



Strategic Programme for Primary Care

An All-Wales Health Board-led programme that works in collaboration with Welsh Government and responds to A Healthier Wales.

End of year update

April 2021- March 2022

Executive Summary

Sue Morgan, National Director & Strategic Programme
Lead for Primary & Community Care



I am pleased to introduce this end of year (2021/22) update from the Strategic Programme for Primary Care. It was a challenging year given it was year two of the pandemic, a context which led to a review of the programme to prioritise existing work and to respond to the new challenges presented by the pandemic.

Within this context, four key priorities were identified in April 2021 for the Strategic Programme for Primary Care:

- I. Cluster Development
- II. Mental Wellbeing
- III. Urgent Primary Care
- IV. Integrated & Community Care

This update provides an overview of progress by the Programme from 1 April 2021 to 31 March 2022, notes the work of the National Leads and then provides a look ahead for our programme of work into 2022/23. One of the most notable developments has been the work with wider stakeholders and, as we move forward, we intend to build on this.

I would like to take this opportunity to thank all those that have supported the work over the last year, both within primary care and those who we've worked with in partnership, and look forward to continuing the progress already made.



“2021-22 has been another excellent year for the Strategic Programme for Primary Care. Of particular note for me has been the Accelerated Cluster Development Programme. This involved such widespread engagement and collaboration across a breadth of partners, which bodes well for the transition year of 2022-23. The Strategic Programme for Primary Care has also been very influential in partnership with the Six Goals for Urgent and Emergency Care.

As we go in to 2022-23, I have every confidence the Strategic Programme for Primary Care will build on its success to help support a whole system approach to recovery and reset. The Community Infrastructure Programme will be pivotal to this.

Finally, I would like to take this opportunity to recognise the efforts and commitment of all those involved in this work; from the Strategic Programme team, ably led by Sue Morgan, colleagues in Health Boards, through to delivery partners across Wales who have embraced the work of the Strategic Programme and particularly the Accelerated Cluster Development work. My thanks to all those colleagues who have and will continue to make these changes a reality.”

Alex Slade, Director for Primary Care and Mental Health, Welsh Government

1. Table of Contents

| | |
|--|----|
| 1. Table of Contents | 3 |
| 2. Introduction..... | 4 |
| 3. Notable progress April 2021 – March 2022 | 5 |
| 4. Partnerships | 6 |
| 5. The SPPC team | 7 |
| 6. SPPC programme work stream priorities 2021/2022 | 7 |
| 6.1. Prevention and Wellbeing Work Stream | 8 |
| 6.2 24/7 Model Work Stream | 9 |
| 6.3 Data and Digital Work Stream..... | 10 |
| 6.4. Workforce and Organisational Development (WOD) | 11 |
| 6.5 Communications and Engagement Work Stream | 12 |
| 6.4 Transformation and Vision for Clusters..... | 13 |
| 7. Update on the wider work of the national Strategic Programme team | 15 |
| 7.1 National Lead Nurse for Primary and Community Care Update..... | 15 |
| 7.2 National AHP Lead for Primary and Community Care Update..... | 16 |
| 7.3 National Clinical Lead for Primary and Community Services | 17 |
| 7.4 National engagement and representation: | 18 |
| 8. Conclusion | 18 |
| 9. Contact us for more information | 18 |
| 10. Appendix 1 SPPC Programme deliverables 2021-22 | 19 |

2. Introduction

The Strategic Programme for Primary Care is an All-Wales Health Board-led programme that works in collaboration with Welsh Government and responds to *A Healthier Wales*. The programme was launched in November 2018 and has had four key phases of delivery to date.

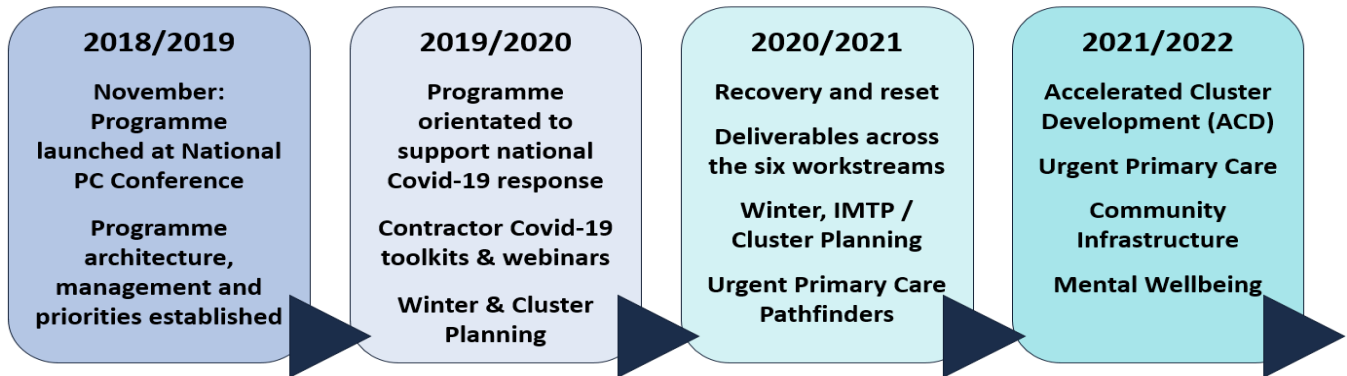


Figure 1 Strategic Programme for Primary Care 2018-2022

Four key strategic priorities were confirmed to shape the 2021/2022 work programme:

- Accelerated Cluster Development
- Urgent Primary Care
- Community Infrastructure
- Mental Wellbeing

These four strategic priorities are delivered through the six existing work streams of the Strategic Programme. Governance and accountability for the programme continues to be maintained through a Strategic Programme Board that reports to the National Primary Care Board.

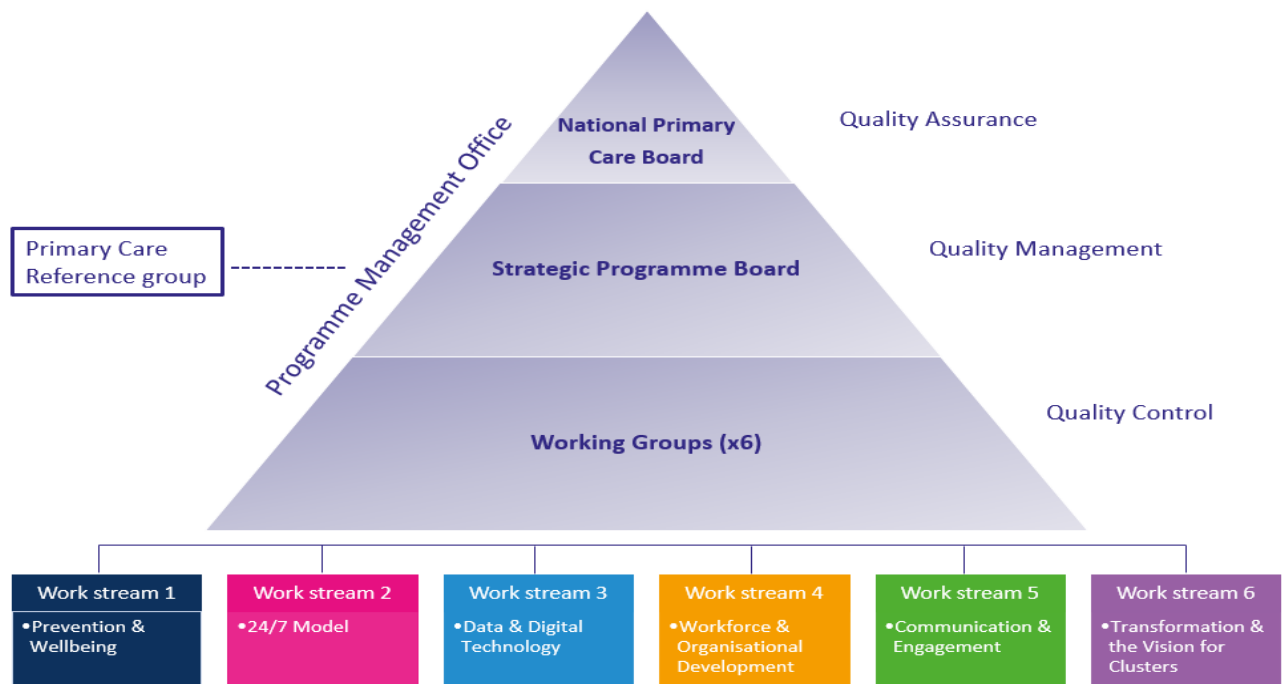


Figure 2 Quality and Governance Structure

This report contains an overview of the notable progress made and key products launched over the operating period April 2021 – March 2022, a high level focus on what the programme delivered over

the last 12 months and a general update on the wider work of the national strategic programme team.

3. Notable progress April 2021 – March 2022

- Launched the Accelerated Cluster Development, Community Infrastructure and the Mental Wellbeing programmes of work.
- Delivered a series of webinars and stakeholder events to support the communication of key programmes or support operational issues through national information sharing. For example, hosted blood bottle supply shortage webinars; Respiratory Syncytial Virus webinar; Obesity and Diabetes Prevention stakeholder events; [Greener Primary Care](#) Expert Group; [Community Infrastructure Stakeholder](#) event.
- Through the 24/7 work stream commissioned a [development matrix](#), [minimum data set](#), and [evaluation framework](#) for the urgent primary care pathfinder centers; and commissioned a [literature review](#) to support the development of a definition for urgent primary care. This completed [Phase 1](#) and funding was secured for Phase 2 to roll out urgent primary care centres across Wales.
- In conjunction with the Six Goals for Urgent and Emergency Care programme, held an [Urgent Primary Care stakeholder event](#). This was a leaning event to share the outcome of the evaluation of the [Urgent Primary Care Pathfinder Centers](#) and launch a suite of [Urgent Primary Care Factsheets](#) to support existing urgent primary care centers and inform development of new centres.
- Through the 24/7 work stream, worked with the national Delivery Unit to review bedded community services and produce a bundle of toolkit resources [Bedded Community Services Toolkit](#).
- Completed, for publication in November 2021, Primary and Community Care Allied Healthcare Professionals (AHP) Workforce Guidance: [Organizing Principles to Optimise Utilisation](#).
- Through the Prevention and Wellbeing (PWB) work stream and in partnership with the Primary Care Hub published '[the primary care needs of people living with obesity in Wales](#)' and a report on the '[behavioral insights from the primary care workforce on supporting weight management](#)' and established the All Wales Diabetes Prevention Programme.
- Also in partnership with the Primary Care Hub established a programme of work to develop a [Greener Primary Care Framework](#) and held an Expert Group.
- Through the Workforce and Organisational Development (WOD) work stream supported the launch of the [Primary Care workforce planning resources and guidance by HEIW](#).
- Through the All Wales Senior Nurse Peer Group produced a series of SBARs including Health Care Support Workers (HCSW's) and insulin administration, District Nursing team leader role and the Professional Nurse Advocate (PNA) role following on from the recommendations of the District Nursing Neighborhood Evaluation.
- Launched the [Accelerated Cluster Development online toolkit](#) – a suite of information and resources for stakeholders who are supporting the implementation of the ACD programme.
- Hosted the Accelerated Cluster Development (ACD) [engagement event](#) with over 400 delegates from across Wales to share the work being done across the ACD programme.
- Launched the high level Primary and Community Care Escalation Framework to support inclusion in the all Wales safety huddles thus supporting recognition of whole system pressures.
- Expanded the programme management office team to offer more support across the work streams and build upon the robust programme management required for a programme of this complexity.

- Rebranded the Strategic Programme for Primary Care including a [website refresh](#) and update and the creation of [YouTube channel](#) to host recordings from events.

4. Partnerships

The Strategic Programme for Primary Care (SPPC) has developed close working relationships with key organisations that support the work of the programme.

[Primary Care Hub, Public Health Wales](#) The PC Hub has been a long standing partner with the SPPC. Over the last year specialist professional public health advice and input, project management support and a wide range of products to support Accelerated Cluster Development have been developed by the PC Hub to underpin many of the deliverables of the SPPC. There has also been considerable input into the prevention and climate change agenda work packages.

[Primary Care Commissioning](#) (PCC) has worked with the SPPC to develop the direction for Clusters. PCC is a social enterprise supporting health and care teams to increase their capability. The SPPC has drawn on the expert knowledge of PCC in supporting teams and organisations, particularly those in primary care to work together and in scoping the development of practical leadership skills for those that will be taking the Clusters forward.

“We have been delighted to support the SPPC to develop the vision for Clusters, it has been a pleasure to share our learning and expertise to help develop a programme that will improve the health of people in Wales and strengthen the way professionals work together to shape and deliver appropriate services at a local level”
Helen Northall, Chief Executive, PCC

[Scarlet Design Agency](#). A creative design company based in Cardiff have been instrumental in helping us tell the story of the Accelerated Cluster Development programme, developing a visual [plan on a page](#) and [road map](#) to help communicate the work of the programme. The work continues with support to the Community Infrastructure programme.

University of South Wales (USW), the SPPC team has a strong partnership with USW colleagues who are working with the team to support the development of the evaluation framework, literature review, concept map and matrix for the 24/7 work stream (both Urgent Primary Care Centre model and the Community Infrastructure programme). USW also lead work across Wales to build the evidence base for social prescribing in Wales and delivered a mixed methods study and report to describe the [social prescribing landscape in Wales](#).

[YMA](#) is a not-for-profit social enterprise that focuses on encouraging and enabling integrated care delivered around the needs of the citizen. Yma provide support to the Primary Care Cluster Leads Network in Wales, facilitating meeting and establishing the infrastructure for capturing learning and discussion. Supporting the Accelerated Cluster Development programme, Yma have facilitated discussion with Directors of Primary and Community Care and cluster leads across Wales to help inform the direction of the programme.

5. The SPPC team

There was a new addition to the national [SPPC team](#) in the last year with a National Professional Advisor for Primary and Community Care to provide professional advice and support to the Accelerated Cluster Development and Community Infrastructure programmes. The Programme Management Office (PMO) has expanded with the addition of new project and programme team members to support the delivery of this work, providing assurance and supporting the national leads to deliver their work programmes.

The programme team:

- Provide regular work stream programme updates on the work being done and how stakeholders can engage with the SPPC;
- Develop the [SPPC web pages](#) to ensure they are an accurate source of information; and
- Develop a suite of recorded presentations, short videos and recorded events to ensure all interested stakeholders can access the programme information at a time which suites them.

Share and learn:

- Ensure learning from pilots and testing is evaluated and results are shared;
- Continue to build and develop relationships with partner organisations and other national programmes;
- Openly communicate success and failures to ensure learning is shared lessons learned are documented; and
- Build in tighter reporting and capturing of risks and issues in the work being done across the programme.

6. SPPC programme work stream priorities 2021/2022

Each of six work streams of the strategic programme was reviewed and the key programme areas for delivery were refreshed for 2021/22 with robust programme infrastructure, reporting and quality control in place with regular reporting through to the Strategic Programme Board. A summary of the key achievements of the six work streams follow and [Appendix 1](#) outlines a high level programme deliverables timeline for 2021 – 2022.

6.1. Prevention and Wellbeing Work Stream



This work stream is co-chaired by Julie Denley, Director of Primary, Community & Mental Health in Cwm Taf Morgannwg Univeristy Health Board and Dr Sarah Aitken, Director of Public Health & Strategic Partnerships, Aneurin Bevan University Health Board.

This work stream carries one of the four strategic priorities areas of focus - [Mental Wellbeing](#) (MW) as well as three other key areas of work that are being progressed in partnership with the Primary Care Hub, Public Health Wales: [Obesity Prevention](#), [Diabetes Prevention: All Wales Diabetes Prevention Programme \(AWDPP\)](#), and [Social Prescribing \(SP\)](#). The work stream also acts as the programme board for the **Inverse Care Law Programme**.

“Really pleased to have progressed strong joint work with colleagues in mental health that is on schedule to report on key aspects of mental health demand and working in Primary Care across Wales to help inform joint future strategic ambitions on areas of emotional health”.

Julie Denley; Director of Primary, Community & Mental Health, CTMUHB

In 2021/2022 we have:

- Developed a robust implementation plan and supporting project documents for each of the four areas of focus
- Engaged with key stakeholders across Wales through national events (Diabetes, Obesity, [Social Prescribing](#)) as well as local engagement
- Commissioned a literature review of mental well-being services from Cardiff University
- Undertaken a demand / capacity review of GP level mental wellbeing services using SAIL and other databases
- Developed an [Implementation Framework](#) for the AWDPP
- Published [behavioral insights from the primary care workforce on supporting weight management](#)
- Commenced a baseline mapping exercise of Tier 0/1 mental wellbeing services across Wales
- Published the [Social Prescribing baseline mapping report](#) and continue to coordinate the other 3 deliverables
- Awarded a tender for an AWDPP evaluation partner
- Published a report on the [‘Primary care needs of people living with obesity in Wales’](#)
- Established a Primary Care Obesity Prevention (PCOP) Steering Group and drafted an Action Plan
- Established a Social Prescribing deliverables coordinating group
- Held AWDPP stakeholder events

6.2 24/7 Model Work Stream



This work stream is co-chaired by Lisa Dunsford, Director Of Operations, Cardiff and Vale University Health Board, and Richard Bowen National Programme Director 111/OOH, Aneurin Bevan UHB. This work stream looks to ensure that as far as possible, the primary care offer is consistent on a 24/7 and geographic basis. The work stream carries two of the four SPPC strategic priorities.

Urgent Primary Care Model for Wales (UPC) - The vision for this programme is for a whole system approach where seamless support, care or treatment is provided as close to home as possible. Elements of this programme of work are being delivered in partnership with the Welsh Government Six Goals for Urgent and Emergency Care programme.

Community Infrastructure (CI) - A collaborative programme between National Collaborative Commissioning Unit (NCCU), Strategic Programme for Primary Care and NHS Delivery Unit. The programme aims to create collaborative working across community professions and organisations to support recovery and build resilience.

In 2021/2022 we have:

- Developed a robust implementation and communication plan and supporting project documents
- Engaged with key stakeholders across Wales through national events as well as local engagement
- UPCC Innovation Fund programme set up and monies awarded to sites to test new ways of working
- Produced a suite of digital resources support to communication [of CI](#) and [UPC work](#)
- Produced a bundle of resources that make up the [Bedded Community Services Toolkit](#)
- Commissioned and published a [development matrix, literature review, national core data set and evaluation framework](#) for UPCC
- Published an [Urgent Primary Care Centre Pathfinder report](#) and published 5 supporting [Fact Sheets](#)
- Run a successful CI [stakeholder engagement session](#) in November 2021– to share information and gather feedback on the programme priorities
- Updated [webpages](#) to ensure an accurate source of information.
- Produced a Logic Model to frame the CI and UPC work
- Run a successful national [UPC Stakeholder event](#) with over 150 delegates in attendance to share learning across Wales
- Appointed a National Professional Advisor to support the delivery of the CI/ACD work
- Appointed new Programme & Project Support Officers to support this work stream
- Agreed timelines and deliverables for work going forward.
- Academic Grant awarded to USW to support a CI literature review and evaluation framework

6.3 Data and Digital Work Stream



This work stream is co-chaired by Brian Owens, Group Director Primary, Community & Therapy Services in Swansea Bay University Health Board and Rachel Powell, Deputy Director of Information, Digital Health and Care Wales.

'A Healthier Wales' identifies data and digital technology as a key enabler of transformational change to support the Primary Care Model for Wales. During Covid a number of deliverables in this work stream were suspended but a handful remained active and ready to respond to any data and digital technology requirements deemed necessary to support the NHS challenge resulting from the pandemic. At the start of 2021/22, as part of the refresh of the strategic programme, this work stream reviewed its deliverables, closed those completed and agreed three key areas to develop for 2021/22:

(1) Development of a [Primary and Community Care Escalation Framework](#) and tool to support demand management, considered especially pertinent given the demand surge as a result of the restart of NHS services and inevitable backlog of patients across the system.

(2) With the increased interest in activity data seen during Covid, a project to enhance the [Primary Care Information Portal \(PCIP\)](#) has been established. This project intends to support evidencing contract fulfilment and improve the presentation of information on primary and community care services.

(3) The [Healthy Days at Home Measures for Wales \(HDAH\)](#) project intends to demonstrate the efficacy of community health services in improving health & wellbeing outcomes for people through prevention and proactive care and avoiding unnecessary patient admissions.

In 2021/2022 we have:

- Initiated discussions with DHCW to commence the review of PCIP governance and access rights in place for existing data fields – what data and information can users view, analyse and extract
- Initiated a stakeholder feedback exercise in relation to the presentation and analysis capabilities of the PCIP
- Following on from the Escalation framework launch in December work has started to scope Action Cards to create an exemplar compendium including generic high level national action cards
- Set up task and finish groups with robust terms of reference for the three projects
- Published the Primary & Community Escalation Framework
- Engaged with key stakeholders across Wales
- Agreed principles of the HDAH measure in the Welsh context
- Completed Phase 1 of HDAH (proof of concept dashboard)
- Working with 24/7 workstream scoped data and reporting requirements for UPCC

6.4. Workforce and Organisational Development (WOD)



This work stream DPCC Chair is currently vacant. The Co-Chair is Sue Green, Executive Director of Workforce and Organisational Development, Betsi Cadwaladr Univeristy Health Board.

This work stream has three priority areas, each refreshed and aligned to the overarching SPPC priority areas and themes. The WOD work stream has had a renewed focus and some work is still in its infancy. Work is ongoing and progressing well, the second half of 2021/22 has brought clarity and firming up of scope and objectives, with supporting project documents produced to outline clear plans.

Priority areas:

1. [Future Cluster and Contractor Collaborative leadership & learning opportunities](#)
2. [General Practice Manager leadership & network via the Gwella portal](#)
3. [Online compendium of job descriptions & competencies for: Allied Health Professions, Community Pharmacy and Nursing](#)

In 2021/2022 we have:

- Engaged with key stakeholders across Wales through national events as well as local engagement
- Supported a successful Practice manager leadership engagement session with the previous NHS Director General, Dr. Andrew Goodall
- Scoped the [leadership and competency requirements for the ACD programme](#) and Contractor Collaborative working across Wales
- General practice manager (PM) survey undertaken to understand appetite for All Wales PM network– 198 responses received. Report produced to inform work going forward
- Supported HEIW with the production of the [Primary Care workforce planning resources and guidance by HEIW](#)
- Worked with Welsh Government to continue to promote [Locum Hub Wales](#) and the [Wales National Workforce Reporting System \(WNWRS\)](#)
- Commissioned a review of [Gwella platform](#) leadership material to consider applicability to the primary care workforce.
- [Learning and development opportunities for new and existing cluster leads role](#) paper published.
- Published [Primary and Community Care AHP Workforce Guidance paper](#)
- Received a report from the Primary Care Hub on the Confident Practice Manager Leadership Programme and Practice Manager Network for Wales
- Agreed the role the WOD work stream will take in the development of the HEIW led Primary and Community Care Education and Learning Framework (Academies)
- Continued to work with HEIW and NWSSP to build a *Once for wales* compendium of job descriptions, competencies and skills.

6.5 Communications and Engagement Work Stream



As recognised within [A Healthier Wales](#), there is a need to raise public awareness of how services across Wales are changing, what is available locally and how and when to access them. This work stream was established to specifically respond and contribute to these issues as set out within the [Strategic Programme for Primary Care](#) (November 2018) which states:

“The communication and engagement on the primary care model for Wales needs careful consideration and dedicated expertise to ensure understanding by all stakeholders and the public are clear on what this means going forward”.

This work stream is currently paused during the pandemic whilst national communications work and expertise is focused on the national *Help Us to Help You* (HUHY) campaign.

In 2021/2022 we have:

- Supported the messaging of the *Help Us to Help You* campaign through the work of the SPPC.
- Ensure SPPC messaging is supportive and consistent with national messages.
- Worked with the national HUH campaign team to review the use of the communication materials with primary care contractors and consider what further national and local communications and messaging can be put in place to ensure people receive the right care in the right place, first time and the Primary Care Model for Wales is understood by all.

What to expect from your GP practice?

HELP US HELP YOU

GPs are independent contractors and so can choose to operate differently. Across Wales, there will be a range of different options available to you.

Initial Contact

Contact your GP practice either via your GP's digital service, online tools (such as MyHealthOnline, E-Consult) or via telephone. Your enquiry will be taken by a receptionist who will ensure you are treated at the right time, in the right place and by the right professional.

Triage

The NHS navigator will ask you questions to ensure the correct NHS professional can deal with your enquiry. This may be a GP, Pharmacist, Practice Nurse, Physiotherapist, Occupational Therapist, Optometrist, Dentist, Podiatrist, Health Visitor or Social Care Workers.

Telephone/Video Appointment

A telephone or video appointment may be made with the most appropriate professional. A joint decision will help to determine if the issue can be dealt with remotely or whether a face to face appointment is required.

Face to Face Appointment

If a face to face appointment is clinically necessary, the GP practice will make arrangements for you to attend in person.

Register your request/need | Receive a clear decision | Telephone Appointment OR Video Appointment OR Face to Face Appointment OR Signposted to the most appropriate service

If you are experiencing severe chest pain, collapse, severe breathing difficulties, have one sided weakness or slurred speech or severe bleeding, please do not contact your GP practice. **Dial 999 immediately.**

GIG CYMRU NHS WALES

Figure 3 Example material from the Help Us to Help You campaign

6.4 Transformation and Vision for Clusters



This work stream is co-chaired by Sue Morgan, National Director for Primary Care and Zoe Wallace, Programme Director SPPC/Primary Care Hub.

The work stream includes three key areas of work to drive forward the implementation of the [Primary Care Model for Wales](#) (PCMW). The PCMW describes the way in which care will be delivered locally, now and in the future. It is a core part of the primary and community care whole system approach to support the ambition of [A Healthier Wales](#) to create a sustainable, safe, health and care system in Wales:

[Accelerated Cluster Development \(ACD\)](#) – an ambitious programme to support NHS Wales to accelerate the pace of the PCMW implementation and to take a positive leap forward in terms of accelerated cluster development. In this future state, clusters will be mainstream in terms of planning and designing local services and have the ability to deliver a raft of innovative trans-disciplinary, integrated multi agency services for the benefit of the local population.

“I have very much enjoyed working with the Strategic Programme for Primary Care team both in the two work streams I am a member of and on a day to day basis. I value these relationships and admire everyone’s commitment and creativity. I appreciate being treated as a valued partner and am looking forward to 2022-23.”

**Cathy White, Welsh Government
Coordinating Lead for the Primary
Care Model for Wales.**

[Clinical Governance, Quality and Safety in Primary Care](#) – a national programme of work to support the implementation of the [Welsh Quality & Safety Plan](#) (September 2021) and the [National Clinical Framework](#) (September 2021). Quality and safety of all primary and community services delivered directly by health boards, and also the monitoring of services health boards contract from independent contractors are in scope.

[Greener Primary Care Framework for Wales](#) – led by the PC Hub, Public Health Wales, this Bevan Exemplar cohort 7 project has developed a Greener Primary Care Framework and assessment process that can be taken forward across the four contractor professions and on a

cluster footprint across Wales. The actions and categories within the framework will be aligned to the [NHS Wales Decarbonisation Strategic Delivery Plan](#), published in March 2021, and the ambitious commitments in the Programme for Government to deliver a green transformation to address the climate and nature emergency.

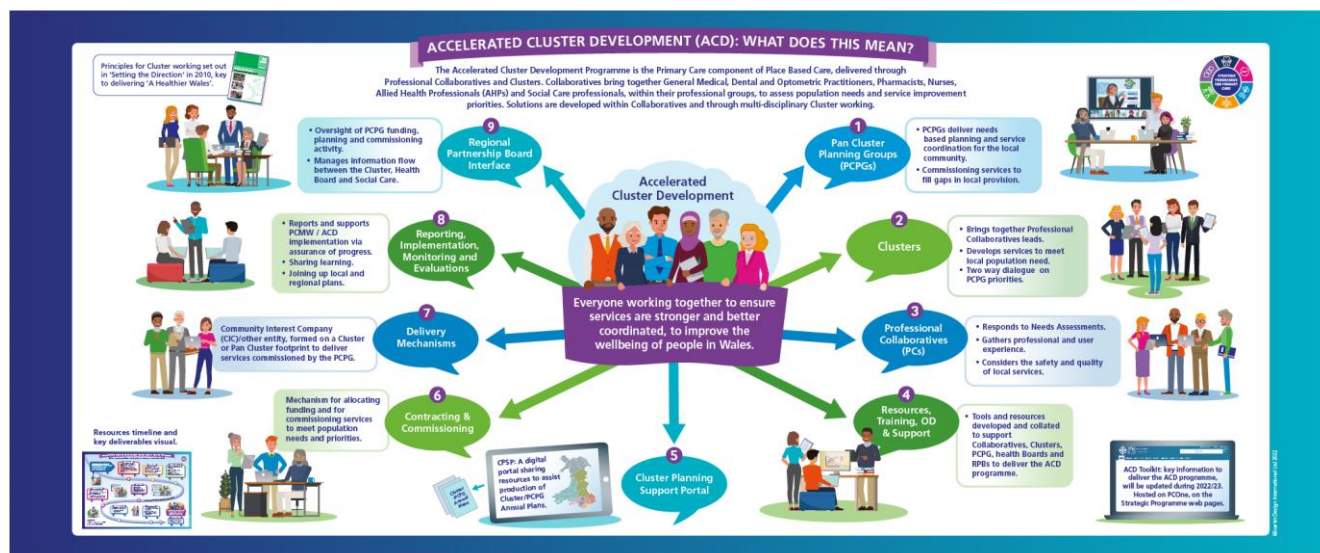



Figure 4 Accelerated Cluster Development Plan on a Page illustration

In 2021/22 we have:

- Developed robust implementation and communication plans for the three programmes/projects
- Engaged extensively with Cluster leads and ACD stakeholders across Wales
- Held two deep dive sessions between health board primary care leadership & Cluster leads, facilitated by YMA
- Commenced work with NHS Wales Shared Services Partnership to develop the legal contracts to support ACD and with PCC to support the development of principles for the establishment of Community Interest Companies
- Established an ACD Expert Group to test thinking
- Held an ACD [engagement event](#) with over 400 delegates from across Wales to share the work being done in the ACD programme.
- [Launched the ACD toolkit](#) and a suite of explainer videos and materials
- Worked with WG on the NHS Planning Framework 2022/25 and the Cluster Plan guidance 2022/23
- Produced a draft [Greener PC Framework](#) and tested thinking with an Expert Group; commissioned Students Organising for Sustainability (SOS) to manage the assessment process
-  [Cluster Planning Support Portal](#) launched
- Commenced work to create an Overarching Clinical Governance Strategy for Primary Care in Wales
- [Illustrations](#) to support the socialising of ACD published.
- Published [Terms of reference for Pan Cluster Planning groups](#)
- Developed the framework and support materials for the £3.8m Strategic Programme for Primary Care Fund (SPCC Fund) from April 2022
- Published a [monitoring and evaluation plan for PCMW / ACD](#) and drafted a Cluster Peer Review process

“As a CIC operating in the field of health and social care since 2015, having the opportunity to discuss and share our experiences around cluster working with the SPPC has been really beneficial. It has been enlightening to see both the continued enthusiasm from SPPC and primary care colleagues in sharing and collaboratively formulating plans to accelerate cluster working, and to encourage joined up working between all service providers involved in meeting the health needs of their populations. Our work with the SPPC has provided us with further opportunity to discuss the successes and barriers in operating a CIC, and to share our experiences with wider colleagues across Wales who may wish to consider their options for service delivery. We look forward to seeing the developments of the ACD programme across Wales over the coming months and really commend all of the hard work and collaborative efforts that have gone in to shaping an exciting strategy for primary care clusters.”

Siân Jones,
Business Development Manager, Red Kite health Solutions CIC

7. Update on the wider work of the national Strategic Programme team

7.1 National Lead Nurse for Primary and Community Care Update

All Wales Senior Nurse Peer Group

The All Wales Senior Nurse peer group, established in May 2021, brings together primary and community nurse leads from the seven health boards to provide a forum for senior nurses working in community services across the age range, where they are able to share best practice and influence the nursing element of the Strategic Programme for Primary Care.

Key focus 2021/2022:

- Outlining the work the SPPC does, what ACD is and the opportunities for the peer group to influence the nursing element of the SPPC
- Reviewing the underpinning principles and Community Nursing Practice Policy paper by Welsh Government
- Reviewing initial thoughts on what the Community Infrastructure programme contained from a nursing perspective
- Discussion and/or development of a variety of SBARs including Health Care Support Workers (HCSW's) and insulin administration which led to a separate SBAR recommending funding to support the development of HCSW's for District Nursing (DN) Services. Alongside this a separate SBAR was developed to support the DN team leader role and test out a Professional Nurse Advocate (PNA) role, following on from the recommendations of the DN Neighborhood Evaluation. This also requested funding on a fixed term basis. The fixed term funding for both of these SBARs has been agreed and Health Boards will shortly be informed of the amount they will receive.
- Identifying areas where further work is required such as medication administration charts which is being taken forward via the All Wales DN Forum
- Discussion on the initial work started on a draft National Specification for Community Nursing
- Support the Community Infrastructure programme by co-chairing and providing members to attend Task & Finish groups and key stakeholder group
- Assist in developing and agreeing consistent measures to evaluate the impact of changes to the HCSW workforce and the PNA role as a result of the SBAR funding
- Continue to develop as a group, providing support to its members, an area for safe discussion and where potential areas of work for the National Nurse and SPPC are identified.

The National Lead Nurse for Primary and Community Care has also been working with peers across Wales to support the introduction of Malinko. Malinko is an e-scheduling system, procured in April 2021 for all District Nursing Teams, and since then there has been work on the roll out of this across Wales. Alongside this, there has been work by HEIW on a way to measure the acuity of people on the DN caseload, within Malinko. This means that once all DN teams are live, there will be greater visibility on the demands, and capacity of the DN caseloads and the acuity of people on their caseloads, across Wales. This will be supported by the development of a National DN dataset which will be supported by the data analyst which has also recently been funded from DN Neighborhood money.

7.2 National AHP Lead for Primary and Community Care Update

All Wales Primary & Community Care Allied Health Professions (AHP) Leadership Group

The All Wales Primary & Community Care Allied Health Professions (AHP) Leadership Group builds on the existing National Lead for AHP Lead's communication framework, providing a forum for high-level AHP Leaders across professions and settings, to share best practice, consider issues and proposed developments, and influence the AHP element of the Strategic Programme for Primary Care (SPPC).

Key focus 2021/2022:

- Operationalization of the SPPC publication: [Primary & Community Care Allied Health Professions \(AHP\) Workforce Guidance: Organising Principles to Optimise Utilisation](#).
- Supporting the development of collaborative, dynamic, cohesive, respected and high level AHP leadership across Primary and Community Care.
- Enabling Primary and Community Care to become the standard context of practice for a significant portion of the AHP workforce, with the full range of practitioner levels.
- Informing the development of an AHP Primary and Community Care Compendium of Roles to support workforce and service development. Aligned with the developing Primary Care Education Framework and First Contact Practitioner focus.
- Realising the ambition of the SPPC Accelerated Cluster Development and Community Infrastructure programmes of work concerning health, social care & partners collaborating and working closely at a regional and local level to provide seamless place-based care with direct access to a wider range, of multi-professional support.
- Continuing support in the development of consistent National AHP data across Primary and Community Care services, including translating WNWRS data into AHP intelligence to inform workforce planning.
- Informing other national programmes and enabling partners from an AHP Primary and Community Care lens, including the AHP Framework Programme, and recommending where work may need to be aligned, 'owned, partnered or be championed' or be developed further. Including:
 - Work collated and presented at the national event: Innovation across NHS Wales in response to COVID-19, highlighting the contribution of AHPs in delivering significant change during the response to the pandemic and as we move into reset and recovery.¹
 - Key messages delivered at the AHP Framework Programme National event focus: Ensuring AHP Accessibility & Responsiveness.²
 - Continued AHP Leadership provision with TEC Cymru including Chair role in a National Community of Practice: Physical Assessments in a Virtual World.³
 - Continued support and alignment with the Six Goals for Urgent and Emergency Care in Wales, the developing Demand Management/Clinical Safety Plan for Urgent and Emergency Care, and the Urgent Primary Care Model, with particular focus on workforce development and optimal utilisation.⁴
 - Continued support and alignment with Planned Care, with focus on 'Developing sustainable services in the community' and 'Optimising patients - Developing options closer to home.'

¹ [The NHS Wales COVID-19 Innovation and Transformation Study Report | NHS Confederation](#)

² [Allied Health Professionals - news and events - HEIW \(nhs.wales\)](#)

³ [Physical Assessments in a Virtual World | Digital Health Wales \(iechyddigidol.cymru\)](#)

⁴ [Pathfinder Fact Sheets | 24/7 Urgent Care \(247urgentcare.wales\)](#)

7.3 National Clinical Lead for Primary and Community Services

The National Clinical Lead for Primary and Community Services continues to provide clinical and system leadership across clinical stakeholders and contractors across Wales. Working with the Assistant Medical Director Peer Group, he has chaired the weekly meetings, which also include Welsh Government and strategic programme members, giving feedback on national and local issues including Covid-19 and non-covid clinical and governance issues.

Specific achievements include:

- Supported the Crisis Management Group of the BD blood bottle shortage, leading the primary care communications and devising and chairing a dedicated webinar attended by more than 160 individuals from across all seven HB areas (including GPs, Practice Nurses, Practice Managers, HB staff).
- Supported the development of a primary care component of the Bronchiolitis pathway and chaired the associated two RSV webinars, attended by 60 individuals. Supported supply of Paediatric pulse oximeters.
- Supported the implementation of the National Clinical Framework, through advancing advice & guidance initiatives and work on procurement of a national Primary/Secondary Digital Interface platform for clinical pathways.
- Supporting the national Planned Care Programme:
 - by the appointment of AMD/CD delegates to all work streams upon request to provide a consistent input from primary care and community service clinical management; and
 - leading a workshop on effective referrals with speakers from New Zealand and primary/secondary care as part of the WG Planned Care Summit.
- Continued development of quality and safety frameworks in primary care following publication of the Wales Quality & Safety Framework, with specific achievements:
 - Authorship of the National Mortality Review Framework, published August 2021
 - Contributing to the development and testing of the Once for Wales Learning from Mortality Review DATIX RL module, released 1st October 2021
 - Initiation of a quarterly governance meeting between AMDs, GMC, NCAS and Optometry/Community Pharmacy/Dental colleagues to discuss Performers Lists issues
- Leading the Project Development of the *Healthy Days at Home measure*.

7.4 National engagement and representation:

The national leads in the SPPC team engage with a wide range of stakeholders across Wales and provide coordination and primary care system input and leadership into a range of national stakeholder, peer, planning and delivery groups across Wales including:

- The Welsh Government Covid-19 Primary Care Recovery Oversight Group (PCROG)
- Contract Reform Forums
- National Vice Chairs Peer Group
- National 111 Implementation Board
- National Planned Care Programme Board
- National Mental Health Programme Board
- National Clinical Framework
- Six Goals for Urgent & Emergency Care Programme
- National Clinical Leads Forums
- National Pathways Forums
- Duty of Candor forums and workshops
- Welsh Gender Identity Pathway Group
- Help Us Help You Communications Group
- Linking with DHCW, HEIW, NHSWSSP, WAST and HB Exec teams / Peer Groups
- Linking with WLGA, Social Care Wales and ADSS Cymru

8. Conclusion

This report provides a high level overview of the work of the Strategic Programme for Primary Care work streams and National Leads during 2021/2022. Work continues to develop the programme and communication materials to ensure we reach all our stakeholders across Wales to showcase the work of the Strategic Programme for Primary Care.

9. Contact us for more information



Email us at: SPPC@wales.nhs.uk



Follow us: @SPPCWales



Keep up to date on our work at: [Strategic Programme - Primary Care One \(nhs.wales\)](https://www.nhs.uk/strategic-programme/primary-care-one)



Watch videos on our YouTube channel: __

<https://www.youtube.com/channel/UCdoNfzDbWcnIUVEbxX7XnUg>

10. Appendix 1 SPPC Programme deliverables 2021-22

