective) care planned (elective) care or urgent and emergency care.

Tertiary care

Tertiary care refers to highly **specialised treatment** such as neurosurgery, transplants, and secure forensic mental health services.

How does the NHS in England work and how is it changing?

NHS Structure

NHS constitutional values

- Working together for patients
- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Everyone counts

Further details of the NHS values can be found here:

<https://www.gov.uk/government/publications/the-nhs-constitution-for-england/the-nhs-constitution-for-england>

What is an ICS?

Introduction to Integrated Care Systems

Integrated care systems (ICSs) are partnerships that bring together NHS organisations, local authorities, and others to take collective responsibility for planning services, improving health, and reducing inequalities across geographical areas. ICSs are made up of two key parts:

- An integrated care partnership (ICP)
- An integrated care board (ICB)

These two parts play different roles when it comes to commissioning and planning. The ICP is a statutory committee bringing together a broad set of system partners - including local government, the **V**oluntary, **C**ommunity and **S**ocial **E**nterprise (**VCSE**) sector, NHS organisations and others – to develop a health and care strategy for the area. This strategy is a plan to address the wider health care, and public health and social care needs of the local population. An ICB joins up all parts of the health and care system including GPs, acutes, community care and social care as well as physical and mental health services. People should find it easier to access services, see more joined up care delivery and staff should find it easier to work with colleagues from other organisations. By working collaboratively with a range of organisations, the ICB aims to help people stay healthy, tackling the causes of illness and wider factors that affect health such as education and housing.

[Strong Integrated Systems Everywhere](#)

Suffolk & North East Essex ICS

In May 2019, Suffolk and North East Essex STP became an Integrated Care System (SNEE ICS). The full spectrum of partners engaged in the ICB includes NHS Commissioners, NHS Provider Trusts, Local government, NHS regulators, primary care – GPs, community pharmacists, optometrists and dentists, independent sector providers, community and voluntary sector, public, patient and carer groups, education and research and other sectors including industry, police and education. Each organisation keeps their individual responsibility and decision-making powers but recognise the opportunity and benefits of coming together for people who use our health and care services. For further information on SNEE ICS, please view this [video](#)

[Integrated Care Strategy](#)

SNEE ICS has an Integrated Care Strategy that sets out the ambition of all partners across the region to improve health and care outcomes and experiences for the population of Suffolk and North East Essex. For more information on SNEE ICS, please visit our website: www.sneeICS.org.uk

Suffolk & North East Essex ICB

The role of the ICB is to allocate the NHS budget and commission services for the population, taking over the functions previously held by clinical commissioning groups (CCGs) and some of the direct commissioning functions of NHS England. The ICB must have regard to its partner ICPs integrated care strategy in carrying out its work.

The SNEE ICB plans and buys healthcare services for the one million people who live locally. This function is commonly referred to as commissioning. The ICB, together with the ICS, local authorities and other local partners collectively plan health and care services to meet the needs of the population. SNEE ICB works with a budget which is set by NHS England and works closely with local government and the NHS providers in the SNEE area.

The main aims of the ICB are to:

- Keep people as independent as possible for as long as possible
- Support residents in self-care and prevention
- Reduce the number of unnecessary hospital referrals, avoidable admissions and A&E attendances
- Provide care close to home (within the community) as appropriate
- Address wider determinants of health such as employment, housing and education to improve outcomes
- Make the workforce fit for the future through joint workforce strategies
- Improve the health and wellbeing of local people
- Improve the quality of local health and care services
- Deliver financial stability and efficiencies throughout the local health care system

You can read more about the Suffolk & North East Essex Integrated Care Board here:

[About Us - NHS Suffolk and North East Essex ICB](#)

Introduction to Primary Care

Primary Care services provide the first point of contact in the healthcare system, acting as the 'front door' of the NHS. Primary Care includes **General Practice, Community Pharmacy, Dental, and Optometry Services** (NHS England).

Structure of Primary Care

Primary Care Networks (PCNs)

Primary Care Networks (PCNs) form a key building block of the NHS long-term plan. Since the NHS was created in 1948, the population has grown and people are living longer. Many people are living with long-term conditions and may need to access their local health services more often. PCNs not only bring neighbouring or similar GP Practices together, but also other services such as social care, pharmacies and voluntary organisations. These bodies work closely with each other, and this collaborative way of working brings lots of benefits to patients. PCNs build on existing primary care services and enable greater provision of proactive, personalised, coordinated and more integrated health and social care for people closer to home. For example, by working together, Primary Care Networks are able to stay open for longer and share specialist services and health professionals. They'll also be more sustainable, and so better prepared to care for our ever-growing population.

Please see this [video link](#) for further information about PCNs

GP Federations

A GP federation is a group of primary care providers working together within a legal form or organisational entity (definition from British Medical Association), which work together as economies of scale to deliver services for their combined communities. There are around 200 GP Federations in England

- Suffolk GP Federation is a not-for-profit organisation owned by 57 GP practices. Our aim is to find innovative solutions to the challenges currently faced by the NHS, while at the same time protecting the interests of general practice and ensuring that patients continue to receive the very best care.
 - Suffolk Federated GPs website: <https://suffolkfed.org.uk/>.
 - [What is Suffolk GP Fed Video](#)
- North Essex GP Federation (GP Primary Choice) a primary care provider company based in North East Essex owned by 32 GP Practices in the locality, covering over 360,000 patients. Our purpose is to provide a vehicle and skillset to successfully bid for local services. By combining resources and expertise the company will help to ensure that work appropriate for General Practice is maintained and developed in local practices to the benefit of patients, practices and the local health economy.
 - North East Essex GP Federation website: <https://www.gpprimarychoice.co.uk/>

You have reached the end of the SNEE Induction to Primary Care Module 1. [For the online version click here](#)

Module 2 - Introduction to SNEE Primary Care



Welcome to Suffolk & North East Essex Primary Care

We are part of the wider Integrated Care System. SNEE primary care is located in the East of England which is currently home to 6.3 million people (Health profile for England, 2021). The population of SNEE is currently approximately 1 million. There are 1,078,256 people registered with GP's across SNEE. Suffolk and North East Essex primary care services are an innovative, dedicated, and evolving sector. There are new, multi-professional roles being incorporated into teams, and each play a vital role in the collaborative working the region is continually aspiring towards. The health and care experience of the people of SNEE will be improved as a result of this collaborative working. Patient safety and the quality of health care in SNEE is at the heart of all ambitions.

[Why Choose Suffolk and North East Essex ?](#)

[Introduction to our Alliances](#)

In Suffolk and North East Essex there are three health and wellbeing Alliances: 'North East Essex Alliance', 'West Suffolk Alliance' and 'Ipswich and East Suffolk Alliance'. Each is defined by the footprint of local health and care partners as well as natural geography, developing differently according to local circumstances.

Each Alliance is responsible for the coordination, planning and delivery of primary medical care, community services, integrated services, and personalised care with the place area.



Ipswich & East Suffolk



Ipswich is one of England's oldest towns, with continuous settlement since early Anglo-Saxon times. It is a port town and the county town of Suffolk. The town is both on the Great Eastern Main Line railway and the A12 road; it is 67 mi (108 km) north-east of London, 45 mi (72 km) east-southeast of Cambridge and 40 mi (64 km) south of Norwich. Ipswich is surrounded by two Areas of Outstanding Natural Beauty:

[Suffolk Coast and Heaths](#) and [Dedham Vale](#).

There are a number of historic Market towns in East Suffolk, notably Hadleigh, Beccles, Framlingham, Halesworth, Woodbridge, Sudbury and Wickham Market. The rest of East Suffolk is largely rural, with the exception of the larger town of Felixstowe, home of the largest container port in England.



Ipswich and East Suffolk serves a population of approximately **418,575**

It has 9 PCNs comprised of 34 practices

East Ipswich PCN - 35,431 Dr Solway and Dr Roy Practice Orchard Medical Practice Ravenswood Medical Practice	Orwell PCN - 45,082 Burlington Primary Care Grove Medical Centre Hawthorn Drive Surgery	North East Coastal PCN - 28,268 Framlingham Surgery Leiston Surgery Saxmundham Surgery
Wolsey PCN - 40,831 Cardinal Medical Practice Martlesham Surgery The Birches Medical Centre	Barrack Lane and Ivy Street - 35,110 Barrack Lane Medical Centry Ivy Street Medical Practice	North East Ipswich PCN - 40,138 Felixstowe Road Medical Practice Two Rivers Medical Centre
South Rural PCN - 56,632 Bildeston Health Centre Constable Country Medical Practice Hadleigh Boxford Group Practice Needham Market Country Practice The Holbrook and Shotley Practice	East Suffolk PCN - 99,118 Combs Ford Surgery Debenham Group Practice Eye Health Centre Fressingfield Medical Centre Haven Health Howard House Surgery Mendlesham Medical Grou[Stow Health The Derby Road Practice	The Deben Health Group PCN - 37,965 Framfield House Surgery Little St John Street Surgery The Peninsula Practice Wickham Market Medical Centre

Data source: [General Practice Workforce - NHS England Digital](#)

[Ipswich and East Suffolk Alliance - Suffolk & North East Essex Integrated Care System \(sneeics.org.uk\)](https://sneeics.org.uk)

North East Essex

Colchester is one of three cities in Essex and is the only city in North East Essex. Situated on the River Colne, Colchester is 50 miles (80 kilometres) northeast of London. The city is connected to London by the A12 road and the Great Eastern Main Line railway. Colchester is less than 30 miles (50 km) from London Stansted Airport and 20 miles (30 km) from the port of Harwich. The main campus of the [University of Essex](#) is located just outside the city. Local government is the responsibility of the Borough of Colchester and Essex County Council.



This Photo by Unknown Author is licensed under CC BY-SA

Colchester occupies the site of [Camulodunum](#), the first major city in Roman Britain and its first capital. Colchester therefore claims to be Britain's oldest recorded town. It has been an important military base since the Roman era, with [Colchester Garrison](#) currently housing the 16th Air Assault Brigade.

Tendring District extends from the River Stour in the north, to the coast and the River Colne in the south, with the coast to the east and the town of Colchester to the west. Its council is based in Clacton-on-Sea. Towns in the district include Frinton-on-Sea, Walton-on-the-Naze, Brightlingsea and [Harwich](#). Large villages in the district include St Osyth and Great Bentley.

North East Essex serves a population of approximately **379,562**

It has 8 PCNs comprised of 30 practices

East Hill, Abbeyfields and Tollgate PCN - 41,525 Abbeyfield Medical Centre East Hill Surgery Tollgate Health Centre Ambrose Avenue	Ranworth PCN - 33,857 Caradoc Surgery Clacton Community Practice Ranworth Surgery	Tendring PCN - 44,369 Great Bentley Surgery Mayflower Medical Centre St James Surgery
Clacton PCN - 45,450 East Lynne Medical Centre Fronks Toad Family Surgery Harewood Surgery North Clacton Medical Centre Old Road Surgery Thorpe Surgery	North Colchester PCN - 42,820 Bluebell Surgery Highwoods Surgery Lawford Surgery Mill Road Surgery Winstree Medical Practice	The Colte Partnership - 78,305 Colne Medical Centre Rowhedge Surgery The Ardleigh Surgery The Riverside Health Centre Tiptree Medical Centre Walton Medical Centre West Mersea Surgery Wivenhoe Surgery
Colchester Medical Group PCN - 40,893 Colchester Medical Practice	Creffield Medical Group PCN - 38,399 Creffield Medical Practice Turner Road Surgery	

Data source: [General Practice Workforce - NHS England Digital](#)

[North East Essex Alliance - Suffolk & North East Essex Integrated Care System \(sneeics.org.uk\)](#)

West Suffolk



The area of West Suffolk is a predominantly rural district in the heart of East Anglia. Well-connected with London, the rest of East Anglia and the Midlands, West Suffolk is a safe and comparatively prosperous place in which to live. It also has some beautiful and accessible countryside areas, including grassland, heath, and forest. West Suffolk has six market towns, Brandon, Bury St Edmunds, Clare, Haverhill, Mildenhall and Newmarket.

[Bury St Edmunds](#), the largest settlement in West Suffolk, has been a prosperous town for centuries. People are drawn to its market and Georgian architecture, shops, leisure and cultural facilities. most notably [St Edmundsbury Cathedral](#). [Newmarket](#) is known as the 'home of horseracing'. It has more racehorses, trainers, stable staff, stud farms and racing organisations in and around the town than anywhere else in the world. Racing accounts for a significant number of local jobs.



This Photo by Unknown Author is licensed under CC BY-SA

West Suffolk serves a population of approximately **280,119**

It has 6 PCNs comprised of 24 practices

Bury St Edmunds PCN - 67,674 Angel Hill Surgery Mount Fern Surgery Swan Surgery The Guildhall and Barrow Surgery Victoria Surgery	Forest Heath PCN - 75,390 Brandon Medical Practice Oakfield Surgery Orchard house Surgery Lakenheath Surgery Market Cross Surgery Reynard Surgery The Rookery Medical Centre	Blackbourne PCN - 40,615 Stanton Surgery Botesdale Health Centre Woolpit Health Centre Ixworth Medical Centre
Sudbury PCN - 36,850 Hardwicke House Surgery Siam Surgery	West Suffolk Rural PCN - 15,221 Clare Guildhall Surgery Glemsfor Surgery Wickhambrook Surgery	Haverhill PCN - 44,369 Unity Health Care Haverhill Family Practice The Long Melford Practice

Data source: [General Practice Workforce - NHS England Digital](#)

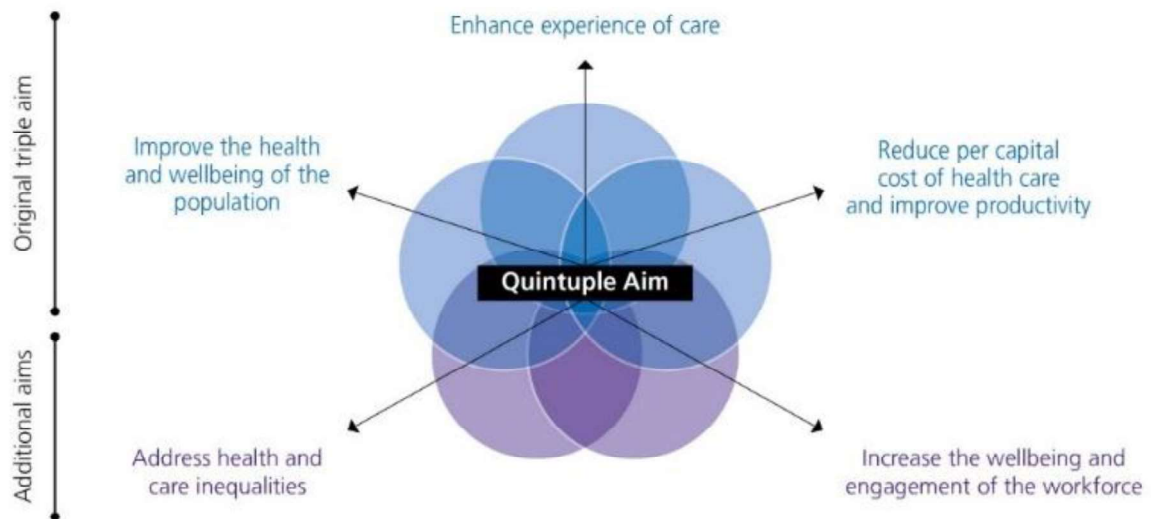
[West Suffolk Alliance - Suffolk & North East Essex Integrated Care System \(sneeics.org.uk\)](https://sneeics.org.uk)

Population Health Management

Video: [The Kings Fund: What is population Health \(2021\)](#)

“Population Health Management (PHM) is an approach which supports population health by using data to provide new insight, and then taking action to improve the social, physical, and mental health outcomes and wellbeing of people within and across a defined population, while reducing health inequalities.” (NHSE, 2022)

The population health approach enables care and support to be designed and delivered to meet individuals needs, it means less duplication and reduction in workload. This ensures the right care is given at the right time by the right person (SNEE ICS, 2023)

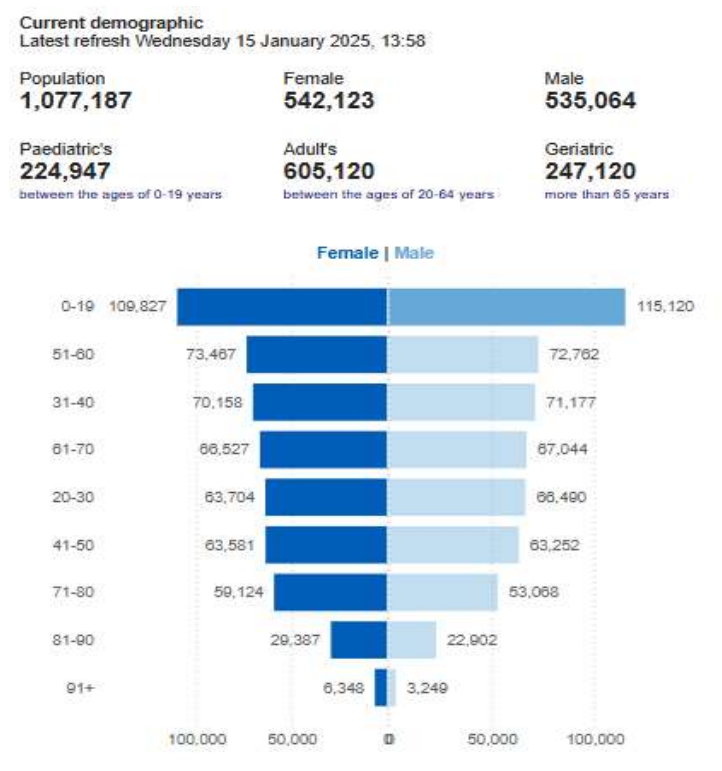


For more information on Population Health Management please visit: [Population Health Management - Suffolk & North East Essex Integrated Care System.](#)

For additional learning: [Introduction to population health management – e-lfh](#)

Suffolk & North East Essex population information

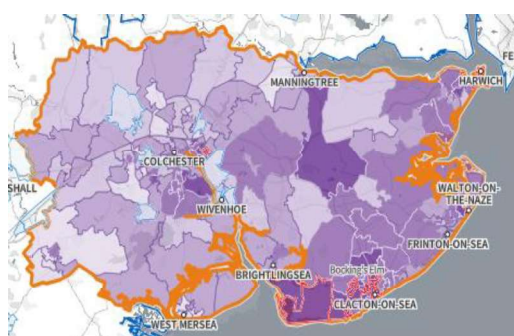
The ICB's overall population is 1,077,187 (January 2025). The population across the ICS is expected to increase by 8% by 2027, and by 14% by 2032. [Source: Office for National Statistics](#)



In the [Indices of Multiple Deprivation 2019](#), the Tendring Local Authority area was ranked 32 out of 317 lower tier authorities in England based on the average rank of the LSOAs in this area (where 1= most deprived). This places Tendring in the bottom 10% of most deprived Lower Tier Local Authorities (LTLAs) nationally for the first time. The county town of Ipswich also has significant pockets of deprived populations, while West Suffolk remains a relatively affluent area.

Values for LSOAs within the selected boundary are shown. The larger the value and the deeper the purple, the greater the deprivation

Population health packs can be provided for an Alliance, PCN, or practice. For further population health data or for workforce data, please contact the Training Hub training.hub@snee.nhs.uk



SNEE ICB Teams

Meds Management Team

Medicines Management - NHS Suffolk and North East Essex ICB

Led by the Suffolk and North East Essex (SNEE) Integrated Care Board (ICB) the teams comprise of Pharmacists, Pharmacy Technicians, Appliance Nurses and Support Officers.

Care Homes Team(s)

Support for care homes - NHS Suffolk and North East Essex ICB The ICB's Care Homes Team works closely with care homes and providers to help improve the quality of care residents receive. The team help to support care home staff to ensure they are receiving the training they need and complying with CQC guidelines.

Continuing Health Care Team

Continuing Healthcare - NHS Suffolk and North East Essex ICB

NHS Continuing Healthcare means a package of ongoing care that is arranged and funded solely by the National Health Service (NHS.) It is for a relatively small number of people who have been assessed as having what is called a primary health need. Such care is provided to an individual aged 18 or over to meet health and associated social care needs that have arisen as a result of disability, accident or illness. NHS Continuing Healthcare is free.

Infection Prevention

Infection Prevention and Control - NHS Suffolk and North East Essex ICB

The key responsibility of the Suffolk and North East Essex Infection Prevention and Control Team is to promote the provision of person-focused services that are safe, responsive and effective and that meet the principles of [The Health and Social Care Act 2008 \(July 2015\) Code of Practice on the prevention and control of infections and related guidance.](#)

Safeguarding Team

Safeguarding - NHS Suffolk and North East Essex ICB

SNEE Community Health Services

The community health services sector covers a wide range of services, from those targeted at people living with complex health and care needs - such as district nursing and palliative care - to health promotion services - such as school nursing and health visiting. For a comprehensive list of local services, [click here](#)

You have reached the end of the SNEE Induction to Primary Care Module 2. For the online module [click here](#)

Module 3 – Introduction to Primary Care Teams

Primary Care Multidisciplinary Teams

Working in primary care offers a rewarding and varied career, with a **broad mix of roles** in many different settings, a strong sense of team spirit and the opportunity to build meaningful connections with the local community. Working at the forefront of patient care, primary care teams are able to **work with patients on a one-to-one basis**, often over a prolonged period of time, creating lasting bonds with patients and their family members or carers. (*gmprimarycarecareers.org.uk*, 2023)

NHS General Practice Team

Expanding practice teams brings to opportunity to embed new skills into primary care, widens the range of services offered by general practice, and works towards resolving some of the challenges currently faced in primary care. We know that general practice across the UK is facing change, with significant GP workforce shortages. (*RCGP*, 2023)

As part of the vision for the **NHS Long Term Plan**, the implementation of the **ARRS scheme** is intended to **grow additional capacity** in primary care through new multidisciplinary roles. (*NHSE*, 2019) [General Practice Team Video](#)

Roles in Primary Care

General Practitioner – GP

GPs are experts in their patients. They provide the first point of contact with the NHS for most people in their communities – there are approximately 1 million GP consultations in the UK every day. GPs are vital to their local community and contribute hugely to keeping the nation healthy. They deal with a wide range of medical conditions and will treat patients throughout their lives. (*RCGP*, 2023).

A **GP partner** is a self-employed general practitioner who, alongside other GPs and sometimes also nurses or other healthcare staff, is responsible for running their own practice. Besides providing services and managing patients, GP partners also manage the practice staff, the finances, and the administrative work associated with running the practice. (*BMJ*, 2022). For more information, click [here](#).

An NHS **salaried GP** is a fully qualified GP who is employed by a practice (under contract) or an out-of-hours provider. (*BMA*, 2022). For more information, click [here](#)

Allied Health Professionals

FCP – Physiotherapist



An FCP (First Contact Practitioner) Physiotherapist is a diagnostic clinician working in Primary Care at the top of their clinical scope of practice. Appointments with an FCP may be for the following problems: Soft tissue injuries, sprains, strains or sports injuries, arthritis, problems with muscles, ligaments, tendons or bones, spinal pain (including lower back, mid back, and neck), spinal-related pain in limbs including nerve symptoms – pins and needles, or numbness, and changes to walking post-orthopaedic surgery.

- [Roadmap to practice](#)
- [Chartered Society of Physiotherapy](#)

FCP – Paramedic



FCP Paramedics are autonomous diagnostic clinicians with experience in handling undifferentiated and unpredictable cases, conducting an array of clinical assessment, diagnostic, and treatment activities, working at the top of their clinical scope of practice. As generalists, they can effectively use the medical / biopsychosocial model to assess, examine, treat, and manage patients of all ages. Their work can involve triaging patients, carrying out telephone and face-to-face consultation, and conducting home visits.

- [Roadmap to practice](#)
- [College of Paramedics](#)

FCP – Occupational Therapist



FCP Occupational Therapists provide diverse expertise to primary care teams helping patients get fast access to the right care, working at an advanced level in their scope of practice. Using health population approaches, they offer bespoke services for specific patient groups. They change people's lives but, to date, few GP practices have OTs and this needs to change.

- [Roadmap to practice](#)
- [Royal College of Occupational Therapists](#)

FCP – Podiatrist



FCP Podiatrists can see patients with lower limb conditions without them having seen the GP first. They demonstrate an extended level of skills, training, and experience. Podiatrists use specialist knowledge of lower limb health across a broad range of clinical presentations spanning musculoskeletal, cardiovascular, neurological, dermatological, or age-related conditions.

- [Royal College of Podiatry](#)

FCP – Dietician



FCP Dieticians working as core members of the Primary Care General Practice Team, is an emerging area within the NHS. FCP Dieticians have a vital role in delivering care and treatment across the life course. They interpret the science of nutrition to improve health and treat diseases/conditions by educating and giving practical, personalised advice to patients, carers and colleagues.

- [Roadmap to practice](#)
- [Association of UK Dieticians](#)
- [Health Education England](#)

Speech and Language Therapist

Speech and Language Therapists (SaLT) enable people to communicate to the best of their ability. They assess the safety of people's swallowing and work with them to develop eating and drinking skills and management plans. Along with individuals, they work with multidisciplinary teams, families, carers and the wider community to raise awareness and improve understanding of swallowing and communication impairments.

- [Royal College of Speech and Language Therapists](#)
- [Further information](#)

Pharmacy Roles

Clinical Pharmacist



Clinical pharmacists are increasingly working as part of general practice teams. They are highly qualified experts in medicines and can help people in a range of ways. This includes carrying out structured medication reviews for patients with ongoing health problems and improving patient safety, outcomes and value through a person-centred approach. They provide extra help to manage long-term conditions, advice for those on multiple medicines and better access to health checks.

Having clinical pharmacists in GP practices means that GPs can focus their skills where they are most needed, for example on diagnosing and treating patients with more complex conditions. This helps GPs to manage the demands on their time (*NHS England, 2023*)

- [Roadmap to Practice](#)
- [Royal Pharmaceutical Society](#)
- For more information, click [here](#)

Pharmacy Technician



Pharmacy technicians are responsible for preparing, supplying and administering medicines. They are key members of the pharmacy and multidisciplinary teams and play a vital role in helping patients get the best outcome from their medicines. The role involves liaising with patients, other healthcare professionals and customers to ensure the effective and safe use of medicines.

Pharmacy technicians work under the supervision of a pharmacist and are registered healthcare professionals that are responsible and accountable for their own accurate and safe practice

Community Pharmacist



Community pharmacists are well-respected professionals within their local community who use their **expert knowledge of medicines** to help patients get the best possible care and outcomes from their medicines. As a community pharmacist, they would be responsible for **dispensing prescription and over-the-counter medicines** that help people to maintain and improve their lives, in a cost-effective way.

Community Pharmacists will be responsible for **constantly monitoring the quality, safety, and use of medicines**, which requires a high level of interaction with patients, providing advice and information about the use of medicines and medical appliances.

Community pharmacists **work alongside pharmacy technicians and pharmacy support staff**, such as pharmacy assistants to deliver the pharmacy service. Community Pharmacists may work within a high street pharmacy, part of a chain or an independent, or they might work in a GP practice or health centre.
(Careers in Pharmacy, 2023)

For more information about community Pharmacists, please visit [Careers in Pharmacy](#)

Nursing Roles

General Practice Nurse



General Practice Nurses (GPN) are **responsible for the delivery of practice nursing services**, working as part of the practice multidisciplinary team, delivering care within their scope of practice to the entitled patient population.

A General Practice Nurse will be **responsible for a number of clinical areas** such as health promotion, chronic disease management, health prevention, well women

and well man clinics, as well as **supporting the management team** in the reviewing of clinical policy and procedure. (NHS Professionals, 2023)

For more information about General Practice Nurses, please visit [NHS Health Careers](#) and [NHS Professionals](#)

Enhanced Practice Nurse

Enhanced practice is a level of practice within the healthcare workforce. It covers the graduate professional workforce delivering the majority of clinical activity, those who have moved beyond novice/competent and who are not working at the level of advanced practice (NHSE, 2024).

Enhanced level nursing describes a level that can only be delivered by registered nurses who have gained additional post-registration education and experiential learning in a relevant subject area.

This level can be applied to the full range of registered nurse careers. The enhanced level is differentiated from other levels by a registered nurse's expertise in applying specific knowledge and skills to a designated area. For example, this could be a client group, skill set or in an organisational context (RCN, 2024).

For more information about Enhanced Practice Nurses, please visit [RCN](#) and [NHSE](#)

Healthcare Assistant/Healthcare Support Worker



Healthcare Assistants (HCA) main role is to **support the practice nursing team** in the delivery of nursing services, working as part of the practice multidisciplinary team, **delivering care within their scope of practice** to the entitled patient population.

HCA's deliver and assist clinical staff in the provision of treatment, preventative care, health promotion and patient education. (NHS Professionals, 2023)

HCA's have a duty of care and a legal responsibility to the patients they see. HCAs are not registered with a professional body. They are accountable to their employer to follow their contract of employment. Employers have a responsibility to train, supervise and have oversight of their HCAs. This is until the competence of the HCA can be shown

For more information about Healthcare Assistants, please visit [NHS Professionals](#) and [RCN](#)

Nursing Associate



A nursing associate is a member of the nursing team in England that helps bridge the gap between health and care assistants and registered nurses.

Nursing associates work with people of all ages, in a variety of settings in health and social care. The role contributes to the core work of nursing, freeing up registered nurses to focus on more complex clinical care. It's a stand-alone role that also provides a progression route into graduate level nursing. (Nursing and Midwifery Council, 2023).

For more information about Nursing Associates, please visit [NMC](#)

Other Clinical Roles

Physician Associate



Physician Associates (PAs) are medically trained, generalist healthcare professionals, who work alongside doctors and provide medical care as an integral part of the multidisciplinary team. Physician Associates are one of the Medical Associate Professions (MAPs) and can be found working throughout primary and secondary care.

Physician Associates are overseen by a dedicated medical supervisor, but they can work autonomously with appropriate support (NHSE, 2024)

PAs are able to:

- triage patients
- carry out face to face or telephone consultations
- make referrals, review and act on laboratory results
- carry out home visits or visit nursing and residential homes

For more information about Physician Associates, please visit [NHSE](#) and [NHS Health Careers](#)

Mental Health Practitioner



Mental health practitioners contribute to the NHS Long Term Plan ambition and support adults with severe mental illnesses to live well in their communities.

The Mental Health Practitioner roles were introduced to enable professionals with

mental health expertise to be based in GP surgeries or neighbourhood settings, to support people with complex mental health needs and act as a 'bridge' between primary care and specialist mental health services. The role sits alongside NHS Talking Therapies for anxiety and depression, and a range of other roles within primary care that provide mental health support.

Mental health practitioners provide GPs and other primary care staff with timely support and advice, helping to relieve pressure on workloads and build stronger relationships with mental health services. (NHSE, 2023)

Advanced Practitioner (Multi-professional)



Advanced practitioners (AP) come from a range of professional backgrounds such as nursing, pharmacy, paramedics, Physiotherapy and occupational therapy.

They are healthcare professionals educated to Master's level and have developed the skills and knowledge to allow them to take on expanded roles and scope of practice caring for patients. (NHSE, 2023)

For more information about Advanced Practitioners, please visit [NHSE](#) and [NHSE Centre for Advancing Practice](#)

Phlebotomist



A Phlebotomist works with the wider practice multi-disciplinary team. They will ultimately take blood samples from patients which are examined in a laboratory and the results can be used to quickly diagnose diseases and conditions. (NHS Careers, 2023).

For more information about Phlebotomists, please visit [NHS Health Careers](#)

Personalised Care Roles

Personalised care represents a major practical change to the NHS and is a key part of the **NHS Long Term Plan**. It is a **whole system approach** that enables a variety of services across the health, social care, public health and community spectrum to be **integrated around the individual** in order to deliver better outcomes and experiences.

Personalised care simply means that **patients have more control and choice** when it comes to the way their care is planned and delivered, taking into account individual needs, preferences and circumstances.

Why do we need personalised care?

Research has shown that when patients have the opportunity to be involved in decision making around personalised healthcare, there are generally better outcomes and experiences and reduced health inequalities.

For more information about Personalised Care please visit [NHS England](#)

Care Co-ordinator



Care co-ordinators help to co-ordinate and navigate care across the health and care system, helping people make the right connections, with the right teams at the right time. They can support people to become more active in their own health and care and are skilled in assessing people's changing needs.

Care co-ordinators are effective in bringing together multidisciplinary teams to support people's complex health and care needs. (Personalised care Institute, 2023).

For more information about Care Co-ordinators, please visit [PCI](#)

Social Prescribing Link worker



Social prescribing link workers connect people to community-based support, including activities and services that meet practical, social and emotional needs that affect their health and wellbeing. This includes connecting people to services for example housing, financial and welfare advice.

Social prescribing link workers work collaboratively across the health and care system, targeting populations with greatest need and risk of health inequalities. They collaborate with partners to identify gaps in provision and support community offers to be accessible and sustainable. (Personalised care Institute, 2023)

For more information about Social Prescribing link Workers, please visit [PCI](#)

Health and Wellbeing Coach



Health and wellbeing coaches support people to increase their ability to self-manage, motivation levels and commitment to change their lifestyle. They are experts in behaviour change and focus on improving health related outcomes by working with people to set personalised goals and change their behaviours.

They work with people with physical and/or mental health conditions and those at risk of developing them. (Personalised care Institute, 2023)

For more information about Health and Well-being Coaches, please visit [PCI](#)

Non-Clinical Roles

Practice Manager

Practice managers (PM's) are vital to the successful running of GP surgeries. Practice Managers manage the business aspect of the surgery, making sure that patients are at the centre of the surgery's operations.

PM's are integral to the smooth and effective running of a GP practice. Depending on the size of the practice, the manager will be involved with a wide range of activities, such as business planning, finance, recruitment of staff, training and IT. (Health careers, 2023).

General Practice Assistant

As part of the wider team in general practice, General Practice Assistants (GPA's) provide a support role, carrying out administrative tasks, combined in some areas with basic clinical duties. They can help to free up GPs time and contribute to the smooth running of appointments, improving patients experience in the surgery. (Health Education England, 2023)

For more information about General Practice Assistants, please visit [NHSE](#)
For additional learning about the GPA role, please see this [e-learning module](#)

Care Navigator



Effective navigation is important to providing coordinated person-centred care and support. Care navigators can occupy many roles and play a crucial part in helping people get the right support, at the right time, to help manage a wide range of needs. Any staff member can be trained to undertake care navigation, irrespective of role. Many practices will use administrative or reception staff roles to fulfil the care Navigator role, others may have a specific patient liaison or care co-ordinator team. Clinicians are also able to follow this process. (NHSE, 2024)

For more information about Care Navigators, please visit [NHSE](#)

You have reached the end of the SNEE Induction to Primary Care Module 3. For the online module [click here](#).

Module 4 - Education and Training

Introduction to primary care training hubs

What are Primary Care Training Hubs?

Think of Training Hubs as your 'go to' place for any information about primary care workforce, education and development. They work to address local needs. It's always worth taking the time to find out what's on offer, whether you're an individual, employer or part of the Primary Care Network (PCN).

What are Training Hubs and how do they work?

SNEE Training Hub

Website - [Home | Suffolk & North East Essex Training Hub](#)

About us

Suffolk and North East Essex Training Hub's key aim is to establish a local education and training infrastructure to help support the primary care workforce of today and tomorrow to ensure they have the necessary skills, values and behaviours to deliver high quality care.

The patient is the focal point of everything we do. We work with our wider stakeholders to provide the best education and training in both clinical and social care, to the maximum benefit of our local population. We are a proactive and responsive organisation that has a clear focus on patient outcomes and patient experience delivered efficiently and sustainably. Respect for each other runs throughout our Primary Care workforce, enabling all to achieve their full potential. A confident and well supported workforce delivers high-quality care.



Our Mission – why we do what we do

“To enable the best health and wellbeing for everyone living in Suffolk and North East Essex”

Our Vision – what we aim to achieve



“To develop the current and future workforce required to deliver world class primary care across Suffolk & North East Essex”

Our Delivery – How we do what we do



“We listen and are value driven to work collaboratively with all colleagues, stakeholders and learners”



For details on the SNEE Training Hub Team please see our [‘Meet the Team’](#) page

VIDEO: Training hubs and quality management (NHSE, 2021)

Training Opportunities

SNEE Training hub offer a variety of learning opportunities, education and training events including a substantial CPD rolling programme. For further information on our current Training offers, including a live calendar of events and extensive resources, please visit the following pages:

[Training calendar](#)

[Resources](#)

[E-learning Resources](#)

[E-learning platforms](#)

Other opportunities offered by the Training Hub

- Support for all roles: Non-clinical, Clinical, ARRS roles
- GP Support Hub
- GP and Nurse Fellowships
- Preceptorships
- Apprenticeship Advice and Support
- Educator Training
- Expanding Learning Organisations
- Increasing Student Placements
- Workforce planning support for PCNs
- Recruitment and retention programmes

For more information about Suffolk & North East Essex Primary Care Training Hub news, events, and training as well as more about our projects please see our website: www.sneetraininghub@org.uk, or email: training.hub@snee.nhs.uk

GP Support Hub

The GP Support Hub is a supportive way for GPs in Suffolk and North East Essex, to obtain **confidential information, advice, support on their careers, personal development, and well-being**. It is easy to access, easy to navigate and will help with applications and accessing programmes and support networks.



It also offers wider services such as admin support for **revalidation and return-to-work advice**.

For full details on The GP Support Hub please [visit](#)

Inductions

An effective induction process makes staff feel welcome and helps them settle into their role more quickly. (NHS England, 2023). This induction programme is designed to complement your existing 'local' induction that takes place within your place of work. It is crucial to ensure that you receive a local induction to help you bond with your team, department and important stakeholders whilst gaining an effective introduction to your own organisation and role.

NHSE Example induction checklist

NHSE have created an '[Example induction checklist](#)' template for multidisciplinary team staff in general practice. This example induction checklist template provides a consistent and comprehensive set of steps to give staff in primary care settings an effective induction, supporting them to **integrate and gain confidence** in their new roles.

They recommend that primary care organisations may wish to consider using this template as part of their standard induction processes, tailoring the checklist items to suit local needs.

Example taken from the full document found [here](#)

Induction checklist template		
Practice site information	Date(s) completed	Requirements
Location(s) staff member will be working in		Essential
Addresses and phone numbers of practices within the PCN		Essential
Access arrangements to buildings including evacuation plans		Essential
Parking arrangements and mileage allowance		Essential
Opening hours and extended access arrangements		Essential
Location of toilets, changing, refreshment and rest areas		Essential
Teams in practices and PCNs	Date(s) completed	Notes
Contact details for key staff working across the PCN		Essential
Contact details for line manager		Essential
Contact details for GP/clinical supervisor		Essential
Staff introductions	Date(s) completed	Notes
Introduction to clinical directors, practice and PCN teams		Essential
Explanation of organisational structure and committee structures, systems and processes (GP/ PCN / cluster / federation/trust structure)		Essential
Introduction to peer support networks, groups or forums within PCN		Essential

Please note that this template is intended as optional guidance. Practices, PCNs and other employers are responsible for ensuring their staff undergo an appropriate induction to the organisation and their role. Discussions around which is most appropriate for staff and the workplace, must always be agreed with an employer.

Other example induction templates

There are also profession specific example induction checklists that have been published by several professional bodies. See below for links.

Example Link	Produced by
Physiotherapist: First Contact Practitioner Induction checklist	The Chartered Society of Physiotherapy
Pharmacy Example Induction checklist (CPPE)	Centre for Pharmacy Postgraduate Education
General Practice Nursing Induction Template	NHS England
Junior Doctors Induction Example	British Medical Association
Information Governance Induction Checklist example	SNEE Integrated Care Board

Mandatory Training

Each GP practice is responsible for determining what mandatory and additional training its staff need. They are also responsible for how this is delivered.

We understand that across the SNEE region there may be various arrangements for mandatory training completion in general practice.

For further information please see [CQC: GP Mythbuster 70: Mandatory Training considerations in general practice](#).

The Core Skills Framework (CSTF)

The Core Skills Training Framework (CSTF) was first developed in 2013 and has become widely recognised as the trusted standard for statutory and mandatory training in the health sector. It helps guide and standardise the focus and the delivery of key statutory and mandatory training skills.

It was developed in collaboration with employers, industry leading experts and professional bodies, such as the Resuscitation Council and the Infection Prevention Society (Skills for Health, 2023).

For further information and learning opportunities, please see:

- [e-lfh Statutory and Mandatory Training Programme](#)
- [British Medical Association: Training resource for GP Practice Staff](#)
- [Core Skills Mapping Tool](#)

The CSTF consists of 11 core subjects for England that cover essential skills and knowledge for safe and effective working environments:

- ✓ Equality, diversity and human rights
- ✓ Health, safety and welfare
- ✓ Conflict resolution
- ✓ Fire safety
- ✓ Infection prevention and control
- ✓ Moving and handling
- ✓ Safeguarding adults
- ✓ Preventing radicalisation
- ✓ Safeguarding children
- ✓ Resuscitation
- ✓ Information governance.

Skills for Health - Core Skills Training Framework

Core Skills Training Framework – FAQ

NHS E-learning Opportunities

E-learning short for electronic learning, refers to the process of acquiring knowledge and skills through digital resources and technologies. In essence, it encompasses any form of learning that takes place online, whether through interactive courses, virtual classrooms, or mobile apps.

NHS England provides access to two national, complementary learning platforms for the health and care workforce: the e-lfh Hub and the Learning Hub.

The e-Learning for Health (e-lfh) Hub

E-learning for healthcare works in partnership with the NHS and professional bodies to support patient care by providing e-learning to educate and train the health and care workforce. All content is nationally quality assured.

The e-learning programmes are developed and delivered in partnership with professional bodies, including Royal Colleges and associations, NHS organisations, charities and other health and care organisations.

For further information on e-lfh please see [here](#)

The Learning Hub

The Learning Hub is a digital platform that provides easy access to a wide range of education and training resources for the health and care workforce.

Users can contribute digital resources (including e-learning, video, audio, images, documents, web links, articles etc.) and search and access the variety of learning resources that have been contributed by organisations and the health and care workforce. (NHS Learning Hub Support Portal, 2025)

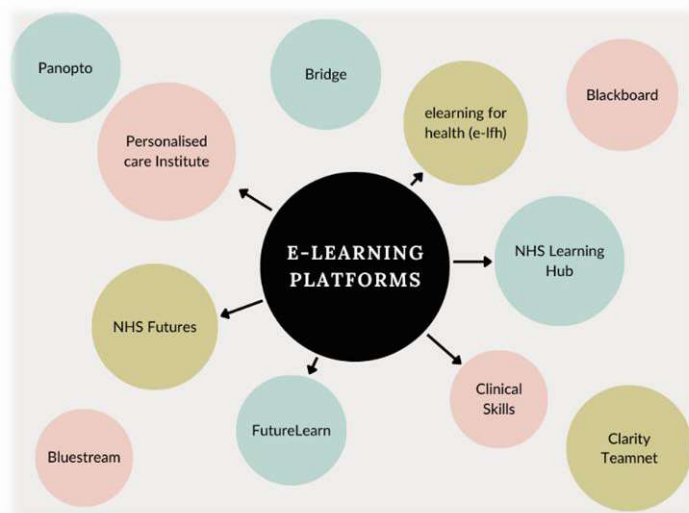
For further information on The NHS Learning Hub please see [here](#)

Online Learning Platforms

There are various accessible online learning/training platforms that are available to use. They all provide trainers, learners and others with **information, tools and resources** to support and enhance education delivery and management.

Some are **free to access**, whilst others require a **subscription**. Some may also be available via your professional regulatory body.

We would encourage you to **check within your employed organisation** which systems may be specifically available for you to access in your current workspace.



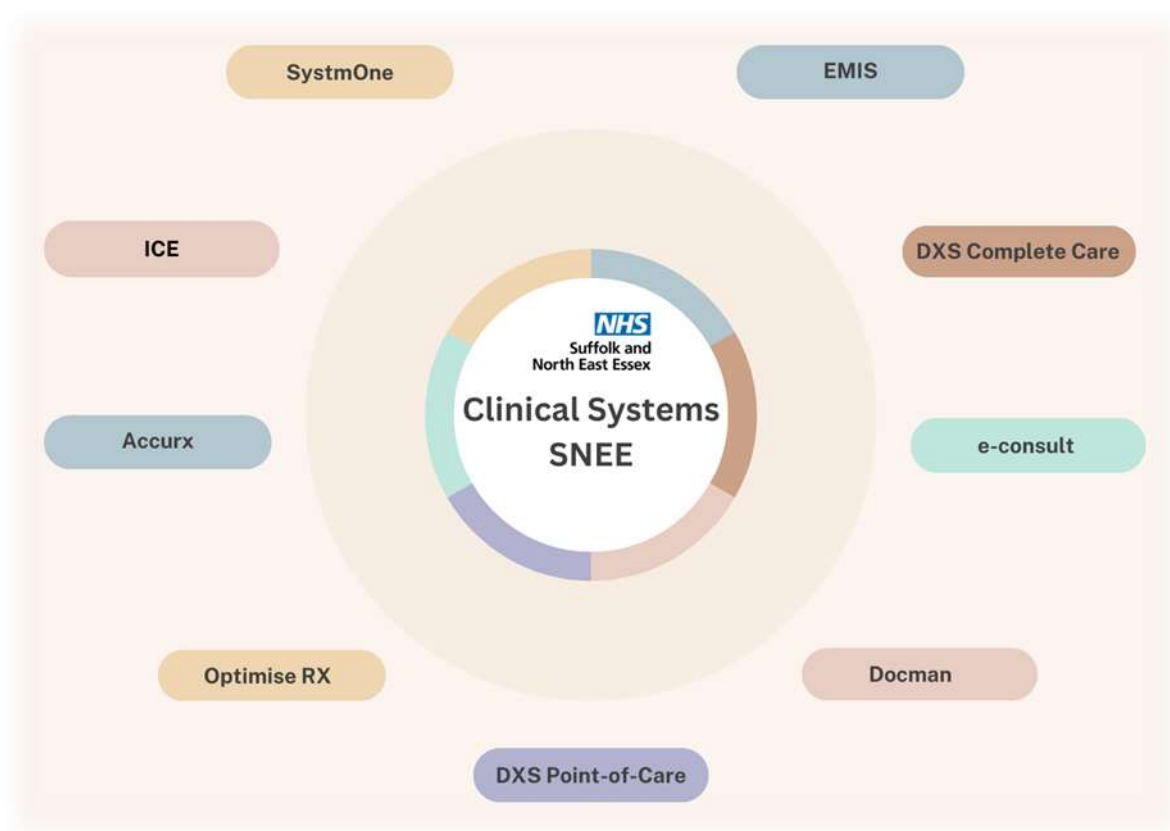
For further information, including links to these platforms, [visit our website](#)

Clinical Systems

There are various clinical systems utilised across the SNEE region.

SNEE ICB has collated various information about some of these systems, including access information, user guides, tutorials and webinars. Please access these [here](#)
Please note: you may have to register an account to view this information.

For further information regarding systems not listed on the SNEE ICB website, please contact the companies direct for user guides and training offers.



The NHS App

As part of the NHS Long Term Plan to increase the range of digital health tools and services, the NHS app extends to everyone as a new digital 'front door'.

It is designed to give people secure digital access to their own medical records, find trusted information about their health online; allow patients to conveniently book appointments and view test results online. In time it will also provide medical advice and consultations securely (NHS England, 2024).

There are various national and local resources available to help with implementation

and management of the app both for patients and GP practices. Please see the following resources for further information and support:

Resource Link	Produced by
NHS App Resources	NHS Digital
NHS App Walk Through Videos	NHS Digital
NHS Promotional Toolkit	NHS Digital
NHS App Home page (for patients)	NHS England

Personalised Care Institute

In September 2020, NHSE launched the Personalised Care Institute. The PCI institute was set up to:

- set quality standards for training
- support the development of training programmes for the current workforce
- support the development of training programmes for the new roles identified within primary care networks

The institute is working closely with royal colleges and key membership organisations to take a coordinated approach to training, signposting to high quality 'accredited' training available across England (NHSE, 2024)

The Personalised Care Institute offer various learning opportunities including:

- e-learning
- accredited training
- Webinars
- Podcasts
- Virtual patient avatars



The PCI is easily accessible is free to use. For further information about the Personalised Care Institute please access [here](#)

Personal Development

Career Development and Progression

The NHS provides opportunities for staff to extend their skills and take on new responsibilities. A career in the NHS means you can expect an **annual personal development review (appraisal)** and plan to support your career progression. It will give you the opportunity to identify any training and development needs with your

manager, making it easier to progress through the NHS bands.

If you work in a role that requires registration with a regulatory body in order to practise, such as nursing, then you'll **usually be required to keep your skills and knowledge up to date through CPD**.

You can find out what the requirements are from the **relevant regulatory body responsible for your profession**. Professional bodies provide advice, support and opportunities to enable you to maintain your CPD. The Chartered Institute of Personnel and Development has more information about CPD, including tools to help you record your CPD. (*NHS Health Careers, 2025*)

Portfolio or E-portfolio

A portfolio allows you to store and record a collection of evidence to demonstrate the skills you have developed. It is useful for:

- keeping all your relevant documents together
- reflecting on your learning
- recording your career planning in your personal development plan (PDP)
- preparing for applications and interviews

For more information on Personal development resources please visit:

[NHS Medical Appraisal](#)

[NHS Appraisals and KSF](#)

Supervision

Supervision is a **process of professional learning and development** that enables individuals to reflect on and develop their knowledge, skills and competence, through regular support from another professional.

Supervision can have different forms and functions, and a number of terms are used to describe these:

Clinic/practice supervision:

- Day-to-day support provided by a named/duty senior/more experienced clinician for issues arising in the practice

Clinical/professional supervision:

- Regular support from a named senior/experienced clinician/practitioner to promote high clinical standards and develop professional expertise.

Educational supervision:

- Supports learning and enables learners to achieve proficiency

For further Supervision Guidance for primary care network multidisciplinary teams please see [here](#)

Educators

In the context of ever-increasing demands on the NHS, education and training are increasingly important because of the **inextricable link between securing a future workforce, retaining our current workforce, and maximising productivity of the current workforce.**

Delivering our future workforce is ultimately dependent on a **sustainable and high-quality educator workforce to support education and training**, both in practice and in academic settings.

NHS England have created an '[NHS Educator Workforce Strategy](#)' which aims to set out actions that will lead to **sufficient capacity and quality of educators** to allow the growth in healthcare workforce that is needed to deliver care, now and in the future.

Links for further information on Educators:
[Nurse and Midwife Educators Career Framework](#)
[AHP Educator Career Framework](#)
[NHSE Quality Framework](#)
[Educator Training Resource \(e-lfh\)](#)

Safe Learning Charter

The [NHS Safe Learning Environment Charter](#) supports the development of positive safety cultures and continuous learning across all learning environments in the NHS. It is underpinned by principles of equality, diversity, and inclusion.

The Charter is designed for learners and those responsible for supporting placement learning across all learning environments and all professions within them.



You have reached the end of the SNEE Induction to Primary Care Module 4. For the online module [click here](#)

Additional resources

<u>Centre for Advancing Practice</u>	<u>Royal College of nursing</u>
<u>Nursing and Midwifery Council</u>	<u>General Pharmaceutical Council (GPHC)</u>
<u>The Chartered Society of Physiotherapy</u>	<u>Royal Pharmaceutical Society of GB</u>
<u>The Personalised Care Institute</u>	<u>British Association of Dieticians</u>
<u>National Association for Primary care</u>	<u>National Association of Phlebotomists</u>
<u>General Medical Council</u>	<u>Royal College of Occupational Therapists</u>
<u>College of Paramedics</u>	<u>Royal College of General Practitioners</u>
<u>Royal college of Podiatry</u>	<u>British Medical Association</u>
<u>NHS England</u>	<u>National Academy for Social Prescribing</u>
<u>Royal College of Speech and Language Therapists (RCSLT)</u>	

Local Websites

SNEE ICB: [Home - NHS Suffolk and North East Essex ICB](#)

SNEE Primary Care Training Hub: [Home | Suffolk & North East Essex Training Hub \(sneetraininghub.org.uk\)](#)

Suffolk GP Federation: [Suffolk GP Federation \(suffolkfed.org.uk\)](#)

Essex GP Federation (GP Primary Choice): [GP Primary Choice](#)

Suffolk GP Federation: info@suffolkfed.org.uk

GP Primary Choice: admin@gpprimarychoice.co.uk

Health and Wellbeing - [Health and Wellbeing for Primary Care Workers | Suffolk & North East Essex Training Hub](#)

Community Resources: [SNEE Community Health and Support services.xlsx](#)