

Governing Body

REPORT

Agenda Item: 12

Subject	Primary Care Report
Date	4 th May 2017
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Executive Summary

This paper provides an update on the considerable work underway to support and develop primary care within Bedfordshire, at both a strategic and operational level.

BCCG is increasingly supporting NHS England in discharging its primary care commissioning role, as part of the preparation for taking on delegated commissioning responsibilities at a local level. This operational support is taking place alongside the continuing work to implement the primary care strategy set out in the Bedfordshire GPFV (General Practice Forward View) Plan, to enable the development of longer-term primary care solutions at locality level, and developing the key enablers to underpin more sustainable models of primary care, i.e. helping to create a workforce, primary care estate and IM&T infrastructure which is fit for the future.

The primary care development work within Bedfordshire feeds into the wider work taking place with partner organisations to develop more integrated health and care services locally. This report also provides a brief summary of the work with both Local Authorities to develop an Out of Hospital Strategy and to accelerate delivery of more integrated services.

Recommendation

The Governing Body is asked to:

- a. NOTE the work taking place to support primary care development within Bedfordshire, and
- b. to support delivery of the General Practice Forward View at a local level.

Links to the business and risks

Relevant Strategic Objectives 2016/17 (please mark in bold)

1. Systematically implementing prevention, early diagnosis and early intervention
2. Commissioning services that deliver evidence-based care, in the right place and at the right time, including promoting self-care and empowering patients to manage their own conditions.
- 3. Making sure that care is high quality, safe and sustainable, that it improves health outcomes and wellbeing and provides a good patient experience.**

4. Using the statutory framework with best practice governance and transparency principles to be fully accountable to our population in commissioning and operating as a part of the wider health system
5. Ensure that the CCG commissions and operates in a financial manner consistent with the regulatory framework, long terms sustainability and best use of public money.
6. We will work in close partnership with all the organisations who commission or provide care for our population, to integrate services where it makes sense and to achieve seamless transitions of care for patients where services remain separate.
7. Embedding member, public, patient, carer, staff and other stakeholders' views through meaningful engagement into decision-making processes and commissioning intentions.

Links to Board Assurance Framework / Corporate Risk Register	All Primary Medical Care Co-commissioning and primary care development related risks are captured on the Primary Medical Care Co-commissioning Risk Register.
Details of additional risks associated with this paper (may include NHS England Assurance Framework / NHS Constitution)	N/A
Financial Implications / impact	N/A
Legal Implications / impact	N/A
Partnership work / public engagement implications / impact	<p>Engagement took place as part of the development of the BCCG GPFV Plan, and within the preparations for co-commissioning, previously presented to the Governing Body.</p> <p>Ongoing engagement continues with practices via Locality Boards, and with a range of key stakeholders via the Joint Co-Commissioning Committee and its sub-group, the Primary Care Working Group.</p> <p>Further engagement is planned as part of the development of the Out of Hospital Strategy.</p>
Committees / groups where this has been discussed before	Work plan summarised in this document is presented monthly to the Primary Care Working Group, and specific projects are discussed at Joint Co-Commissioning Committee as required.
Other options available and their pros and cons	N/A
Background papers	GPFV Plan – presented to Governing Body April 2017

Primary Care Development Report – 4th May 2017

1.0 Introduction

Over the last year, BCCG has significantly expanded its focus on the development and transformation of primary care services, and took on responsibility as a joint co-commissioner of primary medical care services with NHS England.

This report provides a summary of progress since March 2017 towards implementing the BCCG (GPFV) General Practice Forward View Plan, and supporting NHS England with discharging primary medical care commissioning duties. An outline of the partnership work taking place with both Local Authorities to work towards developing an integrated out of hospital system is also provided.

2.0 Supporting Primary Care Commissioning

Members of the BCCG Primary Care team are increasingly supporting NHS England with discharging its duties in relation to primary care commissioning.

2.1 APMS Re-procurements

BCCG is providing dedicated project management support to a number of APMS re-procurements (Alternative Primary Medical Service GP practice contracts), ensuring alignment with strategic plans. For example, this includes combining two local contracts into one new service to be based on the Bedford Hospital site later this year, enabling the development of streaming from the A&E department into an on-site primary care hub.

2.2 Quality Improvement

NHS England and BCCG are working together to monitor and improve the quality of local general practice services. A quality dashboard has been developed to support the quarterly joint meetings which take place between the two teams and to agree a joint action plan for addressing any areas of concern.

2.3 Premises Support

Alongside a broader programme of estates development work taking place within the CCG, a number of schemes are underway to support the improvement of local primary care premises:

- As part of the re-procurement of the surgery in Shortstown, negotiations are underway to secure new premises for the new provider.
- Working towards securing new premises for King's Road Surgery in Sandy
- An options appraisal is underway considering how best to improve and configure the premises which serve Wootton, Cranfield and Marston Moretaine.
- A plan and business case is being developed to enable four practices in Bedford to secure shared clinic space within Gilbert Hitchcock House for delivering services collaboratively.
- BCCG is supporting a number of other individual practices with issues relating to their premises.

2.4 Improving GP IT

Significant work is underway locally to improve the IT infrastructure for Bedfordshire GP practices. A GP IT Support Services Overview document has been produced and shared to help practices understand services included under core, mandated and enhanced primary care IT services, including funding stream and allocation criteria. 100 laptops for GPs are being built and are to be distributed to practices shortly (1 per 1500 population basis). The GP IT Turnaround programme is well underway and an Outlook Web App trouble shooting session to support practices with the email transition has taken place. A GP IT newsletter is being produced on a monthly basis

to bring all the GP IT information together in one place. The BCCG GP Portal has been updated to include sections on National Programmes (e-Referrals, GP Online etc.), GP IT Sub Group and GP IT newsletter, to make it easier for practices to stay up-to-date with developments.

2.5 Preparing for Delegated Commissioning

BCCG is working closely with the two other CCGs within the BLMK (Bedfordshire, Luton and Milton Keynes) STP footprint to prepare for taking on full delegated commissioning of primary care. The three teams are maximising the sharing of information and learning, and considering which functions may best operate at scale. Alongside this, BCCG has a local focussed programme underway to carry out the necessary due diligence to assess and mitigate the risks associated with taking on these new responsibilities in the future.

The primary care team within BCCG is being strengthened, with the creation of a new substantive Assistant Director of Primary Care Delivery post to commence in June, and the realignment of one of the Locality Business Manager's responsibilities to focus on operational primary care commissioning.

3.0 GPFV Plan

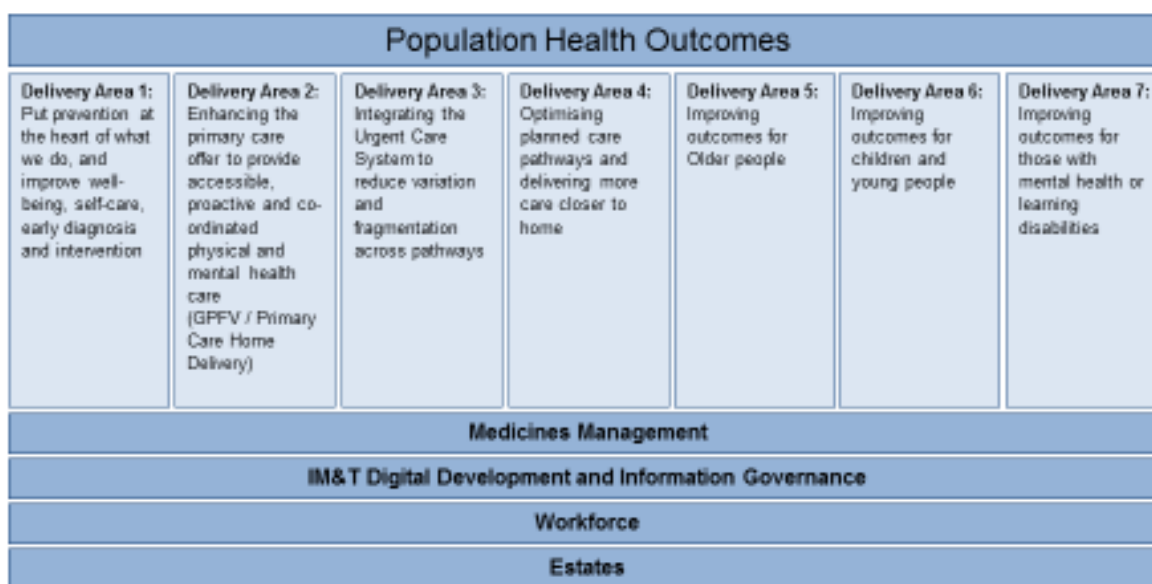
The BCCG General Practice Forward View (GPFV) Plan was shared with members of the Governing Body in April, setting out the local strategy for developing primary care to support the sustainability of general practice and the wider health and care system. The Plan describes the future model of care, with a much stronger focus on multi-disciplinary and integrated care and extended opening hours, and how this will be enabled through transformation investment, workforce development, initiatives to reduce GP workload and enhanced primary care infrastructure.

Feedback has now been received from NHS England on the plan, and it has received an Amber/Green rating, which means that the plan satisfies the requirements set out in the GPFV Planning Guidance with a recognition that some of the key elements have not been fully considered or fully articulated. Detailed feedback has highlighted areas where more information could have been included, and planning for these areas will continue to be strengthened via the Joint Co-Commissioning Committee and sub-committees. NHS England will not be requesting a further submission, but will be seeking assurance on improvement and delivery of the plan through the usual mechanisms, alongside delivery of the Five Year Forward View.

4.0 Aligning the GPFV Plan with wider Out of Hospital developments

The model of care described in the BCCG GPFV Plan spans across many of the out of hospital services operating within Bedfordshire, e.g. community health services, mental health, and social care as well as general practice services. Work has commenced on developing a joint Out of Hospital Strategy with both local authorities, drawing together and building upon existing workstreams across the organisations. The GPFV Plan, and slightly wider programme of work to implement the Primary Care Home model of care, will form a central plank within the Out of Hospital Strategy, and a focused delivery group has been established to ensure implementation.

4.1 Draft Structure of Out of Hospital Strategy



Workshops with stakeholders are being planned to take place during May to help develop the intentions and delivery plan for the Out of Hospital Strategies for Bedford Borough Council and Central Bedfordshire Council Transformation Board footprints, with a view to bringing to the Governing Body for approval in June/July. Whilst there will be one consistent vision across Bedfordshire, the approach to delivery may vary in Bedford Borough to Central Bedfordshire, so the Strategy will be underpinned by separate delivery plans supported by a formal programme management approach within BCCG.

5.0 GPFV Plan Delivery Progress

5.1 Clusters and Transformation Funding

The model of care set out in the BCCG GPFV Plan is based around the delivery of integrated multi-disciplinary care to a defined, registered population of between 30,000 and 50,000. A key area of focus therefore over the last couple of months has been on defining/reaffirming clusters of GP practices as the footprints for collaborative working between practices initially, and as the footprints for alignment with other out of hospital services. The 24 practices in the Bedford locality have now organised themselves into four cluster groups, and the four Central Bedfordshire localities each constitute a cluster, with some sub-clustering below.

Practices have been issued with an application form to enable clusters of practices to apply for up to £0.88 per weighted head of population transformation funding (£400,000 across the CCG) to help pump prime and enable delivery of key projects. Clusters have been asked to explain how they will utilise the funding to support collaborative working between practices as described in their Locality Development Plans, and what outcomes they expect to deliver. These applications will be assessed by a non-conflicted sub-group of the Joint Co-Commissioning Committee. The information supplied by clusters in the applications will then form the basis for agreeing key milestones and Key Performance Indicators with the CCG.

5.2 Workforce Development and Improving Workload

A significant amount of work continues to take place around developing the local primary care workforce, and to support practices with reducing GP workload. Key developments to note over the last couple of months include:

- Completion of a Workforce Profile Assessment, with a 77% return rate from practices. This assessment provides valuable information to help identify local workforce risks and opportunities, to prioritise workforce development projects across the CCG and at cluster level.
- Completion of Practice Nurse and Healthcare Assistant Training Needs Analysis to inform CPD (Continuous Professional Development) planning
- Practice Nurse Tutor employed for a further year, providing dedicated focus to supporting and developing the local practice nursing workforce
- As part of General Practice Resilience Programme, the LMC (Local Medical Committee) are taking forward a project to consider which factors makes some practices more able to recruit than others
- Following showcasing of the Physician's Assistant role within Ivel Valley locality, one of the GP practices in Sandy will be taking on a Physician's Associate student, and interest has been received from other practices
- Fourteen practices in Bedford are collaborating to undertake a local *Time for Care* programme, focusing on evidence-based high impact actions to help manage practice workload. National support will be available to help the practices involved in this programme.

5.3 Hub Development Programme

Work to develop the business cases for the first three hubs in Bedfordshire (Biggleswade, Dunstable and Bedford (North)) continues, although BCCG is still awaiting release of the majority of the enabling funding secured from the national Estates and Technology Transformation Fund last year.

A number of aspects of the business cases require strengthening, particularly in relation to the expected benefits to the wider system (e.g. reduced demand for hospital services). Some early discussions are taking place across BLMK around the potential for taking forward some of this modelling work at STP level, and starting to coordinate some of the hub development work across the three CCGs more collaboratively.

5.4 Information Sharing between Services

The STP-wide Information Sharing programme has been established and is gathering pace. Recruitment for the dedicated Information Governance lead for the programme is underway, and this post will play a lead role in helping practices overcome some of the Information Governance challenges associated with sharing patient information between practices and with other primary care services to help work towards more integrated care provision.

The programme is also coordinating IT developments to support new forms of patient consultations, i.e. e-consultations. An options appraisal is underway to assess which solution may best meet local needs.

6.0 Next Steps

Over the forthcoming months, the work of the primary care team will continue to ensure optimal delivery of the local General Practice Forward View Plan, aligned with the development of the Out of Hospital Strategy. The Primary Care Working Group will continue to monitor and oversee its effective implementation.

Key priorities for the forthcoming period will include:

- Continued implementation of locality development plans, allocation of enabling funding for 2017/18 and agreement of associated key performance indicators
- Continuing to support the procurement/re-procurement of a number of APMS contracts

- Continuing to support practices through a multitude of workforce development initiatives
- Delivering key milestones within the Information Sharing project plan
- Continuing the planning for the first three hubs in Dunstable, Bedford and Biggleswade
- Completing the premises' options appraisal for Cranfield, Marston Moretaine and Wootton, and securing new premises for Shortstown Surgery
- Proceeding with the scheme to enhance integrated primary care provision on the Bedford Hospital site, along with an interim hub solution on the Gilbert Hitchcock House site
- Continuing to progress the programme for preparing BCCG for taking on delegated primary care commissioning responsibilities
- Developing a clear plan for commissioning extended access arrangements in Bedfordshire
- Contributing to the development of the local Out of Hospital Strategy.

7.0 Actions Required of Governing Body

The Governing Body is asked to note the work taking place to support primary care development within Bedfordshire, and to support delivery of the General Practice Forward View at a local level.