



Strategic Programme for Primary Care

Programme Highlight Report

Reporting period: 1 September to 31 October 2020

Presented: November 2020

An overall programme rating of AMBER has been assigned by the Strategic Programme Board.

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.
<div> <div>Nov 2020</div> </div>		

Work Stream Updates:	RAG (Previous / Current / Predicted)			Key Activities and Achievements	Overview of issues, exceptions and risks	Priorities for Next Quarter
1. Prevention and Wellbeing	A	R	A	<p>Programme induction meetings held for new Public Health Consultant (16 Sept 20).</p> <p>Communication of flu guidance (September Immunisation e-Bulletin Flu: Special Edition 2020) cascaded via the All-Wales Health Board network.</p> <p>All-Wales rehabilitation guidance for vulnerable groups:</p> <ul style="list-style-type: none"> endorsed by Primary Care & Community Reference Group (PCCRG) (21 Sept 20) approved by SPB (2 Oct 20) released via networks (14 Oct 20). <p>To date this has received a very positive 2,479 'impressions' and 153 'engagements' on twitter.</p>	<p>Issue: In Aug 20, National Primary Care Board (NPCB) requested a review of priorities and a focus on vaccines for vulnerable groups. Response: Work stream review conducted 24 Aug 20 It concluded that vaccines for vulnerable groups are addressed within the national vaccine programmes. In addition, guidance to support vulnerable groups (through a rehabilitation lens) is in progress. No changes to the urgent COVID-19 deliverables made; outcome was endorsed by Strategic Programme Board (SPB), 4 Sept. 20. Issue status: CLOSED.</p> <p>Issue: Due to COVID-19, Public Health Wales resources have been diverted, resulting in limited progress with deliverables. Response: Discussions with Public Health Wales are taking place (e.g. Hub Board meeting, 3 Nov 20). 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> <p>Risk: The Director of Primary Care work stream lead is retiring at the end of December 2020. Mitigating action: Succession plans are being developed.</p>	<p>To utilise the limited Public Health Wales (PHW) resource currently assigned, in order to undertake scoping and activities to support readiness of tackling:</p> <ul style="list-style-type: none"> the obesity strategy smoking cessation. <p>To continue negotiations with PHW in order to release an increased/appropriate resource to support the work stream.</p> <p>To appoint a new Director of Primary Care work stream lead.</p>

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2. 24/7 Model	G A G	<p>All-Wales Care Homes Framework:</p> <ul style="list-style-type: none"> endorsed by PCCRG (22 Oct 20) approved by SPB (electronically) released via networks (29 Oct 20 – ahead of Dec 20 schedule). <p>To date, very positive verbal feedback has been received.</p> <p>A high volume of various scoping activities and stakeholder engagement events being held to support the development of:</p> <ul style="list-style-type: none"> '7 Day Rehabilitation Guidance' Step-up/down bedded community service toolkit. <p>'Urgent Primary Care Access Model' - Collaborative working with Welsh Government has led to an allocation of funding being made available for Health Boards to apply for funding to establish 'Urgent Primacy Care Centre Pathfinders' this winter.</p>	<p>Exception: 'Defining infrastructure requirements (via pathways)' – Scoping of the initial eye-care pathway concluded that there is not a clear 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 the delivery of:</p> <ul style="list-style-type: none"> '7 Day Rehabilitation Guidance' – new/emerging evidence is being uncovered that will inform content and impact the delivery date (was Nov 20). Please note retitling of deliverable (formerly '24/7 Rehabilitation Framework'). 'Step-up/down Bedded Community Services' toolkit – amid current COVID-19 pressures, releasing the product will not gain maximum traction; an <i>agile</i> approach will enable identification of optimum timing for release as and when appropriate. Delivery date was Dec 20. '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. 	<p>To undertake an evaluation of the Care Home Framework.</p> <p>'7 Day Rehabilitation Guidance' – Pending NPCB approval of agile request – work with stakeholders will be undertaken to inform delivery timeline.</p> <p>'Step-up/down bedded community service' toolkit - to present draft product to PCCRG (17 Nov 20), Associate Medical Directors (18 Nov) and Head of Primary Care (20 Nov). Comments from all stakeholder groups are requested by 4 Dec 20. Pending NPCB approval of agile request - work to determine the optimum release date and an appropriate evaluation method will be taken forward.</p> <p>Continuation of Urgent Primary Care Access Model work via:</p> <ul style="list-style-type: none"> Establishment of mechanisms to support and capture the learning from the Urgent Primary Care (UPC) Centre Pathfinders. <ul style="list-style-type: none"> National UPC Pathfinder Implementation Board. National UPC Pathfinder Clinical Reference Group. National UPC Pathfinder Improvement Group. Approval of bids Launch of Urgent Primary Care Centre Pathfinders.

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3. Data and Digital Technology	A	A	A	<p>New co-lead assigned: Rachael Powell, Deputy Director of Information, NWIS.</p> <p>Functionality to improve the online Access reporting tool has been developed, by way of a new 'upload of evidence' function.</p> <p>Scoping of 'Time Spent at Home' measure has concluded; identifying a more robust model ('Days Spent at Home') that could be tested in Wales. An approach to implementing this model has been drafted.</p> <p>Discussions with the Finance Delivery Unit has led to nearly half of primary care essential service measures being featured within a new 'Primary Care' section of the NHS Operating Framework template.</p> <p>Positive feedback on value of having Escalation Tools and Data identified by SPB Nov 2020.</p> <p>Positive progress made by Welsh Government and GPC Wales on developing a minimum data set for General Medical Services (this will inform many deliverables including 3.2a GP contact data).</p>	<p>Exception: Following a SPB review of deliverables in the context of the pressures presented by COVID-19 (6 Nov 20), the following deliverables have been prioritised:</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 and telephony. <p>This would place all other deliverables on hold.</p>	<p>Release of an 'upload of evidence' functionality within the online Access reporting tool.</p> <p>To develop metrics and a reporting mechanism to support monitoring of Primary Care Essential Services (mid Dec 20).</p> <p>To assess the use and quality of escalation tools currently supporting GP and Community Pharmacy.</p> <p>To scope potential roll out of an All-Wales escalation tool to support community sectors (district nursing, therapies and mental health).</p> <p>(Pending NPCB approval, other deliverables to be placed into a state of pause).</p>

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4. Workforce and Organisational Development	A	A	A	<p>New Workforce &OD Co-Chair appointed; Kathryn Jones, Swansea Bay UHB.</p> <p>Wales National Workforce Reporting System (WNWRS) presentation well received at PCCRG (22 Oct 20).</p> <p>'COVID Hub Wales' is supporting 111/OOH recruitment over winter period.</p> <p>Resumed training for second cohort of project managers (via an online platform).</p> <p>Scoping to inform an 'AHP Employment Model' and 'Credentials and Learning Framework' underway.</p> <p>The approach in developing 'Workforce assumptions' (re to inform Demand and Capacity Tool) was endorsed by PCCRG.</p> <p>'General practice nurse career framework' progressing – meeting held (8 Oct 20) with minimum quality standards agreed.</p> <p>Productive HEIW Primary Care Workshop (21 Oct 22); identifies numerous considerations for Strategic Programme for Primary Care (SPPC).</p> <p>A Healthier Wales: Our Workforce Strategy for Health and Social Care was published 22 Oct 20 – this will inform future activity.</p> <p>Mapping of primary care roles has been completed – this will inform development of the Once for Wales compendium of job descriptions & competencies.</p>	<p>Exception: A number of deliverables remain on hold / medium term priority:</p> <ul style="list-style-type: none"> • Demand & Capacity Tool • Development of community navigators/social prescribers • Maximising GP recruitment – following the end of training • Developing the benefits of working in Primary Care • Primary Care Leadership remuneration 	<p>To inform future work, the work stream will:</p> <ul style="list-style-type: none"> • Scope workforce lessons and learning from COVID-19 that may have been recorded locally • review feedback from the HEIW workshop (21 Oct 20); and • map the actions of the new Workforce Strategy to existing deliverables. <p>To receive a feedback/evaluation report from the first Practice Managers Development course.</p> <p>To work with the new National Nurse Lead for Primary and Community Care on deliverables including general practice nurse career framework and learning from the Buurtzorg model</p> <p>To support Health Education and Improvement Wales (HEIW) with release of workforce planning templates, guidance and training packages.</p> <p>To conclude detailed analysis of evidence to inform development of:</p> <ul style="list-style-type: none"> • 'Workforce assumptions' • 'AHP Employment Model' • 'Credentials and Learning Framework'; and • Once for Wales compendium of job descriptions & competencies.

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5. Communication and Engagement	G A A	<p>See <i>issue and exception</i> – Activities to support the operational communication campaign (not strategic) and general activity to support the SPPC programme of work are in action, including:</p> <ul style="list-style-type: none"> • SPPC newsletter issued Oct 2020 (this made 1661 'impressions' and 84 'engagements' on twitter) • Updating of SPPC web content • Engagement with Welsh Government and appointed PR agency, to inform key primary care messages within the Keep Wales Safe campaign (13 Nov 20). • Ongoing representation at the Welsh Government Protect the NHS Working Group. 	<p>Issue and exception: All communication resources (including the Welsh Government (WG) Co-Chair) are prioritised to manage operational communications regarding COVID-19. The Strategic Programme has paused all strategic communications and is contributing to the operational work via input at the Welsh Government Protect the NHS Working Group.</p>	<p>To continue to support the operational, COVID-19 related communications (from the lens of primary care).</p> <p>To continue to promote SPPC products via the agreed channels (e.g. Twitter and SPPC webpages) and maintain SPPC web content.</p> <p>(Strategic communications remain on hold.)</p>

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6. Transformation and the Vision for Clusters.	G	G	G	<p>Primary Care Operating Framework Quarter 3 & 4, developed with input from Welsh Government and Health Boards - formally issued via Welsh Government (24 Sept 20).</p> <p>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. Handed over to work stream 3.</p> <p>Cluster Annual Plan template – Developed by work stream, endorsed by SPB and informally issued to all Health Boards.</p> <p>'Review of effectiveness, safety & harm of remote triage' –</p> <ul style="list-style-type: none"> review completed and report produced endorsed by SPB (2 Oct 20) not released - (<i>see issue</i>). <p>'Governance Framework':</p> <ul style="list-style-type: none"> Scoping and stakeholder engagement meetings held First draft framework produced Ongoing dialogue between work stream and SPB - (<i>see issue</i>). <p>Cluster Focus Groups established; two meetings held (7 & 28 October 2020)</p> <p>Mid-year briefing provided to the Minister (13 Oct 20).</p>	<p>Exception: New approach to the register of cluster challenges, thereby closing the pre-COVID register and establishing focus groups on cluster development.</p> <p>Exception: Recognising COVID-19 pressures, the cluster IMTP for 2021/22 will be annual plan.</p> <p>Exception: Developing an outcome measure approach has been placed on pause, due to the current COVID-19 pressures and no possibility of gaining traction at this time.</p> <p>Issue: 'Review of effectiveness, safety & harm of remote triage' – the SPB has endorsed the report but given current sensitivities, it has not been circulated via the standard external mechanism. Issue status: CLOSED.</p> <p>Issue: 'Governance Framework' – following feedback from the Strategic Programme Board, further changes are being made to the framework, prior to sign off (originally scheduled for October 20). Issue status: LIVE.</p>	<p>To support the monitoring of Primary Care Essential Services (via collaborative working with work stream 3 and monthly discussions with Directors of Primary Care.)</p> <p>To ensure that the Cluster Annual Plan is formally issued by WG.</p> <p>To work with Cluster Focus Groups and wider stakeholders to develop a refreshed approach to supporting cluster development across Wales.</p> <p>To develop a crib sheet and top tips on how to support clusters - Engagement planned with Heads of Primary Care (20 Nov 2020)</p> <p>To gain SPB sign-off of 'Governance Framework' principles (Dec 20), with a view to revisiting the specific actions required in 2021.</p> <p>To develop refreshed COVID-19 toolkits (Nov 20) to support: Community pharmacy Optometry</p> <p>To agree the evaluation/measure of success to support the 'Review of Enhanced Services'.</p>