

Strategic Programme for Primary Care

Date:	27 November 2020
Paper:	Progress report: Strategic Programme for Primary Care
Purpose:	<ul style="list-style-type: none"> To highlight the progress, risks, exception reports and next steps associated with delivery of the Strategic Programme for Primary Care. To enable the National Primary Care Board (NPCB) to have continuous oversight and to carry out its quality assurance function.
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Accountable to:	Judith Paget, Chief Executive (Aneurin Bevan University Health Board) & Chair of National Primary Care Board.

1. Introduction

The National Primary Care Board receives a programme level highlight report at every meeting. This information enables the Board to maintain oversight and to fulfil the agreed quality assurance function.

The programme-level highlight report comprises key information taken from the monthly, individual project-level (work stream) reports, over a specified period of time.

This report covers the period of: 1 September to 31 October 2020.


Based on the number of deliverables within the programme (70+) and volume of information to report, this paper is broken down into the following summary sections:

- An overall programme rating (RAG)
- Summary of key achievements and products delivered
- Key exceptions and issues for approval/endorsement
- Activities and products planned for the next quarter/reporting period.

A detailed programme highlight report is provided in Appendix A.

2. Overall programme rating

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.

Critical review / serious intervention required / delivery compromised.	Intervention / adjustment required to deliver on time / to specification.	On track to deliver on time / as per specification.
		

3. Key Achievements

Key achievements for the reporting period 1 September to 31 October 2020 include:

- [Primary Care Operating Framework Quarter 3 & 4](#), developed with input from Welsh Government and Health Boards.
- 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.
- Welsh Government Milestones 2020-21 included the use of key Strategic Programme deliverables.
- [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.
- [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.
- 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 Primary Care Centre Pathfinders' this winter.
- Review of effectiveness, safety & harm of remote triage completed.
- Engagement with Welsh Government and appointed PR agency, to inform key primary care messages within the Keep Wales Safe campaign.
- 'COVID Hub Wales' is supporting 111/OOH recruitment over winter period.
- Mid-year briefing provided to the Minister.
- Strategic Programme for Primary Care [newsletter](#) issued October 2020 and web content updated.

4. Key exceptions and issues

The following exceptions and issues require approval by the National Primary Care Board.

Work stream	Exception / Risk / Issue
1. Prevention and Wellbeing	<p>Issue: Due to COVID-19, Public Health Wales resources have been diverted, resulting in limited progress with deliverables.</p> <p>Response: Discussions with Public Health Wales are taking place.</p> <p>Issue status: LIVE.</p> <p>Exception: Pending outcome of Public Health Wales discussions, a number of deliverables may need to be placed on hold.</p>
2. 24/7 Model	<p>Exception: 'Defining infrastructure requirements (via pathways)' – scoping concluded that there is not a requirement for these pathways at this time. The deliverable has been removed.</p> <p>Exception: Request to adopt an <i>agile</i> approach to support delivery of:</p> <ul style="list-style-type: none"> • '7 Day Rehabilitation Guidance'– evidence emerging that will inform content and impact the delivery date (was November 2020). (Note change of deliverable title - formerly '24/7 Rehabilitation Framework'). • 'Step-up/down Bedded Community Services' toolkit – given COVID-19, an <i>agile</i> approach will enable identification of optimum timing for release of the product to maximise traction (was December 2020). • 'Urgent Primary Care Access Models' – the original intention to run three pilots has been replaced with a wider programme of Health Board led pathfinders. Early learning and stakeholder feedback is being used to determine the shape of end products.
3. Data and Digital Technology	<p>Exception: 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):</p> <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 and Organisational Development	<p>Exception: A number of deliverables remain on hold:</p> <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 and Engagement	<p>Issue and exception: 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.</p>
6. Transformation and the Vision for Clusters.	<p>Exception: New approach to the register of cluster challenges, thereby closing the register and moving to active cluster development work.</p> <p>Exception: Recognising COVID-19 pressures, the cluster IMTP for 2021/22 will be annual plan.</p> <p>Exception: Due to the current COVID-19 pressures, developing an outcome measure approach has been placed on pause.</p>

5. Key activities scheduled for next reporting period

Key activities planned for the next reporting period (November 2020 – January 2021) are summarised below.

- To work with Cluster Focus Groups and wider stakeholders to develop a refreshed approach to supporting cluster development across Wales.
- To further progress key 24/7 deliverables (using an *agile* project management approach)
 - '7 Day Rehabilitation Guidance' – further work with stakeholders will be undertaken in order to inform content and appropriate delivery timeline.
 - 'Step-up/down bedded community service' toolkit – to respond to stakeholder feedback and work to determine the optimum release date.
- Launch of Urgent Primary Care Centre Pathfinders.
- To establish mechanisms to support and capture the learning from the Urgent Primary Care Centre Pathfinders.
- To develop metrics and a reporting mechanism to support monitoring of Primary Care Essential Services.
- To develop refreshed COVID-19 toolkits to support [Community pharmacy](#) and [Optometry](#).
- To undertake an evaluation of the Care Home Framework.
- Continuation of negotiations with Public Health Wales regarding resourcing.
- Release of an 'upload of evidence' functionality within the online Access reporting tool.
- To assess the use, and quality of escalation tools introduced to GP and Community Pharmacy.
- To scope escalation tools within community (district nursing, therapies and mental health).
- To map workforce deliverables against the new Workforce Strategy.
- Scope workforce lessons and learning from COVID-19 that may have been recorded locally.
- To evaluate the first Practice Managers Development course.
- To work with the new National Nurse Lead for Primary and Community Care on deliverables including general practice nurse career framework and the care home framework.
- To support HEIW with release of workforce planning templates, guidance and training.
- To conclude detailed analysis of evidence to inform development of: 'Workforce assumptions', 'AHP Employment Model', 'Credentials and Learning Framework'; and Once for Wales compendium of JDs & competencies.
- Building on the compendium of support available to practices with sustainability issues.
- Strategic Programme Board approval of 'Governance Framework' principles and the development an action plan in early 2021.
- To agree the evaluation/measure of success to support the 'Review of Enhanced Services'.

6. Next Steps

Subject to endorsement by the National Primary Care Board, this programme-level report will be hosted on the Strategic Programme webpages, providing transparency and forming part of stakeholder engagement communications plan.

All activities planned for the next reporting period will continue to be subject to quality control (via each work stream lead) and quality managed via monthly reviews held by the Strategic Programme Board.

The next programme-level report will cover progress and any issues for the period of 1 November 2020 to 31 January 2021 and will be presented at the next meeting of the National Primary Care Board.