



Strategic Programme for Primary Care

Mid-year update

April - October 2021

Executive Summary

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



In these challenging times, I am pleased to introduce this mid-year update of the Strategic Programme for Primary Care. In response to the pandemic, a review of the programme was undertaken to prioritise existing work and to respond to new challenges as a result of the pandemic.

Within this context, four key priorities were identified for the Strategic Programme for Primary Care going forward:

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

This update provides an overview of progress from April 2021 to October 2021, notes the work of the National Leads and then provides a look ahead for our programme of work into 2022. 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 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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1. 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:

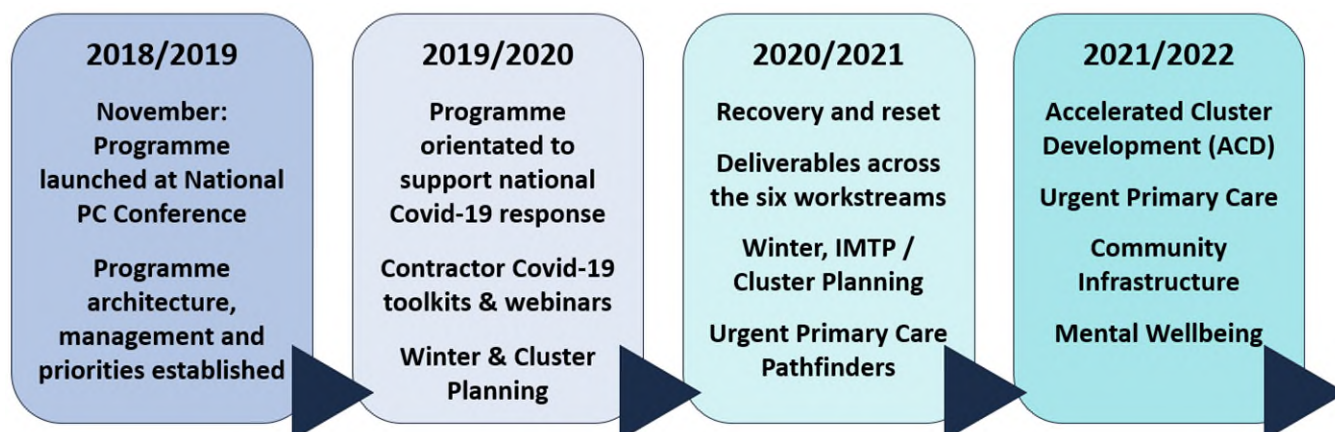


Fig. 1 Strategic Programme for Primary Care 2018-2022

Four key strategic priorities have been confirmed to shape the 2021/2022 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 work streams of the strategic programme. 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).

Quality and Governance structure



Fig 2 Quality and Governance Structure

This report contains an overview of the notable progress made and key products launched over the operating period April-October 2021; 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 work streams; and a general update on the wider work of the national strategic programme team.

2. Notable progress April 2021 – October 2021

Notable key achievements since April 2021 include the following;

- Launched the Accelerated Cluster Development (ACD), Urgent Primary Care (UPC) and Community Infrastructure (CI) programmes of work and the Mental Wellbeing Task & Finish group.
- 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 (August); Respiratory Syncytial Virus (RSV) webinar (September); Accelerated Cluster Development engagement with multiple stakeholder groups across Wales; Obesity and Diabetes Prevention stakeholder events; Urgent Primary Care stakeholder event <https://www.247urgentcare.wales/> (October); Greener Primary Care Expert Group (October).
- Through the 24/7 work stream commissioned a delivery matrix, minimum data set, and evaluation framework for the urgent primary care pathfinder centres; and commissioned a literature review to support the development of a definition for urgent primary care. This completed Phase 1 and funding was secured to continue to Phase 2 and expand the roll out of urgent primary care centres across Wales.
- Also through the 24/7 work stream, in conjunction with the 6 Goals for Urgent and Emergency Care programme, held an [Urgent Primary Care stakeholder event](#) attended by more than 150 people across Wales. This was a leaning event to share the outcome of the evaluation of the [Urgent Primary Care Pathfinder Centres](#) and launch a suite of [Urgent Primary Care Factsheets](#) to support existing urgent primary care centres and inform the 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](#) (July).
- Completed, for publication in November, *Primary and Community Care Allied Healthcare Professionals (AHP) Workforce Guidance: Organizing Principles to Optimise Utilisation* (September).
- Through the Prevention and Wellbeing (PBW) 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](#)' (October) and established the All Wales Diabetes Prevention Programme (AWDPP).
- 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 (October).
- Through the Workforce and Organisational Development (WOD) work stream supported the launch of the [Primary Care workforce planning resources and guidance by HEIW](#) (July).
- 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 an SBAR to test out a Professional Nurse Advocate (PNA) role following on from the

recommendations of the District Nursing Neighborhood Evaluation.

- Expanded the strategic 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.

3. High level focus for the next six months

Each of the six work streams 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:

- 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.

4. SPPC programme work stream priorities 2021/2022

Each of six work streams of the strategic programme has been reviewed and the key programme areas for delivery have been 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 six work streams follows.

5. Prevention and Wellbeing Work Stream



This work stream is co-chaired by Julie Denley, Director of Primary Care in Cwm Taf Morgannwg University 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).

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 wellbeing services from Cardiff University
- Commenced a demand / capacity review of GP level mental wellbeing services using SAIL and other databases
- Developed an Implementation Framework for the AWDPP
- Commissioned 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
- Confirmed the 14 clusters that will participate in Wave 1 of the AWDPP
- Tendered for an AWDPP evaluation partner
- Published a '*Primary care needs of people living with obesity in Wales*'
- Established a Primary Care Obesity Prevention (PCOP) Steering Group
- Established a Social Prescribing deliverables coordinating group and commissioned a baseline mapping exercise of social prescribing activity across Wales

We will:

- Continue to engage and work with key stakeholders and provide regular programme updates on the web page and circulate to key stakeholders
- Create and publish an atlas of primary care mental health activity & provision at practice level
- Develop a shared blueprint for Tier 0/1 mental wellbeing services and a toolkit of resources for practices/ clusters
- Commence delivery of the AWDPP across Wales
- Publish the Social Prescribing baseline mapping report and continue to coordinate the other 3 deliverables
- Award the AWDPP evaluation commission and progress evaluation plans
- Hold the second AWDPP Stakeholder event
- Complete the work and publish the Obesity Prevention Action Plan for delivery in 2022
- Publish a paper on the interface/continuum of Tier 0/1 MWB services and social prescribing activity & logic models
- Publish a rapid review of the evidence: prevention activities in primary care dental, community optometry and community pharmacy settings

6. 24/7 Model Work Stream



This work stream is co-chaired by Nick Wood, Executive Director of Primary and Community Services, Aneurin Bevan University Health Board and Alan Lawrie, National Professional Advisor, SPPC. 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. The work stream carries two of the four SPPC strategic priorities.

(1) 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 the Urgent Primary Care programme. The proposed outcomes of this work are illustrated over page in figure 3.

(2) 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. The proposed outcomes of this work are illustrated over page in figure 4.

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
- Developed a communication plan to ensure engagement with stakeholders
- 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 UPC
- Published an Urgent Primary Care Centre Pathfinder report and published 5 supporting [Fact Sheets](#)
- Commissioned a number of resources to support ACD delivery
- 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

We will:

- Continue to engage and work with key stakeholders and provide regular programme updates on the web page and circulate to key stakeholders
- Produce a suite of resources including model documents and a Handbook to support ACD implementation
- Progress with the roll out of Urgent Primary Care Centres across Wales
- Run a CI stakeholder engagement session in November – to share information and gather feedback on the programme priorities
- Produce an overarching framework/ definition for Multi-disciplinary/ Multi professional working
- Commission a CI literature review and evaluation framework
- Produce a suite of Multi Professional Models which include products such as frameworks and guidance for Virtual wards & multi professional reviews
- Record a series of short videos discussing the elements of the 24/7 work

UPC | URGENT PRIMARY CARE PROGRAMME

UPC aims to provide a multidisciplinary primary care offering, enabling better management of demand, avoiding hand-offs and multiple entry points for a seamless, safe and positive experience for people

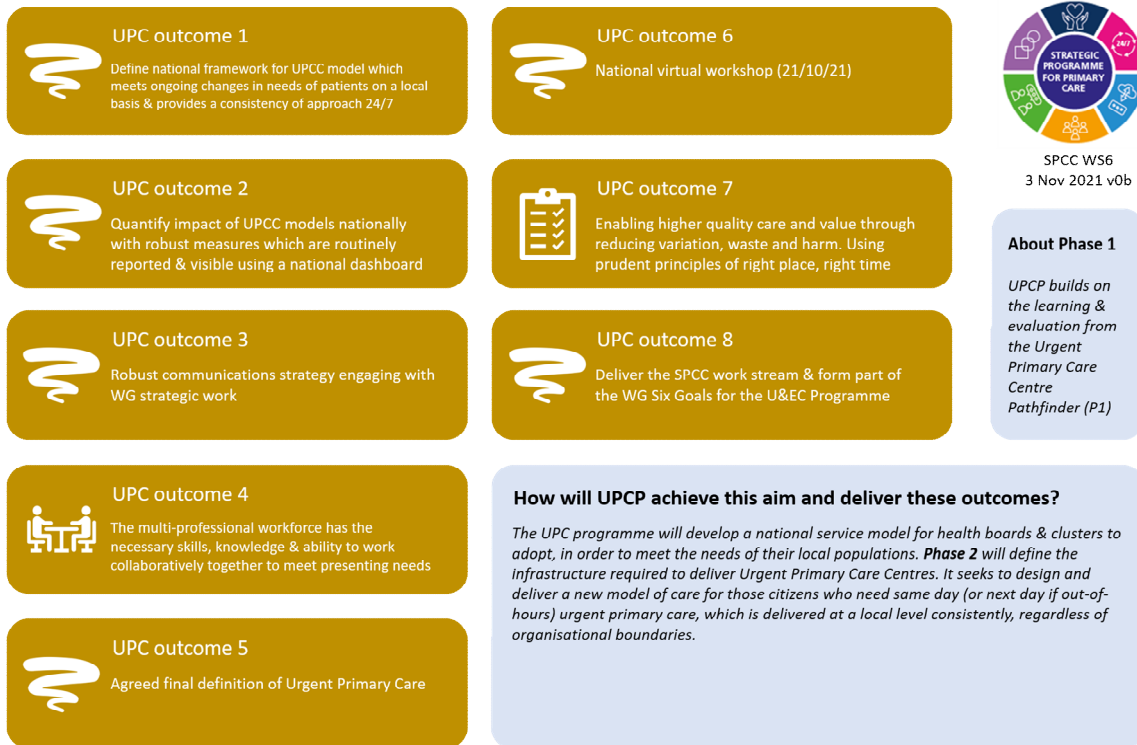


Fig 3 Urgent Primary Care Model

CIP | COMMUNITY INFRASTRUCTURE PROGRAMME

CIP aims to create collaborative working across community professions & organisations to support recovery & build resilience

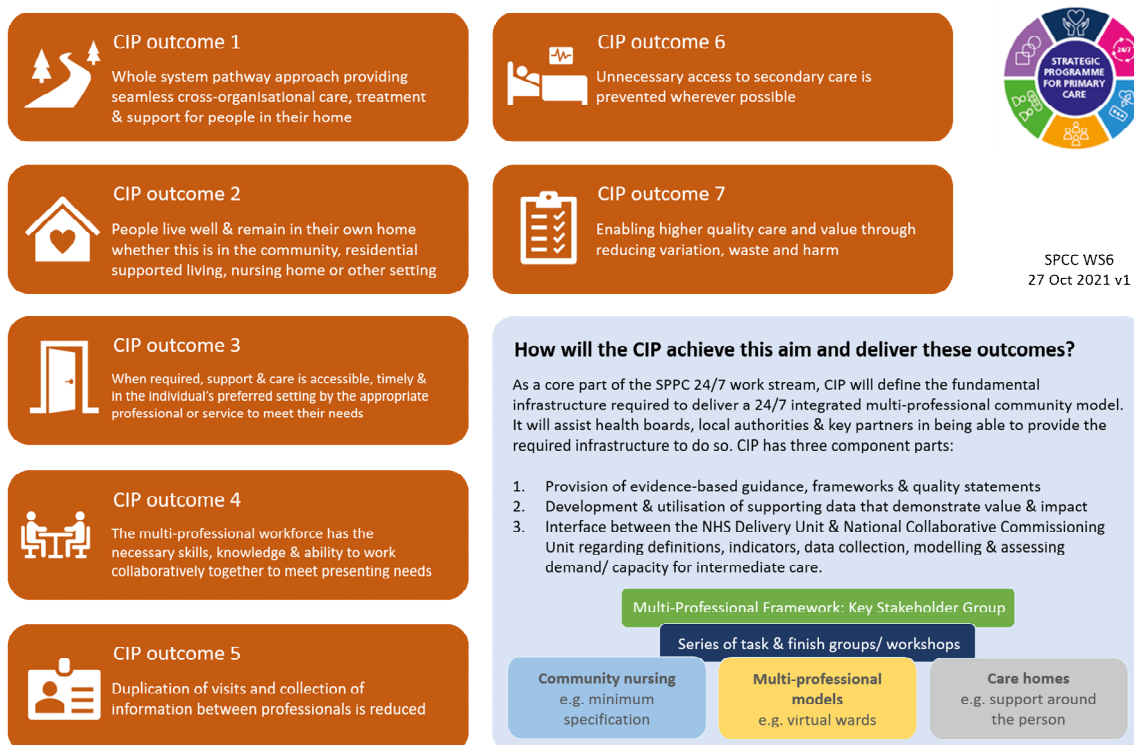


Fig 4 Community Infrastructure Programme

7. 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 the new financial year as part of the refresh of the strategic programme this work stream reviewed its deliverables and closed those completed through Covid innovation 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 coupled with ongoing routine delivery pressures.

(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 pertaining to 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. This tool will be invaluable in evaluating future primary & community care innovation.

We have:

- | | | |
|---|--|--|
| • Developed a robust implementation and communication plan for the three projects | • Produced a final draft of the Community Escalation Framework for approval by the SPB ready for field testing in Q3 | • Updated the escalation framework to ensure alignment with HoPC Lead Optometry and Dental escalation frameworks |
| • Set up task and finish groups with robust terms of reference for the three projects | • Initiated a review mapping exercise of existing data collected for the PCIP | • Defined the components of the HDAH tool in the Welsh context |
| • Confirmed two Health Boards who will pilot the HDAH measure | • Appointed new Programme & Project Support Officers to support this work | • Engaged with key stakeholders across Wales |

We will:

- | | | |
|--|---|---|
| • Continue to engage and work with key stakeholders across Wales and provide regular programme updates on the SPCC web pages | • Complete the review of PCIP governance and access rights in place for existing data fields – what data and information can users view, analyse and extract. | • Complete the review and progress work to develop the content and style of the PCIP, optimizing data visualization |
| • Progress the Community Escalation Framework pilots and continue to refine the Frameworks | • Scope a literature review and mathematical modelling for the HDAH measures | • Produce a set of principles for data collection and weighting to inform the future content of the PCIP |
| • Commence the HDAH pilots | | |

8. Workforce and Organisational Development (WOD)



This work stream is co-chaired by Jamie Marchant, Executive Director of Primary, Community & Mental Health Services Powys Teaching Health Board and Sue Green, Executive Director of Workforce and Organisational Development, Betsi Cadwaladr Univeristy Health Board.

This work stream has six 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 will bring clarity and firming up of scope and objectives, with supporting project documents produced to outline clear plans.

WOD six priority areas:

1. Future Cluster and Contractor Collaborative leadership & learning opportunities
2. General Practice Manager leadership & network via the Gwella portal
3. Development of Primary Care Academies (*in conjunction with HEIW*)
4. Mental Wellbeing support to the Primary and Community Care Workforce in Wales
5. Workforce supply and shape – WNWRS; GPWales
6. Online compendium of job descriptions & competencies for: Allied Health Professions, Community Pharmacy and Nursing

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 NHS Director General, Andrew Goodall
- Developed plans on a page for the majority of the WOD priority areas
- 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)
- Continued to work with HEIW and NWSSP to build a once for wales compendium of JD/competencies
- Produced an AHP Workforce Assumptions paper (ready for publication in November)
- Received a report from the Primary Care Hub on the Confident Practice Manager Leadership Programme and Practice Manager Network for Wales
- Considered the mental well-being at work support services

We will:

- Continue to engage and work with key stakeholders across Wales and provide regular programme updates on the SPPC web pages
- Record a series of short videos discussing WOD work with a view to being added to over time.
- Scope the leadership and competency requirements for the ACD programme and Contractor Collaborative working across Wales; commission pilot programmes
- Launch the Gwella Practice Manager portal and grow the practice Manager network across Wales
- Agree the role the WOD work stream will take in the development of the HEIW led Primary and Community Care Education and Learning Framework (Academy's)
- Develop communication materials to share the Wellbeing at Work support service resources across Wales

9. 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* campaign (HUHY).

We have:

- Supported the messaging of the *Help Us to Help You* campaign through the work of the SPCC.

We will:

- Ensure SPCC 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.

Clinical consultation with the most appropriate clinician

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

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

10. 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 over the next 12-24 months to drive forward the implementation of the Primary Care Model for Wales (PCMW); see Figure 6. 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:

(1). Accelerated Cluster Development (ACD) – an ambitious programme to support NHS Wales to accelerate the pace of 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. 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). (ACD proposed outcomes are set out over page; Figure 7).

(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). 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.

(3). Greener Primary Care Framework for Wales – led by the PC Hub, Public Health Wales, 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. 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.

We have:

- Developed robust implementation and communication plans for the three programmes/projects
- Engaged extensively with Cluster leads and ACD stakeholders across Wales
- Commenced work with NHSW Shared Services Partnership to develop the legal contracts to support ACD and with PCC to support the development of principles for collaborative working
- Established an ACD Expert Group to test thinking
- Started work to develop an ACD Implementation Handbook 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 SOS to manage the assessment process
- Commenced work to create an Overarching Clinical Governance Strategy for Primary Care in Wales
- Scoped the development of a suite of tools to enable safe, sustainable, quality care
- Developed the framework and support materials for the £3.8m Strategic Programme for Primary Care Fund (SPCC Fund) from April 2022

We will:

- Continue to engage and work with key stakeholders to develop and deliver the ACD programme
- Run a national event in early 2022 to socialise and engage with ACD stakeholders
- Pilot the Greener Primary Care Framework
- Support the establishment of PCPG across Wales – providing guidance and assistance to those involved
- Publish the ACD handbook and support resources for local adoption / adaptation
- Support health boards and clusters across Wales to develop Community Interest Companies (CiCs) to deliver cluster level services
- Progress work to deliver the range of products within the Clinical Governance Framework
- Pilot ACD Leadership & OD programmes and pilot the PCMW evaluation framework and peer reviews

PCMW | PRIMARY CARE MODEL FOR WALES

Describes how care will be delivered locally, now & in the future, as part of a whole system approach to deliver *A Healthier Wales*

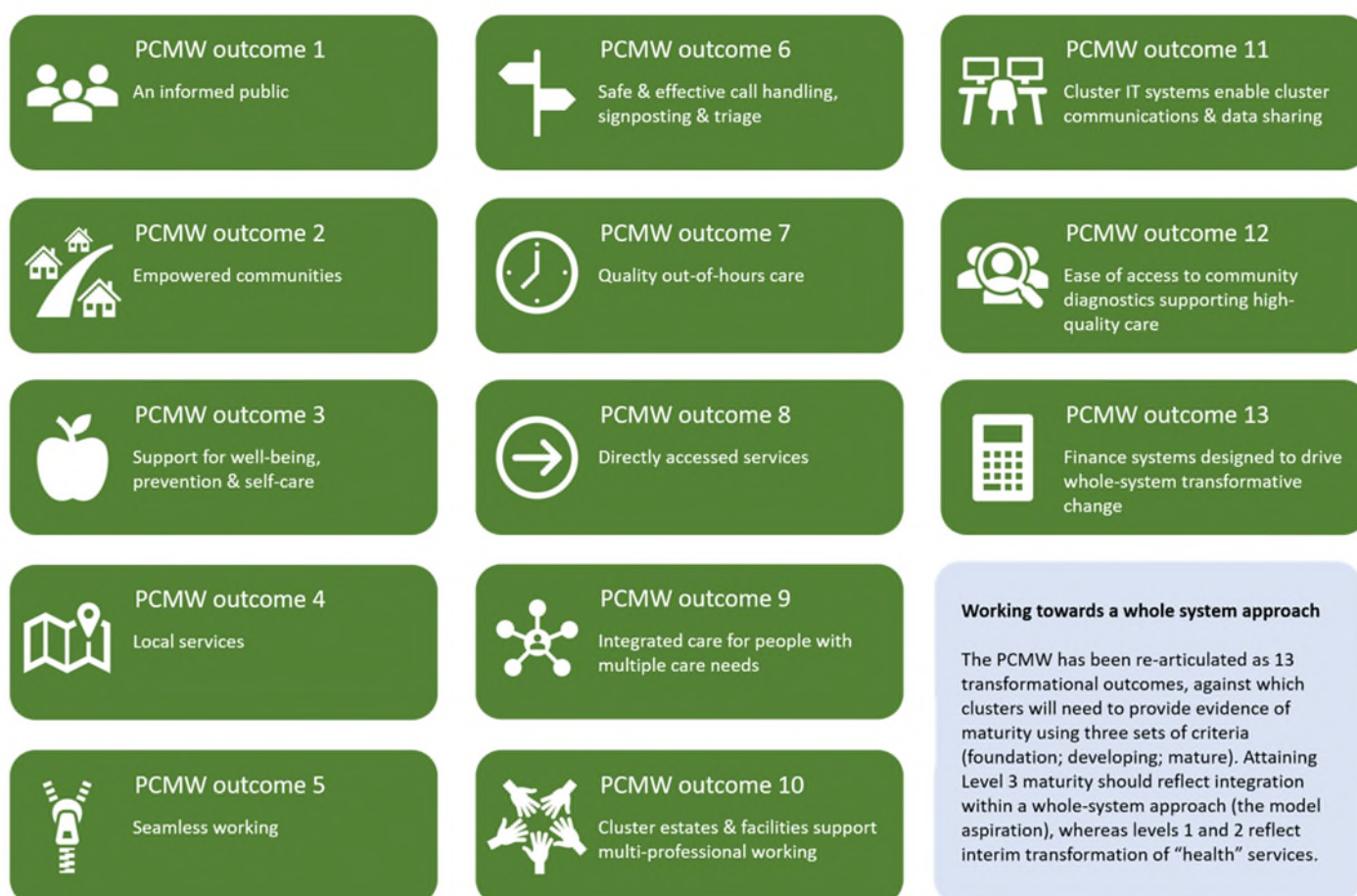


Fig 6 Primary Care Model for Wales

ACD | ACCELERATED CLUSTER DEVELOPMENT

ACD's overarching aim is to meet cluster population health need through effective & robust planning & service delivery

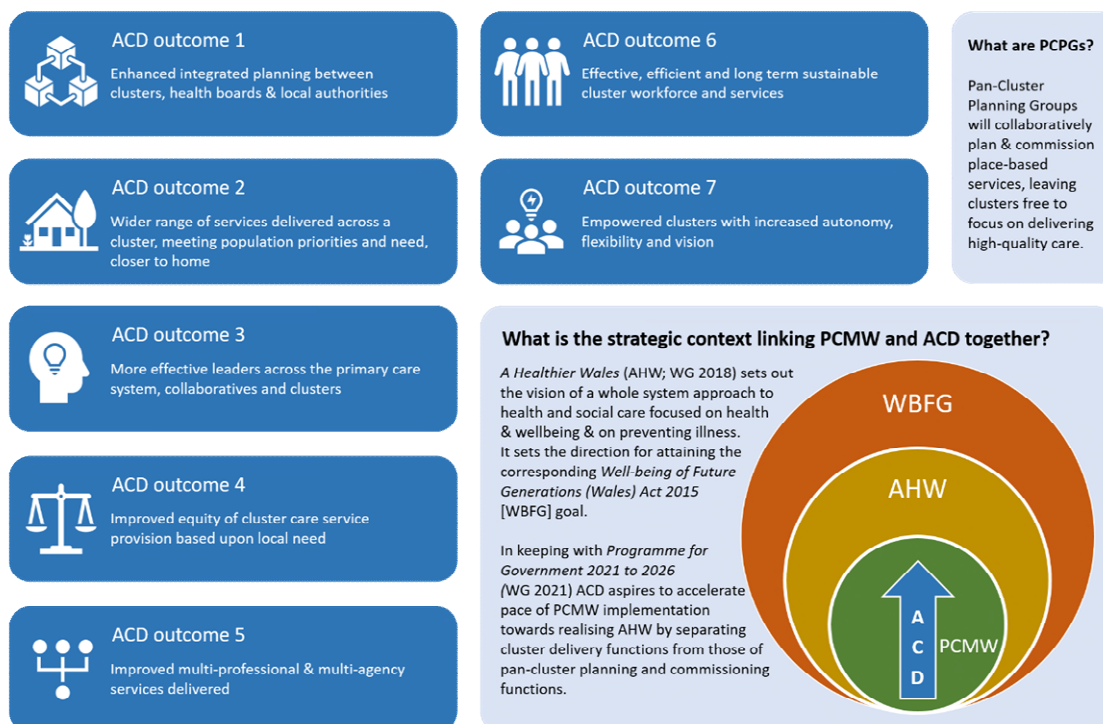


Fig 7 Accelerated Cluster Development

PCMW/ACD MONITORING & EVALUATION: OUTLINE OF THE DRAFT APPROACH

A set of tools will provide both quantitative measures and qualitative narrative on implementation progress across Wales



SPCC W56 | 3 Nov 2021 v1



Canolfan Datblygu ac Arloesi
Gofal Sylfaenol a Chymunedol
Primary and Community Care
Development and Innovation Hub
Developing Primary Care in Wales

Fig 8 Monitoring & Evaluation

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

11.1 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 7 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:

- Outlining the work the SPPC does, what is ACD 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 Paul Labourne
- Reviewing initial thoughts on what the Community Infrastructure programme contained from a Nursing perspective
- Discussion and/or development of a variety of SBAR's 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 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 SBAR's 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.

And focus over the next six months is to:

- Continue to influence the work the National Nurse for Primary & Community Care undertakes as part of the SPPC
- Support the community infrastructure programme either by providing members to attend Task & Finish groups or via being part of the 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 that was procured in April 2021 for all District Nursing Teams and since then there has been work on the roll out of this across Wales, with an ambition to achieve this by the end of March 2022. 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 Neighbourhood money.

11.2 National AHP Lead for Primary and Community Care Update

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

The newly formed 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:

- Operationalization of the SPPC publication: Primary & Community Care Allied Health Professions (AHP) Workforce Guidance: *Organising Principles to Optimise Utilisation* (to be published in November 2021).
- 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 \(247urgentcare.wales\)](#)

11.3 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 Peer Group, he has chaired 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

- Supported the Crisis Management Group of the BD blood bottle shortage, leading the primary care communications (securing signatures from GPC Wales/BMA as well as WG and NWSSP) and devising and chairing a dedicated webinar attended by XXX.
- Supported the development of a primary care component of the Bronchiolitis pathway and chaired the associated two RSV webinars, attended by XXX. Supported supply of paed's 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 Planned Care Programme
 - by the appointment of AMD/CD delegates and deputies to all work streams & Programme boards where requested to provide a consistent and substantial voice from primary care and community service clinical management
 - 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: now at the stage of data acquisition and modelling

11.4 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
- 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 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, WAST and HB Exec teams / Peer Groups

12. Conclusion

This report provides a very high level overview of the work of the Strategic Programme for Primary Care work streams and National Leads during the first seven months of 2021/22 and a high level summary of the key programmes of work planned for the remainder of 2021/22. 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.

13. Contact us for more information



Email us at: SPPC@wales.nhs.uk



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

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

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg"