



Strategic Programme for Primary Care

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

End of Year Report
April 2023 - March 2024

Table of Contents

	Page
Executive Summary	3
Introduction	4
Notable progress April 2023 – March 2024	5
Partnership Working	6
NHS Executive	7
SPPC programme work stream priorities 2023/2024	8
24/7 Model Work Stream	8
Urgent Primary Care Centres	8
Community Infrastructure	9
Data & Digital Work Stream	12
Workforce & Organisational Development (WOD)	14
Communications & Engagement Work Stream	16
Transformation & Vision for Clusters	17
Prevention & Wellbeing Work Stream	21
SPPC Fund	22
SPPC Fund 2024/26 Investment Proposals	22
National Engagement & Representation	23
SPPC Publications 2023-24	23
Conclusion	24
Contact us for more information	24

Executive Summary



Sue Morgan

National Director & Strategic Programme Lead
for Primary & Community Care

I am pleased to introduce this end of year (2023/24) update from the **Strategic Programme for Primary Care**. It was a challenging year given the financial pressures, but it has been encouraging to see progress made across all of the key priority areas.

Five key priorities were identified in April 2023 for the Strategic Programme for Primary Care:

- I. Cluster Development
- II. Mental Wellbeing
- III. Urgent Primary Care
- IV. Integrated Community Care
- V. Strategic Workforce Plan for Primary Care

This update provides an overview of progress by the Programme from 1 April 2023 to 31 March 2024. One of the most notable developments has been the work with wider stakeholders and, as we move forward, we intend to build on this.

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



Alex Slade

Director for Primary Care and Mental Health, Welsh Government

During 2023-24, the Strategic Programme for Primary Care (SPPC) has undertaken a wide range of work to shape and influence Welsh Government policy, as well as local action to implement the Primary Care Model for Wales. The SPPC has a key role around the Programme for Government commitment to integrate service models and the cluster peer review process forms an important part of monitoring progress with both that commitment and the Primary Care Model for Wales.

The SPPC has also played a growing role as part of national policy to build capacity through community care including the use of additional funding allocated in 2023-24. There has been a considerable shift in focus in the past 12 months towards community care; and the development of the Enhanced Community Care Model and associated measures (as part of the SPPC Community Infrastructure Programme) has been an important milestone in that journey.

Perhaps the most significant undertaking was the collaboration with HEIW on the development of the Strategic Workforce Plan for Primary Care; recently securing endorsement from the National Primary Care Board.

As they reflect on 2023-24, Sue Morgan and her team can once again be immensely proud of their efforts in leading the SPPC.

Looking ahead to 2024-25, as the SPPC embeds as part of the NHS Wales Executive, there will be opportunities for further collaboration with the other National Programmes, to lead the rebalancing and integration of the health and care system across Wales.

In particular, I look forward to the SPPC's work on the further development of clusters as delivery vehicles for services which make sense to deliver on a cluster or pan-cluster population footprint and the continued focus and energy around our community infrastructure.

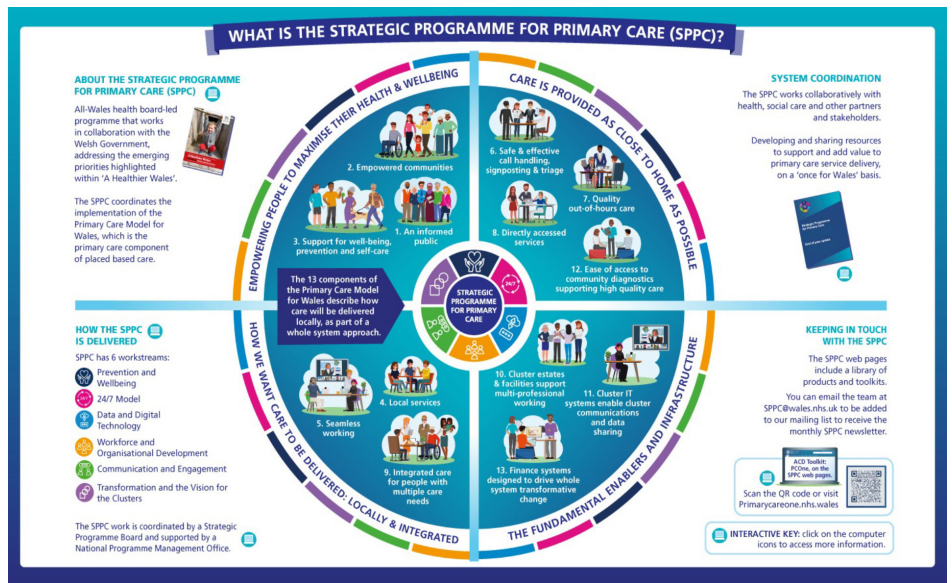
Introduction

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*.

Five key strategic priorities were confirmed to shape the 2023/2024 work programme:

- Accelerated Cluster Development
- Urgent Primary Care
- Community Infrastructure
- Mental Wellbeing
- Strategic Workforce Plan for Primary Care (with HEIW)

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



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

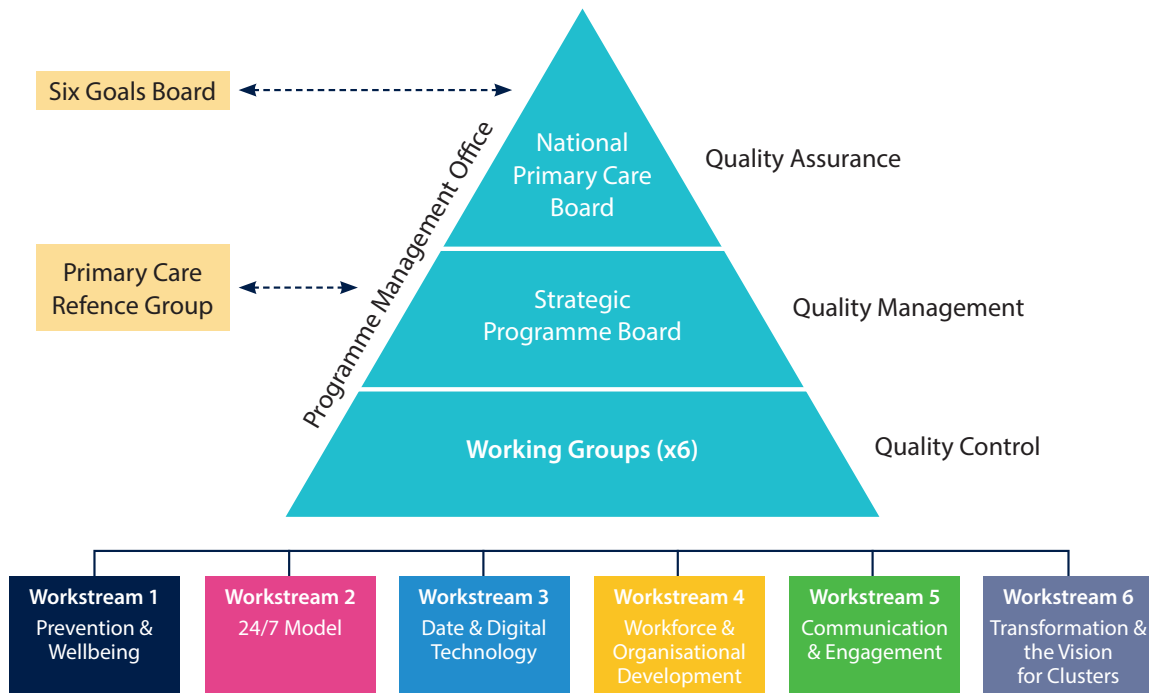


Figure 1: Strategic Programme for Primary Care 2018-2024

This report contains an overview of the notable progress made and key products launched over the operating period April 2023 – March 2024, a high level focus on what the programme delivered over the last 12 months.

Notable Progress: April 2023 - March 2024

The SPPC is working to ensure primary care is at the forefront of developing innovative and resilient services to support system wide working through the following:

Developed the [Strategic Workforce plan for Primary Care](#) in partnership with HEIW.

Published [Enhanced Community Care \(ECC\)](#) – This work provides the Once for Wales agreed [definition, core standards, underpinning quality statements and evaluation framework](#) which includes a set of measures and outcomes.

Data and Digital workstream coordinated a portfolio of work including development of Primary Care metrics, Healthy Days at Home Wales (HDAH), refresh of the Primary Care Information Portal (PCIP) and escalation framework and established GMS Demand and Capacity modeling programme.

A focus on building resilient primary and community care services aligned to Building Community Capacity Work.

Continuing to embed the Primary Care Model for Wales through information and resources for stakeholders to support understanding Accelerated Cluster Development and building a robust community service offer.

Through the 24/7 work stream published a All-Wales National Framework for Urgent Primary Care Centres (UPCC). This paper focused on the [principles and components](#) to support the journey in transforming 24/7 urgent primary care services.

Launched the [Primary Care and Community Nursing Framework](#) this has been developed by primary care and community nurses.

Working collaboratively with social care leadership (policy, service and Social Care Wales) including a workshop on 25 January 2024 to work through articulation of a joint model for Place Based Care.

Working in partnership with Health Education and Improvement Wales (HEIW) the [Primary Community Care Compendium](#) has continued to grow following a soft launch of this site earlier in the year.

In partnership with the Public Health Wales continued into year two the rollout of the [Greener Primary Care Framework](#). Publishing the [Greener Primary Care Wales 2022 Year Book](#) capturing case studies to celebrate the first year of the scheme was published in the Summer 2023.

Working collaboratively with NHS Wales leadership (notably the newly established NHS Executive).

Published the [Multi-professional Framework for Integrated Working \(MPF\)](#) - launched with Once for Wales agreed definition, core standards with underpinning quality statements and evaluation tool.

Delivered a series of stakeholder events to support the communication of key programmes through national information sharing. For example, [Healthy Days at Home](#), Multi Professional Framework for Integrated working, [Primary and Community Nursing](#) and [Strategic Workforce for Primary Care](#) stakeholder events.

In collaboration with the 6 Goals for Urgent and Emergency Care Programme completed Phase 3 of the [Urgent Primary Care Programme and updated the Maturity Matrix](#).

Working in partnership with Public Health Wales developed a Primary Care Tier 2 Inclusion Health service specification and a series of resources designed to equip the primary and community care workforce to have conversations with individuals about adopting healthy behaviours: [Supporting Healthy Behaviours](#)

Primary Care Governance: unified contract assurance framework, GMS contract changes, national framework for mortality reviews updated.

Partnership Working

Collaboration and partnership working is at the heart of everything we do, we work incredibly closely with Welsh Government and all Health Boards across Wales without whom we could not achieve the results we have. Alongside these key partners we have developed close working relationships with key organisations that support the work of the programme.

"As a colleague, I truly appreciate how the SPPC aligns strategies so we are on a long term progressive journey. Its collaborative spirit and support in sharing local innovations and creating space to work safely through issues are invaluable, fostering a collective 'all Wales' vision."

Health Board [Director of Primary Care](#)



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



University of South Wales
Prifysgol De Cymru

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



Addysg a Gwella Iechyd Cymru (AaGIC)
Health Education and Improvement Wales (HEIW)

Working in partnership with HEIW colleagues on work such as the [All Wales Cluster Leadership programme](#), [Gwella leadership portal](#), [Primary and Community Care Compendium](#).

"The joint working between the NHS Wales Executive's digital intelligence team and the Strategic Programme for Primary Care has been a valuable collaboration that has used the specialist skills and expertise of analysts, clinicians and managers to deliver the objectives of the programme. I am looking forward to continuing this joint working and opportunities for further collaboration for the benefit of the population of Wales."

[Assistant Director Digital Intelligence, NHS Wales Executive](#)



Delivery Unit - The DU is now part of the NHS Executive
Working closely with colleagues in the delivery unit on delivering the District Nursing Dashboard and developing the Enhanced Community care metrics.

"WAST have welcomed the opportunity to be a stakeholder in several core programs of work aligned to the SPPC. The spirit of collaboration and inclusion has allowed us to develop stronger working links with HB colleagues and the fellow AHP community to shape a shared vision of how paramedicine can further support the communities they serve."

[Professional Development Lead - Advanced Practice](#)



Ymddiriedolaeth GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
NHS Trust

NHS Executive



2024 brings new challenges, with a move to become part of the NHS Executive from April 1st 2024. Work has been ongoing through 2023/24 to work towards a seamless transfer.

The decision to establish an executive function was first announced in A Healthier Wales in 2018, and then reconfirmed in the latest Programme for Government. This decision was based on the findings and recommendations of both the 2016 Organisation for Economic Cooperation and Delivery (OECD) Quality Review and the 2018 Parliamentary Review of the long-term future of Health and Social Care.

The key purpose of the NHS Executive is to drive improvements in the quality and safety of care, resulting in better and more equitable outcomes, access and patient experience, reduced variation, and improvements in population health.

The NHS Wales Executive was established on 1 April 2023 and ran until March 2024 as a transition year. As of 1 April 2024, the NHS Executive was fully established, bringing together the following:

- The four National Programmes (Primary Care, Mental Health, Planned Care and Six goals for Urgent & Emergency Care)
- A range of functions including: Quality, Patient Safety & Improvement; Performance & Assurance; Finance, Planning & Deliver; Networks & Planning; and Digital, Technology, Innovation & Value.

The Governance, Accountability and Operating model of the NHS Executive is set out in Figure 2. It sets out the positioning of the NHS Executive to “provide a central guiding hand, working in partnership for and on behalf and Welsh Government in and with the NHS in Wales.”

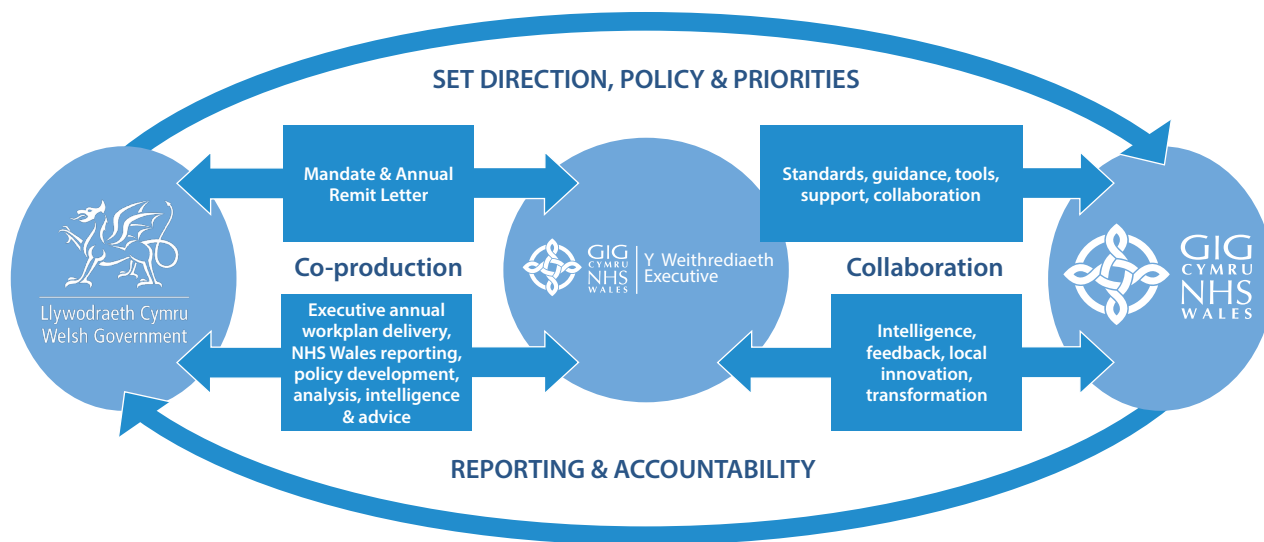


Figure 2. The Governance, Accountability and Operating model of the NHS Executive

SPPC Programme Work Stream Priorities 2023/2024



Each of six work streams of the strategic programme was reviewed and the key programme areas for delivery were refreshed for 2023/24 with robust programme infrastructure, reporting and quality control in place with regular reporting through to the Strategic Programme Board. A summary of the key achievements of the work streams follow.

24/7 Model Work Stream



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

Urgent Primary Care Model for Wales (UPC)

The vision for this programme is for a whole system approach where seamless support, care or treatment is provided as close to home as possible. The Urgent Primary Care Centre Programme is part of the Strategic Programme for Primary Care 24/7 work stream and sits within the Welsh Government Six Goals for Urgent and Emergency Care Programme. It is fully aligned with other existing Urgent and Emergency Care work streams including the national 111 programme, peer reviews for urgent primary care and Same Day Emergency Care (SDEC).

Community Infrastructure (CI)

The programme aims to create collaborative working across community professions and organisations to support recovery and build resilience. Enabling people to live well, at home through prevention, choice, well-being and independence.

Urgent Primary Care Centres

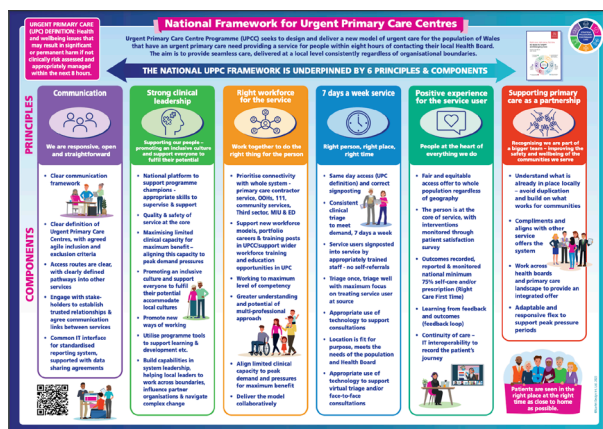
The [Urgent Primary Care Centre \(UPCC\)](#) Programme built on pilots that began in January 2019, the programme sought to design and deliver a new model of urgent primary care for the population of Wales and was funded by the Welsh Government. The aim was to provide seamless urgent primary care, delivered at a local level consistently, regardless of organisational boundaries, for people within 8 hours of contacting their local service. The approach was a bottom up, test and learn strategy that relied on participants to deliver service using models customised to their own local needs.

The programme was delivered in three phases.

Key achievements for the UPCC programme during 2023-24 and ongoing focus for 2024-25

All-Wales National Framework for UPCC with [underpinning principles & components](#) was published in May 2023.

After extensive stakeholder consultation with stakeholders analysing the underlying themes, six guiding principles emerged, underpinned by supporting components identified as essential in designing and delivering a new





model of urgent care for the population of Wales. These guiding principles and components formed the basis of the [National Framework for Urgent Primary Care Centres](#) to describe 'what good looks like'

Published in October 2023 the [final evaluation report](#) amalgamates the learning from Phase 3 with those of Phases 1 and 2, (September 2020 – March 2023), demonstrating exceptional innovation, adaptability and patient focus by all participants.

"The UPCC has been hugely beneficial in providing access for patients, who require urgent treatment, to be seen on the same day contributing positively to sustainability in General Practice. In addition the UPCC model has strengthened communication and collaborative working across the practices."

GP Partner [Cardiff North Cluster Practice](#)

Health Boards will continue to embed the UPCC models as part of their wider urgent primary care offer during 2024-25.

Community Infrastructure

This programme of work has focused key deliverables and is aligned to the Welsh Government Further Faster: Building Community Capacity programme. The [Community Nursing Specification](#) has already been delivered and launched by the Chief Nursing Officer and Director of Primary Care & Mental Health in January 2023. The specification sets out a number of milestones including ensuring the provision of District Nursing capacity on Saturday and Sunday daytime is at a minimum of 60% of the usual weekday capacity. This is essential to service resilience on a seven day basis in order to care for people in their homes (therefore avoiding admission or expediting discharge) and should underpin Health Boards plans.

Central to the development of all Community Infrastructure (CI) products has been the engagement and collaboration with partner organisations routinely through the Key Stakeholder Group meetings and via a host of workshops and consultation events.

"As the national membership organisation for the third sector and volunteering in Wales, WCVA has really welcomed the opportunity to contribute to the Strategic Programme for Primary Care. The sector has a crucial role in prevention, wellbeing and care and has the skills and passion to support the transformations required to ensure a healthier Wales."

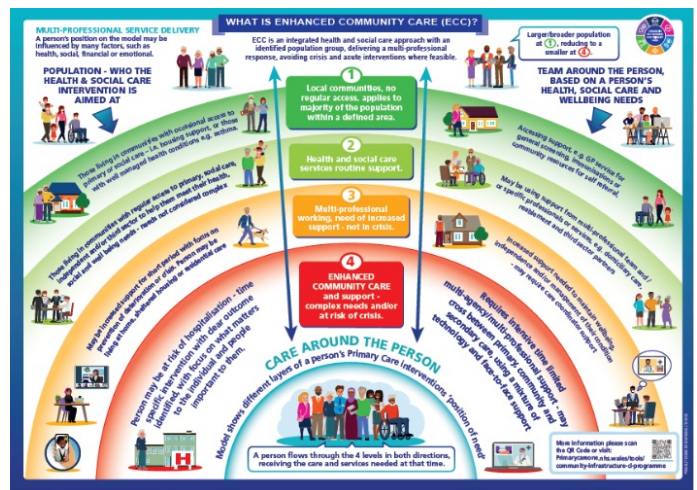
Keiran Harris [Welsh Council for Voluntary Action](#)

Key achievements for the Community Infrastructure programme during 2023-24 and ongoing focus for 2024-25

Enhanced Community Care

The aim of the Enhanced Community Care model is to support organisations to deliver joined up, outcome focused, evidence-based community services, through a place-based multi-professional working model of care. Throughout 2023-24 the Enhanced Community Care project has completed the following:

- Phase 1 - development of a model definition, standards and underpinning quality statements
- Phase 2 - creation of an evaluation framework, 6 (core) short term measures, 28 gold standard measures
- Phase 3 – undertaken a mini-impact assessment (6 core measures) of the current situation for existing services regarding the collection of routine data.



You can read the full paper or short read here:

- [Enhanced Community Care Summary Paper](#)
- [Enhanced Community Care](#)

The Strategic Programme for Primary Care has developed a suite of measures to demonstrate value and impact. Work is now underway with DHCW and Value in Healthcare to develop data standards for those measures identified as required but unable to report against. Work will continue into 2024-25 supporting this ongoing data collection need and working with Welsh Government and Health Boards regions to embed and operationalise this work.

"The outcome in 2023-24 of the work to develop the national definition of Enhanced Community Care and its associated quality statements and measures is a real credit to the Community Infrastructure Programme. The work was thoughtful and considered, taking care to involve a full range of stakeholders. It will be hugely helpful in supporting the local implementation of integrated multi professional community care, which is a key component of the Primary Care Model for Wales."

Cathy White [Welsh Government](#)

Community Nursing Framework

The [Primary Care and Community Nursing Framework](#) has been developed by primary care and community nurses and outlines how they will contribute to achieving the ambitions of A Healthier Wales and the [Primary Care Model for Wales](#). The framework provides a vision for primary care and community nursing services that focuses on the person, what matters to them and how they are enabled to live well and take ownership of their health and well-being needs at all stages of their life.

The Framework was developed via engagement with 500 nurses and stakeholders across Wales, via a survey, workshops, presentations and sharing of the framework. 2024-25 will involve working through the key priorities identified in the report.

Multi-professional Framework for Integrated Care

The [Multi-professional Framework for Integrated Care](#) and the corresponding **Development Matrix** has been created, launched and is being utilized by several multi-professional services. Following consultation and collaboration via Communities of Practice and regional Health Board workshops supportive and informative videos have been produced to assist with purpose, understanding and application. Further work is being undertaken developing a [focused webpage](#) to assist with integration and uptake including the development of an electronic version of the matrix this will continue to evolve and develop through 2024/25.



"My colleagues and I from the University of South Wales been working in partnership with the Strategic Programme for Primary Care Community Infrastructure team for more than 12 months, developing a range of approaches to support multi-professional working in the community. That partnership has been characterised by a clear shared purpose, an opportunity to share insights from our research and turn them into impactful and useful tools for practitioners, and a willingness to collaborate and genuinely work together. The SPPC CI team bring a real positivity and optimistic outlook to our working relationship which is a rare quality."

Director of the Welsh Institute for Health and Social Care, University of South Wales

District Nurse Dashboard

The dashboard (currently in beta version) provides visibility of the services district nurses offer illustrating the volume, complexity and variety of work undertaken. All Health Boards have reported on least 4 measures for the November 2023 data input. This allows for early analysis of District Nurse services by Health Boards across Wales [screen shot]. Work will continue in developing this work with a full launch planned in 2024-25

Primary and Community value, impact and measures

This project seeks to develop an alternative approach by which the work undertaken outside of hospital is defined by other means, as well as by its value in preventing hospital admissions or attendances.

Demand and Capacity

As care around the person becomes more embedded and professionals increasingly work together, the professions and individuals involved in someone's care often has complimentary and overlapping skill sets. The development of a Demand and Capacity Modelling tool will support this by providing an understanding of the skill mix required to meet the populations needs.

This work stream is co-chaired by Brian Owens, Group Director Primary, Community & Therapy Services in Swansea Bay University Health Board and Sam Hall – Director of Primary, Community & Mental Health Digital Services, 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.

“We are pleased to have the opportunity to work in partnership with the SPPC to develop and deliver digital data solutions to support the Primary Care Model for Wales. While we are already working together to develop a demand and capacity tool to support GP practices, we look forward to broadening our collaboration to support community and mental health objectives over the coming year.”

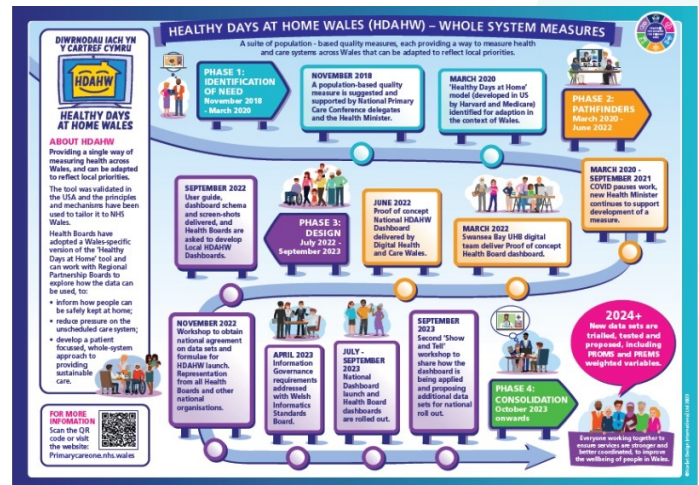
Director of Primary, Community & Mental Health Digital Services, DHCW

Key achievements for the Data and Digital Workstream programme during 2023-24 and ongoing focus for 2024-25

Healthy Days at Home Wales (HDAH) a population-based quality measure for Wales

This 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.

The HDAH [Homepage](#) was launched in December 2023 and provides a central place to view information on Healthy Days at Home Wales, how to request access to dashboards, and to encourage exploration of the possibilities for local and national application. This page will be added to as the dashboards mature.



Primary & Community Care Escalation Framework standardising the reporting of pressures

The focus this year has been on bedding in the escalation framework and raising the profile of primary and community services via inclusion in the national safety huddle report. A lot has changed since the reporting tools for GP and community pharmacy were created in 2020 so a review is being carried out and any changes requested will be submitted for update. Work is being scoped around General dental services and Optometry using similar reporting tool, this will be a focus for 24-25.



“The inclusion of Primary and Community Care Escalation in the submission received by the ODU prior to the National Risk Huddle has certainly afforded an opportunity to both increase awareness of and early escalation to pressures within these environments. Wider system issues are discussed by exception, so having the metrics reported prior to the huddle allows the Chair to seek assurance of any mitigating actions in place in areas reporting high levels of escalation. Prior to the introduction of the metrics on the reporting sheet we would only have identified pressure in these areas if prompted or if the information was freely afforded during health board updates. Whilst we have a little way to go to full compliance in the daily returns it is certainly an improving trend and the Operational Delivery Unit will continue to work with colleagues locally to improve compliance.”

Jonathan Sweet

Head of Service, Operational Delivery Unit, WAST

PC Metrics (Minimum Data Set) pulling together the most commonly used data sets in primary care

The demand for more informed healthcare metrics in primary care continues to grow, it is recognised that there is a need for a product that delivers high level Primary care headline information, communicating the data and key messages through an effective and accessible platform.

This project is reviewing what data information and platforms are already available, a stakeholder survey identified 201 existing data sets in relation to primary and community care services. The project will compile a meaningful minimum data set and agree a standard presentational style and platform.

“The findings from the survey highlight a significant gap in the collective understanding of the amount of Primary care data available within the NHS and wider service. This revelation not only challenges existing misconceptions but also emphasises the potential for such data to inform and enhance healthcare delivery.”

Steve Thomas

Head of Primary Care Contract Reform, WG

Workforce & Organisational Development (WOD)



Workforce & Organisational Development

This work stream DPCC Chair is chaired by Lloyd Hambridge, Divisional Director of Primary Care and Community Division Aneurin Bevan University Health Board. The Co-Chair is Debra Wood-Lawson, Executive Director of Workforce and OD, Powys Teaching Health Board.

This work stream has four priority areas, each refreshed and aligned to the overarching SPPC priority areas and themes.

Priority areas:

- Strategic Workforce Plan for Primary Care
- Primary Community Care Compendium.
- Future Cluster and Contractor Collaborative leadership & learning opportunities
- General Practice Manager leadership & network via the Gwella portal

The [Strategic Workforce Plan for Primary Care \(SWPPC\)](#) has been developed to fully implement the Primary Care Model for Wales whilst seeking to address the significant workforce challenges within primary care. It has been developed in partnership between Health Education and Improvement Wales (HEIW) via an extensive review of the literature, a review of available workforce intelligence and a comprehensive period of engagement and consultation with key stakeholders including over 1500 people working within primary care in Wales. The extensive stakeholder engagement throughout 2023 informed the following vision for the primary care workforce.

The next 10 years: Our vision for the primary care workforce



People will be supported by multi-professional teams working together to deliver holistic and integrated care



People will benefit from a consistent range of services available in primary care, with the size and shape of the workforce reflecting local population health needs delivering equitable outcomes



Technology and the use of data will play a bigger role and will help to deliver accessible, high quality care that is targeted at the needs of people



People will be attracted to work in primary care and will have choice and flexibility to develop along their career pathway with access to high quality education and training



Our workforce will deliver care that applies across a broad and holistic perspective to people's needs focussing on prevention, care and treatment



Our workforce will have a greater range of skills available and will be supported to develop to meet the needs of their communities



Our workforce will be supported to deploy their extended skills across a range of settings, blending work and lifestyle choices

This vision was developed and refined with stakeholders. It reflects the key messages from the evidence review in terms of the principles that will underpin the successful delivery of this plan.

The plan, with 26 over-arching actions, provides a clear and comprehensive road map to address workforce challenges in primary care over the next few years alongside other plans that HEIW that have been, or are in development including pharmacy and dental plans. The plan will be implemented over a five-year period starting in 2024/25 and will be delivered in partnership with the Strategic Programme for Primary Care and HEIW, working together with other organisations and Welsh Government. The work will be taken forward alongside the implementation of other workforce plans including profession-specific action plans that respond to regulatory changes and primary care contract reform.



Primary & Community Care Compendium of Roles & Models (PCC Compendium) *a once for Wales location for showcasing innovative and non-traditional ways of delivering primary and community care services.*

The Primary and Community Care Compendium of Roles and Models website has been produced in collaboration with Health Education and Improvement Wales (HEIW).

Primary and Community Care roles and service models continue to evolve, and we continue to revise the content and functionality bringing you an up to date resource which will expand going into 2024-25. The site will be formally launched alongside the Strategic Workforce Plan for Primary Care and will be marketed as a way to support essential R&D around new service business cases and as a means to showcase evaluations of models of care and supporting shared practice.

ACD Leadership & OD Programme *an expert leadership education programme designed to support new and existing Cluster leadership teams to develop the skills their roles require.*

Working with the Strategic Programme for Primary Care, HEIW commissioned an expert leadership programme in February 2023, the pilot programme started in May 2023 and ran until November 2023 with excellent attendance and positive feedback received in terms of participants leadership development.

The programme consisted of:

- 4 leadership sessions (2 x full days & 2 x half days) – supported with backfill funding for a proportion the time
- 4 Action Learning sets
- 1 coaching session with MBTI feedback.

Work has started on securing arrangements for future cohorts in 2024-25.

General Practice Managers Network via Gwella Portal *an online community space for general practice managers across Wales to be able to share knowledge, information and peer support.*

The [Gwella](#) platform developed by HEIW provides an excellent route for practice managers to access to a wide range of compassionate leadership and management resources for NHS employees. A bespoke Practice Manager Leadership Network has enabled practice managers to customise the content and pull in learning resources and tools especially relevant to their practice. The network functionality includes a chat forum, signposting to events, sharing articles and also provides opportunities for wider networking across Health and Social Care in Wales.

SPPC will continue to promote the use of the network through 2024-25.

Communications & Engagement Work Stream



Communications & Engagement

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 was paused during the pandemic and in the post pandemic period whilst national communications work and expertise is focused on the national Help Us to Help You (HUHY) campaign. The work stream will be resumed in 2024/25.

In 2023/2024 we have:

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

Ensure SPPC messaging is supportive and consistent with national messages.

Worked with the national HUY 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.

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

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

1. Accelerated Cluster Development (ACD)
2. Clinical Governance, Quality and Safety in Primary Care
3. Greener Primary Care Wales Framework and Award Scheme
4. Inclusion Health

Key achievements for the Accelerated Cluster Development programme during 2023-24 and ongoing focus for 2024-25

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

Health Boards, Clusters and the SPPC have been working to establish the mechanisms by which ACD

will ensure positive change, involvement of Cluster Leads in county level decision making and ensuring that the voice of nurses, AHPs and other independent contractors are heard as part of wide cluster working. One key aspect has been the development of professional collaboratives at a cluster level where colleagues from similar disciplines come together to work on local solutions to the wicked issues that they face and to present such as priorities for the wider health and social care system. Pan Cluster Planning Groups (PCPGs) based upon county boundaries (predominantly) are also established, have Cluster Leads as key partners and are beginning to set priorities, push the agenda with RPBs and will make a considerable difference to the decision making for local populations, with a strong front line clinical voice.

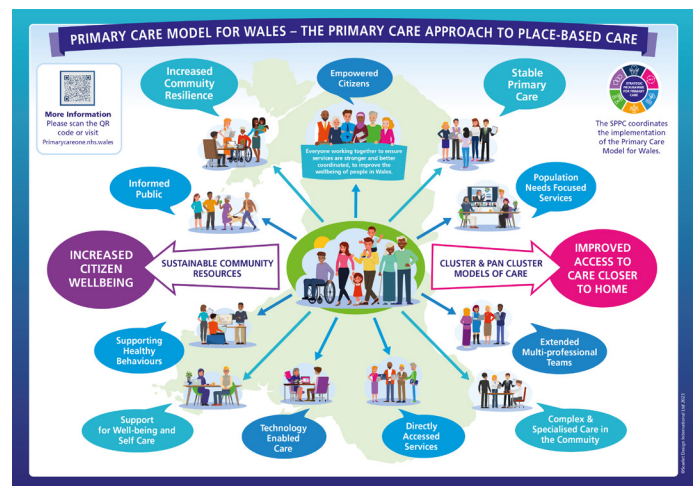
In 2023/24, there has been more in the way of delivery opportunities at a Cluster level. Key enablers that the SPPC worked on to enable this include funds from WG through PCPGs to make decisions locally, resolution of the information governance issues, increasingly aligned plans from the front line up to RPBs and Clusters playing a key role in delivering on the agenda.

Collaborative working with Social Care Wales

SPPC continues to work with colleagues in social care towards an holistic model of place based care, with Clusters providing the local planning and delivery footprint for the shared partnership agenda.

Peer Review and progress on national actions

The peer review process is one of a number of tools proposed as part of a unified approach to [monitoring and evaluating the delivery of the Primary Care Model for Wales](#) and progress for ACD.





In 2022/23 all Health Boards' engaged with the Cluster Peer Review process and a summary report is [available online](#). The peer reviews for 2023-24 are underway following completion of each regional process, the SPPC will coordinate feedback of those involved to reflect on the experience. This will inform the process for subsequent peer review cycles and address any requirements for training and development that are identified. Also included will be the learning to be taken forward and the enablers and barriers to progressing cluster working towards the [PCMW](#) and ACD.

In March 2024, a [Cluster Self-Reflection Framework](#) tool was launched to support the 6- clusters across Wales to reflect on their current maturity and collective progress to deliver the Primary Care Model for Wales. The findings from the self-reflection will be shared with the Programme Board in the Summer 2024 and will help to refine the tool.

Development of a Inclusion Health service specification

Welsh Government requested the development of a national service specification for an Inclusion Health Service and contractual models for the future delivery of historic GMS enhanced services on a cluster or pan cluster population footprint. The SPPC, working in partnership with Public Health Wales, delivered this specification to Welsh Government Cluster Delivery Service Group for commissioning consideration and distribution in 2024.

To support local implementation work is progressing to develop a health board / RPB / pan cluster Inclusion Health self-assessment toolkit and an Inclusion Health resource pack to support implementation of the service specification and remodelling existing service provision.

An Inclusion Health Community of Practice will also be established in 2024 to bring together key Inclusion Health clinicians and wider stakeholders to share practice, provide group learning opportunities and peer support and drive continuous quality improvement across Wales.

Exemplar projects

Examples of the [PCMW](#) are extremely valuable to communicate the aims of the model and to demonstrate how this can be delivered in a variety of ways, to meet local needs. SPPC continues to gather local achievements and describe how these have been developed, including the development of a Health Inclusion Service in Cardiff and Vale UHB.

Cross Border engagement/ NHS Collab and engagement with Scottish colleagues / Estonia

We continue to learn from examples of community focused primary and community care service developments from across the UK and through international publications. SPPC has shared work on the [PCMW](#) and Accelerated Cluster Development with colleagues from the UK nations and have explored initiatives in those countries that might compliment the Welsh approach. We are contributing to a virtual study tour for colleagues in Estonia.

WONCA visit, report and presentation to workforce conference

The SPPC supported a Welsh Delegate Group to attend the WONCA Europe Conference in Brussels in June 2023. WONCA is the World Organization of National Colleges, Academies and Academic Associations of General Practitioners/Family Physicians. The aim was to assess the progress towards a multi professional

model of care across European countries, to understand the shared challenges and to identify learning for the delivery of the Primary Care Model for Wales.

Delegates attended plenary sessions, workshops and short paper presentations, contributing questions and providing examples of the Welsh model. A report from the conference capturing reflections from the Welsh team can be found [here](#).

Action Learning group

With membership from key leads with responsibility for coordinating ACD implementation / SPPC Fund implementation in each of the Health Boards across Wales this group continues to meeting monthly sharing learning, providing support and advice to colleagues.



"We have been really pleased to be part of the action learning set for ACD, it facilitates enables peer support, problem solving and the sharing of good practice. It is really important to learn what is happening elsewhere across Wales as we move forward with maturing ACD locally. It saves time and energy reinventing the wheel when we can learn from each other."

Swansea Bay University Health Board ALG Members

"We have valued the continued support and engagement with the Strategic Programme Team as we continue to progress the ACD programme locally. We have valued the ability to connect nationally on issues and to then be part of progressing solutions. We have also appreciated and welcomed the ability engage directly with the team outside of the Action Learning Group settings and their continued offers of support to work with us locally on embedding and realising the change."

Cardiff and Vale University Health Board ALG Members

Key achievements for the Governance programme during 2023-24 and ongoing focus for 2024-25

[Clinical Governance, Quality and Safety in Primary Care](#) – a national programme of work to support the implementation of the [Welsh Quality & Safety Plan](#) and the [National Clinical Framework](#). A number of Primary care governance products have had a direct impact and influence on national GMS contract negotiations and delivery of the final contract and supplemental support products such as the [Unified Contract Assurance Framework](#).

Key Achievements in 2023/2024:

The conclusion of GMS contract negotiations and subsequent delivery of the [Welsh Unified GMS contract 2023/24](#) resulted in a number of Primary Care Governance products being delivered.

Other Primary Care Governance products delivered this year include a Review into the Primary Medical Care Advisory Team (PMCAT) in October and A Report on Effective Models of Learning in Primary Care.

The [Unified Contract Assurance Framework](#) led to the National Contractual QA Framework for PC Contractors and an action plan, outlining the Primary Care Response to the WG Quality and Safety Framework (2021), [Duty of Quality](#) and [Duty of Candour](#) legislation (2023) and the [Health and Care Quality Standards 2023](#).

Key achievements for the Greener Primary care programme during 2023-24 and ongoing focus for 2024-25

Designed and led by the Primary Care Division, Public Health Wales, the [Greener Primary Care](#) Framework for Wales Scheme was launched nationally in June 2022 with the support of the Minister for HSS, Minister for Climate Change and the Future Generations Commissioner. The Scheme is now in its third year of operation.

A [Yearbook](#) was published in 2023 showcasing actions implemented by practices during the first year.

During 2023/24, the Scheme's second year 85 practices registered across the four independent primary care contractor settings in Wales, and of these 25 achieved an award (7 bronze, 7 silver, and 11 gold). An additional four Special Awards were given to individuals and teams who went above and beyond for sustainability.

The Scheme has provided evidence of how primary care contractors can take action for climate change with numerous examples of action taken in practice. It has also highlighted the importance of including primary care in the climate change agenda and funding streams.

Four video case studies have been produced to highlight the exemplar work undertaken in [general practice](#), [optometry](#), [primary care dental](#) and [community pharmacy](#).



Nantgarw Road Medical Centre receiving their Gold Award.



This work stream is chaired by Julie Denley, Director of Primary, Community & Mental Health in Cwm Taf Morgannwg University Health Board

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

Mental Wellbeing

Working with the National Director for Mental Health, the programme of work is currently under review to ensure it is aligned with the Mental Health Programme.

Social Prescribing

Nationally, Welsh Government has recognised the potential of social prescribing with it featuring across a number of policies and strategies. One of the key priorities identified for 2023/24 has been to support the ongoing development and implementation of the national framework for social prescribing, providing leadership to the system and targeted support to primary and community care to appreciate it's potential.

During 2023-24 a number of products have been published including:

- [Social Prescribing Case Studies report](#) published in December 2023
- [A Glossary of Terms for Social Prescribing in Wales](#) and [Words and Terms Used in Social Prescribing – Easy read](#) developed in collaboration with WSSPR/USW published in December 2023

Obesity Prevention

Welsh Government is committed to reducing the prevalence and incidence of obesity. One of the key priorities identified for 2023/24, was the continued delivery of the Primary Care Obesity Action Plan (2022-24). This programme of work is aligned with A Healthier Wales, the [Primary Care Model for Wales \(PCMW\)](#), Healthy Weight Healthy Wales, and the All Wales Weight Management Programme (AWWMP).

During 2023-24 a number of products have been published including:

- [Supporting Healthy Behaviours: A guide for General Practice](#) and [A Guide for Optometry](#) published February 2024.
- Devised and submitted postnatal weight management questions to the [August Time to Talk Public Health Panel Survey](#), published October 2023

All Wales Diabetes Prevention Programme - Key achievements and priorities for 2024-25

Ongoing work to support delivery of the [All Wales Diabetes Prevention Programme \(AWDPP\)](#). In collaboration with the Primary Care Division in Public Health Wales and the seven health boards, work has progressed to establish the AWDPP programme in 35 clusters across Wales.

During 2023-24 a number of products have been published including the AWDPP [year one activity report](#), the [first national process evaluation of the AWDPP](#), and an [updated protocol](#), alongside a [diabetes prevalence report](#). In its first year of activity since the programme launched in June 2022, over 3,000 AWDPP consultations have taken place and the programme has been rolled out in more than half of all primary care clusters in Wales.

SPPC Fund

The £3.8 million Strategic Programme for Primary Care Fund (SPPC Fund) commenced in April 2022. The SPPC Fund replaced the [Pacesetter/Pathfinder](#) funding stream that was available to Health Boards across Wales from 2015-2022. The governance for the SPPC Fund sits with the Strategic Programme for Primary Care Programme Board and National Primary Care Board (NPCB).

National Primary Care Board (NPCB) considered and endorsed a suite of 17 SPPC Fund 2022 investment proposals from seven health boards across Wales in February 2022. Of the 17 proposals, seven were targeted investment to support the implementation of the Accelerated Cluster Development Programme (ACD) and ten were targeted to Obesity Prevention. The duration of the projects ranged from twelve months to two years and beyond (a number of permanent posts were recruited to in some health boards). Details of the 2022/24 projects, including the [planned benefits and outcomes](#), the [interim end of year 1 progress report](#) are available on the PCONE [SPPC Fund](#) webpage.

At the National Primary Care Board in May 2023 health boards confirmed, that 16 existing projects will continue into year two 2023/24, to consolidate outputs and benefits identified in 2022/23 and to provide continued support for the implementation of the ACD programme during this delivery year.

Work is now underway to evaluate the impact of the SPPC Fund investment over the 2022/24 period and a report capturing outputs, benefits and outcomes will be presented to the National Primary Care Board in August 2024.

SPPC Fund 2024/26 Investment Proposals

A total of 19 investment proposals, under five category areas, have been endorsed for 2024/26:

- **Six health boards** have prioritised investment to support the delivery of the **Accelerated Cluster Development Programme**; six projects with a combined value of **£1.76m**
- **Six health boards** have prioritised investment into **Obesity Prevention / All Wales Diabetes Prevention Programme**; **seven projects** in total with a combined value of **£1.15m**
- **Five health boards** have prioritised investment to support delivery of the **Strategic Workforce Plan for Primary Care**; **five projects** in total with a combined value of **£848,000**
- **One health board** has prioritised investment to support the delivery of the **Community Infrastructure programme** at a value of **£30,000**

The SPPC Fund investment continues to provide critical infrastructure within health boards to support the delivery of the ACD Programme and the transformational change required to fully mature integrated planning across the health and social care interface. The new investment in 2024/25 into workforce training and development will support health boards to spring board delivery of aspects of the Strategic Workforce Plan for Primary Care and has been mapped against the workforce plan priority group actions.

The SPPC team and the Primary Care Hub, Public Health Wales, will continue to work alongside the health board teams to provide peer support for ongoing monitoring, evaluation and benefits realisation against this investment and maintain the platform for shared learning and peer support across Wales.

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:

- Contract Reform Forums
- National Vice Chairs Peer Group
- National 111 Implementation Board
- National Planned Care Programme Board
- National Mental Health Programme Board
- National Clinical Framework
- Six Goals for Urgent & Emergency Care Programme
- National Clinical Leads Forums
- National Pathways Forums
- Duty of Candor forums and workshops
- Help Us Help You Communications Group
- Linking with DHCW, HEIW, NHSWSSP, WAST and HB Exec teams / Peer Groups
- Linking with WLGA, Social Care Wales and ADSS Cymru

SPPC Publications 2022-24

Product Name	Release Date
Greener Primary Care End of Year Report	April 2023
PCC Compendium Website Phase 1 Soft Launch	April 2023
National Framework for Urgent Primary Care	May 2023
Phase 1 Enhanced Community Care	May 2023
Developing a Nursing Home Immunisation Model	May 2023
Optometry Professional Collaborative Pilot (CTMUHB) Summary Report	May 2023
ACD Transition Year Readiness Checklist; Updated Position Reported as of 31st March	May 2023
Peer Review Primary Care Clusters	May 2023
SPPC End of year report 2022-2023	May 2023
Multi professional Framework for Integrated working	Aug 2023
Phase 2 Enhanced Community Care	Aug 2023
Healthy Days at Home Wales national dashboard	Aug 2023
WONCA Welsh Delegate Report Summary Note	Aug 2023
SPPC Mid-year report	Oct 2023
Urgent Primary Care Centre Final Report & Short video	Oct 2023
UPC Development Matrix	Oct 2023
New Service Developments Guidance for engagement and consultation	Oct 2023
Healthy Days At Home Wales user guide	Dec 2023
Glossary of Terms for Social Prescribing in Wales	Dec 2023
Social Prescribing - Public Health Wales – case study examples	Dec 2023
Supporting Healthy Behaviours: A Guide for General Practice A guide for Optometry	Jan 2024
The Welsh Government Quality and Safety Framework (2020): What it means for Primary Care, and what has been achieved so far. (Internal paper).	Feb 2024
Welsh Government Quality and Safety Framework - Action Plan (Internal paper)	
Report on Models of Effective Learning in Primary Care (Internal paper)	Feb 2024
The Primary Care and Community Nursing framework	Feb 2024
Cluster Self Reflection Framework	Mar 2024
Greener Primary Care End of Year Two report (internal paper)	Mar 2024

Conclusion

This report provides a high level overview of the work of the Strategic Programme for Primary Care work streams during 2023/2024. Work continues to develop the programme and communication materials to ensure we reach all our stakeholders across Wales to showcase the work of the Strategic Programme for Primary Care.

Contact Us for more information

This report provides a high level overview of the work of the Strategic Programme for Primary Care work streams during 2023/2024. Work continues to develop the programme and communication materials to ensure we reach all our stakeholders across Wales to showcase the work of the Strategic Programme for Primary Care.



Email us at: SPPC@wales.nhs.uk



Follow us: [@SPPCWales](https://twitter.com/SPPCWales)



Keep up to date on our work at: [Strategic Programme - Primary Care One](#)



Watch videos on our [YouTube channel](#)

