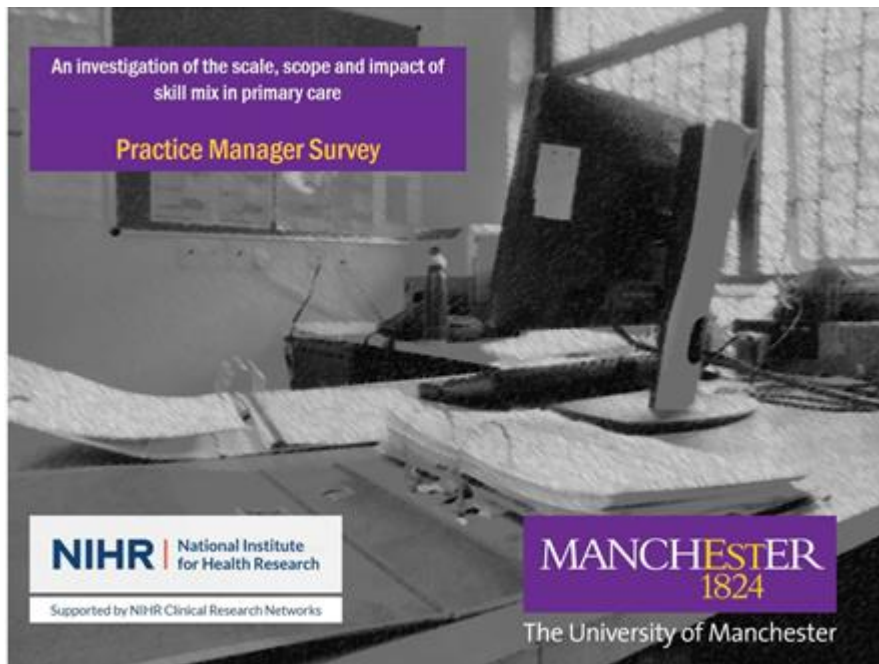


1 Practice manager survey



Please type in your practice ID code into the box below:

* Entering your practice ID ensures that you receive questions specific to your practice. The ID is also known as ODS code and often appears on your NHS email system (e.g. Manager Practice (V71240))

An investigation of the scale scope and impact of skill mix in primary care

PRACTICE MANAGER SURVEY

It is acceptable for the person receiving the invitation to pass the survey to a colleague who routinely deals with workforce returns (for NHS Digital)

You are being invited to take part in a survey to look at what happens when new types of practitioners work in GP practices. Before you decide whether to take part, it is important for you to understand why the research is being conducted and what it will involve. Please take time to read the following information carefully and discuss it with others if you wish. Please ask if there is anything that is not clear or if you would like more information. Take time to decide whether or not you wish to take part. Thank you for taking the time to read this.

If you wish to find out more about the study before making the decision, you can either go to our [study webpage](#), see the linked [information sheet](#) or contact us at skillmixstudy@manchester.ac.uk.

Completion and return of this survey will indicate your consent for participating in this study.

Distribution of invitations for this study is supported by the NIHR Clinical Research Network (CRN).

We are therefore required to notify the CRN of your practice's participation to ensure that participation data is recorded appropriately. However, we will not share details of the individual participant or your answers to the survey questions.

Practices who complete and return the survey online will be entered into a £250 prize draw. There will be four prizes which will be randomly selected. The prize will be payable to the practice employing the Practice Manager completing the survey. We envisage that the prize will be spent on staff developments such as training, welfare, purchase of equipment etc.

Thank you.

This Project Has Been Approved by the NHS Research Ethics Committee

IRAS ID 244153, Version 3, 17/05/19

The research is funded by the NIHR. The views expressed are those of the author(s) and not necessarily those of the NHS, the NIHR or the Department of Health.

Are the below details correct?

Practice code: []

Practice name: []

CCG code: []

CCG name: []

If yes, please click *Next* to continue with the questionnaire.

If no, please click *Back* twice and re-enter your practice code in the opening page. If you believe that you have entered the correct practice code but the details are incorrect or you receive an error please contact our study email skillmixstudy@manchester.ac.uk.

Please note the above data is from publicly available records

Please carefully check that the information below shows the correct number of people (i.e. headcount (HC)) currently working in your practices in each of these categories.

This data is from the 31st March 2019 NHS Digital Workforce dataset. It may be out of date, missing or wholly inaccurate.

[Online survey presents each practice manager with a pre-populated list of all their practitioners as reported by NHS digital workforce Minimum Data Set and space to add any missing practitioner types}

Please enter the correct current headcount information in the box below

	NHS Digital HC	Correct HC
GP Partner HC	[]	<input type="checkbox"/>
GP Salaried HC	[]	<input type="checkbox"/>
GP Locum HC	[]	<input type="checkbox"/>
Practice Nurse HC	[]	<input type="checkbox"/>
Advanced Nurse Practitioner HC	[]	<input type="checkbox"/>
Nurse Specialist HC	[]	<input type="checkbox"/>
Healthcare Assistant HC	[]	<input type="checkbox"/>
Physician Associate HC	[]	<input type="checkbox"/>
Pharmacist HC	[]	<input type="checkbox"/>
Paramedic HC	[]	<input type="checkbox"/>

Please carefully check the full time equivalent (FTE) information shown below and select any that are currently incorrect. This data is from the 31st March 2019 NHS Digital Workforce dataset and may be out of date, missing or wholly inaccurate.

Please enter the current correct full time equivalent information in the boxes below. Please enter FTE up to 2 decimal places (e.g. 1.25).

	NHS Digital FTE	Correct FTE
GP Partner FTE	[]	<input type="checkbox"/>
GP Salaried FTE	[]	<input type="checkbox"/>
GP Locum FTE	[]	<input type="checkbox"/>
Practice Nurse FTE	[]	<input type="checkbox"/>
Advanced Nurse Practitioner FTE	[]	<input type="checkbox"/>
Nurse Specialist FTE	[]	<input type="checkbox"/>
Healthcare Assistant FTE	[]	<input type="checkbox"/>
Physician Associate FTE	[]	<input type="checkbox"/>
Pharmacist FTE	[]	<input type="checkbox"/>
Paramedic FTE	[]	<input type="checkbox"/>

Please indicate how long has your practice been employing these staff groups?

	Duration of employment
Advanced Nurse Practitioner	<input type="checkbox"/>
Nurse Specialist	<input type="checkbox"/>
Healthcare Assistant	<input type="checkbox"/>
Physician Associate	<input type="checkbox"/>

Pharmacist	<input type="checkbox"/>
Paramedic	<input type="checkbox"/>

** If employed less than a year please indicate whether these staff were employed before or after the 31st March workforce data extraction.

Has external funding been available to your practice to support employment of these groups?

(Please tick all that apply)

	Advanced Nurse Practitioner	Nurse Specialist	Healthcare Assistant	Physician Associate	Pharmacist
No specific funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CCG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local provider, GP network/federation etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health Education England	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NHS England	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Don't know	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other- please state source					
Tick box if you still receive funding for this staff group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. What influences the decisions made in your practice about employing practitioners from different professional backgrounds?

In this section, we are asking about what your practice regards as the more important reasons for employing specific types of practitioners in your current workforce.

[Table generated for each type of practitioner employed at the practice]

The employment of [type of practitioner] was influenced by (Please select all that apply):	
<input type="checkbox"/>	Unable to recruit a GP
<input type="checkbox"/>	Desire to release GP time
<input type="checkbox"/>	Desire to achieve a better match between what patients need and what the practitioner team can deliver
<input type="checkbox"/>	To increase overall appointment availability
<input type="checkbox"/>	To cope with recruitment issues – our choices are limited by the availability of suitable practitioners
<input type="checkbox"/>	Desire to improve cost-effectiveness
<input type="checkbox"/>	To fit with local policy decisions e.g. such as funding for specific types of practitioner through an incentive scheme
<input type="checkbox"/>	To make use of specific services, funding or incentives provided a local CCG, federation or GP network etc.

<input type="checkbox"/>	To provide additional or improved services to patients such as increased access beyond what is currently available
<input type="checkbox"/>	To keep pace with the range of services offered by other local practices
<input type="checkbox"/>	Desire to move forward with national policy for skill mix (i.e. different types of practitioners)
<input type="checkbox"/>	Desire to improve working conditions for practice staff
<input type="checkbox"/>	Other

Which of the following explain why you currently do not employ any of the following staff groups: Advanced Nurse Practitioners, Specialist Nurses, Healthcare Assistants, Physician Associates, Pharmacists, Paramedics? (Please select all that apply)

<input type="checkbox"/>	We have sufficient appointments available with existing team
<input type="checkbox"/>	We have been unable to recruit/retain these staff
<input type="checkbox"/>	Previous negative experience of one or more of these staff groups
<input type="checkbox"/>	Financial constraints
<input type="checkbox"/>	Limited physical space for additional staff

C. Satisfaction with current workforce composition

If your practice would like to have additional input from any of the following types of practitioner, please indicate which type and whether you would prefer them to be employed by the practice or made available through a network, federation or similar organisation.

Would your practice like to have access to any or any additional practitioners of the following types?

	Employed through our own practice	Access through a network, federation or similar organisation
Partner GP	<input type="checkbox"/>	<input type="checkbox"/>
Salaried GP	<input type="checkbox"/>	<input type="checkbox"/>
Advanced Nurse Practitioner	<input type="checkbox"/>	<input type="checkbox"/>
Specialist Nurse	<input type="checkbox"/>	<input type="checkbox"/>
Practice Nurse	<input type="checkbox"/>	<input type="checkbox"/>
Healthcare Assistant	<input type="checkbox"/>	<input type="checkbox"/>
Physician Associate	<input type="checkbox"/>	<input type="checkbox"/>
Pharmacist	<input type="checkbox"/>	<input type="checkbox"/>

What best describes why you do not wish to increase your practitioner employment at present?
(Please select all that apply)

<input type="checkbox"/>	We can offer sufficient appointments to provide all necessary services to patients at present
<input type="checkbox"/>	We have been unable to recruit the types of practitioner that we would want to employ

<input type="checkbox"/>	Not enough resources/courses available to upskill current staff
<input type="checkbox"/>	Our practice would not benefit from new roles as much as from established roles because of limits on what they can do (e.g. non-prescribers)
<input type="checkbox"/>	Insufficient funds to employ additional practitioners
<input type="checkbox"/>	Insufficient space for additional practitioners to work
<input type="checkbox"/>	Practice not ready for the challenges that increasing skill mix could bring
<input type="checkbox"/>	Patients not likely to accept a more diverse range of practitioners
<input type="checkbox"/>	Our practice has had negative experience of employing a particular practitioner type/more diverse range of practitioners
<input type="checkbox"/>	Partners/senior management do not see skill mix as an overall benefit
<input type="checkbox"/>	We expect that our local network will employ these additional staff
<input type="checkbox"/>	Other

If you had freedom to choose an ideal workforce to meet the healthcare needs of your patients, what percentage of the total workforce FTE would the following categories comprise.

All numbers should sum to 100. The bars will automatically change if you try to enter numbers greater than 100. If you wish to reset the question, please move all sliders back to zero.

We recognise that answers to this hypothetical question are best guesses. If you feel uncomfortable answering this question, please skip ahead.

[Slider (constant sum format) responses for each of : Partner GP; Salaried GP; Advanced Nurse Practitioner; Specialist Nurse; Practice Nurse; Healthcare Assistant; Physician Associate; Pharmacist; Paramedic; Physiotherapist]

Is your practice currently a member of, or intending to be a member of, a Primary Care Network (PCN)? Yes/No/Don't know

To your knowledge, will the Primary Care Network that your practice will be involved with, develop plans to employ any of the following practitioners:

	Yes	No	Don't know
Advanced Nurse Practitioner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nurse Specialist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Healthcare Assistant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physician Associate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pharmacist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paramedic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physiotherapist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Did you respond to this survey through an invitation from your local CRN? Yes/No

Thanks for completing our questionnaire.

Once the Prize Draw has been completed, we will contact practice managers at the winning practices.