

ANNUAL REPORT 2018-19

*Primary and Community
Care Development and
Innovation Hub
("the PC Hub")*

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1. Who we are

The Primary and Community Care Development and Innovation Hub (the PC Hub) sits in the Primary Care Division of the Health and Wellbeing Directorate, Public Health Wales (PHW).

The PC Hub was established in 2016 to **'coordinate support for health boards and clusters, at a national level, in the delivery of the national plan for primary and community care in Wales (2015-18) and facilitate coordinated delivery on a range of projects'**.

The aspirations in that plan are continued via the national

[Strategic Programme for Primary Care](#) (2018-2021), which contributes strategic direction to continuing support from the PC Hub.

A number of teams within PHW came together to form the PC Hub in 2016. Some existing PHW staff were moved into the PC Hub, others were new recruits into the organisation. The 2019 PC Hub workforce includes Public Health Consultants and Practitioners, GP Advisors, Project Managers, a Senior Analyst, a Web Technician and administrative staff.

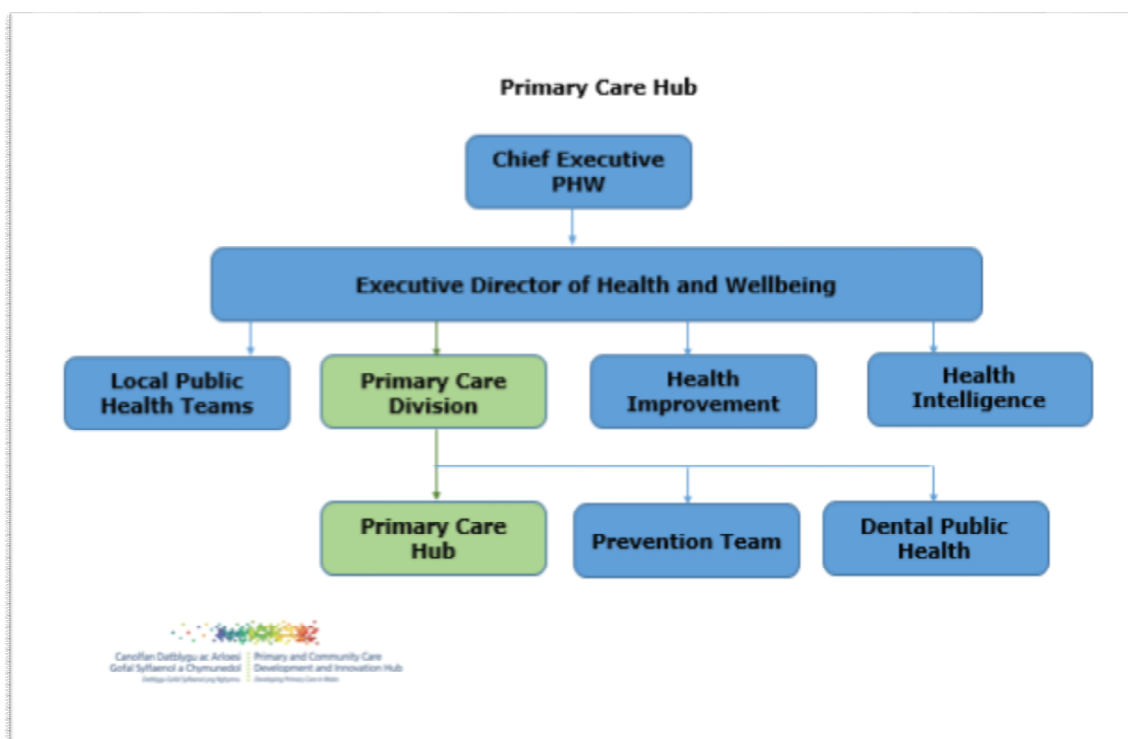


Figure 1: PC Hub (2019)

The main functions of the PC Hub include:

- Developing programmes to support cluster development,
- Supporting the delivery of projects as part of overall agreed programmes,
- Provision of programme management infrastructure to ensure effective governance of work programmes, alignment of work projects/programmes with strategic goals, assurance for delivery of agreed projects and interdependencies between projects are coordinated.

An annual work plan for the PC Hub is agreed and overseen by a PC Hub Programme Board with senior representatives from Health Boards, Public Health Wales, NHS Wales and the Welsh Government.

Governance of the PC Hub is through the Delivery Agreement between PHW and Welsh Government and reported and monitored quarterly by the PC Hub Programme Board.

2. Purpose of the Annual Report

This ***Primary and Community Care Development and Innovation Hub Annual Report*** provides a mechanism to share the work of the PC Hub in supporting the transformation of primary care in Wales.

Work to date aligns to the PHW Strategic Objective 6.7 'By 2021 we will have delivered the public health contribution to the national programme for transformation of primary care' and is structured according to the four work themes of the PC Hub for 2018/19.

Figure 2: PC Hub work themes



3. Key Achievements during 2018/19

Cluster Development

The third cohort of participants completed the [**Confident Primary Care Leaders**](#) leadership programme in December 2018. Delegates consisted of 16 future primary care leaders, including cluster leads, from five health boards in Wales. The programme was commissioned by the PC Hub and delivered by qualified coaches and expert facilitators. It provided participants with the knowledge, skills and confidence to enhance their leadership within their own cluster environments and help drive change in NHS Wales. Two short videos describing cohort participants experience in taking part in the programme are available: [Dr Kirstie Truman, GP](#) and [Antonia Higgins, Practice Manager](#).

With support from the PC Hub, two cohorts, each comprising of six cluster leads, participated in the **Primary Care Cluster Lead Development Programme – 'Leading with Purpose, Passion and Perseverance'** delivered by Academi Wales. The programme supported cluster leads in developing / enhancing their leadership, engagement and influencing skills through 1:1 coaching, facilitation support and action learning. The South Wales cohort completed the programme

in December 2018 with the North Wales cohort completing in April 2019.

The **Confident Practice Managers** leadership programme was established early 2019 with two cohorts of practice managers in South East and West Wales attending their first session in March 2019.

The **Cluster Leadership Network** continued to provide a networking forum for cluster leaders. Four meetings during 2018/19 facilitated the identification and sharing of good practice and ideas. The Network had their first one day national seminar in September 2018, which was attended by 40 cluster leads from across Wales. Facilitated and supported by the PC Hub and 1000 Lives Improvement, the Network provides a forum for graduates of the Confident Primary Care Leaders programme and is also open to all cluster leads in Wales.

A **cluster leads and support staff learning and developments needs survey** conducted during 2018/19 informed a programme of skills and training masterclasses and workshops.

The programme of **Workshops** and **Masterclasses** commenced in March 2019 covering the following topics; evaluation, effective communication and engagement, and project management, and will continue during 2019.

A number of reports and guides to support cluster working were published during 2018/19. In particular the report on [Social Prescribing in Wales](#) provided a commentary on the evidence for social prescribing initiatives and described the progress made with social prescribing across Wales.

The [Primary Care Cluster Governance Framework 'A Good Practice Guide'](#) set out the principles of good practice to support the development of clusters in Wales.

A series of workshops with Dr Julian Abel, Director of Compassionate Communities UK, was co-ordinated by the PC Hub in July 2018. The workshops explored the potential for developing the **Frome Model** and **Compassionate Communities** across health boards in Wales.

The third **Annual National Primary and Community Care Conference** was held on 15th November 2018. Chaired by Dr. John Boulton, Interim NHS Director of Quality Improvement and Patient Safety / Director of 1000 Lives Improvement, the

conference was attended by over 300 delegates from across Wales. The [Conference Report](#) provides further details about the event.



Figure 3: National Primary and Community Care Conference

The PHW **Primary Care Reference Group** and the **Local Public Health Team Primary Care Leads Network**, facilitated by the PC Hub, each met bimonthly during 2018/19. Both provided a forum for central and local public health teams to maintain links, informally network, identify and share good practice and discuss and identify actions for the public health system to support clusters.

Facilitated by the PC Hub, the **Primary Care Cluster Development Programme Group** continued to meet bi-monthly to provide expertise, knowledge, advice and contribute to the work of the PC Hub Cluster Development work theme. A copy of the Terms of Reference is available upon request by contacting PrimaryCareOne@wales.nhs.uk.

A [briefing](#) outlining the **Key Information on Regional Partnership Boards** was prepared for Primary Care Clusters.

With guidance and oversight from the Primary Care Cluster Development Programme Group, a **Cluster Leads Handbook** for new cluster leads and other staff

is in development. A small group of authors from a range of backgrounds including cluster leads have contributed to sections of the document. It is anticipated a paper version will be available in June 2019 with further scoping for an electronic product thereafter.

Access to information and intelligence

Informed by four regional [workshops](#) in May and June 2018, a [Primary Care Needs Assessment Tool](#) has been developed. The tool can be used to support local needs assessment and support evidence informed cluster planning. It is anticipated that the Excel and web-based resource will be used by cluster leads, health Board and Local Public Health team staff for cluster-level planning in 2019-20.

Currently sitting alongside [GPOne](#), the [Primary Care One Wales \(PCOne\)](#) website continues to serve as a central online resource for primary care clusters to promote cluster collaborative working, signpost to relevant resources and share innovation and practice. A **review of the 'One' websites** was completed in March 2019. The review assessed the acceptability and strategic fit of the websites. Implementation of the

recommendations from the review will commence during 2019/2020.

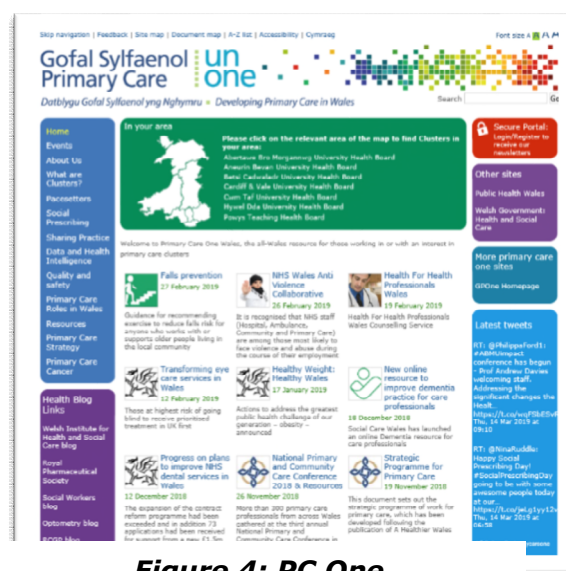


Figure 4: PC One

The [Primary Care Health Intelligence Compendium](#) continues to be maintained by the PC Hub. This resource collates data products on population health needs to inform the development of cluster plans.

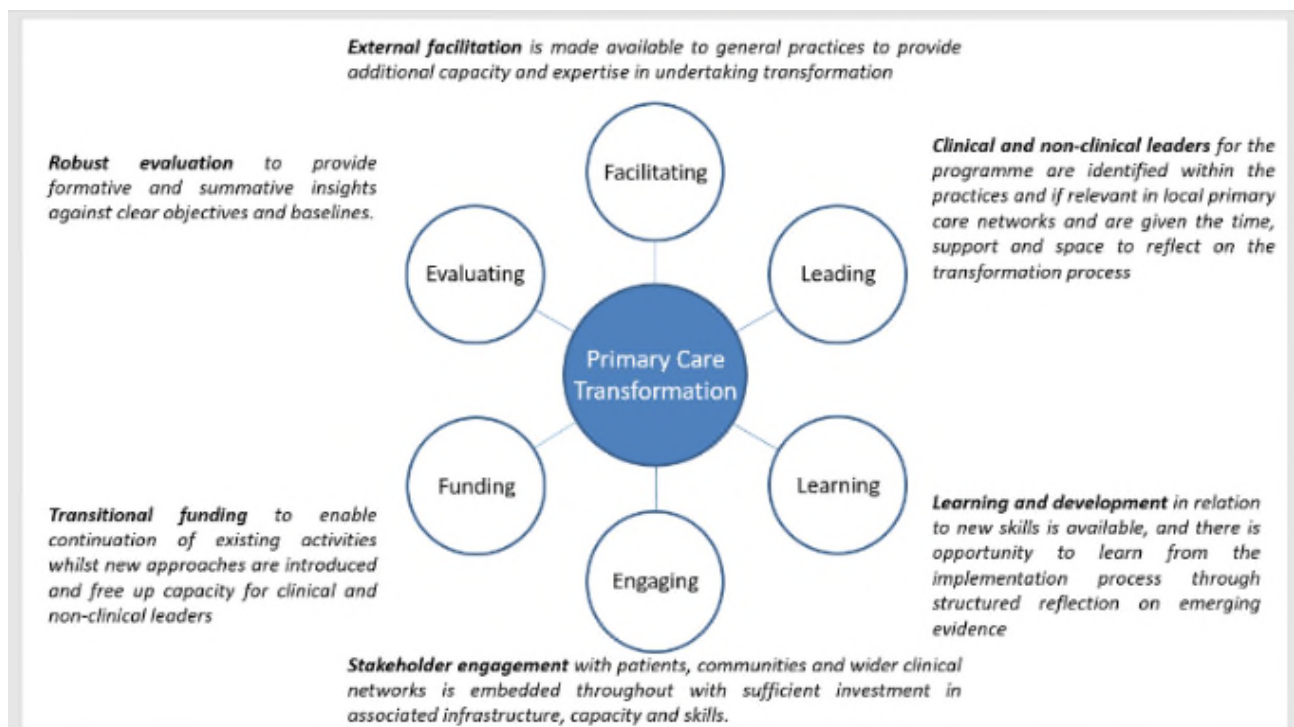
Innovation

The PC Hub has supported innovation in primary and community care and is leading on articulation of the cluster and infrastructure maturity components that describe the Primary Care Model for Wales. During last year there has been a particular focus on facilitating the learning from the projects of the **Pacesetter Programme** and the promotion of **multi-disciplinary working**.

Ongoing oversight and support was provided by the PC Hub for the 14 Pacesetter Programme teams running projects during for 2018/19.

Commissioned by the PC Hub, the **Critical Appraisal of the Pacesetter Programme** in Wales was published in June 2018. The appraisal compared experiences of the pacesetter projects with research evidence and best practice. Focusing on six enablers of successful transformation programmes; facilitation, leadership, learning, engagement, funding and evaluation, the report provides learning for the primary care transformation programme in Wales.

Figure 5: Enablers of successful transformation programmes



The PC Hub facilitated and reported on a **Regional Partnership Boards Workshop** to share the findings of the critical appraisal to inform future work.

Two **Innovation Learning Network Workshops** were coordinated by the PC Hub to bring together and share the learning of the 14 pacesetter project teams from across Wales. The first event focused on monitoring and evaluation, the second on co-production. Further workshops are planned for 2019/20.

A **Glossary of Terms** was developed for the Pacesetter Programme teams in December 2018.

A survey designed by the PC Hub and completed in the spring of 2018 provided an understanding of the systems and processes in use in Wales to direct patients and service users to information, advice, assessment and treatment within clusters and GP practices.

The results of the survey informed the **Report on Signposting / Triage / Telephone First Survey** which is supporting the development of standards for primary care call handling, signposting and clinical triage systems and processes in Wales.

The **Multi-Professional Roles within the Transforming Primary Care Model in Wales** reported the evidence and described how wider multi-disciplinary working can support the implementation of the Primary Care Model for Wales and transformation of primary care.

The PC Hub continues to update the **Compendium of Innovation Projects**. This resource provides an online central catalogue of primary care cluster projects. The Compendium facilitates the sharing of practice by areas and pan-Wales.

On behalf of Welsh Government, the PC Hub commenced the commissioning of a partner to develop a suite of tools to support evaluation of the Primary Care Model for Wales. The contract is to be awarded in April 2019.

Quality and Safety

The [**Primary Care Measures: National Variation Report**](#) was published in December 2018. The report on Phase 2A Primary Care Measures was developed for health boards to emphasise variation between and within health boards and to signpost to quality improvement options. A summary and links to the full reports available in Appendix 2.

In June 2018, the **Patient Safety Tool** was deployed in 10 GP pilot practices in Aneurin Bevan University Health Board with an evaluation of the pilot reported in March 2019 to capture and share implementation lessons that can inform similar initiatives.

A **stakeholder workshop** held in May 2018 considered the feasibility and potential to develop a **Patient Safety Database**. The workshop identified significant barriers to alignment and collation of patient safety data. The barriers and

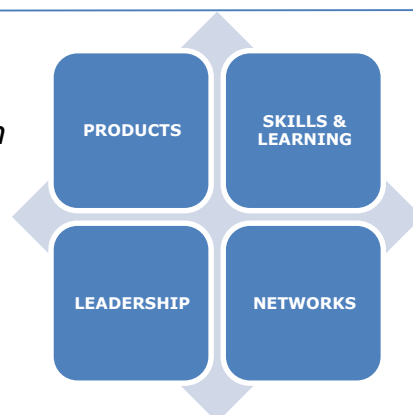
complexities identified during this work rendered the development of this product unfeasible at this point in time. The information collated to inform the workshop was fed into health board quality forums to inform health board actions around patient safety.

A **scoping exercise** to identify activities PHW are asking clusters to undertake in relation to **infection prevention and screening**, together with identifying PHW resources to support undertaking the work, concluded in March 2019. The exercise involved interviews with key staff groups across PHW and a review of all primary care cluster action plans for inclusion and/or specific reference to immunisation/infection-prevention and screening. Key findings and recommendations to be reported in April 2019.

A summary of events and reports is provided in Appendix 1.

4. Priorities for 2019/2020

For 2019-2020, the work of the PC Hub will focus on the two work streams *supporting the transformation of primary care and prevention and wellbeing in clinical settings*. Work will fall into of four quadrant outputs; products, skills and learning, leadership and networks (figure 6).



PC Hub work streams for 2019/20

Figure 6: PC Hub outputs

Supporting primary care transformation			
Products	Skills & learning	Leadership	Networks
<ul style="list-style-type: none"> ❖ Primary Care Measures National Variation Report ❖ Primary Care Needs Assessment Tool ❖ Cluster Leads Handbook ❖ Implementing actions from the review of One brand websites ❖ One brand websites maintenance & development ❖ Primary care health intelligence compendium maintenance ❖ PC Innovations Compendium maintenance ❖ CGPSAT (<i>All Wales Clinical Governance Practice Self-Assessment Tool</i>) ❖ Survey to Evaluation Workshops attendees 	<ul style="list-style-type: none"> ❖ Support for Pacesetter Programme 2018-2020 and 2020-2022 ❖ Cluster skills learning events ❖ National Primary Care Conference ❖ Knowledge and skills survey of cluster workforce ❖ LPHT primary care engagement & support needs review ❖ Training for HB / cluster based QI co-ordinators / facilitators ❖ Scoping options to develop of a learning resource `Introduction to primary care transformation & cluster working in Wales` 	<ul style="list-style-type: none"> ❖ Evaluating the Primary Care Model for Wales (tender & national report) ❖ Confident Practice Managers programme ❖ Developing QI capacity and capability in primary care ❖ Implementing Cluster Governance ❖ Health Board IMTP review ❖ Improving provision of intelligence to clusters from primary care data ❖ Improving improvement action evidence to clusters ❖ Improving sharing of good practice around implementation of cluster level improvement actions ❖ Introduction to primary care transformation and cluster working in Wales 	<ul style="list-style-type: none"> ❖ Cluster Leadership Network & national seminar ❖ Cluster Development Officer Network event ❖ Regional Partnership Boards Support Officers Workshop ❖ PHW Primary Care Reference Group ❖ Local Public Health Team Primary Care Leads Network ❖ Scoping of Community of Practice for QI co-ordinators / facilitators
Supporting prevention and well-being in clinical settings			
Framework for prevention in clinical settings	Prevention & Wellbeing work stream of the Strategic Programme for Primary Care	Other prevention related activities	
<ul style="list-style-type: none"> ❖ Engagement exercise for framework ❖ Engagement summary report ❖ Implement and test framework for hypertension ❖ Use framework as a basis for advocacy Contribution to <i>Building a Healthier Wales</i> 	<ul style="list-style-type: none"> ❖ Contribute to coordination and development of the Prevention & Wellbeing work stream of the Strategic Programme for Primary Care 	<ul style="list-style-type: none"> ❖ Developing a position statement on appropriate preventive activity in various clinical settings ❖ Enhancing the PHW offer to clusters around screening & prevention of infection activities ❖ Community Pharmacy Stakeholder Workshop ❖ GP waiting room BP machines feasibility study 	

Appendix 1

Summary of face to face events

During 2018/19 the PC Hub commissioned, facilitated and or supported the delivery of 28 face to face workshops, learning opportunities or networking events. These were provided in venues across Wales to a range of audiences for different purposes, and included the following:

- ❖ Academi Wales Leadership Development
- ❖ Confident Leaders Programme
- ❖ Effective Engagement and Communication Masterclass
- ❖ Building Capacity for Evaluation Workshops
- ❖ Integrated All Wales Primary Care Needs Assessment Workshops
- ❖ National Cluster Leadership Network Seminar
- ❖ Pacesetters Innovation Workshops
- ❖ Pacesetters/University of Birmingham Critical Appraisal Workshop
- ❖ Patient Safety Database Stakeholder Workshop



Confident Leaders Cohort 3



Pacesetters Critical Appraisal Workshop



Effective Engagement and Communication Masterclass

Uptake and attendance at the workshops was good with over 550 places being taken by participants.

In addition, the 2018 ***Annual National Primary and Community Care Conference*** was attended by over 300 delegates from a range of sectors and professions as detailed earlier in this report.



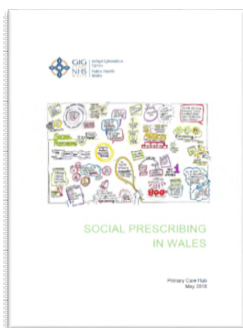
Annual National Primary and Community Care Conference 2018

Appendix 2

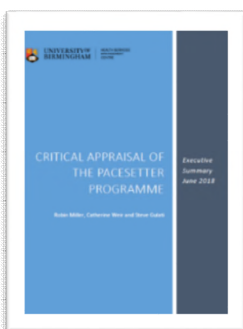
Key resources developed by the PC Hub and stored on PCOne



Components of the Transformational Model for Primary and Community Care in Wales were signed off at the National Primary Care Board in March 2018 and have now been adopted by Directors of Primary and Community Care as the '**Primary Model for Wales**'.¹ The Model should be adopted by Health Boards and Health Boards should be working at pace and scale to deliver the Model through their IMTPs and in collaboration with their Regional Partnership Boards. The Model continues to evolve in terms of a shared understanding of its potential across Wales and, importantly, in the language used to describe it.



Social Prescribing in Wales, May 2018 presents the progress made on social prescribing in Wales over the previous two years and highlight arrangements put in place to build on this work going forward. The report covers the three commitments the Hub addressed in support of social prescribing in Wales. These include 1) the evidence, 2) assessment of social prescribing projects 3) highlighting social prescribing events.



The **Critical Appraisal of the Pacesetter Programme: Executive Summary June 2018** describes the methods used and the questions asked to inform the independent appraisal. Key findings and six enablers were reported which give a clear direction to the success of future innovations including pacesetter programmes and individual projects and implications for future primary care transformation.

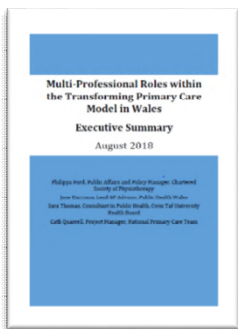


The **Report on Signposting / Triage / Telephone First Survey, July 2018** presents the findings of a survey designed to better understand the systems and processes in use to direct the flow of service users to information, advice, assessment and treatment within GMS practices and clusters in Wales. The findings of the survey resulted in the development of standard **Definitions of Primary Care Signposting and Triage Systems** in Wales

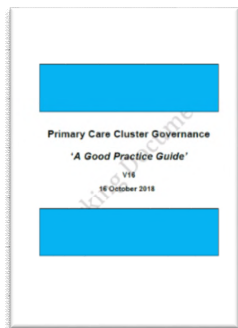
¹ Formally Called the Emerging Model for Primary & Community Care. The language describing some of the components of have since been revised.



Launched in November 2017, [Primary Care One Wales](#) (PCOne) sits alongside [GPOne](#) to provide an all-Wales online resource for those working in or with an interest in primary care clusters. Intended to promote primary care cluster collaborative working in Wales and support cluster development at a national level, PCOne provides sources of information specific to clusters and cluster leads across Wales as well as the wider primary and community care audience.

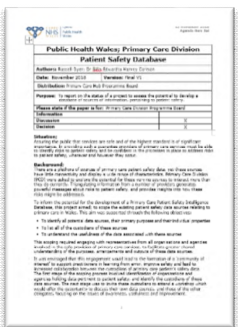


The [Multi-Professional Roles within the Transforming Primary Care Model in Wales, August 2018](#) reports the responses to a survey designed to capture the potential of wider multidisciplinary team working. The report identifies opportunities and makes recommendations to supporting the transformation of primary and community care.

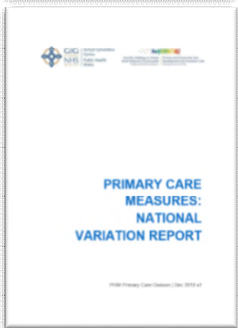


The [Primary Care Cluster Governance 'A Good Practice Guide', October 2018](#) supports the development of primary care clusters across Wales through good governance.

The Guide sets out the principles of good practice and is accompanied by a collection of appendices, a Resource Pack providing a range of toolkits and templates and a suggested cluster governance maturity matrix for cluster self-assessment.



[Patient Safety Database scoping exercise report, November 2018](#) described the potential and explored the feasibility for better use of patient safety data sources relating to primary care in Wales. The report concluded that 'it would appear that there is no practical solution that would offer great interaction between data sources examined'.



The [Primary Care Measures: National Variation Report V1, December 2018](#) provides information for health boards against a suite of measures for primary care (Phase 2A).

The report emphasises variation between and within health boards and signpost to potential quality improvement options and actions.