

2024-04-30

# Primary care organisational culture and climate impact upon Paramedics

Blakeway, Steven

Blakeway, S. 'Primary care organisational culture and climate impact upon Paramedics', South West Clinical School Journal, 4, SE1

<https://pearl.plymouth.ac.uk/handle/10026.1/22343>

---

<https://doi.org/10.24382/9fh9-gw50>

University of Plymouth

---

*All content in PEARL is protected by copyright law. Author manuscripts are made available in accordance with publisher policies. Please cite only the published version using the details provided on the item record or document. In the absence of an open licence (e.g. Creative Commons), permissions for further reuse of content should be sought from the publisher or author.*

#400WORDS: DELIVERING A RESEARCH SKILLED WORKFORCE SPECIAL EDITION

## Primary care organisational culture and climate impact upon Paramedics

**Steven Blakeway<sup>1</sup>**

<sup>1</sup>Advanced Practitioner, Leatside Surgery, TOTNES, TQ9 5JA, UK.

Email: [steve.blakeway@nhs.net](mailto:steve.blakeway@nhs.net)

Submitted for publication: 04 January 2024

Accepted for publication: 18 March 2024

Published: 30 April 2024

### Background

The importance of positive organisational culture and/or climate is extensively discussed and highlighted as a vital component for team success (Shein, 2004, Jones, 2020, Mannion and Davies, 2018). It is also quoted as a contributor toward prior NHS failings (DHSC, 2023, Mid Staffordshire NHS Foundation Trust Public Inquiry, 2013).

Multiple national drivers exist to expand the Primary Care workforce beyond traditional models (NHSE, 2023, Fuller, 2022, NHSE, 2024). Paramedics can now expand skills to Enhanced or Advanced Practice Level, delivering complex care whilst gaining expertise in research, education, and leadership activity (HEE, 2017). National funding has encouraged professionals to move beyond traditional professional environments into Primary Care (NHSE, 2022, Baird, 2022). However, Primary Care Networks (PCNs) can suffer a lack of clear, shared overall purpose, strategy, or vision to support integration / buy-in for new roles (Baird, 2022). Further, extensive skills which are not easily accessible to PCNs are now required including cultural, organisational and leadership development (Baird, 2022). It could be argued that recent Primary Care workforce expansion has highlighted multi-professional cultural weaknesses which may contribute toward trainee imposter syndrome, reported as a theme within national surveys (NHSE, 2021).

### Aim

To understand and build awareness of Primary Care Organisational Culture / Climate (PCOCC) impact upon trainee Advanced Practice Paramedics, considering methods of improving feelings of 'imposter syndrome' and/or sense of 'belonging'.

### Method

A literature search was completed, and online questionnaire designed / distributed to four paramedics within a local Primary Care service.

## Results

A lack of previously defined UK Primary Care cultural measurements or adaptations for Paramedics was uncovered within the literature. Existing recommendations focus upon education and support clinicians new to the environment require (Eaton et al 2021); rather than addressing required /desirable organisational developments to embed models of collaboration or co-production (Varpio and Teunissen, 2021), enabling reflection, learning and shared outcomes (Mannion and Davies, 2018).

Questionnaire analysis uncovered four themes: Motivations for joining Primary Care, Impact of the environment, Team support, Purpose, and autonomy. Several methods were proposed, relying on multi-professional team co-creation, to achieve improvements across three key areas:

- Multiprofessional team culture
- Establishing / developing supervision
- Paramedic career structures

## Conclusion

This study highlights the importance of organisational culture in enabling effective, sustainable multi-professional teams. Further, the extent to which PCOCC is conducive to supporting the integration of Paramedics (and consequential evolution of PCOCC) is largely unknown.

## References

- Baird, B., Lamming, L., Bhatt, R., Beech, J. and Dale, V. (2022) *Integrating additional roles into primary care networks*. The Kings Fund: London. Available at: <https://www.kingsfund.org.uk/sites/default/files/2022-02/Integrating%20additional%20roles%20in%20general%20practice%20report%28web%29.pdf> (Accessed 01 January 2024)
- Department of Health and Social Care. (2023) Press release: Government agrees scope of inquiry into Lucy Letby's crimes. Available at: <https://www.gov.uk/government/news/government-agrees-scope-of-inquiry-into-lucy-letbys-crimes> (Accessed 03 January 2024).
- Eaton, G., Wong, G., Tierney, S., Roberts, N., Williams, V. and Mahtani, K. (2021) 'Understanding the role of the paramedic in primary care: a realist review', *BMC Medicine*, 19(1), pp.145.
- Mid Staffordshire NHS Foundation Trust Public Inquiry (2013). *Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry: Executive summary (HC 947)*. The Stationery Office. Available at: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/279124/0947.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/279124/0947.pdf) (Accessed 01 January 2024).
- Fuller, C. (2022) *Next steps to integrating primary care: Fuller Stocktake report*. Available at: <https://www.england.nhs.uk/wp-content/uploads/2022/05/next-steps-for-integrating-primary-care-fuller-stocktake-report.pdf> (Accessed 20 December 2023).
- Health Education England. (2015) *Multi-professional framework for advanced clinical practice in England*. Available at: <https://www.hee.nhs.uk/sites/default/files/documents/multi-professionalframeworkforadvancedclinicalpracticeinengland.pdf> (Accessed 12 December 2023).
- Health Education England. (2021) *Results Overview Advanced Practice, The HEE National Education and Training Survey (NETS)*. Available at: <https://advanced-practice.hee.nhs.uk/wp-content/uploads/sites/28/2022/04/AP-NETS-Results-Report-Nov-2021.pdf> (Accessed 10 December 2023).
- Jones, S., Parchman, M., McDonald, S., Crompton, D., Austin, B., Flinterc, M., Hsub, C. and Wagner, E. (2020) 'Measuring attributes of team functioning in primary care settings: development of the TEAMS tool', *Journal of Interprofessional Care*, 34(3), pp. 407-413.
- Mannion, R., Davies, H. (2018) 'Understanding organisational culture for healthcare quality improvement', *British Medical Journal*, 363, k4907.

NHS England. (2022) *Expanding our workforce*. Available at: <https://www.england.nhs.uk/gp/expanding-our-workforce/> (Accessed 21 December 2023).

NHS England. (2023) *Long Term Workforce Plan*. Available at: <https://www.england.nhs.uk/publication/nhs-long-term-workforce-plan/> (Accessed 01 January 2024)

Schein, E. H (2004) *Organizational Culture and Leadership (3rd edn.)*. San Francisco: Jossey-Bass.

Varpio, L. and Teunissen, P. (2021) 'Leadership in interprofessional healthcare teams: Empowering knotworking with followership', *Medical Teacher*. 43(1), pp. 32-37.



This is an open access article distributed under the terms of the Creative Commons Attribution Non-Commercial 4.0 International (CC BY-NC-SA 4.0) licence (see <https://creativecommons.org/licenses/by-nc-sa/4.0/>) which permits others to copy and redistribute in any medium or format, remix, transform and on a non-commercial basis build on this work, provided appropriate credit is given. Changes made need to be indicated, and distribution must continue under this same licence.