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## Primary care organisational culture and climate impact upon Paramedics

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### 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.

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