

AGENDA ITEM

(3.4)

POPULATION HEALTH & PARTNERSHIPS COMMITTEE
NATIONAL PRIMARY CARE STRATEGIC PROGRAMME
Date of meeting

07/04/2021

FOI Status

Open/Public

If closed please indicate reason

Choose an item.

Prepared by

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Presented by

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Approving Executive Sponsor

Executive Director of Operations

Report purpose

FOR DISCUSSION / REVIEW

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)
Committee/Group/Individuals
Date
Outcome

(Insert Name)

(DD/MM/YYYY)

Choose an item.

ACRONYMS

LHB

Local Health Board

1. SITUATION/BACKGROUND

- 1.1 The National Primary Care Board oversees a strategic programme that is designed to enable significant operational changes within Primary Care locally.
- 1.2 This paper sets out a summary of key achievements and products delivered and work to refocus the programme based on delivery to



date, outstanding deliverables and learning and refocusing of priorities based on the pandemic.

- 1.3 Whilst a high volume of activity and key products have been successfully delivered (see achievements below), an overall programme rating of AMBER has been assigned. This is largely driven by the pressures presented by the COVID-19 pandemic and the subsequent need to place a number of deliverables on hold.
- 1.4 Key achievements for the reporting period 1 September to 31 October 2020 include:
 - 1.4.1 Primary Care Operating Framework Quarter 3 & 4, developed with input from Welsh Government and Health Boards.
 - 1.4.2 Primary Care Essential Services (embedded within Operating Framework), with half of the primary care essential service measures now featured within a new 'Primary Care' section of the NHS Operating Framework template.
 - 1.4.3 All-Wales rehabilitation guidance for vulnerable groups - Guidance to inform the planning of additional demand for rehabilitation services, required by vulnerable groups identified as having a higher risk of impact from COVID-19.
 - 1.4.4 All-Wales Care Homes Framework - A consistent framework for Health Boards to ensure that primary and community health care services are accessible and provide wraparound support for care homes.
 - 1.4.5 Collaborative working with Welsh Government has led to an allocation of monies being made available for Health Boards to apply for funding to establish 'Urgent Primacy Care Centre Pathfinders' this winter.
 - 1.4.6 Review of effectiveness, safety & harm of remote triage completed.
 - 1.4.7 Engagement with Welsh Government and appointed PR agency, to inform key primary care messages within the Keep Wales Safe campaign.
 - 1.4.8 To develop refreshed COVID-19 toolkits to support Community pharmacy and Optometry.



1.4.9 Delivery of a national cluster service and testing findings from same.

1.4.10 'COVID Hub Wales' is supporting 111/OOH recruitment over winter period.

1.5 Specific positions related to the work streams are set out in the table below.

| Work stream | Exception / Risk / Issue |
|---|---|
| 1. Prevention & Wellbeing | Due to COVID-19, Public Health Wales resources have been diverted, resulting in limited progress with deliverables. Discussions with Public Health Wales are taking place. |
| 2. 24/7 Model | A number of deliverables have been reassessed and removed. The focus in the last two quarters has been refocused on 'Urgent Primary Care Access Models' – the original intention to run three pilots has been replaced with a wider programme of Health Board led pathfinders. |
| 3. Data & Digital Technology | Following a Strategic Programme Board review of deliverables in the context of COVID-19, the following deliverables have been prioritised (thereby placing other deliverables on hold): <ul style="list-style-type: none"> • Metrics and reporting mechanism to support monitoring of Primary Care Essential Services • Escalation Tools (use and quality of existing tools, and roll out to wider community sector) • Working with TEC Cymru on video consultation & telephony. |
| 4. Workforce & Organisational Development | A number of deliverables remain on hold: <ul style="list-style-type: none"> • Demand & Capacity Tool • Development of community navigators/social prescribers • Maximise GP recruitment following the end of training • Developing the benefits of working in Primary Care • Primary Care leadership remuneration |
| 5. Communication & Engagement | Communication resources are prioritised to manage operational communications regarding COVID-19. The Strategic Programme has paused strategic communications and is working with Welsh Government colleagues on the 'Keep Wales Safe' campaign. |
| 6. Transformation & Vision for Clusters. | Recognising COVID-19 pressures, the cluster IMTP for 2021/22 was agreed to be an annual plan. Due to the current COVID-19 pressures, developing an outcome measure approach has been placed on pause. |

2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 2.1 The strategic programme has been significantly affected by COVID but some clear deliverables as part of it can be seen locally as follows:
- 2.1.1 The Rhondda Urgent Primary Care Centre is a pilot between four GP practices in North Rhondda, it became operational on 7th January. From 7th to 29th January, they had 744 appointments. Practices book same-day appointments on a first-come, first-served basis as well as from out-of-hours with a view to decreasing pressure on individual practices and reducing the likelihood of people seeking secondary care services due to limited access to primary care.
- 2.1.2 The Community Pharmacy escalation tool is an online platform to support consistent recording of pressure levels, workforce and PPE data within community pharmacies across Wales. This along with a similar GP practice one has enabled us to easily see and respond to pressures within independent contractors easily as part of the primary care bronze structures.
- 2.1.3 Launch of [Locum Hub Wales](#) included a range of features to support GP Practices, LHBs and locums in their temporary work requirements and includes a locum booking feature and this has enabled one easy process for seeing locum availability, skills and experience.
- 2.2 Pausing a number of the deliverables gave a timely opportunity to revisit the work streams with a view to resetting the ambitions in the programme based on learning and needs arising from the pandemic and key WG priorities for primary care.
- 2.3 The six workstreams in the table above are being revised and the Strategic Programme for Primary Care is re-prioritising work into 4 main areas:
- 2.3.1 Cluster Development. 'Clusters: A Big Conversation' commenced with a survey during December 2020. There is a clear appetite to accelerate cluster development and there will be some 'wicked' issues that will need to be addressed in order to do this. This work will be reported at the end of March 2021.
- 2.3.2 Community Infrastructure – the Strategic Programme is working to develop an All Wales approach to some of the components of

community infrastructure. Work is in train to look at the role of nursing within primary and community care as, similar to AHPs, the potential of this workforce is not yet maximised.

- 2.3.3 Urgent Primary Care – the pathfinder centres established during the winter (2020/21) has provided a wealth of learning and will inform the development of the redesign of urgent primary care in Wales. Working with colleagues in unscheduled care, the need for a robust urgent primary care offer is well recognised and is being developed within the context of primary care's role within the overall urgent care pathway.
- 2.3.4 Mental Health – joint work recently commenced between the Mental Health Programme and the Strategic Programme for Primary Care on Tier 0/1 services. As lockdown eases, this will become even more of a priority and there is a joint commitment to set out the Tier 0/1 offer across Wales and at cluster level.
- 2.4 These priorities will be underpinned by digital and workforce enabling programmes.

3. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

- 3.1 Not all the key deliverables of the primary care strategic programme have been delivered due to the pandemic and some have been assessed as less important than other areas as of learning and need arise as a result of COVID.

4. IMPACT ASSESSMENT

| | |
|---|--|
| Quality/Safety/Patient Experience implications | There are no specific quality and safety implications related to the activity outlined in this report. |
| Related Health and Care standard(s) | Effective Care If more than one Healthcare Standard applies please list below: |
| Equality impact assessment completed | No (Include further detail below) National Programme of work so will be completed there as needed. |
| Legal implications / impact | There are no specific legal implications related to the activity outlined in this report. |



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|---|---|
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| Resource (Capital/Revenue £/Workforce) implications / Impact | There is no direct impact on resources as a result of the activity outlined in this report. |
| Link to Strategic Well-being Objectives | Provide high quality, evidence based, and accessible care |

5. RECOMMENDATION

- 5.1 The Committee is asked to:
- 5.2 **NOTE** The change of key priorities in the national primary care strategic programme.
- 5.3 **AGREE** that further updates on the programme continue to be received by members in 2021/2022 with a stronger emphasis on what this means for CTM so opportunities for the whole system are considered.