



Strategic Programme for Primary Care

Mid-year update

April - October 2022

Executive Summary

Sue Morgan, National Director for Primary Care
and Strategic Programme Lead

I am pleased to introduce this mid-year update of the Strategic Programme for Primary Care. During the pandemic, the work of the Programme was reviewed and actions to support services to continue to deliver during the pandemic were prioritised. This last six months has been the first full six-month period since the start of the pandemic that the sole focus has returned to delivery of the Strategic Programme of work.



The Strategic Programme for Primary Care has four key priorities of work:

- I. Accelerated Cluster Development
- II. Urgent Primary Care
- III. Community Infrastructure
- IV. Mental Wellbeing

This update provides an overview of progress from April 2022 to October 2022, notes the work of the National Leads and then provides a look ahead for our programme of work into 2023. One of the most notable developments has been the work across national programmes – 6 Goals for Urgent and Emergency Care, Mental Health Programme, and with wider stakeholders and national Peer Groups, and as we move forward, we intend to build on this. It is also good to see further progress for primary and community care in terms of whole system planning and in wider performance and daily escalation discussions.

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

A handwritten signature in black ink that reads "Sue Morgan".

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

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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 is in its fifth year of operation. A summary of the delivery phases is outlined below.

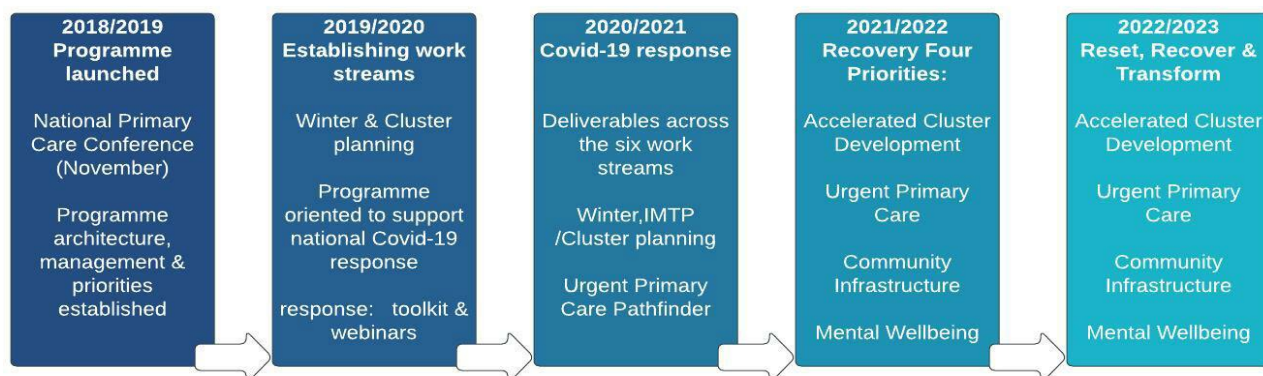


Figure 1 Strategic Programme for Primary Care 2018-2022

Four key strategic priorities have been confirmed to shape the 2022/2023 work programme:

- Accelerated Cluster Development (ACD)
- Urgent Primary Care (UPC)
- Community Infrastructure (CI)
- Mental Wellbeing

These four strategic priorities are delivered through the six existing workstreams of the strategic programme.

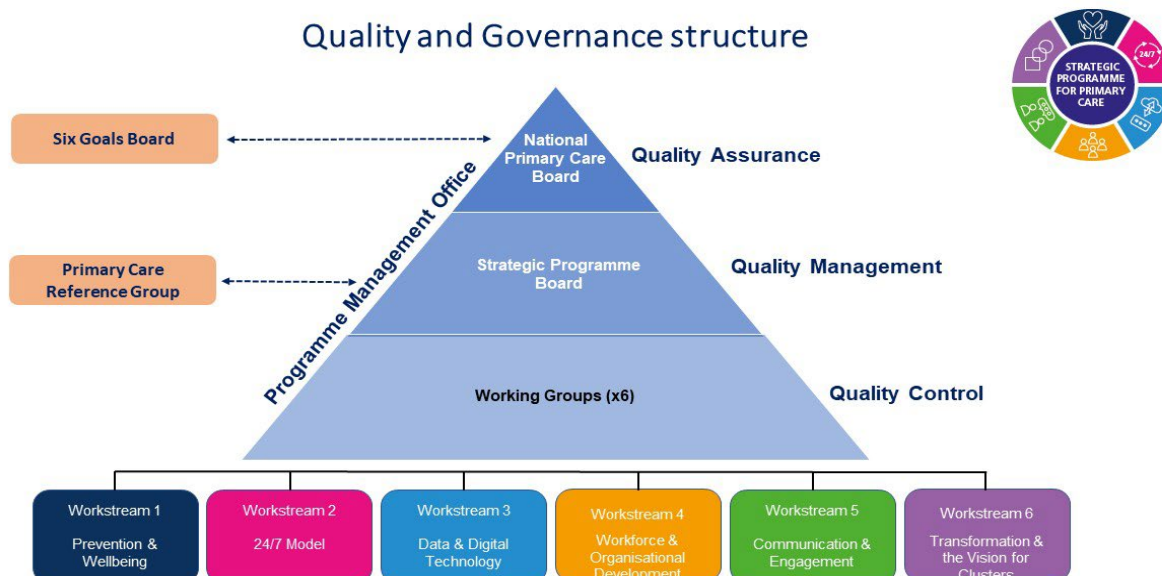


Fig. 2 Quality and Governance Structure

Governance and accountability for the programme continues to be maintained through a Strategic Programme Board (SPB) that reports to the National Primary Care Board (NPCB).

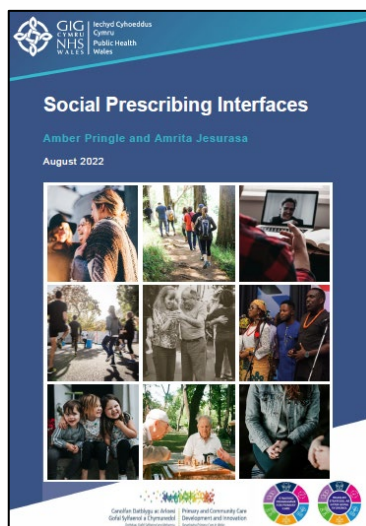
This report contains an overview of the notable progress made and key products launched over the operating period April-October 2022, a high-level focus for programme delivery over the next six-month operating period, a summary of the key programme of work in each of the six workstreams, and a general update on the wider work of the national strategic programme team.

Notable progress April 2022 – October 2022

Notable progress since April 2022 include the following:

- Confirmed the [monitoring and evaluation plan for the Primary Care Model for Wales and the Accelerated Cluster Development programme](#) which includes: A [Cluster Development Framework](#) which defines anticipated outcomes and sets out implementation maturity descriptors for PCMW and success criteria for ACD; a pilot process for Cluster Peer Review, proposals for a cluster Self-Reflection Tool and Key Indicator Dashboard.
- Launched the [Accelerated Cluster Development \(ACD\)](#), Urgent Primary Care Centers (UPCC), Community Infrastructure (CI) and [Project Management online toolkits](#) which include a suite of ACD and CI infographics to give an overview of the programmes including 'what good looks like' (see appendix A).
- The [Cluster Planning Support Portal](#) (CPSP) has been developed and published, ready to support next planning cycle. The [Population Health Information by Topic](#) (PHIT) index is online, aiming to guide professional collaborative advice on health improvement priorities, (see appendix A).
- Delivered a series of webinars and stakeholder events to support the communication of key programmes. For example, promoted the [Mental Health and Wellbeing national findings and presentation](#) from phase 1 of the work, hosting a series of health board engagement sessions and national engagement event using feedback to inform the national report and next steps. A series of facilitated workshops have been commissioned, delivered and reported for community pharmacy, optometry, Nursing and AHPs to support the development of **Professional Collaboratives** under the ACD programme. A [Learning and development opportunities for new and existing cluster leads discussion paper](#) has been completed.
- Greener Primary Care: Framework and Award Scheme** was officially launched on 8th June, with over 100 primary care sites registered, you can find out more by visiting [Greener Primary Care Wales](#).
- Inverse Care Law Update Report 2022** has been published, the report prepared on behalf of the Prevention & Wellbeing workstream provides a review of the [Inverse Care Law \(ICL\) Programme](#) in Wales.
- Formally launched the **All-Wales Diabetes Prevention Programme** (AWDPP) during national Diabetes week in June. The programme is initially being rolled out to 14 primary care clusters across Wales (2 per health board area; 92 GMS Practices), with additional clusters anticipated to adopt the model through alternative funding streams. To support the launch, a [video](#) outlining the AWDPP, frequently asked questions (FAQs) and the [AWDPP protocol](#), outlining the delivery approach for the programme, were published via the Public Health Wales website, and the Deputy Minister visited Swansea Bay UHB headquarters to speak to both professionals and patients, with media coverage of the launch.
- Sponsored by the SPPC Prevention and Wellbeing Workstream, a new [Primary Care Obesity Prevention Action Plan \(2022-24\)](#) has been published by Public Health Wales. It will support the implementation of the All Wales Weight Management Pathway (AWWMP) 2021, in line with the Healthy Weight Healthy Wales Delivery Plan 2022-24.





- A [social prescribing interfaces paper](#) was published in September to support understanding of the interactions of social prescribing with existing health & wellbeing services and activities. The report identifies five key recommendations to support the development of social prescribing in Wales.

- The [Pacesetter Programme 2020-2022 End of Programme Report](#) was published in August and brings the Pacesetter Programme 2015-2022 to a close across Wales.

- Produced a report to document the benefits, outputs and outcomes expected from the [SPPC Fund 2022](#) investment projects targeting Obesity Prevention and supporting the implementation of ACD.

- Provided regular updates on the work of the programme to the **Cluster Development Support Officer Network**.

- Progressed work on the development of **Urgent Primary Care Centers in Wales**. Completed a series of local site evaluations, University of South Wales external national evaluation and an end of year review with each site to feed into the end of **Phase 2 national evaluation** that will collectively inform the development of the Urgent Primary Care Model Framework for Wales including principles and components.
- Completed work to shape the structure of the **Community Infrastructure (CI) Programme** and commenced work on the **Community Nursing Specification, Virtual Wards, Multi-Professional Framework, Care Home Immunisation pilot, District Nursing Data set dashboard, AHP and Nursing Professional Collaboratives** and work to develop and publish a **CI toolkit** and programme infographics.
- Following stakeholder engagement, produced a report outlining the future vision and recommendations paper for the next steps of the **Primary Care Information Portal (PCIP)**.
- Following user feedback, updated and released a second version of the **Escalation Framework** and developed a suite of **Action Cards**.
- Finalised the proof of concept and user guide to support the roll out of the **Healthy Days at Home Measure Across Wales (HDAH)**. Tasked all health boards to develop their own localized dashboards.
- Progressed work to develop a **Primary and Community Care online Compendium of Role and Models** across Wales.
- Working with HEIW, considered the learning and development opportunities for new and existing cluster roles in Wales which led to the development of Professional Collaborative learning networks via the platform [Gwella HEIW Leadership Portal for Wales](#)
- Progressed work to support **Primary Care Governance**, commissioned a review of the Primary Medical Care Medical Advisory Team (PMCAT) hosted by Shared Services Partnership, produced a SBAR report on the future coordinating arrangements of the Clinical Governance Primary Care Self-Assessment Tool (CGPSAT).
- Further developed our communication tools through the publication of monthly newsletters following Strategic Programme Board meetings. These newsletters give a brief overview of notable progress, publications and forthcoming events. Publications and newsletters are shared electronically to the SPPC distribution list, comprising of over 500 people from across all sectors in health and social care in Wales. Newsletters are translated and published on the [SPPC web pages](#).



High level focus for the next six months

Each of the workstreams have a clear programme of work for the next six months that will continue to be reported through to the Strategic Programme Board.

The programme team will continue to:

- Provide regular workstream and programme level updates on the work being done and how stakeholders can engage with the SPPC;
- Further develop the [SPPC web pages](#) to ensure they are an accurate source of information; and
- Continue to 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 suits them.
- 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 successes and failures to ensure learning is shared; and
- Build in tighter reporting and capturing of benefits, risks and issues.

Stakeholder engagement

Engagement and communication with our stakeholders is a key priority of the SPPC team through attending meetings, running and supporting workshops, setting up task and finish groups with wide ranging membership from primary and community care, social care, third sector and independent organisations working collaboratively to develop products and sharing their professional working. An example of this engagement is outlined below.

- Showcased the **Urgent Primary Care Centres and Community Infrastructure work** at the [Six Goals for Urgent and Emergency Care Launch event](#) on 27th April
- **NHS Confederation Webinar: 'Place-Based Care' in action in Wales** took place on 7th July. This session provided a brief strategic overview of place-based care through the lens of cluster working before undertaking a deep dive into 'place-based care' in action in Wales. Hearing from a range of stakeholders working together at cluster level pre-pandemic, as well as a reflection on where they are now. You can watch a recording of the webinar on the SPCC YouTube channel [here](#)
- Presented an overview of the Strategic Programme and discussed the synergistic interface with social care at the **Social Care Wales Board** development session on 7th July
- **13th July** Prevention and Wellbeing (PWB) workstream representatives attended the **Vice Chairs Peer Group** meeting to discuss the Primary Care Prevention work programme
- **21st July Digital Health and Care Wales (DHCW) Executive Team** discussion with SPPC National Leads to discuss programme interface and role of DHCW
- **3rd August** attended the **PRIME Centre for Wales Operational Group** meeting
- Facilitated a series of Primary Care stakeholder engagement sessions to consider the cross organisational response to support **GMS Sustainability** issues with representatives from Welsh Government, NHSWSSP, DHCW, HEIW and Health Board teams
- April 2022 the **Community Infrastructure programme** set up **multiple task and finish groups** working through an open and collaborative process with wide membership from AHPs, nursing leads and specialists, Local Authority, HEIW, PHW, CHC, Third Sector, Welsh Government and WLGA.

Showcasing our work

The team takes opportunities to showcase the breadth of work across the programme in journal articles, conference posters and presentations. For example:

- The **Greener Primary Care Framework and Award Scheme** was featured in the recent national publication of [Optometry Today](#).
- The **Obesity Prevention Action Plan** and associated work was one of the Wales showcase presentations at the recent **Four Nations Weight Management Group**
- **Social Prescribing** work in Wales was presented during the **EuroHealthNet Country Exchange** visit on social prescribing and community-based approaches to care in Lisbon in May.

SPPC programme workstream priorities 2022/2023

Each of six workstreams of the strategic programme has agreed key programme areas for delivery through 2022/23 with robust programme infrastructure, reporting and quality control in place with regular reporting through to the Strategic Programme Board. A summary of the six workstreams follows.

7.1 Prevention and Wellbeing Workstream

This workstream is co-chaired by Julie Denley, Director of Primary, Community & Mental health in CTM UHB and Dr Sarah Aitken, Director of Public Health & Strategic Partnerships, AB UHB.



This workstream 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 workstream also acts as the national programme board for the **Inverse Care Law Programme** operating in Aneurin Bevan and Cwm Taf Morgannwg University Health Board areas.

We have:

- Engaged with key stakeholders across Wales through national events, workshops and task & finish groups (Diabetes, Obesity, Social Prescribing, Mental Wellbeing)
- Presented to the **Vice Chairs Peer Group** (13 July '22), providing an overview of the workstream projects and workplans
- Developed a paper to capture the expected **benefits and outcomes from the SPPC Fund 2022** investment into a series of Obesity Projects
- **Launched** the **All-Wales Diabetes Prevention Programme (AWDPP)** to coincide with Diabetes UK 'Diabetes Awareness' week in June
- Promoted the **MHWB national findings and presentation**, including hosting a series of health board engagement sessions; produced a final draft of the report
- Hosted a national **MHWB engagement event**, with over 100 attendees, using feedback to inform the national report and next steps
- Published the **AWDPP Intervention Protocol** and produced a **video** outlining the AWDPP intervention
- Published the **Primary Care Obesity Prevention Action Plan (2022-24)**.
- Presented the Primary Care Obesity Prevention at the Four Nations Weight Management Group
- Established a **Social Prescribing** steering group to support the development of Core Capabilities Framework for Social Prescribing
- Working with the PC Hub, commissioned University South Wales to develop a series of Social Prescribing Definitions
- Finalised and published the **Inverse Care Law (ICL) Update Report 2022**

- Finalised and published [Social Prescribing Interfaces paper](#) on [PHW website](#)
- Updated the Prevention and Wellbeing [webpages](#) on the Strategic Programme website
- Coordinated the sharing of activity across Wales to address health inequalities

7.2 24/7 Model Workstream

This workstream is chaired by Lisa Dunsford, Director of Operations C&V UHB and co-chaired by Richard Bowen, National Director for Urgent and Emergency Care. There is a recognition that primary and community care services across Wales vary depending on the time of day and location. This workstream looks to ensure that as far as possible, the primary care offer is consistent on a 24/7 and geographic basis. The workstream carries **two** of the four SPPC strategic priorities.



7.2.1 Urgent Primary Care Model for Wales (UPC) – Urgent Primary Care Centres (UPPC)

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 & Emergency Care programme.

We have:

- Completed a series of **local evaluations**, University South Wales external evaluation and an end of year review with each of the HB sites to feed into the National Evaluation Framework and End of Phase 2 report
- Engaged with key stakeholders across Wales through national UPC events as well as local engagement
- Developed a robust UPCC implementation / communication plan and supporting project documents. Developed a series of PREMS to capture and report patient experience
- Worked with the Programme Managers for each HB to share ideas for '**Telling our Story**' as we move between the different phases for delivering the model
- Developed a manual national **UPCC Performance Framework** based on the original Concept Mapping Exercise and started to quantify the impact of the UPCC programme
- **Built relationships** with key stakeholders across HBs to offer support and advice for a sustainable UPC workforce
- Reviewed and updated the **definition of UPCC**. The UPCC Clinical Reference Group is working to standardize a national set of minimum standard conditions
- Opened an additional UPCC site (May 22) increasing coverage across some 256 practices in 39 clusters serving a total population of more than 1,797,680 people (58% population of Wales)
- Worked with 111/Out of Hours colleagues across Wales in a series of health board peer reviews to capture opportunities and information for taking forward a sustainable UPC model
- Developed a UPCC toolkit to share the work of the project and capture the learning.
- Worked with each HB supporting them to develop their UPCC IMTPs in line with the Six Goals for Urgent and Emergency Care
- Commenced work to develop the UPCC national **Model (Components and Principles)** for scaling up across Wales in 2023

7.2.2 Community Infrastructure (CI)

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

We have:

- Completed the **AHP & Nursing Professional Collaborative** workshops to inform/support operationalization of Professional Leadership Collaboratives – facilitated by PCC
- Developed a robust CI programme implementation plan and supporting project documents to ensure CI deliverables are delivered efficiently and benefits realized
- Appointed two **Demand and Capacity Improvement managers** with initial focus on the development of a national **District Nursing dataset**
- Developed two **CI infographics and a CI toolkit** to support the communication of the CI programme of work. Launched CI webpage to share project work
- Progressed work to develop a **Care Home Immunisations** pilot project to include the development of a Standard Operating Procedure (SOP), Framework and guidance
- Run a **CI Multi-Professional Framework Workshop** – facilitated by the University of South Wales covering; a literature review considering the role and impact of multi professional working; an online consensus building exercise ('**Group Concept Mapping**') to generate a common data set for community infrastructure and the creation of a **Development Matrix** which will allow us to 'narrate' progress towards effective multi professional working
- Undertaken extensive engagement work to develop a **National Community Nursing Specification** and work to develop a **Community Nursing Vision and Framework**
- Set up CI task and finish groups to drive, facilitate, and enable the delivery of CI work and ongoing stakeholder engagement

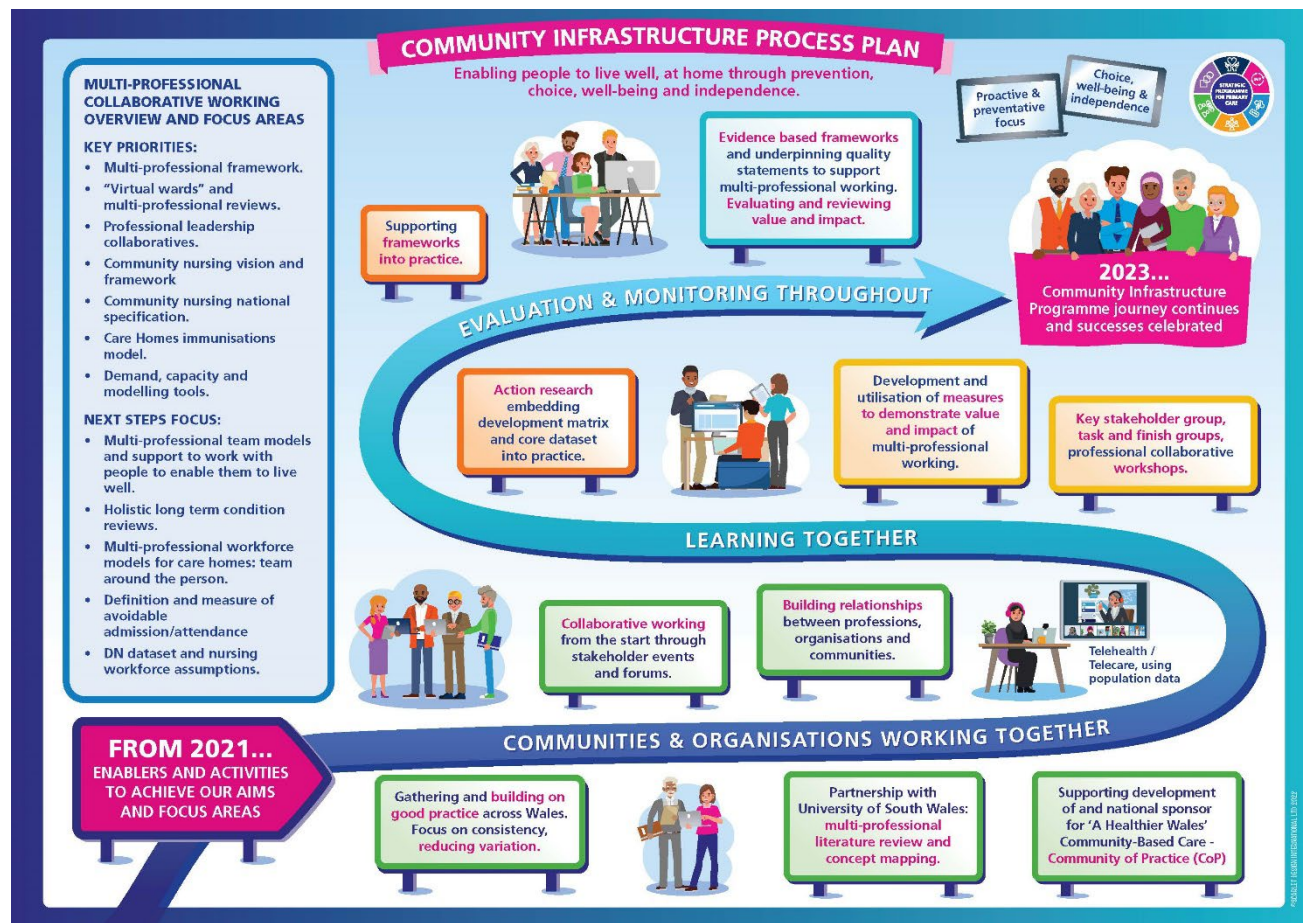


Fig. 3 Community Infrastructure process plan

7.3 Data and Digital Workstream

The workstream chair is Brian Owens, Group Director Primary, Community & Therapy Services in SB UHB, and the co-chair is Rachael Powell, Deputy Director of Information, DHCW.



'A Healthier Wales' identifies data and digital technology as a key enabler of transformational change to support the Primary Care Model for Wales. At the start of 2022-23 this workstream agreed to focus initially on three data/digital projects whilst remaining receptive to any ad-hoc requests that may arise through the year.

- (1) Refinement of the [Primary and Community Care Escalation Framework](#) and tools to support demand management.
- (2) The [Primary Care Information Portal \(PCIP\)](#) project to oversee the development of information for primary and community care services and the future vision of the portal across Wales.
- (3) The [Healthy Days at Home Measure for Wales \(HDAH\)](#) project.

We have:

- Reviewed the application of the **Primary and Community Care Escalation framework** following a period of reflection on the usage of the initial version released in December 2021
- Contributed to the release of a **new GMS (GP) tile in the PCIP** to meet the data requirements of the updated GMS contract
- Built on the successful **Healthy Days at Home Measure for Wales (HDAH)** proof of concept dashboard to support all Wales implementation
- Delivered a streamlined Primary and **Community Care Escalation Framework** aligned to agreed standard triggers and action cards already in use
- Undertook a stakeholder engagement exercise to scope the future vision and use of the PCIP
- Tasked all Health Boards to develop their own localized HDAH dashboards
- Delivered an **Action Card Compendium** which draws on examples of operational action cards in use across primary and community services in Wales
- Delivered the **PCIP Vision and Recommendations paper**, based on user feedback, to support the development of a resource to display data from primary care services in Wales
- Arranged a national **HDAH workshop** to enable Health Boards to come together and approve the 2022-23 all Wales datasets, weightings, and naming conventions
- Initiated discussions for use of Once for Wales Concerns Management system by Primary and Community Services to report daily escalation levels to local Primary Care Teams
- Drafted an Information Governance agreement in relation to sharing HDAH data, for adoption/adaption by all HBs
- Contributed to the **review of the national Minimum Data Set (MDS)** for NHS national system reporting

7.4 Workforce and Organisational Development (WOD)

This workstream is chaired by Chris O'Connor, Director of Primary & Community Care Services in AB UHB and Sue Green, Director of Workforce and Organisational Development in BCU UHB (latter post is due to rotate).



This workstream has three priority areas. Continued alignment to the overarching SPCC priority areas and themes remains paramount however the workstream is undergoing a revision to help support the Workforce and Organisational Development elements of primary care sustainability across Wales.

- (1) The [ACD leadership & Organisational Development project](#) builds on the recommendations from the [Learning and Development Opportunities for New and Existing Cluster leads report](#) by developing collaboratvies and resources to support the workforce elements of the ACD Programme.
- (2) The [General Practice Manager leadership & network via the Gwella portal project](#) builds on feedback from general practice managers who partook in the Compassionate Leadership programme.
- (3) The [Primary & Community Care Online Compendium of Roles and Models](#) continues to draw together exemplars of new and / or innovative ways of working in primary and community care.

We have:

- Delivered a national AHP workshop followed by seven regional workshops to support the development of **AHP Professional Collaboratives** across Wales
- Supported HEIW in responding to the *'Learning and development opportunities for new and existing cluster leads role'* paper, retaining the reporting and support mechanisms for the project via WOD workstream
- Continued to progress at pace the website infrastructure and content development for the **Primary and Community Care online compendium of roles and models**.
- Delivered a national nursing workshop followed by seven regional workshops to support the development of **Nursing Professional Collaboratives** across Wales
- Approved the launch of the baseline **Professional Collaborative networks via the Gwella portal** ready for more bespoke content production
- Continued to support the development of the HEIW led Primary and Community Care Education and Learning Framework (Primary Care Academies)
- Passed project management to PHW for the **General Practice Manager leadership & network** via the Gwella portal, retaining reporting and support mechanisms for the project
- Remained responsive to the workforce and organisational development needs arising from other projects in the Strategic Programme
- Initiated a **mapping exercise** to identify initiative-taking workforce activity underway in primary and community care that may support innovation for GMS sustainability



Fig. 4 Gwella ACD Leadership Platform Release Notice, September 2022

The site can be accessed - [Gwella HEIW Leadership Portal for Wales](#)

7.5 Communications and Engagement Workstream

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

We have:

- Supported the messaging of the *Help Us to Help You* campaign through the work of the SPPC.
- Supported the launch of the *Help Us to Help You* Primary Care toolkit in late August 2022.

We will:

- Ensure SPPC messaging is supportive and consistent with national messages.
- Work with the national HUHY 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?

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	Signposted to the most appropriate service
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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.**

Fig. 5 Example material from the Help Us to Help You campaign

7.6 Transformation and Vision for Clusters



This workstream is co-chaired by Sue Morgan, National Director for Primary Care and Zoe Wallace, Director of Primary Care / Programme Director Primary Care Hub, PHW. The workstream includes three key areas of work over the next 12-24 months to drive forward the implementation of the [Primary Care Model for Wales \(PCMW\)](#)

(1). Accelerated Cluster Development (ACD) – an ambitious programme to support NHS Wales to accelerate the pace of PCMW implementation. 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. This is key to supporting collaboration across services and organisations and building resilient communities as per the Primary Care Model for Wales and reinforced in the recent report of the [King's Fund](#) (2021).

(2). 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).

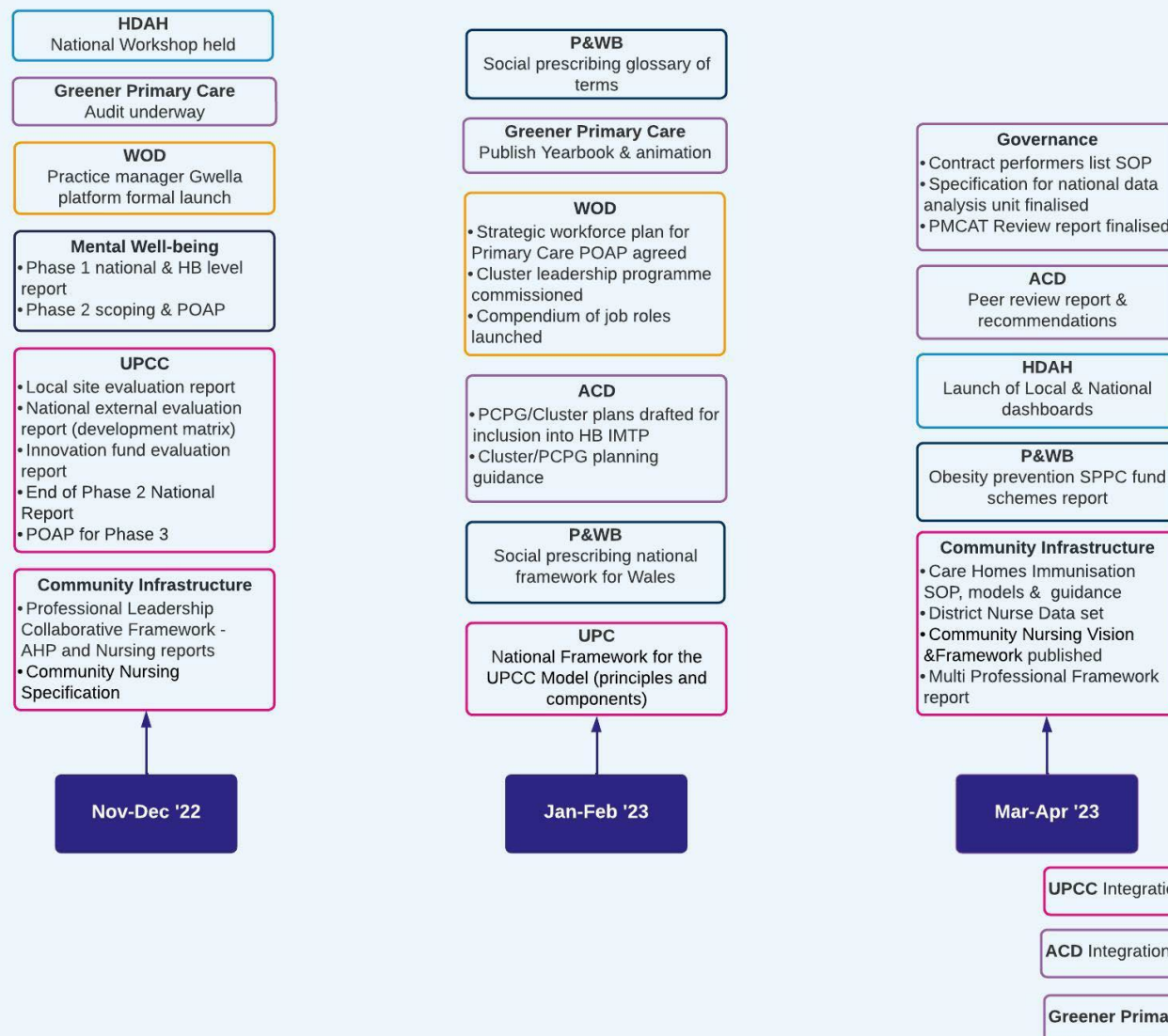
(3). Greener Primary Care Framework and Award Scheme for Wales – led by the PC Hub, PHW, this Bevan Exemplar cohort 7 project is working to develop a Greener Primary Care Framework and assessment process that can be taken forward across the four contractor professions and on a cluster footprint across Wales.

We have:

- Continued **extensive engagement** with Cluster leads and ACD stakeholders across Wales
- Developed a [monitoring and evaluation plan](#) for the PCMW and ACD Programme including a [Cluster Development Framework](#)
- Continued to add to a suite of resources and case studies to support ACD implementation to the [ACD toolkit](#) including [What good looks like principles](#) infographic
- Organised a series of PCMW / 'ACD transition year' **peer reviews** across each health board
- Issued '**ACD Readiness Checklists**' to each health board and collated responses for an all-Wales position
- Launched a [Cluster Planning Support Portal](#) and [Population Health Information by Topic](#) site to support planning in Wales
- Established a steering group to support the Primary Care Governance Framework project
- Produced an SBAR report on the future coordination of the **Clinical Governance Practice Self-Assessment Tool (CGPSAT)**
- Supported development of a review of the **Primary Medical Care Advisory Team (PMCAT)**, including timeline and governance processes
- Produced a report on the benefits and outputs /outcomes expected from the [SPPC Fund 2022](#) investment projects.
- Facilitated ongoing meetings of the ACD Action Learning Group and Cluster Development Support Officer Network
- Received 105 practice registrations to **Green Primary Care Framework** (as at 15 Sept '22), each invited to monthly drop-in sessions
- Implemented **Green Primary Care** 'Team of the Month' - rewarded with a tree sponsorship (NHS Forests)
- Commissioned a **Green Primary Care 'end of year' yearbook, information video** and published monthly e-bulletins
- Published a [Pacesetter 2020/2022 End of Programme report](#)

What are we doing next?

SPPC programme deliverables
November 2022 – April 2023.



Update on the wider work of the national Strategic Programme team

9.1 National Lead Nurse for Primary and Community Care Update

All Wales Senior Nurse Peer Group

The All Wales Senior Nurse Peer Group (SNPG), 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 of discussion to date includes:

- Agreed measures to evaluate the impact of the changes to the Health Care Support Worker (HCSW) workforce and the Professional Nurse Advocate (PNA) role as a result of the SBAR funding. First update provided to Welsh Government in May 22 by health boards.
- Reviewed SNPG terms of reference, including membership, which will be widened to support representation from all Wales forums e.g., Mental Health, Children Services.
- Review of SNPG meeting format - increased length of meeting from September to allow dedicated time for reflection/sharing/support.
- Agreed development of a Professional Nurse Advocate (PNA) network to provide a way for the newly qualified PNA's to come together. The group have been meeting monthly since June 22, supported by the National Lead Nurse.

Professional work undertaken by National Lead Nurse:

- Part of the TEC Cymru Clinical Leads group which aims to support use of technology in services. Supported development of a Digital Nursing Survey with TEC Cymru and Children's Consultant Nurse in ABUHB to understand views, enablers and barriers of technology in community & primary services. Over 250 responses received, and 27 interviews completed by the TEC Cymru team. Report in development.
- Support to Medication Administration Records (MARs) group which is a subgroup of the All Wales District Nursing Forum.
- Feedback from MARs survey discussed with SPPC clinical leads as access to shared records and electronic prescribing has wider system implications. Discussions and possible solution re access to view GP records identified via discussions with DHCW.
- Development of an article in conjunction with National Pharmacist Lead on MARs work.
- Presentation to QNI Chief Nurse Executive Network on work being done in Wales around e-scheduling, National Community Nursing Spec and All Wales Nurse Staffing Programme.
- Support to District Nurse Oversight Board on roll out of Civica scheduling (previously Malinko). Roll out complete in 6/7 HBs with final HB going live by the end of the year.
- Undertaking visits to a variety of services where offered. These are opportunities to meet with nurses across primary and community care to understand better the work that is being done. To date, have met with nurses across primary and community services in BCUHB and CTMUHB.
- Support All Wales nurse staffing programme groups which cover the work of the programme as well as specific work on Welsh Levels of Care (acuity & dependency measures) and how this is embedded and reported within Civica scheduling.
- Met with National Association of Primary Care (NAPC) to discuss community health and wellbeing worker [Community Health and Wellbeing Worker programme – NAPC](#) currently scoping if this could be piloted and identifying monies to support this.

And focus over the next six months is the:

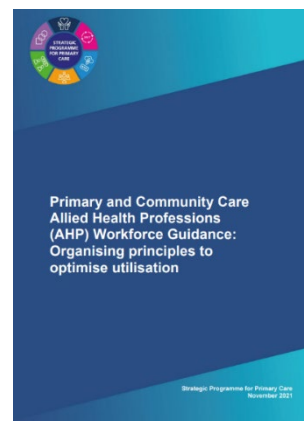
- Development of community health and wellbeing worker proposal for possible funding.
- Working with SNPG and End of Life Care Board Programme Lead on proposal for recurrent monies to support end of life care at home via the ambition of 24/7 DN services (Community Nursing Specification).
- Continued support to PNA network to help embed restorative supervision and demonstrate benefits of role.
- Possible support to work on measuring loneliness identified via Chief Nursing Officer's office.
- Continue with visits to services to meet with nurses where offered.
- SNPG - continue to influence the work the National Nurse for Primary & Community Care undertakes as part of the SPPC.

9.2 National AHP Lead for Primary and Community Care Update

The National Allied Health Professions (AHP) Lead for Primary and Community Care continues to provide system wide professional leadership and strategic advice concerning AHPs¹ across the Strategic Programme and on a national basis. Supporting the principles and actions in the [AHP Framework for Wales](#), working with high-level AHP leaders, which include Welsh Government and national programmes. Chairing monthly **National Primary and Community Care AHP Leadership Group** meetings to share best practice, consider issues and proposed developments, and influence the AHP element of the Strategic Programme for Primary Care (SPPC).

Spotlight on: 12 months ago, the Strategic Programme published the [Primary and Community Care AHP Workforce Guidance: Organising principles to optimise utilisation](#). This paper was a call to action for the whole health and social care system to implement the identified organising principles required to optimise utilisation of AHPs in Primary and Community Care. It provides the golden thread that is reflected pan Strategic Programme work, in addition to being crucial guidance, that informs the recently refreshed [Health and Social Care Services Rehabilitation Framework](#) and recently launched [Allied Health Professionals Dementia Framework](#).

Fully aligned to [Accelerated Cluster Development \(ACD\)](#), this guidance is a core tool in the implementation of the SPPC key priorities such as Accelerated Cluster Development and Community Infrastructure.



Central to this, is supporting the development of the **AHP Professional Collaboratives**, which provide the architecture to operationalise the AHP ambition and workforce guidance. To develop AHP workforce plans to deliver the high quality and high value services for seamless care and support population need by:

- Ensuring coordinated and strong AHP leadership at all levels of geographical operation from cluster and pan cluster/locality level, through to Regional Partnership Board.
- Bringing AHPs together to look at the needs of their local population, influencing clinical pathways and addressing inequalities.
- Supporting a focus on how we look at our AHP workforce in totality, how we optimise its utilisation against informed and agreed priorities, and support these from a collaborative AHP perspective.
- Providing an understanding of the expertise, value and impact AHPs offer, and in conjunction with other Professional Collaboratives, influence how they and other professionals work collaboratively, for the individual, their family and the local community.

Specific achievements in the last quarter include:

Chair of National Primary and Community Care AHP Leadership Group (AHPLG)

- National **AHP Professional Collaborative** Workshop; focusing on what professional collaboratives may look like, vision etc. so there is clear national agreement on how the professional collaboratives will function. This informed an engagement session with Executive Directors of Therapies and Health Sciences (DoTHS) Peer Group. Followed by seven regional workshops to support local operationalisation of the AHP Professional Collaborative in each of the health board areas. Further WAST / Paramedic focused session post completion of all regional workshops to support national equitable approach and engagement across Regional AHP Professional Collaboratives. Planned national workshop for November 2022 to share progress and learning to date, support development and optimise utilisation.
- Led the AHPLG sessions, focusing on Strategic Programme key priorities: Accelerated Cluster development, Community Infrastructure, Urgent Primary Care and Mental Wellbeing.
- Led Mental Health & Wellbeing engagement sessions on: A National Review of Mental Health Demand and Activity in Primary Care, to support phase 1 focus.
- Led Data & Digital engagement sessions with WG, Interim Clinical Programme Director: National Clinical Framework, and Community Infrastructure: Demand and Capacity Improvement Managers. To inform

¹ Health and Care Professions Council (HCPC) regulated Allied Health Professions in Wales • Art Therapists • Music Therapists • Drama Therapists • Dietitians • Occupational Therapists • Orthoptists • Orthotists • Paramedics • Physiotherapists • Podiatrists • Practitioner Psychologists • Prosthetists • Speech and Language Therapists

developing AHP Strategy and Community Infrastructure programme focus concerning consistency that enables extraction and collation of comparable information and analysis.

- Led National Clinical Leads MSK and Long-Term Arthritis engagement session, with consideration on how the AHP ambition will inform and support Clinical Networks' development of standards and underpinning quality statements.
- Led HEIW Development of a Multi-professional Education and Learning Framework for Primary & Community Care engagement session. To support awareness and inform the work plan of the AHP Clinical Lead allied to the Framework Team. Linking to AHP Professional Collaboratives.
- Led TEC Cymru: AHP Focus Scale up & Spread engagement session.
- Led Rehabilitation and Dementia Framework and Developing a Modelling Resource engagement session.

9.3 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 the strategic programme and with clinical stakeholders and contractors across Wales. Working with the Assistant Medical Director (AMD) peer group, chairing the weekly meetings, which also include WG and strategic programme members, giving feedback on national and local issues. including Covid-19 and non-covid clinical and governance issues. Specific achievements in the last quarter include:

Primary Care Interface with Specialists

- Led the clinical/technical review of a specification for national remote specialist advice and guidance project, which secured WG funding. This will support all primary care clinicians in Wales to seek advice over the phone or by text or photo-message, to avoid referrals into hospital or outpatients.
- Led the clinical/technical review of a specification for a national clinical pathway platform and implantation support, which has secured significant WG funding. This will support all primary care clinicians in Wales to access locally agreed, but nationally supported, protocols, to ensure referrals are optimised and resources focused to where they deliver the highest value.
- Represents AMDs in Primary Care at the All-Wales Executive Medical Director monthly meetings.

Liaison with Welsh Government

- Represented AMDs in Primary Care at WG led meetings on Management of Ukrainian Refugees.
- Supported development of national initiatives in primary care to combat C.Difficile.
- Contributed to GMS Contract Negotiation discussions in multiple meetings.
- Played an active role in the National Clinical Leads meetings facilitated by Welsh Government.
- Supported Welsh Government policy discussions on Learning Disability annual health checks.

Governance in Primary Care (Workstream 6)

- Liaised with Leads in *Improvement Cymru* to discuss how they can support Primary Care.
- Worked with WG colleagues as part of guidance development groups for Duty of Quality Legislation.
- Sat on the WG-led steering group for Duty of Quality & Candour legislation and helped redesign the steering/implantation process.
- Co-authored paper looking at identifying issues with CGPSAT.
- Supported national discussions on rollout of the National Learning from Mortality Reviews Framework, including development of thematic reviews.
- Presented at the WLRP RLDATIX Primary Care Conference in Cardiff on promoting incident reporting.

Data & Digital (Workstream 2)

- Led development of Healthy Days at Home in Wales Measure (HDAH), with local health board and national dashboards being produced. Now moving to implementation phase.
- Lead author of Vision and Recommendations Paper for Primary Care Information Portal (PCIP).

Chair of National AMDs in Primary Care Peer Group

- Led the AMD CPD sessions, focusing on leadership at scale, ACD and GMS sustainability.
- Led multi-professional discussions on spirometry in primary care, resulting in an options paper.

- Led AMD/HEIW/NWSSP discussions on Medical Performers List issues (MPL), resulting in an options paper.

9.4 National engagement and representation:

The national leads in SPPC team engage with counterparts across the four national countries in the United Kingdom to share best practice and learning. Notable work is currently progressing with counterparts in Scotland across a range of SPPC priority programme areas to deliver whole system, coordinated, placed based care.

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:

- | | |
|---|--|
| <ul style="list-style-type: none"> • The Welsh Government Covid-19 Primary Care Recovery Oversight Group (PCROG) • Contract Reform Forums • All Wales Heads of Primary Care Peer Group • All Wales Assistant Medical Directors Peer Group • National Vice Chairs Peer Group • National 111 Implementation Board • National Planned Care Programme Board • National Mental Health Programme Board • Supported the development of the National | <ul style="list-style-type: none"> • Clinical Framework • Six Goals for Urgent & Emergency Care Steering Board • 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, Improvement Cymru, WAST and HB Exec teams / Peer Groups |
|---|--|

10. Conclusion

This report provides a very high-level overview of the work of the Strategic Programme for Primary Care workstreams and National Leads during the first seven months of 2022/23 and a high-level summary of the key programmes of work planned for the remainder of 2022/23. Work is underway to continue to develop the programme and communication materials to ensure we reach all our stakeholders across Wales to showcase the work of the Strategic Programme.

11. 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)
Primary Care One website hosts short video talks, programme updates and fact sheets about the work

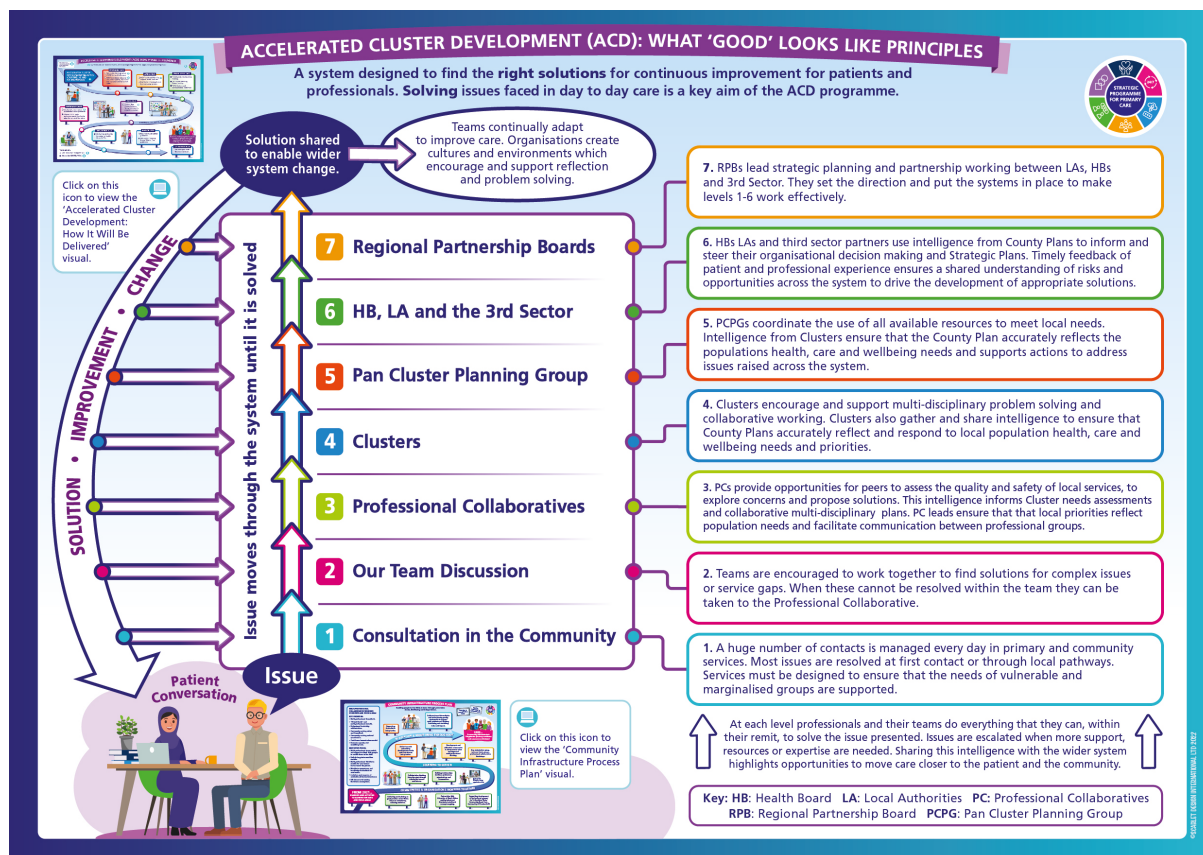


Watch videos on our YouTube channel: <https://www.youtube.com/channel/UCdoNfzDbWcnIUVEbxX7XnUg>

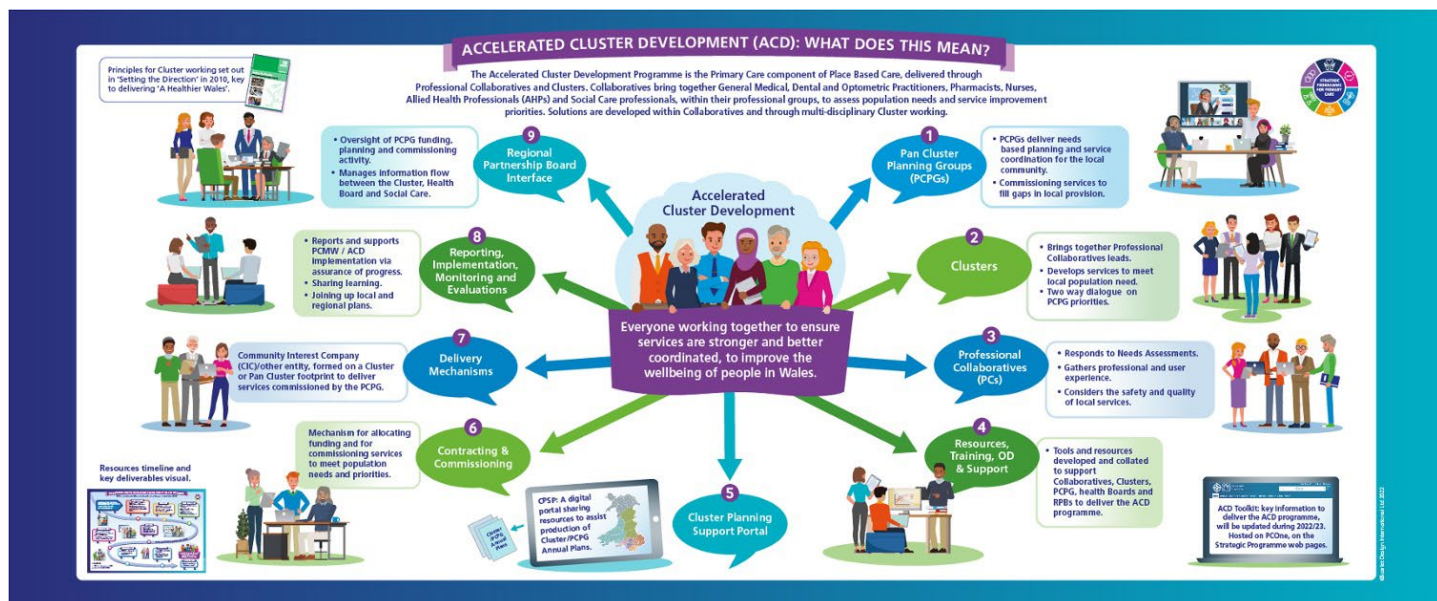
An All-Wales Health Board-led programme that works in collaboration with Welsh Government and responds to A Healthier Wales.

12.Appendix A

12.1 ACD - What good looks like principles



12.2 Accelerated Cluster Development Toolkit (ACD)



The Accelerated Cluster Development (ACD) Toolkit is a collection of information and adaptable resources for stakeholders who will be supporting and driving forward the implementation of the ACD programme including Primary Care teams, Professional Collaboratives, Clusters and Pan Cluster Planning Groups. The toolkit will enable stakeholders to learn more about the ACD programme, its components and access tools to support local delivery. The toolkit is designed to translate theory into practice and be a useful information and resource portal.

The toolkit is designed to:

- Create efficiencies – teams should not have to create documents from scratch but instead have access to locally adaptable templates
- Support the adoption of 'Once for Wales' best practice approach through the sharing of best practice guides and documents
- Offer practical support and guidance in rolling out the ACD programme

[Accelerated Cluster Development Toolkit - Primary Care One \(nhs.wales\)](https://www.nhs.uk/accelerated-cluster-development-toolkit-primary-care-one)

ACD Toolkit index

- ➕ 1 – ACD overview
- ➕ 2 – Professional collaboratives
- ➕ 3 – Clusters
- ➕ 4 – Pan-cluster planning groups (PCPGs)
- ➕ 5 – Community interest companies (CICs)
- ➕ 6 – Planning
- ➕ 7 – Evaluation
- ➕ 8 – Engagement
- ➕ 9 – Supporting information

12.3 Project Management Toolkit



So much of the work we do in the NHS in Wales involves change. In order to support the development and implementation of new ideas, new ways of working, new systems and processes, it is essential that we follow a structured approach to developing and implementing the change to allow the best chance of success. This is project management.

This toolkit sets out the key principles for the design, implementation and evaluation of your project along with some templates you may wish to use. You don't need to use all of the templates - use the templates that you think will be useful to support you with your project.

[Project Management - Primary Care One \(nhs.wales\)](https://www.nhs.uk/project-management/primary-care-one/)

- + Introduction to project management
- + Stage 1: Defining the project – the initiation
- + Stage 2: Planning the project
- + Stage 3: Execution - starting and delivering the project
- + Stage 4 – Monitoring and controlling the project
- + Stage 5 – Closure – finishing the project
- + Glossary of key terms in project management

12.4 Community Infrastructure toolkit



Enabling people to live well, closer to home through prevention, choice, well-being, and independence.

The Community Infrastructure (CI) Toolkit is a collection of information, and resources, designed for anyone (inclusive of profession, area, or level of practice) supporting the delivery of place-based care, regardless of setting.

The principles of place-based care underpin all national Programme and Programme for Government. Key to this is collaborative multi-professional working, which delivers more effective seamless local care, essential to realising the future ambition of community-based health, care, and well-being in Wales.

Place-based care requires all partners and stakeholders to start with the holistic needs of individuals and of the local population, and then work together to support them. This will challenge some of the traditional boundaries between professionals and between services.

Aim

The CI toolkit will enable stakeholders to learn more about the CI Programme, its ambition and how it can support teams to deliver place-based care and provide wrap around services to enable people to live well at home.

The toolkit is designed to

- Create efficiencies – by providing evidence-based guidance, examples of good practice, frameworks, and quality statements to support multi-professional working
- Support the adoption of 'Once for Wales's best practice approach through the sharing of best practice guides and documents
- Offer practical support and guidance to stakeholders using these resources to develop and improve practice
- Offer a standardized way of measuring value and outcomes

- ➕ Chapter 1: Community Infrastructure Overview
- ➕ Chapter 2: Professional Collaboratives
- ➕ Chapter 3: Multi Professional Vision & Framework
- ➕ Chapter 4: Multi Professional Working Models
- ➕ Chapter 5: Data to Support Practice
- ➕ Chapter 6: Monitoring and Evaluation
- ➕ Chapter 7: Engagement
- ➕ Chapter 8: Supporting Information

12.5 Urgent Primary Care Centre Toolkit



The Urgent Primary Care Centres programme of work seeks to design and deliver a new model of urgent care for the population of Wales. The aim is to provide seamless care, delivered at a local level consistently regardless of organisational boundaries.

The Urgent Primary Care Centres (UPCC) toolkit is a collection of information and resources for stakeholders who may be supporting and driving forward the Urgent Primary Care Centres or for colleagues who have an interest in the work being carried out.

Aim

The UPCC toolkit will help stakeholders to learn more about the UPCC Programme, its journey and ambition. The toolkit will support stakeholders to translate theory into practice providing key pointers for accessing the learning and advice from others.

The toolkit is designed to:

- Share the learning at both a National and Local level from the perspective of Clinicians Operational and Programme Managers.
- Encourage collaboration to test and learn from each other from the delivery of the 'Once for Wales' best practice approach which promotes the sharing of good practice guides and documents
- Offer practical support and guidance in the continual improvement of Urgent Primary Care Centres.

- + Chapter 1: Urgent Primary Care Centres Overview
- + Chapter 2: Pathfinder (Phase 1)
- + Chapter 3: Design (Phase 2)
- + Chapter 4: Embedding the model (Phase 3)
- + Chapter 5: Engagement
- + Chapter 6: Supporting Information

[Urgent Primary Care Centres - Primary Care One \(nhs.wales\)](https://nhs.uk/urgent-primary-care-centres/primary-care-one)

12.6 Cluster Planning Support Portal



The Cluster Planning Support Portal (CPSP) indexes resources from across the system in Wales that may assist in producing and refreshing cluster/ pan-cluster planning group (PCPG) annual plans.

It is structured to reflect the key elements of a planning cycle, providing an overview of considerations/ methodologies for assessment and response to local needs, linking to sources of further information, and supporting skill development.

CPSP is aimed at cluster, PCPG, and professional collaborative members for awareness and oversight, and at primary care/ health board staff supporting them with integrated planning requirements.

- 1 – Accessing planning guidance, support and training
- 2a – Developing plans: population needs and service use
- 2b – Developing plans: population health management
- 2c – Developing plans: evidencing what works
- 2d – Developing plans: deciding on priorities
- 3 – Implementing action
- 4 – Ensuring monitoring and evaluation
- 5 – Encouraging innovation

<https://primarycareone.nhs.wales/tools/cluster-planning-support-portal/>

12.7 Population Health Information by Topic



This information is intended to help inform cluster/ pan-cluster planning group (PCPG) plans.

It serves as an alternative index to content within the Cluster Planning Support Portal (CPSP), offering a public health perspective on health priorities for cluster populations.

It emphasises the primacy of prevention and takes a topic/ condition-based approach to considering population needs.

- ⊕ Long-term condition behavioural risk factors
- ⊕ Long-term condition clinical risk factors
- ⊕ Long-term conditions
- ⊕ Mental well-being
- ⊕ Cancer and screening
- ⊕ Infectious disease prevention
- ⊕ Determinants of health
- ⊕ Oral health
- ⊕ Eye health

<https://primarycareone.nhs.wales/tools/population-health-information-by-topic/>