Kent & Medway
PRIMARY CARE TRAINING HUB

NHS
Kent and Medway

New to Practice Programme 2025/26

Education and Development Opportunities for General Practitioners, Practice Nurses and Clinical ARRS roles

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Background

Primary Care and General Practice are a dynamic and rapidly evolving sector, continually adapting to meet the expectations of national policy and the needs of an increasingly diverse, growing, and longer-living population. Practices are at the forefront of addressing unique health challenges within their communities, making this field both exciting and rewarding for those seeking to make a meaningful impact.

The transition into Primary Care after qualification is one of the most vulnerable stages in a clinician's career. The New to Practice Programme is a national initiative designed to provide targeted support during this critical first year — a period often marked by high expectations, professional uncertainty and steep learning curves. The programme delivers a clear return on investment by building stability, confidence and long-term commitment.

It is also recognised that it can be daunting for those who are new or returning to work in the field of Primary Care and the programme is also open to those joining or returning to work within the sector.

Aims of the New to Practice Programme

The programme provides structure, space and psychological safety during the early post-qualification phase — helping participants navigate the real-world shift from training to autonomous practice.

Reducing Early Attrition
Both national and local evaluation data show that early career support significantly improves retention. Participants are more likely to stay in the profession and build long-term careers in Primary Care.

Building Professional Capability
Through focused development sessions, participants strengthen core skills such as consultation techniques, time management and clinical decision-making, helping them manage complexity with growing confidence.

Shaping Future Leaders
Early exposure to portfolio working, leadership roles and system-wide opportunities helps demystify career progression, giving participants a clearer sense of direction and long-term ambition.

Fostering Belonging and Wellbeing
Mentoring, peer networks and reflective practice reduce professional isolation - a key factor in early exits from the workforce and reinforce a sense of connection, purpose and resilience.

Programme

The programme is a 10-month journey designed specifically for new primary care staff. It combines modules in leadership, mentoring, clinical skills, and resilience to equip the individual. with the expertise and confidence needed to thrive in today's ever-changing healthcare environment.

The modules are delivered face to face in full-day sessions.

A summary of some of the topics covered is outlined below:

NHS System

This module provides an overview of the NHS organisation and its operation from practice to Integrated Care Board level. It also provides an overview of practice finance provision.

Peer Mentoring

Delegates will be invited to join a Peer Mentoring Group to support learning as a social and collaborative process. They aim to create a safe space for group members to share issues and ideas and to provide helpful support and challenge.

Preceptorship

The New to Practice Programme addresses numerous core elements of preceptorship required for newly qualified General Practice Nurses (GPNs) and Nursing Associates, supplementing the support provided by the preceptor assigned by their employer.

Leadership

The Leadership Development Workshops will provide the opportunity to explore and learn about the individuals' leadership style. Delegates are encouraged to recognise, understand and act upon the events that occur in their immediate environment and wider system. The workshops ensure learning is practically embedded in the day-to-day working with a view to improving their leadership skills within their Practice / PCN.

Cancer Care in Primary Care and Ageing and Dying Well

A range of Cancer and Ageing and Dying Well-related topics will be delivered to ensure that individuals feel better equipped to support patients dealing with Cancer and those who are frail and at end of life.

Complaints and Risks

This module will focus on undertaking safer consultations and will highlight the risks associated with consulting with patients. It will also provide an overview of the complaints process and provide guidance and tips for managing complaints should they arise.

Quality Improvements Projects

This module will provide an overview of quality improvement projects and the tools and techniques that can be applied, when the individual is considering and planning their own quality improvement projects within their Practice / PCN.

Population Health Management

This module will focus on the Population Health in Kent and Medway and useful tools and techniques that can be applied when considering the population you are serving through general practice.

Appraisals, Finances and Pensions

This session focusses on personal financial management and provides some tips to support the individuals with managing financial processes. It also provides an overview of how NHS Pensions operate and provides an opportunity to ask any questions from Financial and Pension experts. The session also explains how to prepare for appraisals.

Simulation and Human Factors

The sessions are fully immersive and interactive and give attendees the opportunity to take part in a simulation session around Primary Care emergencies. They involve a facilitated debriefing after each scenario, led by the KSS PC Simulation Faculty, with a learner-led and focused agenda exploring aspects of the clinical management and addressing human factors and non-technical skills around communication, teamwork and leadership.

Primary Care Consultation Reimagined

This session will look at the challenges associated with consulting in Primary Care, enabling the individual to learn further skills needed to develop their communication skills and their own patient-centred consultation style.

Who are the facilitators?

Dr Alicia Watts is a Kent & Medway GP who also holds the role of GP tutor for East Kent. Alicia is also an LMC Sessional Representative.

Ann Humphreys has vast experience working within the NHS and has a background as a Nurse, Midwife, Health Visitor and Practice Manager and more recently as a Workforce Lead for the Kent and Medway Primary Care Training Hub.

The Leadership element of the programme is outsourced to **Rebekah Giffney Consulting** who are an accredited consultancy with a mass of experience within the NHS and private organisations.

Dr Martin Brunet is an experienced GP Partner from Surrey who has authored and published two books around Primary Care consulting and managing burnout and anxiety.

Dr Steve Laitner has been a GP in St Alban's for the last 27 years. With a background in public health and clinical leadership he supports the NHS in delivering Population Health Management, Service Redesign and Patient Empowerment whilst utilising the full potential of data and health technology.

Rob Davies is a Director from NHS Elects with extensive knowledge of Quality Improvement Project methodology and coaching.

Dr Rakesh Koria is an Acute Response Team Macmillan GP, the NHS Kent and Medway Ageing and Dying Well Clinical Lead and the NHS South of England End of Life Care Lead with a wealth of experience in the NHS.

Dr Jane Roome is the Training Hub Clinical Lead for West Kent and RCGP SE Thames Faculty Education Lead. Jane also Leads the Simulation Faculty and was appointed as the first KSS Fellow in Simulation.

Paul Gordon has been assisting the medical sector for over 20 years and has expert knowledge of NHS Pensions, leading a team of medical specialist financial advisers to assist in all areas of financial planning.

These are just a few of the facilitators involved with the NTPP, all of the speakers, facilitators or trainers used have a wealth of experience within the organisation, Primary Care and the subject matter that they are teaching.

Eligibility

The programme is open to GPs, Nurses and the clinical ARRS roles described below.

If your role is not included but you feel that it should be taken into account, please send us your enrolment form with an explanatory note and we will consider your application.

General Practitioners (GPs)

- Having completed their CCT within the last 24 months or due to complete in the coming months
- Hold or about to hold a substantive post in Primary Care in Kent & Medway
- Locums are also eligible to apply
- Be willing to commit to the programme over 10 months

Nursing Staff (GPN, NA, TNA)

- Newly qualified nurses or nurses returning to the sector of Primary Care
- Newly qualified Nursing Associates
- Individuals are required to hold or about to hold a substantive post in Primary Care in Kent & Medway
- Be willing to commit to the programme over 10 months

Clinical ARRS roles:
> Advanced Practitioners
> Clinical Pharmacists
> Community Paramedics
> Dietitians
> First Contact Physiotherapists
> Mental Health Practitioners
> Occupational Therapists
> Pharmacy Technicians
> Physician Associates
> Podiatrists

who:

- Are newly qualified
- Hold or about to hold a substantive post in Primary Care in Kent & Medway
- Be willing to commit to the programme over 10 months

Programme Modules 2025/26 (Cohort 6)

	Date	Modules
Context	Tuesday 30th September 2025	Introduction to the Programme NHS System Peer Mentoring 1st Session
Enhancing your skills	Tuesday 28th October 2025	Simulation Human Factors
	Tuesday 18th November 2025	Appraisals Pensions and Finance Peer Mentoring 2nd Session
	Tuesday 9th December 2025	Complaints and Risks
	Tuesday 20th January 2026	Primary Care Consultation Reimagined Peer Mentoring 3rd Session
	Thursday 5th February 2026	Cancer Care Ageing and Dying Well
	Tuesday 10th March 2026	Quality Improvement Projects Population Health Management
Leadership journey	Tuesday 21st April 2026	All day: Leadership Masterclass Day 1
	Tuesday 19th May 2026	All day: Leadership Masterclass Day 2
	Tuesday 30th June 2026	Final Session: Reflection and Celebration Peer Mentoring 4th Session

Please note that this schedule may be subject to change.

Participants should aim to attend all the sessions unless they are on leave / unwell or attending a core clinical skills training course.

Fundamentals of General Practice Nursing
Practice Nurses & Nursing Associates

It is highly recommended that Nurses and Nursing Associates apply simultaneously for the Fundamentals of General Practice Nursing programme at Greenwich University.

The course is designed to help Practice Nurses or Nursing Associates new to working in general practice meet the daily challenges faced in a surgery.

The modules studied will provide them with the knowledge, skills and confidence needed to provide safe and effective care for patients in Primary Care settings and include:

- *Overview of Primary Care*
- *Cytology*
- *Immunisation*
- *Respiratory*
- *Diabetes*
- *Travel*
- *Frailty*
- *Mental Health*
- *Wound Care*
- *Ear Care*
- *Contraception*

For GPNs and NAs applying to both the NTPP and the Fundamentals of GPN, **course fees will be funded** by the KMPCTH and details of how to enrol onto the Fundamentals will be provided separately.

Benefits of joining the programme – from the past participants

'Meeting other colleagues/ newly qualified GPs and talking about the challenges we are facing at work. Learning about the NHS system, NHS pension, Population Health, Leadership...all sessions were valuable « this is what I was not taught during my GP training » I feel so fortunate to have had the opportunity to join the NTPP. Thank you for offering this programme to my cohort.'

'All the objectives of the programme were met and the programme adapted to our needs. I probably would have left East Kent or left my GP job without the support of the NTPP. I am now motivated and have the tools to stay in Kent and improve the services."

"Excellent program. I learnt a lot, formed a network, found motivation, under-stood the system better and the need for leadership roles."

"I wasn't sure what to expect when starting out but I feel like I have gained a lot of knowledge, become more confident and meetingothers in the same position as myself makes me feel like I am not alone."

'The ability to network with colleagues in other practices. To be able to share experiences of different working weeks and opportunities. Really inspired me to start exploring a portfolio career. Made me more confident in aiming for jobs within management.'

'All the objectives of the programme were met and the programme adapted to our needs. I probably would have left East Kent or left my GP job without the support of the NTPP. I am now motivated and have the tools to stay in Kent and improve the services."

"Exceeded expectations, has been excellent networking opportunity, and provided opportunities to expand one's career.'

Benefits for the Practice/PCN

Releasing newly qualified staff to take part in the New to Practice Programme is a strategic investment in your workforce and your Practice's long-term sustainability. While the programme no longer provides salary support or backfill, all delivery, venues, learning content and facilitation are fully funded, ensuring high-quality development at no financial cost to your Practice.

Improved Retention and Return on Investment
Practices that release staff to participate report greater job satisfaction, professional commitment and retention among early career professionals. Investing a small amount of protected time now significantly reduces the likelihood of costly attrition, future recruitment rounds, or reliance on locums.

Stronger, More Capable Clinicians
Participants return with enhanced clinical confidence, improved time management, and a clearer understanding of how to work efficiently within the system. This translates into better patient care and a faster transition to independent, value-adding practice.

System-Aware and Improvement-Oriented Staff
Many participants contribute to small quality improvement (QI) initiatives, interface more confidently with wider teams (e.g. PCNs or community services), and bring a more proactive approach to their role in multidisciplinary settings.

"The New to Practice Programme offers newly qualified GPs and Nurses the support, skills and peer connections they need to transition confidently into Primary Care. Practices who invest in their early career professionals see better retention, stronger teams, and improved care. It's not just a programme - it's a vital part of building the future of General Practice."

Kent GP Partner & Community Education Facilitator

Commitment from the Practice/PCN

The Practice / PCN has an essential role to play for the success of the programme, by:

- Providing a supportive environment to allow their staff members to participate in the programme.
- Committing to release their GP / Practice Nurse / Clinical ARRS roles to attend the sessions.

Commitment from the participants

Due to the fact that there are a limited number of places, participants will be expected to attend all of the sessions unless they are on leave or unwell, or attending a core clinical skills training course.

How to apply

Individuals will need to complete the online **enrolment form** and **the equal opportunities form**, which can be accessed via these links:

- **NTPP Enrolment Form**
- **Equal Opportunities Monitoring Form**

The closing date for submitting enrolment forms is **31st August 2025**, if you wish to apply after this date, please contact us and we will accommodate you on the programme if there are spaces remaining.

The Training Hub will enrol you and will ask you to seek agreement from your Line Manager to attend the course on the days specified on the programme timetable.

Contact

NTPP Project Manager: Katy Whitehead
katy.whitehead1@nhs.net

Kent & Medway Primary Care Training Hub:
kmicb.kmpcth@nhs.net

FAQ 1/2

Is the programme open to new staff or current staff?
The programme is open to newly qualified GPs, Practice Nurses and Clinical ARRS roles within their first 24 months in Primary Care.

Is the programme open to GPs, GPNs and Clinical ARRS roles joining Primary Care with an experience in a different sector?
The individuals can either be newly qualified nurses or nurses new or returning to Primary Care.

Can other roles apply for the programme?
This year, the programme will also be opened to the Clinical ARRS roles outlined on page 8 of the brochure. However, there are only a limited number of places available for these roles, so acceptance onto the programme will be on a first come, first serve basis.

Are people in their last qualifying year able to apply if they have a substantive contract in a general practice?
If the individuals will qualify by the time the course begins and they have a substantive post within Primary Care, they will be allowed to enrol on the programme.

Can you join the programme at any time?
The programme starts in the autumn (end of September), consideration will be given to those wishing to join after this date but will be considered on a case by case basis, and taking into account how much of the course has been missed. The Training Hub may suggest that you defer to the following cohort.

Can you join the programme if you work part-time?
There is no minimum number of sessions or hours worked as long as you are part of a substantive contract in Kent and Medway.

Can a newly-qualified GP/GPN/NA delay joining the programme or pause in case of pregnancy/parental or adoption leave?
People signed up on the programme within one year of qualifying can delay joining or pause before re-joining the programme with the next cohort as long as the leave does not exceed 18 months.

Can Locums join the programme?
Locums are welcome to apply for the programme, however the places available are limited and allocation of places will be considered on a case by case basis. In order to be eligible to apply as a Locum, the individual must primarily work as a Locum in Kent and Medway.

FAQ 2/2

What day of the week will the sessions run?
The sessions run once a month and will be on a Tuesday, with the exception of Ageing and Dying Well which will be on a Thursday.

What happens if you miss sessions?
Please do your best to attend the sessions as there will be no repeat sessions this year. If you are unable to attend a session, we will send you the materials used at the event for you to understand what was covered.

Will the sessions be recorded?
Sessions will not be recorded and full commitment from participants and delegates is expected throughout the programme.

How will the sessions be delivered?
The sessions will be day-long face-to-face sessions.

Do participants gain a certificate on completion of the programme?
Those who have completed the New to Practice Programme will gain a Certificate of Completion delivered by the Kent & Medway Primary Care Training Hub detailing modules achieved.

Can Practice / PCN managers book their staff on the programme as part of an induction process?
If the Practice / PCN is happy for the individual to be part of the programme, they can complete an enrolment form on their behalf. The Training Hub will then seek confirmation from the individual that they are committed to attending the programme.

Is there reimbursement to release staff to attend NTPP sessions?
There is no longer an education bursary available to support attendance at the programme.

What are the timings of the event days?
The sessions will run from 9.30am to 5pm.

What Next?

On completion of the New to Practice Programme, there will be a wide range of training opportunities for Primary Care staff to develop their knowledge and portfolio.

This can include CPD courses development programmes such as:

- **Leadership courses**
  Leadership, management and development courses support leadership skills, resilience and team development.
- **Peer Mentoring**
  The focus is on the individual's specific needs to encourage self-development, build resilience and maintain wellbeing.
- **Community Education Facilitation (CEF) Lead roles**
  The CEF Team will identify, lead and champion education and training needs for the multi-professional Primary Care workforce.
- **Advanced Clinical Practitioner (ACP)**
  ACPs possess a high level of practice characterised by autonomy and complex decision-making to provide high-quality care for patients.
- **Simulation training**
  A unique way of learning by recreating emergency situations that can happen in Primary Care settings.

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Equality, Diversity & Inclusion

The Kent & Medway Primary Care Training Hub aims to be an inclusive Training Hub, committed to promoting learning and development opportunities amongst all Primary Care staff to ensure they have the right skills to meet their communities' diverse needs.
The KMPCTH will apply fair and open processes when selecting or enrolling candidates to ensure there is not discrimination or disadvantage because of age, disability, gender reassignment status, marriage or civil partnership status, pregnancy or maternity, race, religion or belief, sex, or sexual orientation.

An anonymous Equal Opportunity Monitoring Form will be provided to potential learners and the information collected used for monitoring purposes in compliance with the Equality Act 2010.
The KMPCTH supports the values and pledges of the NHS Constitution and is pledged to being a diverse and an inclusive place where all learners are valued, respected, and acknowledged. This policy is aligned with the Integrated Care Board policies and procedures and reinforces commitment to providing equality and fairness to all in our employment and those accessing our training offers. Read the KMPCTH **Equality, Diversity & Inclusion statement**

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