

Strategic Programme for Primary Care

A handbook for people working
in primary and community care



*A Primary Care response
to A Healthier Wales*

Issue 1: 2019-20

Contents



Background

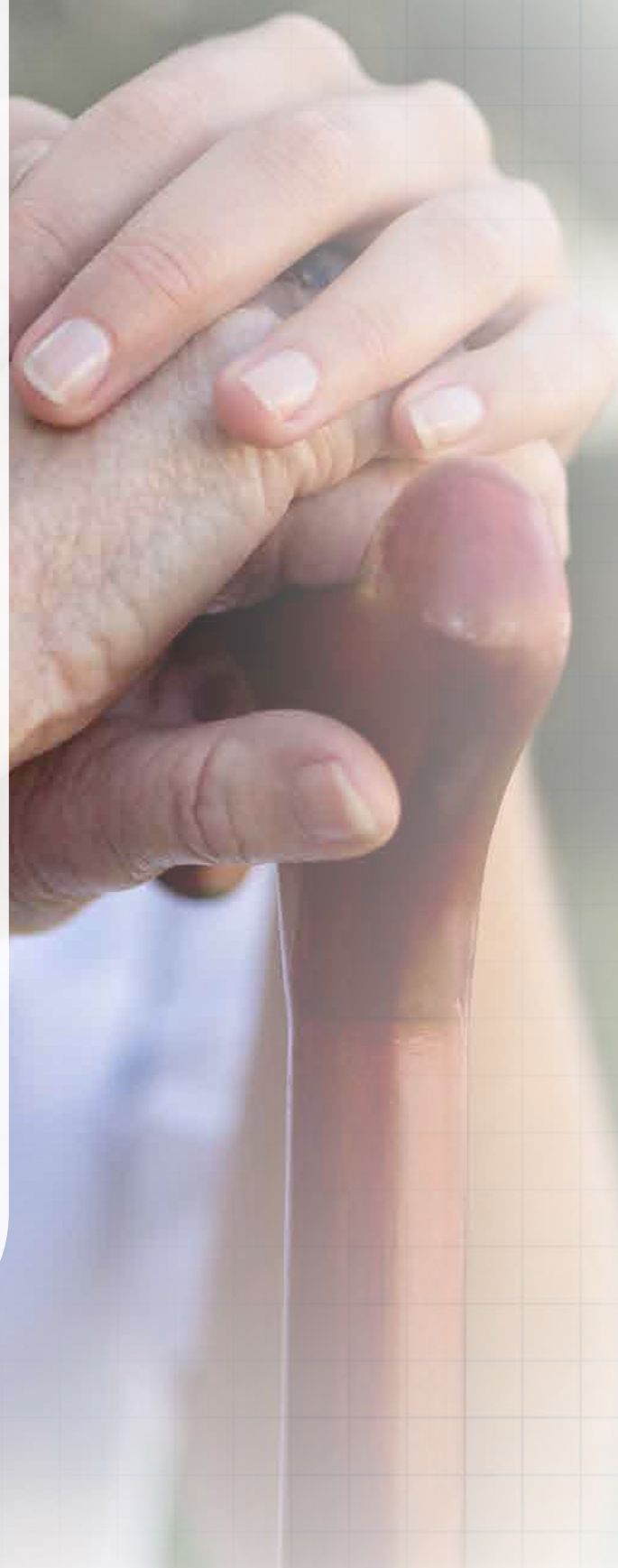
In January 2018, the '[Parliamentary Review of Health and Social Care in Wales](#)' was published. In June 2018, Welsh Government provided a response: '[A Healthier Wales: our Plan for Health and Social Care](#)' which called for bold new models of seamless health and social care at the local and regional level.

To support the vision set out within 'A Healthier Wales', a transformational model for Wales has been developed. This is the Primary Care Model for Wales. As part of implementing the Primary Care Model for Wales, a set of key priorities emerged:

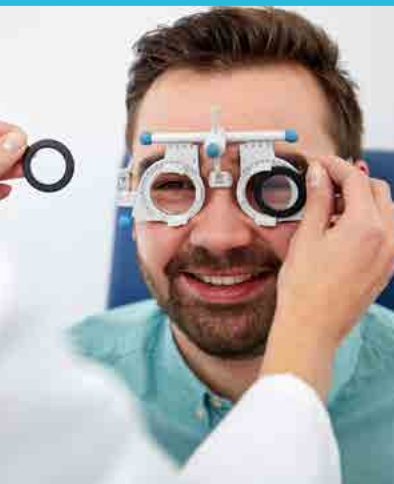
1. Establishment of specific, All Wales primary care work streams
2. Addressing seamless working in Health Boards and with partners
3. Reform of the primary care contract.

To address the first priority (the need for specific, primary care work streams), a national programme of work was established: the [Strategic Programme for Primary Care](#) (November 2018).

This handbook builds on the November 2018 document (above) and provides an overview of the Strategic Programme. For more detailed information and regular programme updates, please visit the Strategic Programme webpages (hosted at www.primarycareone.wales.nhs.uk/strategicprogramme)

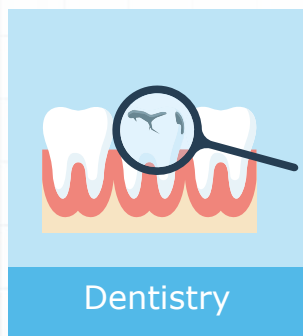


What is primary care?

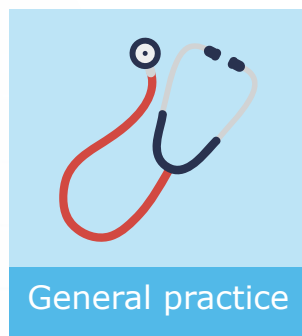


Primary care is about those services which provide the first point of care, day or night, for more than 90% of people's contact with the NHS in Wales. It coordinates care for the individual, providing access for people to the wide range of services in the local community to help meet their health and wellbeing needs and to specialist care when required.

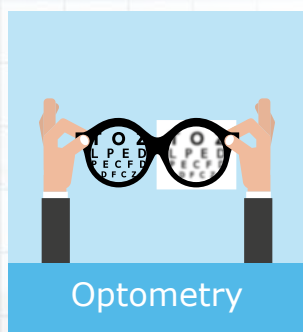
Primary care is made up on the following contractor services:



Dentistry



General practice



Optometry



Pharmacy

There is a wide range of staff who support and deliver primary and community care services. Community service staff includes:

- ▶ community and district midwives
- ▶ community and district nurses
- ▶ health promotion teams
- ▶ health visitors
- ▶ mental health teams
- ▶ occupational therapists
- ▶ paramedics
- ▶ phlebotomists
- ▶ physiotherapists
- ▶ podiatrists
- ▶ social services (and other local authority staff)
- ▶ people working and volunteering in the wealth of voluntary organisations which support people in the community.

What is the Strategic Programme for Primary Care?

The Strategic Programme for Primary Care (herein referred to as 'the programme') is the All-Wales primary care response and contribution to A Healthier Wales.

The Programme features six key work streams, all designed to:

- ▶ develop and deliver an increased pace and scale of previous work
- ▶ address new, emerging priorities

The six work streams are:



At the heart of the strategic programme is:

- ✓ shifting the focus to a 'social model of care'
- ✓ ensuring timely access to primary care services across Wales
- ✓ working closely with partners to strengthen services and achieve seamless working across the whole system
- ✓ working on a 'once for Wales' basis. For example, this could be either:
 - championing and 'scaling up' of local initiatives across Wales
 - identifying solutions and enabling functions at a national level.

Key to the success of the programme is support, engagement and collaborative working across all independent contractors, clusters, health boards and wider stakeholders.

What It's Not

It is not a 'top down' programme or approach.

It does not stifle any work planned (or underway) at a local level, by clusters, Health Boards, Regional Partnership Boards or cuts across wider transformational work.

The programme does not operate a performance management function. This remains the responsibility of Welsh Government, the regulators and existing local lines of governance and accountability.



What will the programme deliver?

All six work streams have identified, scoped and committed to deliver an initial set of deliverables.

'Deliverables' are varied and could result in:

- ▶ the launch of new or improved resources (e.g. service guidelines, new toolkits)
- ▶ changes to processes and systems to enable more effective and efficient ways of working.

All deliverables within the programme:

- ▶ are specific to primary and / or community care
- ▶ are designed on a national, once for Wales basis delivery model
- ▶ are approved by the National Primary Care Board
- ▶ align to the Primary Care Model for Wales, and ultimately
- ▶ aim to improve services for the population.

To understand the details of what each work stream will deliver; an overview of each work stream is provided*

*It is important to note that information provided is based on the initial deliverables and original scope set in 2019. These will change as the programme of work develops and matures over the coming years.



A library of all programme resources and products for local adoption are available via the webpages:

www.primarycareone.wales.nhs.uk/strategicprogramme



Prevention & Wellbeing

Work stream 1/6: National Strategic Programme for Primary Care, 2018.



Why



There is a pressing need to transform the health and care system, of which primary care is a key component, towards an approach that prioritises prevention.

A focus on prevention is prioritised in a number of key strategic documents including A Healthier Wales, Building a Healthier Wales and in legislation including The Social Services and Wellbeing Act and The Wellbeing of Future Generations Act.

Scope



- Primary care specific elements within 'Building A Healthier Wales'
- Prevention in clinical and non-clinical settings
- Maximising opportunities to support programmes which address:
 - smoking
 - physical inactivity
 - a healthy weight
 - Making Every Contact Count (MECC).
- Social prescribing

- Tools to support population need assessment to inform service planning, prioritisation and evidence-informed local action

- Vaccination and screening

Outputs



- ✓ [Primary Care Needs Assessment \(PCNA\) tool](#)
- ✓ A framework to support a coordinated approach to prevention in clinical settings.
- ✓ A 'Blood Pressure Monitoring in Primary Care' pilot (with potential for national roll out).
- ✓ A report and refreshed web content (via Primary Care One) that describes the offer of social prescribing within primary care.
- ✓ Improved number of frontline primary and community care workers having access to and completing Level 1 MECC training.
- ✓ Targeted products to highlight the range of resources available to support infection prevention and screening programmes.

24/7 Model

Work stream 2/6: National Strategic Programme for Primary Care.



Why



There is a recognition that primary and community care services across Wales vary depending on the time of day and location. This work stream looks to ensure that as far as possible, the primary care offer is consistent on a 24/7 and geographic basis.

Scope

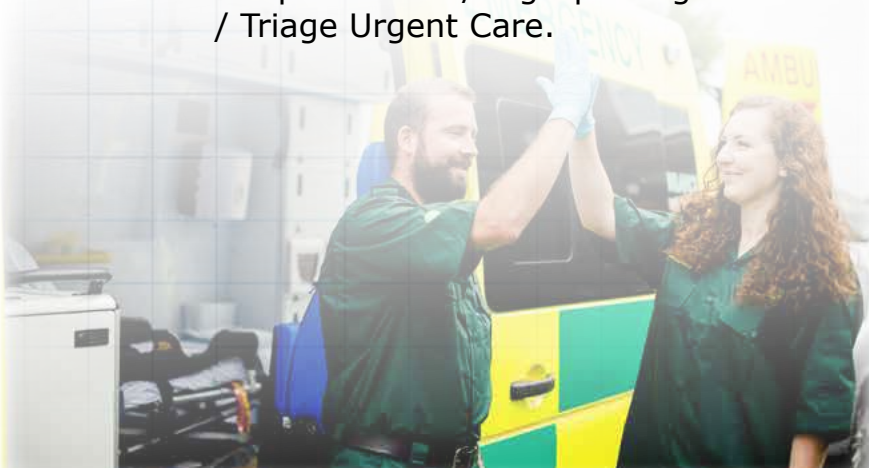


- 111 Roll out
- Out of hours (OOH) Peer Reviews
- Winter Planning Initiatives
- OOH Pathways
- Escalation Processes
- Availability of services within the community
- Telephone first / Sign-posting / Triage Urgent Care.

Outputs



- ✓ OOH Peer Review National action plans
- ✓ Winter planning framework and a robust evaluation process
- ✓ Clear and consistent All-Wales OOH pathways to support:
 - Urgent dental
 - Mental health crisis
 - Palliative care
 - Care homes; and
 - Paediatric services
- ✓ A once-for-Wales approach to escalation processes, defined levels of pressure and standardised responses to support 'in-hours' general practice services
- ✓ Mapping of all Independent Contract services available in a locality
- ✓ A clinical triage toolkit for general practice that includes a 'how to', the environment required and the expected benefits.



Data & Digital Technology

Work stream 3/6: National Strategic Programme for Primary Care.



Why



'A Healthier Wales' identifies data and digital technology as a key enabler of transformational change to support the new primary care model.

The initial focus will be on ensuring that relevant information is accurate, complete, up to date and shared between everyone responsible for the individuals care, before moving on to new ways of accessing services and then more advanced digital solutions.

Scope



- ✚ **SYSTEMS** - Maximising existing and ensuring new systems enable access to, and sharing of, data and information to support clusters, and the delivery of care in the community.
- ✚ **INFORMATION** - Ensuring key data is available to monitor and report on progress against national standards and targets.
- ✚ **TECHNOLOGY** - Identification of technology that can support delivery of new models of care.

Outputs



- ✓ Roll out of 'Practice Contact data'
- ✓ Fit for purpose primary care measures (including 111/OOH).
- ✓ Consistent templates to support the capture and reporting of progress against Access standards and Welsh Government Milestones.
- ✓ Introducing 'Time spent at home' (subject to scoping).
- ✓ Identification of IT system requirements to support primary care providers and Cluster-level working.
- ✓ Recommendations regarding digital opportunities.
- ✓ Checklist for stakeholders to help identify the data and digital requirements to support new ways of working
- ✓ Guidance on how to request/include primary care work within the National Informatics Plan.

Workforce & Organisational Development

Work stream 4/6: National Strategic Programme for Primary Care.



Why



The multidisciplinary team approach at cluster level is acknowledged as the common characteristic of the best new models for primary care. On this basis, the Strategic Programme will work to support the transformation of the primary care workforce.

Scope



The work stream sets out to address four key overarching themes within workforce and organisational development:

- Workforce Shape
- Resources
- Efficiency
- Leadership

Activities to support these themes include:

- Workforce data and planning
- Addressing issues around employment and retention
- Role development (where identified) as required to strengthen the MDT
- Education that increases exposure to primary care
- Fit-for-purpose training
- Means of sharing best practice that is evidence based

Outputs



- ✓ Launch and implementation of National Workforce Reporting Tool.
- ✓ Development of a tool/ minimum specification to assess 'in hours', general practice service demand and capacity.
- ✓ Production of a Workforce Plan template for Clusters to inform more robust commissioning for training places.
- ✓ Development and improvement of the education and training available to health professionals and healthcare staff (e.g. pharmacists) in primary care.
- ✓ Framework to expand education and training in primary and community settings.
- ✓ An increase in the number of GP training places offered in Wales.
- ✓ Workforce solutions to support NHS organisations in improving access to eye care.
- ✓ Development of the Train, Work, Live campaign.
- ✓ To share good practice via a refreshed, web-based ['Compendium of roles and models'](#).

Communication & Engagement

Work stream 5/6: National Strategic Programme for Primary Care.



Why



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 will specifically respond and contribute to these issues as set out within the [Strategic Programme for Primary Care \(Nov 2018\)](#) 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."

Scope



The project will be managed in two phases:

1. (2019-20) - raise awareness of the changes to local health and wellbeing services being developed under the Primary Care Model for Wales.
2. (2019-21) – a more long term strategic approach to behaviour change in how the people living in Wales access the new, wider model of primary care services.

Outputs

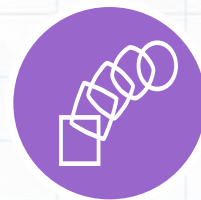


- ✓ Production of a robust and well-thought-out communications strategy to deliver messages about the changes within primary care services.
- ✓ A primary care model communications toolkit for use by health boards and partners.
- ✓ Delivery of a national campaign that is supported at a local level.



Transformation & the Vision for Clusters

Work stream 6/6: National Strategic Programme for Primary Care.



Why



As the transformation programme develops in line with 'A Healthier Wales' recommendations, it is important that any learning is shared quickly across primary care and further informs the vision for clusters. Of specific note will be any plans to accelerate the implementation of the full primary care model at cluster and regional level. Key links will be made with transformation programmes, both at national and local level.

Scope



- To understand the challenges and barriers that clusters experience and identify solutions at both a national and local level.
- To work with other national programmes to ensure seamless working.
- To work with external stakeholders to develop the place-based care approach.
- To align with relevant work as set out in A Healthier Wales.

Outputs



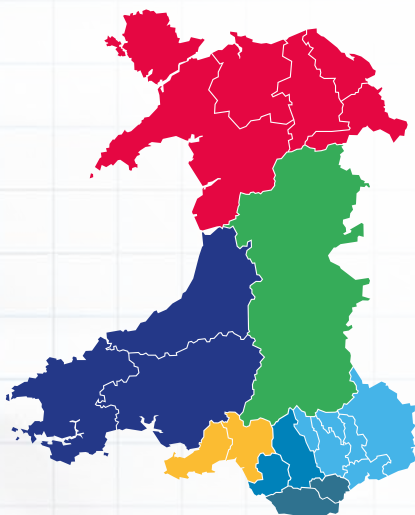
- ✓ All Wales Cluster IMTP template and guidance.
- ✓ An evaluation framework for the Primary Care Model for Wales.
- ✓ Alternative commissioning models – A Good Practice Guide for alternative models of organisational forms.
- ✓ A register of cluster challenges (accompanied by actions required at a local and national level).
- ✓ A compendium of the offer of support to practices with sustainability issues.
- ✓ A refresh of the descriptor of the vision for clusters.



Who's delivering the programme?

There are a wide range of organisations and stakeholders who contribute to the programme and provide input and outputs, including:

- ▶ Health Boards
- ▶ Welsh Government
- ▶ NHS Wales Shared Services Partnership
- ▶ Health Education and Improvement Wales
- ▶ Public Health Wales
- ▶ Social Care Wales
- ▶ 111 Programme
- ▶ Welsh Ambulance Service NHS Trust
- ▶ NHS Wales Informatics Service; and
- ▶ NHS Delivery Unit.



Leading and coordinating the national programme of work are:

- ▶ the National Director and Strategic Lead for Primary and Community Care
- ▶ the All-Wales Directors of Primary and Community Care
- ▶ Welsh Government
- ▶ a Programme Management Office (PMO).

These roles make up the Strategic Programme Board, which oversees programme delivery, and which in turn reports into the National Primary Care Board.

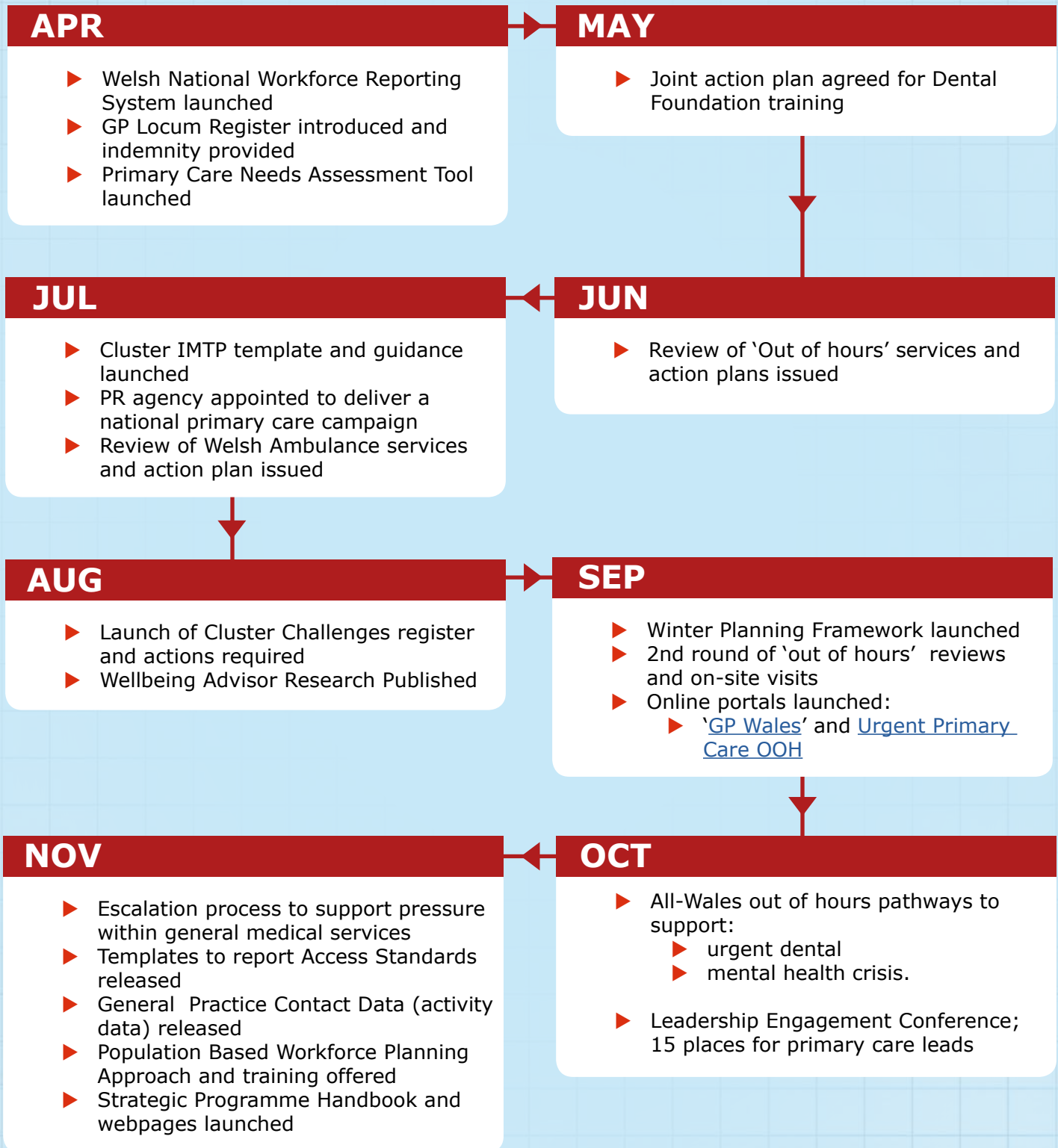
For more information about:

- ▶ Organisations which sit on each of the programme's working groups
- ▶ Members of the Strategic Programme Board
- ▶ Members of the Programme Management Office

Please visit the webpages: www.primarycareone.wales.nhs.uk/strategicprogramme

When will we see results?

During the first year of the Strategic Programme (**November 2018 – 2019**), a number of resources were successfully delivered for implementation across Wales, including:



From December **2019** and looking ahead to **2020**, a number of resources are planned, including:

DEC

- ▶ Framework to support prevention in clinical settings launched
- ▶ Information on infection prevention and screening for GP practices and clusters released
- ▶ All Wales report on cluster IMPT activity

JAN

- ▶ Targets set for frontline primary care staff to be MECC trained
- ▶ Appraisal of options for digital innovation within primary care

MAR

- ▶ 2nd round 'out of hours' review reports and action plans issued
- ▶ Re-designed visual to support the Primary Care Model issued
- ▶ Clinical triage toolkit launched
- ▶ Revised Primary Care Model visual to be issued
- ▶ A descriptor for the 'Vision of Clusters' released

FEB

- ▶ Evaluation framework and pro-forma for health boards to assess progress with the Primary Care Model

APR

- ▶ Evaluation of blood pressure self-measurement pilot (potential national roll out)
- ▶ Report on Social Prescribing to inform Health Board planning and Cluster development.
- ▶ Launch of Time spent at Home (Subject to successful scoping)

MAY

- ▶ Process to support RPB peer review of urgent community services
- ▶ Revised 'Compendium of roles and models' to support work force planning

SEP

- ▶ Demand and capacity modelling tool/guidance made available
- ▶ New contract for Foundation Doctor Training Practices

To support delivery of these resources, each work stream has a robust plan and timeline in place.

For copies of the latest deliverables, and timelines, to access the library of resources from the programme, please visit the Strategic Programme webpages (www.primarycareone.nhs.uk/strategicprogramme).

How can I get involved?

If your organisation has a primary care resource, function or process that adds value and could be rolled out on a once for Wales basis, or has identified an issue that requires a national approach/support, the Strategic Programme would like to hear from you.

To help identify what may be suitable for inclusion within the All-Wales Strategic Programme approach, here is a suggested checklist:

Opportunities must:

- ▶ be primary care specific
- ▶ fall within one (or more) of the six key work streams areas of scope
- ▶ be of a strategic nature
- ▶ have been piloted/present a proof of concept and/or have preliminary evidence of added value
- ▶ be cost neutral/come with an identified and appropriate funding stream
- ▶ be suitable/have potential for 'scaling up' and roll out on a once for Wales basis.

As a preliminary test against this criteria, an initial discussion with your local Head or Director of Primary Care is strongly advised.

Alternatively, all enquires are welcomed at:

Enquiries.strategicprogramme@wales.nhs.uk



Where can I find out more?



[www.primarycareone.wales.nhs.uk/
strategicprogramme](http://www.primarycareone.wales.nhs.uk/strategicprogramme)

The Strategic Programme webpages offer information such as:

- the latest deliverables (i.e. what each work stream is seeking to achieve)
- a timeline of resources to be delivered
- highlight reports
- library of the resources to be adopted locally
- members of the working groups and the Strategic Programme Board.

You can also follow us on Twitter:



@SPPCWales

For any other enquiries, please contact us at:

Enquiries.strategicprogramme@wales.nhs.uk

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