

HEALTH OVERVIEW AND SCRUTINY COMMITTEE:
13TH NOVEMBER 2019

REPORT OF EAST LEICESTERSHIRE AND RUTLAND CCG

**PRIMARY CARE STRATEGY 2019-2034 AND THE DEVELOPMENT OF
PRIMARY CARE NETWORKS IN LEICESTERSHIRE**

Purpose of report

1. The purpose of this report is to present the Leicester, Leicestershire and Rutland (LLR) wide 2019-2024 Primary Care Strategy for information and to update the Committee on the progress of Primary Care Networks (PCNs) in Leicestershire.

Background

2. There have been two specific priority areas for primary care in 2019. NHS England (NHSE) requested a detailed Primary Care Strategy Strategic plan, with clear implementation framework to be achieved within 5 years. Key to this is the development of PCNs and programme of engagement with patients and stakeholders.
3. This strategy is directly linked to the NHS long term plan, which has a focus on primary care delivery linked to the following areas;
 - PCNs
Development of strong and integrated networks of providers to deliver localised health care for a given population;
 - Integrated Primary and Out of Hospital Care
MDT working to deliver a joined up approach, keeping people cared for in the community for longer;
 - Planned Care and Diagnostics
Localised Practice and PCN based delivery supporting the 30% reduction in outpatient attendances and reducing the need for hospital visits;
 - Integrated Urgent Care
Coordinated local delivery of extended access to reduce demand on General Practice and ED;
 - Population Health
Through risk stratification and local ability to deliver services for individual population needs, the PCNs working with multiple providers will have the ability to support patients in a more responsive way;

4. The aim is that delivering these key priority areas will support and mitigate the key risks that are currently seen within primary care.
- Demand on services through growth and demographic change;
 - Workforce shortages due to retirement, recruitment and reduction of sessions due to workload and pension disincentives;
 - Ability to recruit doctors and nurses as well as the 5 new staffing groups;
 - Funding into primary care, although rising through the PCN DES, remains at just over 10% of healthcare spend;
 - Inequality in staffing across the system creating reliance for patients on other services to access health care.

Primary Care Networks- Key to the Delivery of Primary Care.

The Formation of PCNs

5. Primary Care Networks (PCNs) are a key part of the NHS Long Term Plan. They build on current primary care services and enable greater provision of proactive, personalised, coordinated and more integrated health and social care. Clinicians describe this as a change from reactively providing appointments to proactively delivering care for the people and communities they serve. The networks will have expanded neighbourhood teams which will comprise a range of staff such as GPs, pharmacists, district nurses, community geriatricians, dementia workers and Allied Health Professionals such as physiotherapists, joined by social care and the voluntary sector.
6. The development of PCNs will mean that patients and the public will be able to access:
- Resilient high-quality care from local clinicians and health and care practitioners, with more services provided out of hospital and closer to home
 - More comprehensive and integrated set of services, that anticipate rising demand and support higher levels of self-care
 - Appropriate referrals and more 'one-stop shop' services where all of their needs can be met at the same time
 - Different care models for different population groups (such as frail older persons, adults with complex needs, children) that are person-centred rather than disease centred
7. In LLR our practices have formed into 25 PCNs (Appendix 1 provides full detail) ranging in size from 30,000 to 107,000 all with Accountable Clinical Directors in place to lead their development. Once the contract commences on the 1st July 2019, the networks will provide the structure for services to be developed locally, in response to the needs of the patients they serve.

The Role of PCNs

8. LLR PCNs will form the fundamental building blocks of our ICS, both at a Neighbourhood (PCN) and Place (Local Authority) level. They will be both a vehicle

for localised commissioning and service delivery in the community, but also the means to giving General Practice an even stronger voice within the wider ICS.

9. PCNs provide the structure on which Primary Care and all other key ICS stakeholders can begin to focus on defined patient populations, working together within agreed frameworks to define and achieve local outcome ambitions.
10. PCNs will be strengthened by the development of the key enablers around them (estates, IM&T and workforce, finance) and the scale of transformation is reliant on the maturity of the relationships between General Practice working at scale and their local provider partners.

Delivery of the Primary Care ambitions within the NHS Long Term Plan

11. PCNs will ultimately be much wider in their membership than primary care. As PCN teams expand, their multi-agency and multi-specialty make-up will be the catalyst behind real integrated working at a Neighbourhood level.
12. Underpinned by the GP 5 year contract reform (Investment and Evolution: A five year framework for GP contract reform to implement The NHS Long Term Plan), PCNs will be encouraged to deliver workforce modernisation, joined up integrated care and by working together, take accountability for the delivery of better outcomes for their patients.
13. By transforming primary care at the heart of local care systems, we will set the foundations for the delivery of each element of The Long Term Plan.
14. The following six chapters (7 to 12) will describe LLR's plan for this journey focussing on the role of both practices and PCNs and describing the positive impact we envisage for patients and the system as a whole.

The Role of the CCG in supporting PCN Development

15. The CCG has a key facilitation role in supporting the emerging PCNs. To date, this has been focussed on the formation of the PCNs, their primary care membership and alignment to key stakeholder services.
16. In the next year the CCGs will support PCNs to mature into strong provider organisations to deliver not just the core elements of the new PCN contract specification, but to co-design in a new architecture of care alliances services and outcomes for the local population groups that support and enable local delivery according to need. Our vision is to provide the right level of support for PCNs enabling them to develop organically and providing the right environment in which local relationships can form and be strengthened by local accountability. Key to this will be the professional development offer for our 25 Accountable Clinical Directors (ACDs) which will encourage leadership building care alliances through a strong provider network.
17. A detailed programme of support and investment has been put into place to support the PCNs. Key to this is the development of leadership and Organisational Development, as they will form the cornerstone of future local based services.

18. NHSE will be putting forward £4m over the next 5 years in LLR to support this development and the role of the CCG will be to ensure that this will be used to improve General Practice resilience, services and clinical outcomes. Fundamental to this success will be the 5 key areas of;



19. At present in LLR they are starting their journey, but the signs are encouraging that they will create strong resilient groupings that will improve patients experience and overall quality of care.

Conclusions

20. The development of PCNs is a key part of the Primary Care strategy. In LLR there is a real desire to support new ways of working and drive forward change in delivery of health care to improve quality and outcomes and support new clinical staff to choose LLR. The next 6 months is key to their development as from April 2020 there will be an expectation of new and improved services being delivered.

Circulation under the Local Issues Alert Procedure

No

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List of Appendices

Appendix A: LLR Primary Care Strategy 2019-2024

Appendix B: LLR PCN maps