

Primary Care Commissioning Committee										
Date of Meeting		11/04/2017			Paper Number			8		
Title				Primary Care Strategy & General Practice Forward View						
Sponsoring Director (name and job title)				Fiona Slevin-Brown						
Sponsoring Clinical / Lay Lead (name and job title)				Annabel Buxton, Priya Kumar, Adrian Hayter						
Author(s)				Alex Tilley, Ass. Director of Primary Care						
Purpose				Provide an update on the progress of the General Practice Transformation strategy and delivery plans for the General Practice Forward View policy						
The Primary Care Commissioning Committee is required to (please tick)										
Decision		Review			Discuss		Note	X	Recommend	
Risk and Assurance <i>(outline the key risks / where to find mitigation plan in the attached paper and any assurances obtained)</i>				Primary Care risks are articulated in the primary care risk register including						
Legal implications/regulatory requirements				N/A						
Has an equality impact screening been undertaken? If so please attach				An equality impact assessment will be carried out on the general practice transformation strategy						
Links to the NHS Constitution (relevant patient/staff rights)				Patients and staff rights are affected through the delivery and implementation of these plans						
Strategic Fit				<p>The Sustainability and Transformation Plans set out the key work streams to deliver the whole system health and social care ambitions. A key work stream is general practice transformation at scale which was formulated from the east Berkshire primary care vision in mind.</p> <p>General practice is the corner stone of the National health Service meaning that changes in general practice has an impact on the whole system. Therefore the transformation of general practice is a priority.</p>						

<p>Commercial and Financial Implications <i>(Identify how the proposal impacts on existing contract arrangements and have these been incorporated?)</i></p> <p><i>Include date Deputy CFO has signed off the affordability and has this been incorporated within the financial plan. Include details of funding source(s)</i></p>	<p>The financial investments and risks have been articulated to the CCGs QIPP and Finance committee in March 2017.</p> <p>Date Deputy CFO sign off</p>
<p>Quality Focus <i>(Identify how this proposal impacts on the quality of services received by patients and/or the achievement of key performance targets)</i></p> <p><i>Include date the Director of Nursing has signed off the quality implications)</i></p>	<p>Equality Impact Assessment is a requirement of the final strategy governance</p> <p>Quality improvement is an essential element of the plans, improving the sustainability and resilience in the services.</p> <p>Date Director of Nursing sign off.....</p>
<p>Clinical Engagement <i>Outline the clinical engagement that has been undertaken</i></p>	<p>Clinical engagement has been provided through clinical leads, members group discussions, previous service designs and CCG chairs</p>
<p>Consultation, public engagement & partnership working implications/impact</p>	<p>Public consultation on the strategy today has been from previous insights. A full communication and engagement plan is under development. Initial meetings have taken place with Lay members and HealthWatch.</p>
<p>NHS Outcomes <i>Please indicate (highlight) which Domain this paper sits within by highlighting or ticking below: Please note there may be more than one Domain.</i></p>	<p>Domain 1 Preventing people from dying prematurely;</p> <p>Domain 2 Enhancing quality of life for people with long-term conditions;</p> <p>Domain 3 Helping people to recover from episodes of ill health or following injury;</p> <p>Domain 4 Ensuring that people have a positive experience of care; and</p> <p>Domain 5 Treating and caring for people in a safe environment; and protecting them from avoidable harm.</p>
<p><u>Executive Summary</u></p> <p>This paper sets out the progress to date on the development of the Vision of General Practice Strategy and the General Practice Forward View Implementation Plans.</p> <p>Vision of General Practice</p>	

The east Berkshire CCGs Vision for General Practice strategy is in its final stages with the following plans in place:

Date	Group	Audience	Outcome
10 th Jan 2017	Joint Co-commissioning Committee (JCC)	Meeting in public – CCG Governing Body members, Lay chair, NHS England, Health & Well Being chairs	Support the vision for general practice and its position in the wider health and social care environment. JCC requested a business planning tool for practices for general practice 2020
13 th March 2017	Joint Operational Group (PCC)	Primary Care teams in NHSE and CCGs with clinical leads and patient voice	General practice 2020 business planning tool supported
11 th April 2017	Primary Care Commissioning Committee (previously JCC)	Meeting in public – CCG Governing Body members, Lay chair, NHS England, Health & Well Being chairs	<i>(note progress report)</i>
17 th May, 11 th May and 18 th May 2017	CCG members meeting	Representatives from all CCG member practices, plus a combination of patient and local authority attendance	
June 2017	CCGs Governing Body meeting	Formal Governing Body meeting in public	

The local primary care transformation strategy will set out to our stakeholders, provider and local providers our approach to implementing the ambitions set out in the Sustainability and Transformation Plan. The Primary Care Transformation strategy is aligned to the intentions in the General Practice Forward View, Five Year Forward View and the local system Sustainability and Transformation Plan.

As the organisations responsible for the commissioning health services, the CCGs work collaboratively to ensure they can meet the health needs and improve outcomes for the population within the available resource. This is supported by an ambition to commission a greater proportion of care in the community and primary care settings in line with aspirations described in the Frimley Sustainability and Transformation Plan.

The Primary Care Transformation strategy document sets out the vision and aims for Primary Care realising the opportunity in our current provider model to ensure a high quality sustainable service for their future. At the heart of this strategy is the need to ensure that each person in east Berkshire has access to appropriate high quality clinical care and at the right time and in the right place. The document works through the key projects that are required to successfully implement the vision for Primary Care services, focusing on general practice provision and outline timelines for implementation for 2017-19.

Local Implementation of the General Practice Forward View

Various iterations of the General Practice Forward View delivery plans with submissions made to NHS England in December 2016 and March 2017. Subsequently the CCG provide the local medical committee with a summary of the plans as part of a national review around assurance of local impact from investments.

The key elements to our GPFV plans for 2017-18 are framed around the implementation of CCGs – Our Vision for General Practice:

1. Local Practice Resilience Scheme
2. Workforce development – recruitment and retention
3. Communication and Engagement
4. Development of GP federations

The following provides a summary of the delivery plan:

Care re-design – new Models of Care

Extended Hours: 100% of our patients have access to primary care services in the extended hours from December 2016. The CCGs have recognised the opportunity to review all same day and urgent care services out of hospital with a view to procuring these services in an integrated way, without this approach it is predicted that services will continue to duplicating care for our patients across the same population, look to engage the same workforce and continue to support an increasingly complex system for our patients.

Procurement – outline timeline:

- i. April 2017 – Agree key strategies – General Practice and Urgent and Emergency Care
- ii. May 2017 – co-design with stakeholders
- iii. June 2017 – Full Business Case to Business Planning and Strategy
- iv. July 2017 – November 2017 - Commence procurement process with CSU support
- v. November 2017 – Award contract to preferred provider
- vi. December 2017 – March 2018 – Implementation of new service

Integrated Care Model: New Vision of Care provides a framework for east Berkshire to commission patient centred and proactive care for our frail patients. The development of integrated care models are dependent on the individual populations across our geography, Vanguard pilots are suggesting that a population of between 30,000 and 50,000 patients is optimum for the range services required for the best outcome of these patients.

The vision of the integrated care models are being directed by the STP commitments and the design is being worked on locally with community services, local authorities and CCGs.

Workforce

The pressures across the primary care workforce are affecting the teams working in our practices with increasing challenges around recruitment, retirements, retention of skills staff, expensive locum fees, unattractive prospect of partnership for newly qualified professionals and flexible working trends. The time for changing our traditional general practice workforce model is therefore an essential element to sustain the services provided by general practices.

We are in the early stages of taking the following actions:

- Practice provided workforce data submitted annually to Health Education England will be quality assured and analysed
- Evaluation and extension of clinical pharmacists in primary care - Slough wave 1 (evaluation completed) and FWAM wave 2 (application supported)
- Support for GP practices in business planning and future proofing their service

delivery through the Practice Resilience Programme

- Implementation of programme of training for reception and administrative staff as part of the Local Resilience Programme
- Continued professional development to general practice clinicians across east Berkshire through the new Protected Learning Time programmes
- Mental health therapists will be rolled out in 2017/18 as a national pilot implemented through the community and Mental Health provider
- Leadership development of senior practice teams through one day and module programmes funded through the practice resilience and transformation funds

GP federations were identified in our primary care strategy as future providers of care. The strategy also recognised their role in developing and supporting primary care particularly round workforce and provider resilience

Workload

In the GPFV it was recognised that GP practice workload is higher than ever before and it continues to be the foundation of our National Health Service (NHS). Patient's needs of the services are growing, the models of care under development are committed to moving care closer to the patient and out of hospital, social expectations lead on to 24/7 service expectations and the capacity to address this situation is diminished due to the workforce challenges.

Following feedback from some key engagement events in 2016, the CCGs have access the NHS England Time for Care programme to support the 10 High Impact Actions set out in the GPFV. These actions have been developed from a study on *Making Time in General Practice* which identified a number of areas of pressure which could be reduced for general practice.

The main theme from the practices for inclusion in the Time for Care programme are:

- Greater efficiency in general practice – working differently, more together, more efficient workflows
- Reduce demand with better communication and engagement with our patients
- Business and workforce planning and leadership support
- Understanding their business – capacity and demand tools
- Delivery care together – coming together to be proactive with LTC management, care home and house visiting services, sharing extended scope or uniquely skilled workforce
- Roll out social/well-being prescribing, group consultation and on line consultations to all practices

The CCG is also working with our local secondary care provider to ensure that the requirements in the NHS standard contract to reduce workload for primary care are being delivered

Infrastructure

The CCGs were successful with CSWCSU in an application to NHS England for Estates Technology and Transformation funds (ETTF) for the Connected Care programme.

Investment in general practice IT systems is necessary to enable the delivery of the vision, therefore the following projects have been supported for implementation:

- Connected care / patient portal – supporting patient led care and self-management
- New network infrastructure – enabling new innovative systems to be implemented effectively and a national requirement to migrate from N3
- National on line services – reducing workload in general practice where patient can book on line, order prescriptions and view their own medical records
- eReferrals / e-Prescribing utilisation – new developments will enable patient to book their secondary care outpatient appointments on line and urgent care services will be able to link their prescribing to the ePrescribing service making it easier for patients

- to get urgent medications in a timely way
- DXS - clinical pathway support aimed at reducing variation through supported decision making prior to referral, also supported through new advice and guidance from specialists
 - Working at scale - wifi and single domain will enable practices and federations to work across practice ensuring the most efficient processes and systems are possible through working better together

The Local Estates Strategy identifies the estate opportunities within each locality aligned to local authority plans for housing, population and demographic variations and NHS Property Services priorities. Decisions about individual primary care premises will not be made in isolation but will be considered alongside the wider local and national strategy.

Estates and Technology Transformation Fund schemes 2016/2019 – four premised developments were supported by NHS England subject to due diligence, which will result in an integrated primary care service as part of an Ascot Plan, increase capacity and integration for the population of Britwell in Slough and also improved community space and additional clinical capacity for the population of Dedworth in Windsor.

Two further schemes were supported in a further cohort should funds be released are readying these schemes is key to their success.

General Practice Resilience Scheme

The aim of the local resilience programme is:

1. To provide clarity of general practice sustainability in east Berkshire to ensure providers have a robust plan to secure these services for our population
2. To prioritise the implementation of the 10 high impact actions and provide the space and expertise for practices to benefit from the evidence base approach to reducing workload

Recommendation(s)

The Primary Care Committee are asked to note the progress in the production of the strategy and General Practice Forward View delivery plans

Bracknell and Ascot Clinical Commissioning Group
Slough Clinical Commissioning Group
Windsor, Ascot and Maidenhead Clinical Commissioning Group

'Thinking locally, working together'