



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:

- The **Integrated Care Partnership (ICP)** is a statutory committee bringing together a broad set of system partners including local government, the Voluntary, Community and Social Enterprise (VCSE) sector, NHS organisations and others, to develop a health and care strategy for the area.
- An **Integrated Care Board (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.

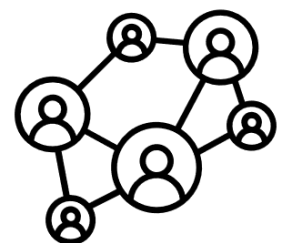
For further information on Integrated care systems, please click [here](#)

⚠ Please note: The NHS is currently undergoing significant structural change. In March 2025, the government proposed plans to abolish NHS England and merge its functions into the Department of Health and Social Care (DHSC) by March 2027. The number of ICBs is also being reduced through mergers. The information on this slide reflects the current structure; implementation timelines and impacts vary by system; your local team will be able to tell you how this affects your area.

What is an Integrated Care System (ICS)?

Place based partnerships

- are made up of **NHS organisations, local councils, community and voluntary organisations** such as charities, and other community partners with a role in **supporting the health and wellbeing of the local population**.
- cover a smaller area than an ICS, such as a town or borough. They involve organisations including GP practices, pharmacies, social care, voluntary groups, and the local authority working together to improve services and use resources more effectively.



For further information on place-based partnerships, please click [here](#)

Provider Collaboratives

- where two or more health and care organisations formally agree to work together at scale.
- They may mutually aid each other in order to be more efficient. There can be any number of provider collaboratives within each ICS, and provider collaboratives may consist of organisations from different ICS footprints in some cases.
- For example, organisations within a community health and care collaborative may collaborate on treatment plans in order to provide better outcomes for people using their services.



For further information on provider collaboratives, please click [here](#)

Your Local Integrated Care System

From 1 April 2026, the Suffolk and North East Essex Integrated Care System was dissolved and replaced by two new systems:



Norfolk and Suffolk Integrated Care Board

From 1 April 2026, the NHS Norfolk and Suffolk ICB took on commissioning responsibilities for the Suffolk population, replacing the former Suffolk and North east Essex ICB for this area.

You can read more about NHS Norfolk & Suffolk Integrated Care Board [here](#)



Essex

From 1 April 2026, the NHS Essex ICB took on commissioning responsibilities for the North East Essex population, replacing the former Suffolk and North East Essex ICB for this area.

You can read more about NHS Essex Integrated Care Board [here](#)

These new ICBs have taken on the functions previously held by SNEE ICB, continuing to plan and commission health and care services for the local population in partnership with local authorities, NHS providers, and voluntary sector organisations.

What is an ICB?

Introduction to Integrated Care Boards

An Integrated Care Board (ICB) is the statutory NHS body responsible for planning and buying (commissioning) health care services for its local population. ICBs bring together NHS organisations, GP practices, and other partners to improve health outcomes and reduce inequalities. Integrated care boards (ICBs) replaced clinical commissioning groups (CCGs) in the NHS in England from 1 July 2022.

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

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).



For further information about primary care, please click [here](#)

Structure of Primary Care

Primary Care Networks (PCNs) – working together at neighbourhood level

- Primary Care Networks (PCNs) **bring together GP practices and other primary care services**, such as community pharmacy, to work at scale and provide a wider range of services at neighbourhood level.
- PCNs typically serve populations of 30,000 to 50,000 people and are **aligned with Integrated Neighbourhood Teams** — multidisciplinary teams that bring together professionals from across health, social care, and the voluntary and community sector. [NHS England](#)
- PCNs are funded through the **Direct Enhanced Service (DES)**, which enables them to employ a wider range of staff roles than individual practices could support — for example, first contact physiotherapists, social prescribing link workers, and care coordinators.
- PCNs are **focused on service delivery**, rather than on the planning and funding of services — which remain the responsibility of Integrated Care Boards (ICBs).

Where are PCNs heading?

- The focus of PCNs is evolving — moving from at-scale provision of primary care services towards wider **neighbourhood health**. The NHS Long-Term Plan places clear emphasis on neighbourhood health services, with primary care at the heart, and 40+ neighbourhood health pilots were announced in 2025.

(Based on 'Primary Care Networks Explained', The King's Fund (updated 2025). www.kingsfund.org.uk)

GP Federations

GP federations are groups of primary care providers, which form a single organisational entity and work together as economies of scale to deliver services for their combined patient communities (NHS Confederation, 2021).

There are many GP federations across England (NHSE, 2026).

- **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](#)
- **GP Primary Choice** a primary care provider company based in North East Essex owned by 32 GP Practices in the locality,

Values:

- *Locally run to meet local needs;*
- *Securing quality for our patients;*
- *Trusted and based on patient preference;*
- *Sustainable and viable*

Aims:

- *Supporting Primary Care to be sustainable*
- *To reduce Health Inequalities*
- *To improve access to services within the local communities*

- North East Essex GP Federation website: <https://www.gpprimarychoice.co.uk/>

- **Norfolk Primary Care** is Community Interest Company, proudly owned by member GP practices across Norfolk and Waveney. They provide innovative, at-scale services designed to support the strength, resilience, and sustainability of primary care. By working closely with our member practices, they help deliver high-quality care to local communities while driving improvements through practical, forward-thinking solutions.

- Norfolk Primary Care website: <https://norfolkprimarycare.com>

How patients access services

How do patients access primary care?

Patients use a range of routes, which influence workload and demand

- GP practice (phone, online, in person)
- NHS App and digital consultation tools
- Community Pharmacy (minor illness, Pharmacy First)
- NHS 111 and urgent care services

What this means for staff

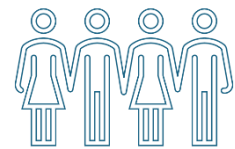
Patients may arrive through different routes with different expectations

- Not all patients need to see a GP
- You may need to signpost or redirect appropriately
- Demand is managed through triage and prioritisation

Modern General Practice

How general practice has evolved

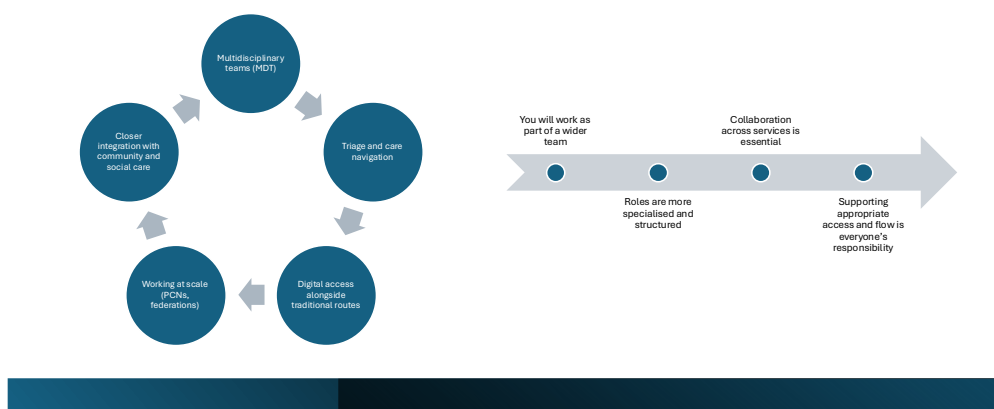
General practice has changed significantly to meet increasing demand and complexity. General Practice is no longer GP only – it is a team-based model of care:



- Growing patient need and complexity
- Workforce diversification (multi-disciplinary teams)
- New models of access (triage, digital, Pharmacy First)
- Greater focus on prevention and population health



The Modern General Practice Model



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

Module 2 - Introduction to Primary Care

Introduction to Norfolk, Suffolk and North Essex Primary Care

Norfolk, Suffolk and North Essex are home to diverse communities, each with unique health needs and challenges. Patient safety and the quality of health care is at the heart of all ambitions. Our population includes:

- Large urban centres such as Colchester, Norwich, Ipswich, Lowestoft and Great Yarmouth
- Market towns and rural villages
- Coastal communities
- Areas of significant deprivation alongside some of England's most affluent neighbourhoods
- Growing numbers of older people living with long-term conditions

Understanding our local communities helps us provide safe, effective and person-centred care.

[ONS Population Estimates](#), [Norfolk Insights Suffolk Observatory](#) (2026)

Who Lives Here

Norfolk, Suffolk and North Essex are home to approximately **2 million people**.

Key characteristics include:

An ageing population

Increasing numbers of people living with multiple long-term conditions

Growing demand for health and care services

Significant variation in health outcomes between communities

Diverse cultural and socioeconomic backgrounds

Around **half of residents live in rural or coastal areas**, where access to services can be more challenging.

Approximately **219,000 people live in the 20% most deprived communities nationally**. In these areas, early deaths are around **70% higher than in the least deprived areas**.

These differences shape how we plan services and highlight why reducing inequality is central to our work.

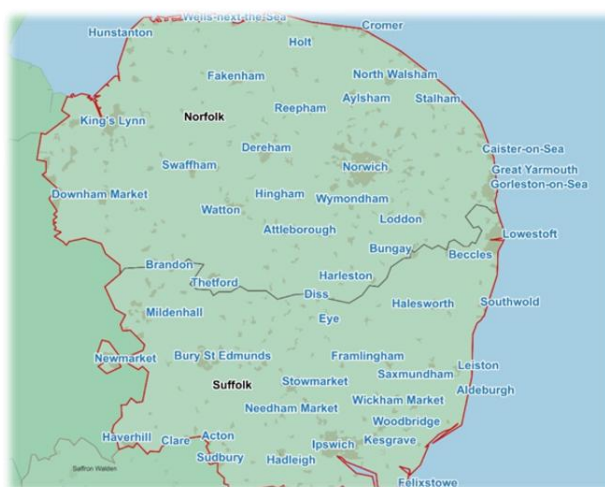
(Norfolk and Suffolk ICS, 2026)

Norfolk and Suffolk ICB Footprint

Norfolk and Suffolk ICB is divided into geographical areas. Originally based upon (Clinical Commission Groups), there are 3 ICBs recognised by the Department of Health and Social Care and NHSE:

- Ipswich & East Suffolk
- West Suffolk
- Norfolk & Waveney

Each of these sub-ICBs (referred to as Alliances) is then divided into PCNs and practices.



CCGs
sub-
Health

Additionally, Norfolk & Waveney is 'unofficially' subdivided into 5 additional localities, to facilitate administration of the entire Alliance.

- *Great Yarmouth & Waveney*
- *Norwich*
- *North Norfolk*
- *South Norfolk*
- *West Norfolk.*

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.

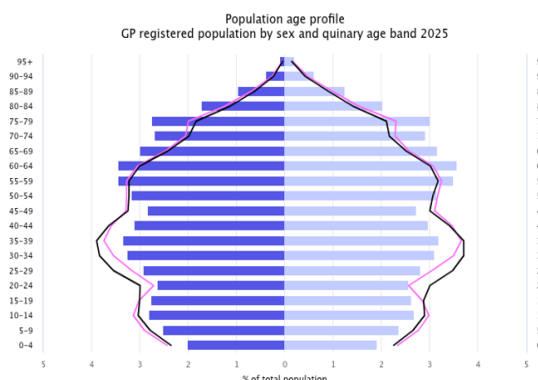
Norfolk & Waveney

Norfolk has a long and rich history, with evidence of human activity dating back over 1.2 million years, including prehistoric tools and footprints at Happisburgh. It was home to the Iceni tribe, led by the famous queen Boudicca, and later became part of the Roman and Anglo-Saxon kingdoms.

The county is famous for the **Norfolk Broads**, a network of rivers and lakes created by medieval peat digging, now a protected area and popular for boating and wildlife observation. The **Sandringham Estate**, the private country home of the British royal family, is located in North Norfolk.

Norfolk and Waveney Alliance serves a population of approximately 1,097,427. There are 5 **localities** in the sub-ICB Norfolk & Waveney. In those localities are **18 PCNs** comprised of 106 Practices.

For more information on the Norfolk and Waveney Alliance please visit: [Norfolk & Suffolk ICB](#)



Localities

Norwich

East Norwich PCN

[East Norwich Medical Partnership](#)
[Hellesdon Medical Practice](#)
[The Lionwood Medical Practice](#)
[Norwich Practices Health Centre](#)
[Old Catton Medical Practice](#)
[Prospect Medical Practice](#)
[Thorpewood Medical Practice](#)
[Woodcock Road Surgery](#)

Norwich North PCN

[Lawson Road Surgery](#)
[Magdalen Medical Practice](#)
[Oak Street Medical Practice](#)

West Norwich PCN

[Beechcroft & Old Palace Surgery](#)
[Marriots Medical Practice](#)
[Roundwell Medical Centre](#)
[Trinity & Bowthorpe Medical Practice](#)
[Wensum Valley Medical Practice](#)

Central Norwich PCN

[Castle Partnership](#)
[Lakenham Surgery](#)
[St Stephen's Gate/Newmarket Road](#)
[West Pottergate Medical Practice](#)
[UEA Medical Centre](#)

Great Yarmouth and Waveney

Gorleston PCN

[The Beaches Medical Practice](#)
[Millwood Partnership](#)

Great Yarmouth and Northern Villages PCN

[Coastal Villages](#)
[East Norfolk Medical Practice](#)
[Fleggburgh Surgery](#)
[Nelson Medical Centre](#)
[Park Surgery](#)

Lowestoft PCN

[Alexandra and Crestview Surgeries](#)
[Andaman Surgery](#)
[Bridge Road Surgery](#)
[High Street Surgery](#)
[Rosedale Surgery and Kirkley Mill Surgery](#)
[Victoria Road Surgery](#)

North Norfolk

NN1 PCN

[Fakenham Medical Practice](#)
[Holt Medical Practice](#)
[Sheringham Medical Practice](#)

NN3 PCN

[Coltishall Medical Practice](#)
[Drayton Medical Practice](#)
[The Market Surgery](#)
[Reepham & Aylsham Medical Practice](#)

NN2 PCN

[Aldborough Surgery](#)
[Birchwood Medical Practice](#)
[Cromer Group Practice](#)
[Mundesley Medical Centre](#)
[Paston Surgery](#)

NN4 PCN

[Acle Medical Partnership](#)
[Blofield Surgery](#)
[Brundall Medical Partnership](#)
[Hoveton & Wroxham Medical Centre](#)
[Ludham & Stalham Green Surgeries](#)
[Staithe Surgery](#)

West Norfolk

Coastal PCN

[The Burnham Surgery](#)
[Great Massingham & Docking Surgeries](#)
[Grimston Medical Centre](#)
[Heacham Group Practice](#)
[Wells Health Centre](#)

King's Lynn PCN

[Southgates Medical Centre](#)
[St James Medical Practice](#)
[The Woottons Surgery](#)
[Vida Healthcare](#)

Fens & Brecks PCN

[Boughton Surgery](#)
[Feltwell Surgery](#)
[St Clements Surgery](#)
[St Johns Surgery](#)
[Upwell Medical Centre](#)
[Watlington Medical Centre](#)

Swaffham & Downham PCN

[Bridge Street Surgery](#)
[Campingland Surgery](#)
[The Hollies Surgery](#)
[Howdale Medical Centre](#)
[Litcham Health Centre](#)
[Manor Farm Medical Centre](#)
[The Plowright Medical Centre](#)

South Norfolk

Breckland Alliance PCN

[Grove Surgery](#)
[School Lane Surgery](#)
[Watton Medical Practice](#)

SNhIP PCN

[Attleborough Surgeries](#)
[Chet Valley Medical Practice](#)
[Church Hill, Pulham Market](#)
[Harleston Medical Practice](#)
[Heathgate Medical Practice](#)
[Lawns Medical Practices](#)
[Long Stratton Medical Practice \(& Newton Flotman\)](#)
[Old Mill & Millgates Medical Practice](#)
[Parish Fields Practice](#)

Ketts Oak PCN

[East Harling & Kenninghall Medical Practice](#)
[Humbleyard Practice](#)
[Hingham Surgery](#)
[Windmill Surgery](#)
[Wymondham Medical Centre](#)

Mid-Norfolk PCN

[Elmham Surgery & Swanton Morley](#)
[Orchard Surgery](#)
[Mattishall & Lenwade Surgeries](#)
[Shipdham Surgery](#)
[Theatre Royal Surgery](#)

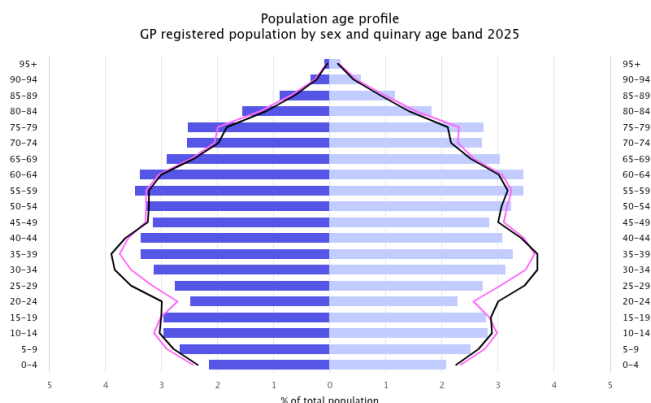
Ipswich & East Suffolk

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, 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 & East Suffolk Alliance serves a population of approximately 417,361. There are 9 Primary Care Networks (PCNs) comprised of 34 practices.

For more information on Ipswich and east Alliance please visit: [Norfolk & Suffolk ICB](#)



Barrack Lane and Ivory Street Primary Care Network

[Barrack Lane Medical Centre](#)

[Ivory Street Medical Practice](#)

Deben Health Group South Primary Care Network

[Framfield House Surgery](#)

[Little St John's Street Surgery](#)

[The Peninsula Practice](#)

[Wickham Market Medical Centre](#)

East Ipswich Primary Care Network

[Drs Solway & Mallick](#)

[Orchard Medical Practice](#)

[Ravenswood Medical Practice](#)

East Suffolk Primary Care Network

[Combs Ford Surgery](#)

[Debenham Group Practice](#)

[Derby Road Practice](#)

[Eye Health Centre](#)

[Fressingfield Medical Centre](#)

[Haven Health](#)

[Howard House Surgery](#)

[Mendlesham Health Centre](#)

[Stow Health](#)

North East Coastal Primary Care Network

[Framlingham Medical Practice](#)

[Leiston Surgery](#)

[Saxmundham Health](#)

North East Ipswich Primary Care Network

[Felixstowe Road Medical Practice](#)

[Two Rivers Medical Centre](#)

Orwell Primary Care Network

[Burlington Primary Care](#)

[Grove Medical Centre](#)

[Hawthorn Drive Surgery](#)

South Rural Primary Care Network

[Bildeston Health Centre](#)

[Constable Country Medical Practice](#)

[Hadleigh & Boxford Group](#)

[Needham Market Country Practice](#)

[The Holbrook and Shotley Practice](#)

Wolsey Primary Care Network

[Cardinal Medical Practice](#)

[Martlesham Heath Surgery](#)

[Embrace Medical Centre](#)

West Suffolk

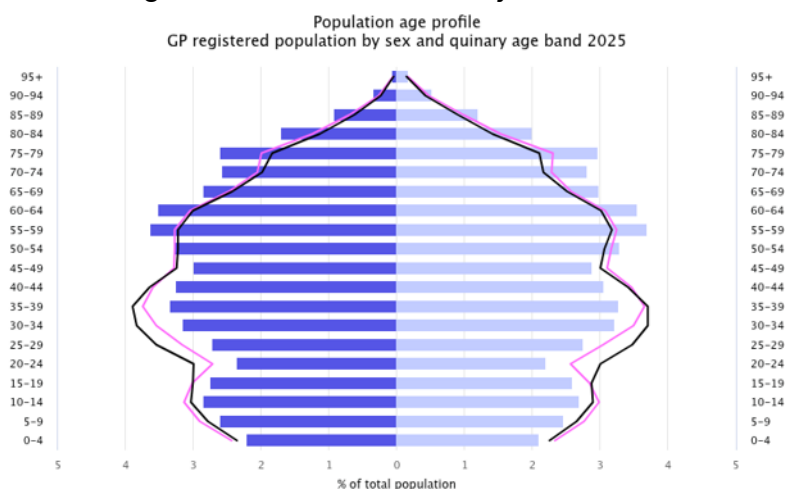
The area of West Suffolk is a predominantly rural district in the heart of East Anglia. Well-connected with London, the rest of East Anglia and the Midlands, West Suffolk is a safe and comparatively prosperous place in which to live. It also has some beautiful and accessible countryside areas, including 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.

West Suffolk serves a population of approximately 280,454.

There are 6 PCN comprised of 23 practices.

For more information on West Suffolk please visit: [Norfolk & Suffolk ICB](#)



Blackbourne Primary Care Network

- [Botesdale Health Centre](#)
- [Ixworth Surgery](#)
- [Stanton Surgery](#)
- [Woolpit Health Centre](#)

Haverhill Primary Care Network

- [Haverhill Family Practice](#)
- [Unity Healthcare](#)

Sudbury Primary Care Network

- [Hardwicke House Group Practice](#)
- [Siam Surgery](#)

West Suffolk Rural Primary Care Network

- [Clare Guildhall Surgery](#)
- [Wickhambrook Surgery](#)

Bury St Edmunds Primary Care Network

- [Angel Hill General Practice](#)
- [Guildhall and Barrow Surgery](#)
- [Mount Farm Surgery](#)
- [Swan Surgery](#)
- [Victoria Surgery](#)

Forest Heath Primary Care Network

- [Brandon Medical Practice](#)
- [Forest Surgery](#)
- [Lakenheath Surgery](#)
- [Market Cross Surgery](#)
- [Oakfield Surgery](#)
- [Orchard House Surgery](#)
- [The Reynard Surgery](#)
- [The Rookery Medical Centre](#)

North East Essex

Colchester is one of three cities in Essex and is the only city in North 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.

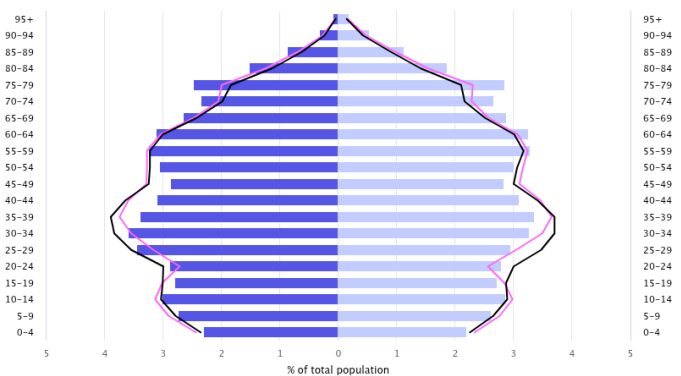
Colchester occupies the site of [Camulodunum](#), the first major city in Roman Britain and its first capital. Colchester therefore claims to be Britain's oldest recorded town. It has been an important military base since the Roman era, with [Colchester Garrison](#) currently housing the 16th Air Assault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

North Essex serves a population of approximately 380,796.

There are 7 PCNs comprised of 33 practices.

For more information on the North Essex Alliance please visit: [Primary care North Essex | GP, pharmacy and dental services](#)

Population age profile
GP registered population by sex and quinary age band 2025



Clacton Primary Care Network

- [East Lynne Medical Centre](#)
- [North Clacton Medical Group](#)
- [Old Road Surgery](#)
- [Thorpe Surgery](#)

Colchester Medical Practice Primary Care Network

- [Castle Gardens Medical Centre](#)
- [Parsons Health Medical Practice](#)
- [Shrub End Surgery](#)
- [Wimpole Road](#)

Creffield Medical Group Primary Care Network

- [Creffield Medical Group](#)
- [Turner Road Surgery](#)

Stour Estuary Primary Care Network

- [Fronks Road Family Surgery](#)
- [Harewood Surgery](#)
- [Mayflower Medical Centre](#)
- [The Ardleigh Surgery](#)
- [The Riverside Health Centre](#)

Abbey Field Primary Care Network

- [Abbey Field Medical Centre](#)
- [Ambrose Avenue Group Practice](#)
- [East Hill Surgery](#)
- [Rowhedge & University of Essex Medical Practice](#)
- [Tollgate Health Centre](#)
- [Wivenhoe Surgery](#)

North Colchester Primary Care Network

- [Highwoods Surgery](#)
- [Lawford Surgery](#)
- [Mersea Island Medical Centre](#)
- [Mill Road Surgery](#)
- [Tiptree Medical Centre](#)
- [Winstree Medical Practice](#)

Tendring Primary Care Network

- [Caradoc Surgery](#)
- [Clacton Community Practices](#)
- [Colne Medical Centre](#)
- [Great Bentley Surgery](#)
- [Ranworth Surgery](#)
- [St James Surgery](#)
- [Walton Medical Centre](#)

What Influences Health?

Wider determinants of health include:



Why these matter

Patients may face challenges that affect their ability to:

- Attend appointments
- Manage medications
- Maintain healthy lifestyles
- Access support services

For Further Information on determinants of health please visit:

- [The King's Fund – What are the wider determinants of health?](#)
- [Office for Health Improvement and Disparities \(OHID\)](#)
- [NHS England – Core20PLUS5](#)

Health Inequalities

Health inequalities are avoidable differences in health between groups of people.

Not everyone has the same opportunity to live a healthy life



Rural isolation



Poor transport links



Coastal deprivation



Reduced access to services for vulnerable groups



Social isolation



Lower healthy life expectancy in some communities

What can primary care do?

Primary care plays a vital role in:

- ✓ Early intervention
- ✓ Prevention
- ✓ Signposting
- ✓ Improving access
- ✓ Reducing health inequalities

Further Information:

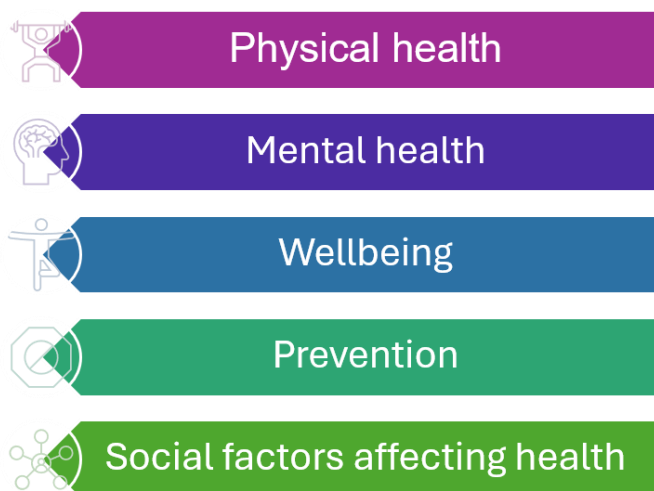
- NHS England – What are Health Inequalities
- The King's Fund – Health Inequalities Explained
- Health Foundation – Health Inequalities Programme

Population Health

What is Population health?

“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)

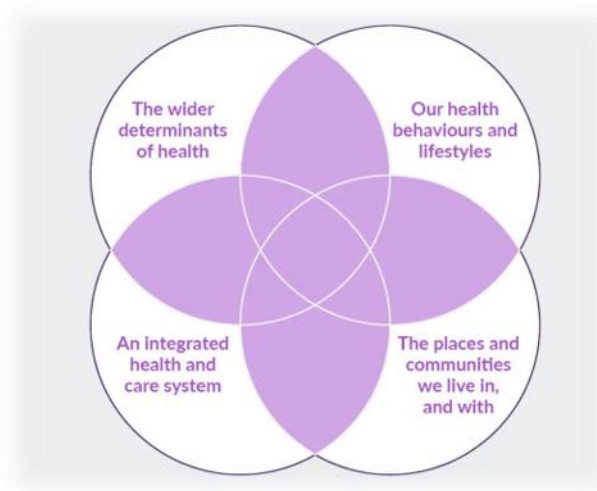
Population health focuses on improving health outcomes for entire groups of people whilst reducing inequalities. A population health approach looks at:



For more information on Population Health please visit: [A Vision For Population Health | The King's Fund](#)

In practice this means:

Using information about local communities to **identify needs and deliver support** where it will have the greatest impact.



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

Population Health Management

What is Population Health Management (PHM) and why do we need it?

Population Health Management (PHM) improves population health through data-driven planning and the delivery of proactive care to optimise health outcomes. It is essentially about moving from a largely reactive system (that is responding when someone becomes unwell) moving to a much more proactive system.

PHM is a **partnership approach** across the NHS and other public services including local authorities, emergency services, schools, the voluntary sector, housing associations, social services, patient groups, communities, and the public. All have a role to play in addressing the interdependent issues that affect people's health and wellbeing.

PHM uses **data, both healthcare data from clinical systems and non-healthcare data** from sources including local authority and social services

Population Health Management (PHM) will be a core enabler and function of integrated care systems in helping drive a data led focus on person-centred care.

For further information on population health management please visit:

NHS England – Population Health Management

Faculty of Public Health

Please also access '[Introduction to population health management](#)' e-lfh module for further learning.



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

Working Together Around the Patient

Modern healthcare depends on teamwork. A patient may receive support from a variety of individuals and services across the health and social care system



For further Information on Integrated Care please visit:

[The King's Fund – Integrated Care Explained](#)

[NHS England – Integrated Care Systems Resources](#)

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.

Community services play a key role in keeping people well, treating and managing acute illness and long-term conditions, and supporting people to live independently in their own homes (Kingsfund 2023).



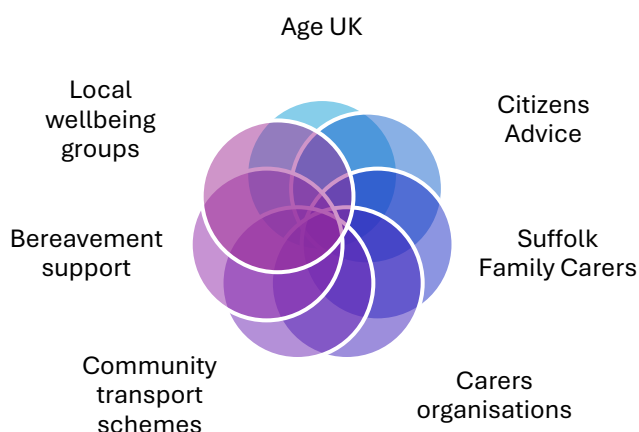
Further information on community services is available [here](#)

For a comprehensive list of Norfolk, Suffolk, and North Essex community health providers please contact your local ICB

[Norfolk & Suffolk ICB](#)

[NHS Essex ICB | Supporting healthier lives across Essex](#)

The Voluntary, Community and Social Enterprise Sector



The voluntary sector plays an important role in supporting health and wellbeing.

Many issues affecting health cannot be solved by healthcare services alone.

For more information in Norfolk:

[Voluntary Norfolk](#)

For more information in Suffolk:

[Volunteer Suffolk](#)

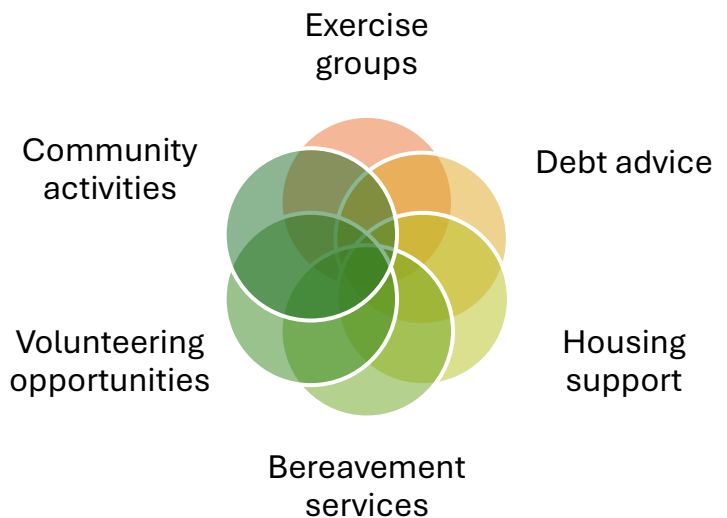
Supporting People Beyond Healthcare

Social Prescribing

Social prescribing connects people with community support that can improve their health and wellbeing. Social prescribing can help people manage wider issues affecting their health and quality of life.

For further information on social prescribing and personalised care, please visit:

[National Academy for Social Prescribing](#)
[NHS England Social Prescribing](#)
[Personalised Care Institute](#)



The Future: Neighbourhood Health

The NHS is increasingly focused on delivering care closer to home. Staff working across organisations and professional boundaries will become increasingly important moving forward.



For further information on neighbourhood health and integrated neighbourhood working, please visit the resources below:

[Neighbourhood Health Framework \(DHSC and NHS England\)](#)
[NHS England – Integrated Neighbourhood Working](#)
[The King's Fund – What is Neighbourhood Health?](#)

Key Support Services Available to Primary Care

Primary care teams are supported by many specialist services. These may include the following:



Further information about local support teams and services may be available through your local Integrated Care Board (ICB). As structures and teams can vary across regions, please contact your local ICB for the most up-to-date information relevant to your area.

[NHS Norfolk & Suffolk ICB](#)

[NHS Essex ICB](#)

Prevention and Early Intervention

Prevention is a core part of primary care.



Immunisations



NHS Health Checks



Cancer screening programmes



Smoking cessation support



Weight management services



Cardiovascular disease prevention

Useful Resources

National Organisations	Local Resources
NHS England	NHS Norfolk and Suffolk ICB
The King's Fund	NHS Essex ICB
Health Foundation	Suffolk Observatory
NHS Employers	Norfolk Insight
e-Learning for Healthcare (e-LfH)	Community Action Suffolk
National Academy for Social Prescribing	Voluntary Norfolk
NICE	Training Hub Website
Care Quality Commission (CQC)	

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)

Expanding our workforce

Multi-professional Team Working

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](#)

Pharmacy Technician	Physiotherapist	Paramedic	GP	Nurse	Reception Team	Clinical Pharmacist
Physician Assistant	Mental Health therapist	Occupational Therapist	Dietitian	Personalised care roles	Advanced Practitioners	Healthcare Assistant

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)

HCAs 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)

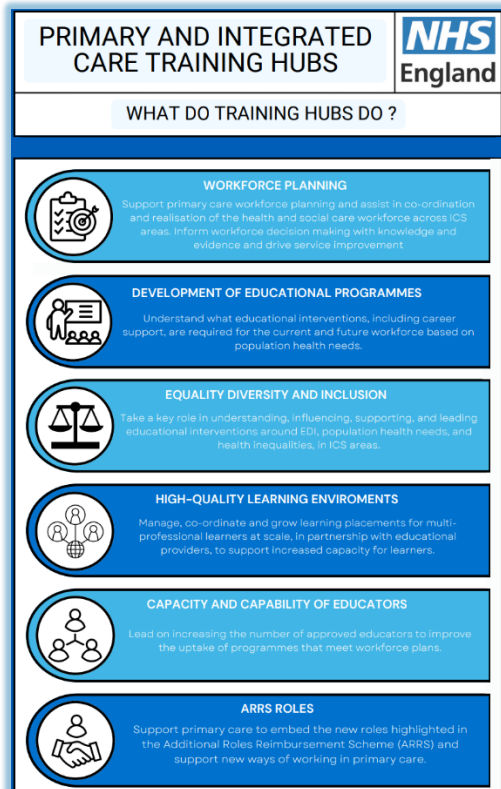
For more information about Care Navigators, please visit [NHSE](#)

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).

Training Hubs bring together education and training resources from NHS organisations, community providers, and local authorities.

They have access to a range of information, resources, apps, and contacts within national and local networks who can offer practical guidance, support and advice.

What are Training Hubs and how do they work?

NHS England, 2022

Introduction to our Training Hub

About us

The 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.

At present we support those staff working within general practice in Norfolk, Suffolk and North Essex.



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



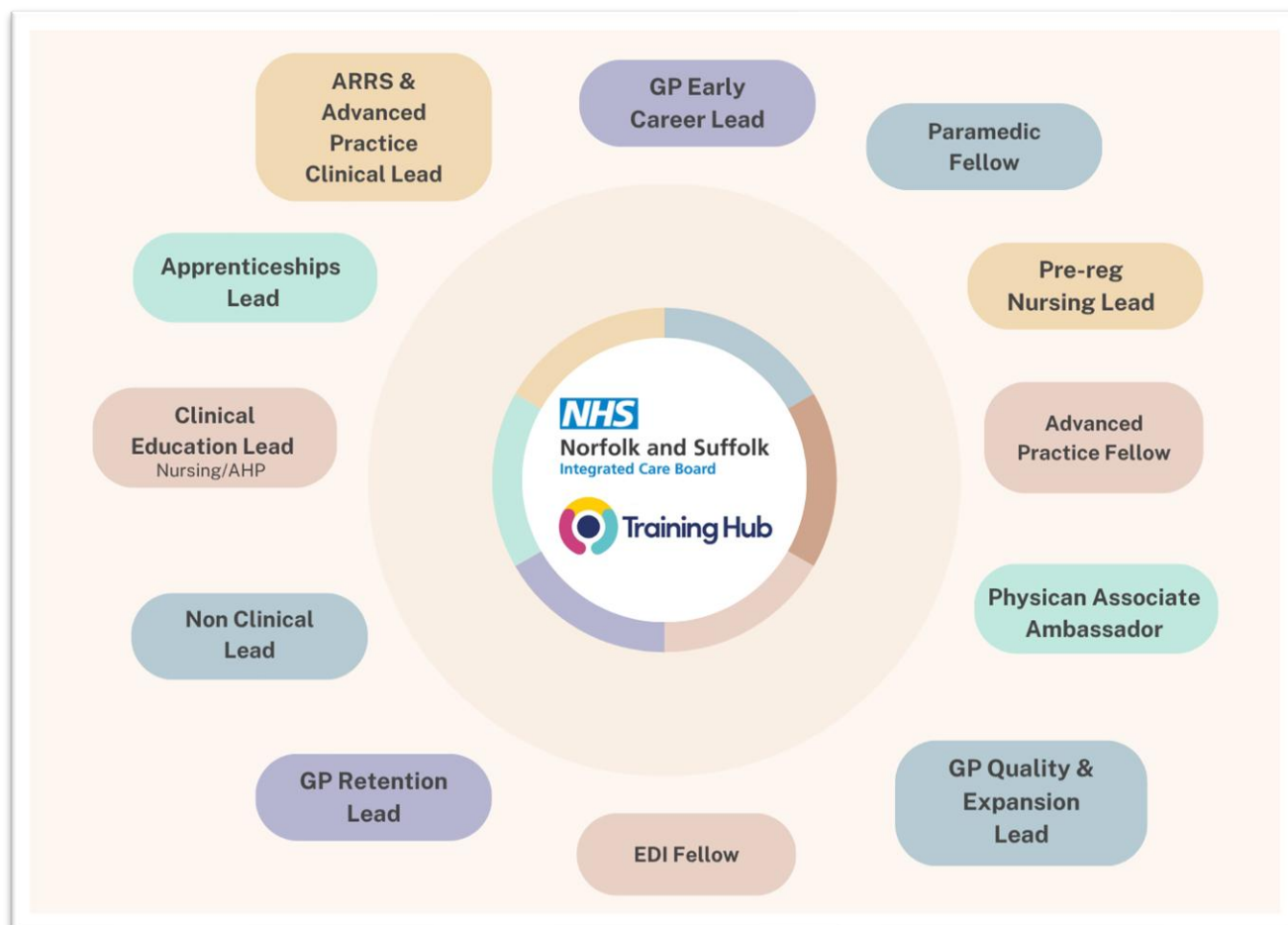
“We listen and are value driven to work collaboratively with all colleagues, stakeholders and learners”

⚠ Please note:

The Training Hub is currently hosted by NHS Norfolk and Suffolk ICB following the dissolution of NHS Suffolk and North East Essex (SNEE) ICB. As part of ongoing system alignment, arrangements for the North East Essex locality will transition to NHS Essex ICB. **Please ensure you receive and follow updates from your local organisation regarding this position.**



Training Hub Team



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

[VIDEO: Training hubs and quality management \(NHSE, 2021\)](#)

Training Hub Offers

Training Opportunities

The Training hub offers 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 The Training Hub news, events, and training, as well as more about our projects please see our [website](#), or email: nsicb.traininghub@nhs.net

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.

The Importance of Induction

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.

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.

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

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 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)

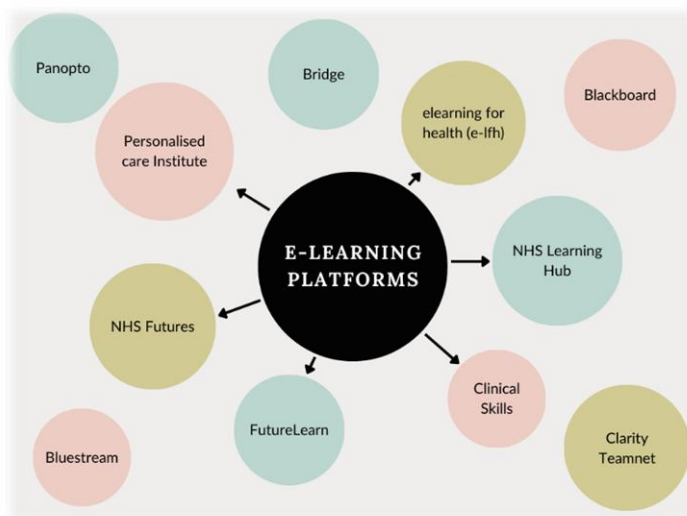
For further information on The NHS Learning Hub please see [here](#)

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.



This diagram shows examples of some of the online platforms that have been frequently used across the Norfolk, Suffolk and North Essex region - Please note that this is not an exhaustive list.

For further information including links to some of these platforms, please see [here](#)

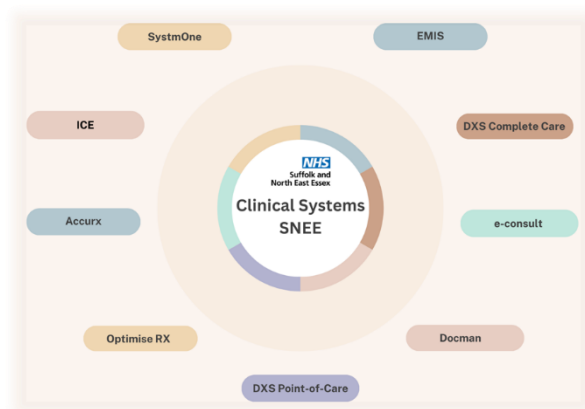
Clinical Systems

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'.

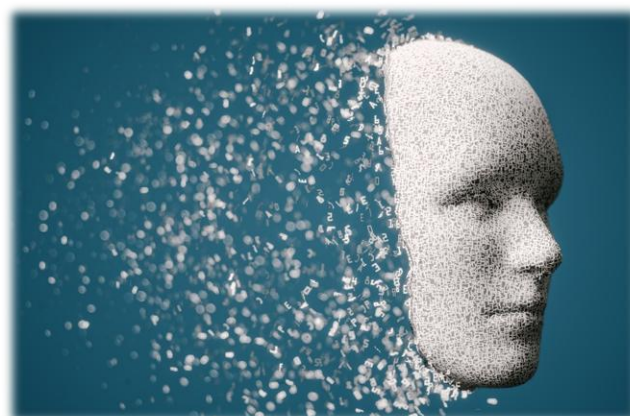
It is designed to give people secure digital access to their own medical records, find trusted information about their health online; allow patients to conveniently book appointments and view test results online. In time it will also provide medical advice and consultations securely (NHS England, 2024).

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

NHS and Artificial Intelligence (AI)

Artificial Intelligence (AI) has the potential to make a significant difference in health and care settings. We're already seeing numerous applications of AI technology, and more work is underway to fully harness its benefits and use AI safely and ethically at scale. AI as a specialised technology differs in many ways to other medtech technologies. Addressing these AI considerations is the focus of the NHS England AI team (NHS England, 2025).



Artificial Intelligence (AI) and machine learning

The NHS England AI Team aims to lead the NHS in harnessing AI innovations to deploy them in an ethical, efficient, and responsible manner that delivers enhanced health outcomes and system efficiencies, while upholding transparency, trust, and patient safety.

They have created an AI knowledge repository to enable the responsible adoption of AI in the NHS by providing a suite of resources for all those working within healthcare to access.

It is predicted that general practice will be one of the most affected workforce groups in the NHS. (NHS England, 2025).

Further information and support

For further information and support in regard to AI in general practice please see NHS Digital guidance [here](#)

ICB Digital and IT team for further local support and guidance: Norfolk & Suffolk: nwicb.digital@nhs.net.

Please also seek guidance from your local Data Protection Officers for your organisation.

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](#)

Supervisors/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](#)

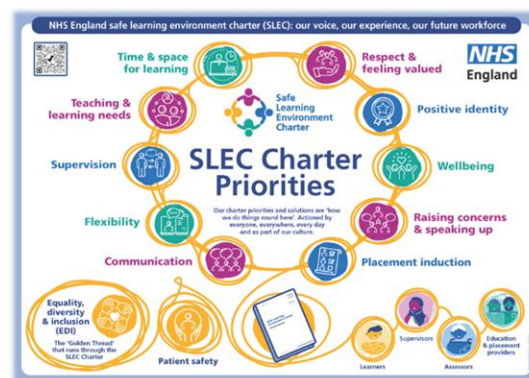
[NHSE Quality Framework](#)

[Educator Training Resource \(e-lfh\)](#)

Safe Learning Charter

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

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



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

Additional resources

[Centre for Advancing Practice](#)

[Nursing and Midwifery Council](#)

[The Chartered Society of Physiotherapy](#)

[The Personalised Care Institute](#)

[National Association for Primary care](#)

[General Medical Council](#)

[College of Paramedics](#)

[Royal college of Podiatry](#)

[NHS England](#)

[Royal College of Speech and Language Therapists \(RCSLT\)](#)

[Royal College of nursing](#)

[General Pharmaceutical Council \(GPHC\)](#)

[Royal Pharmaceutical Society of GB](#)

[British Association of Dieticians](#)

[National Association of Phlebotomists](#)

[Royal College of Occupational Therapists](#)

[Royal College of General Practitioners](#)

[British Medical Association](#)

[National Academy for Social Prescribing](#)