

Primary Care Commissioning Committee

Date: 30th July, 2019

Time: 9.00am – 11.10am

Location: Vassall Centre, Gill Avenue, Bristol, BS16 2QQ

Agenda number: 8

Report title: Primary Care Strategy Briefing and update on Primary Care Networks (PCNs)

Report Author: Jenny Bowker, Head of Primary Care Development

Report Sponsor: Martin Jones, Medical Director, Commissioning and Primary Care

1. Purpose

This paper aims to provide the Committee with an update on progress in the engagement and development of the primary care strategy refresh and to provide an update to the Committee on next steps with regards to supporting a development plan for Primary Care Networks.

2. Recommendations

Primary Care Commissioning Committee is asked to note the updates provided within the briefing and is invited to comment on the proposed principles and approach to progressing a development plan for Primary Care Networks.

3. Executive Summary

The paper provides a summary of national guidance in relation to supporting the development of Primary Care Networks and proposes local plans to take this forward. A highlight report is appended to the paper which gives an overview of the progress made and next steps to deliver the primary care strategy, a key component of which will be the role of Primary Care Networks and Integrated Localities in meeting the needs of our population.

4. Financial resource implications

The CCG will invest in PCN OD and leadership development. The funding for Primary Care Networks is included within the finance report to the Committee.

5. Legal implications

The CCG will follow its procurement policies as appropriate in the mobilisation of the development plan for Primary Care Networks.

6. Risk implications

Risks to the development of the Primary Care Strategy are included in the Highlight Report.

There is a risk that the release of the national prospectus and self-assessment maturity matrix for Primary Care Networks is delayed which will either compress the proposed timescale or require us to revisit it.

There is a risk that if we do not support the development of PCNs that they will not fulfil their potential which is why the CCG is committed to working with PCNs to develop this plan.

7. Implications for health inequalities

The Primary Care Strategy will address how we support population health management and provide targeted approaches to meet the needs of all of our population and address health inequalities.

Primary Care Networks will need to provide co-ordinated and personalised care for all of their populations and in 2021 be ready to deliver the new specification to support locally agreed action to tackle health inequalities.

8. Implications for equalities (Black and Other Minority Ethnic/Disability/Age Issues)

An Equalities Impact Assessment will be used to inform the primary care strategy and the ensuing delivery plan that supports it.

9. Implications for Public Involvement

We are engaging with patients and the public as well as with professionals in the refresh of the primary care strategy and as part of this we are asking about the opportunities for Primary Care Networks in BNSSG.

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Report title: Primary Care Strategy Briefing and update on Primary Care Networks (PCNs)

1. Background

This paper aims to provide the Committee with an update on progress in the engagement and development of the primary care strategy refresh and to provide an update to the Committee on next steps with regards to supporting a development plan for Primary Care Networks, which will also inform the Primary Care Strategy.

The BNSSG Primary Care Strategy is being refreshed and updated to respond to the NHS Long Term Plan, the changes to the GP contract and our local system priorities and developments over the last 2 years. In April 2019 the Committee received and discussed a paper setting out the approach to the refresh of the Primary Care Strategy which is due to be presented to the Governing Body in October. Since April 2019 significant engagement activity has taken place to inform the refresh of the strategy including a system-wide engagement event on June 18th, attendance at the Patient and Public Involvement Forum, the LMC and LPC boards, key Healthier Together groups and with the locality membership forums. A survey is also now live to gain wider input and is being promoted to professionals and service users. The link to this can be found here:

<https://bnssgccg.nhs.uk/get-involved/surveys-and-consultations/shaping-bnssg-primary-care-strategy/>

A highlight report is attached at Appendix 1 to provide further assurance to the Committee about the progress and next steps of the strategy development. This also includes key risks and mitigating actions.

As part of the engagement process we are developing a new vision statement, testing our priorities and how we might deliver these with stakeholders as well as seeking views on how our primary care networks can best serve the needs of our population.

2. Primary Care Networks

In June the Committee confirmed the authorisation of 15 of our 18 Primary Care Networks and supported delegated decision making to authorise the remaining 3 Primary Care Networks. Further assurances were received about the working arrangements between Gordano Mendip PCN and West and Worle and Affinity PCN nominated a new PCN Clinical Director. As a result all 18 Primary Care Networks were confirmed and authorised to start from 1st July 2019. An updated list of Primary Care Networks is attached at Appendix 2. All Primary Care Networks submitted confirmation of their signed network agreements and that data sharing agreements would be in place for any shared services which were the remaining conditions prior to commencement.

Primary Care Networks (PCNs) are an essential building block in our Integrated Care System. A PCN consists of groups of general practices working together with a range of local providers,

including across primary care, community services, social care and the voluntary sector, to offer personalised, coordinated health and social care to their local populations. Primary Care Networks working as part of integrated localities represent a real opportunity to deliver more care in the community, improve health outcomes for people in BNSSG and deliver value by targeting resources and delivering evidence based care to people in a community setting.

In order to achieve these ambitions Primary Care Networks will need support. Nationally guidance is being developed to provide a framework for supporting Primary Care Network development and locally we are committed to investing in PCN development and developing a local offer for PCN development support, including leadership and transformation support.

The national expectation is that by March 2020 PCNs:

- Have an idea of where they are aiming to get to, know where they are on the journey to get there, and are making progress
- Are functioning effectively as teams and have made use of additional roles
- Have worked on/are working on a service improvement project of some kind
- Have formed links with other local partners, such as community service providers and other NHS organisations, local authorities and the voluntary sector, and are playing a role at the place and system level
- Have used a diagnostic process to establish development needs e.g. maturity matrix,
- Got a development plan in place, and have started implementing that plan;
- Have worked with community trusts and other relevant partners to ensure staff working in the community are aligned within an MDT for that footprint;
- Are ready to deliver service specifications

The seven service specifications to be added to the network DES are as follows:

By April 2020

- structured medication reviews
- enhanced health in care homes
- anticipatory care (with community services)
- personalised care
- supporting early cancer diagnosis.

The other two start by 2021: cardio-vascular disease case-finding and locally agreed action to tackle inequalities.

NHS England is currently working on a national organisational development (OD) prospectus which will encompass the following development areas:

- PCN set-up
- Organisational Development Support
- Change Management Quality and Culture

- Leadership Development
- Collaborative Working (MDTs)
- Social Prescribing and Asset Based Community Development
- Population Health Management
- PCN Clinical Director Development Support

This will be accompanied by a PCN self-assessment maturity matrix. It is expected that this will be available for completion in August and that local systems can then use this to inform the development of a local system plan to support PCNs. This will then form a key part of our Primary Care strategy.

Our key principles in developing a local PCN development plan are:

- We are committed to supporting clinical leadership development and recognise the importance of a clinical leadership programme to support PCN Clinical Directors
- PCN development must be hand-in-hand with locality leadership development and should support PCNs and localities to fulfil their new roles in providing integrated local care and leadership within the system
- A development programme should have clear learning objectives and should be targeted at driving the outcomes we are seeking to achieve with Primary Care Networks and Localities
- A development programme should incorporate working as part of provider alliances, understanding the system and delivering value and population health management in BNSSG
- A development plan for BNSSG needs to balance common needs across all PCNs and localities and a more tailored approach to recognise the maturity and needs of the different PCNs and localities

The proposal is that when available the CCG primary care development team will send the self-assessment matrix to PCNs for completion in August so that results can be collated in September to inform the development plan with a view to this being mobilised from October onwards. Martin Jones will be Executive sponsor for this work, with Jenny Bowker providing the Senior Responsible Officer role, Gillian Cook the programme manager role and Geeta Iyer the clinical lead role working with the Area Teams to develop this. A short-life working group will be established of PCN leads to help develop this plan. It is anticipated this will start to meet from September. Proposals will then be shared with the CCG Executive Team, the LMC, the Integrated Care Steering Group and the Primary Care Commissioning Committee in September/October.

3. Financial resource implications

The CCG will invest in PCN OD and leadership development. The funding for Primary Care Networks is included within the finance report to the Committee. Financial implications of the development plan will be incorporated into future reports as proposals are developed.

4. Legal implications

The CCG will follow its procurement policies as appropriate in the mobilisation of the development plan for Primary Care Networks.

5. Risk implications

Risks to the development of the Primary Care Strategy are included in the Highlight Report.

There is a risk that the release of the national prospectus and self-assessment maturity matrix is delayed which will either compress the proposed timescale or require us to revisit it.

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7. Implications for equalities (Black and Other Minority Ethnic/Disability/Age Issues)

An Equalities Impact Assessment will be used to inform the primary care strategy and the ensuing delivery plan that supports it.

8. Consultation and Communication including Public Involvement

We are engaging with patients and the public as well as with professionals in the refresh of the primary care strategy and as part of this we are asking about the opportunities for Primary Care Networks in BNSSG.

9. Recommendations

Primary Care Commissioning Committee is asked to note the updates provided within the briefing and is invited to comment on the proposed principles and approach to progressing a development plan for Primary Care Networks.

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Appendices

Appendix 1 Primary Care Strategy Highlight Report

Appendix 2 Updated Primary Care Networks table

Glossary of terms and abbreviations

LMC	Local Medical Committee
LPC	Local Pharmaceutical Committee
MDTs	Multi-disciplinary Teams

Healthier Together

Improving health and care in Bristol,
North Somerset and South Gloucestershire



**Bristol, North Somerset
and South Gloucestershire**
Clinical Commissioning Group

BNSSG Primary Care Strategy

Overall Summary

Report Date	18.07.19	Report Author	Heather Allward
Overall Status	On Target	Previous Status	N/A
Explanation for Overall Status	All Project areas are on track and achievable		
Main Achievements This Period	<ul style="list-style-type: none"> • Established the system wide Primary Care Strategy working group which now meets on a monthly basis. • Stakeholder communication and engagement plan developed including detailed patient and public involvement, following feedback received from BNSSG Public and Patient Involvement Forum (PPIF). • Approach and timeline agreed through seminars at Primary Care Commissioning Committee (PCCC), Governing Body and at meeting of Integrated Care Steering Group (ICSG) and shared with clinical cabinet. • Project and reporting governance arrangements agreed, working group will report in to General Practice Resilience and Transformation (GPRT) group and Primary Care Operational Group (PCOG) and be overseen by ICSG and PCCC respectively. • Successful 'Shaping the BNSSG Primary Care Strategy' launch event held on 18th June 2019 with approximately 140 representatives from across the system including general practice, local authority, acute trusts, patients and public and others. Attendees focused on vision for the initial workshop, these discussions informed potential vision statements; stakeholders will have an opportunity to vote on their preferred option via the 'get involved' section of the BNSSG CCG website. Priority themes including access/models of care; quality and resilience; developing the workforce; and infrastructure formed the remaining workshops. • Presentation at BNSSG Annual General Meeting (AGM) held on 27th June 2019 at Bristol and Bath Science Park. • Engagement with GPs and Practice Managers at July Clinical Membership meetings. • Get involved page with surveys for both healthcare professionals and service users/members of the public live; cascading this information across system. 		
Planned Progress	<p>July – September 2019: Ongoing patient and stakeholder engagement</p> <p>September – October 2019: Approval of the strategy</p> <p>October – December 2019: Detailed delivery plan and implementation begins</p>		

Tasks and Milestones		
Stakeholder engagement		
<i>Description</i>	<i>Date for Completion</i>	<i>Status</i>
Membership:		
Shaping the BNSSG Primary Care Strategy launch event	18.06.19	Completed
Pan-Bristol Clinical Membership meeting	09.07.19	Completed
North Somerset Clinical Membership meeting	10.07.19	Completed
South Gloucestershire Clinical Membership meeting	10.07.19	Completed
BNSSG CCG/GP Locality Representative Meeting	07.08.19	On Target
Area Leadership Group (ALG) Meetings (August): South Gloucestershire North Somerset Bristol	20.08.19 22.08.19 27.08.19	On Target
BNSSG Membership meeting	10.09.19	On Target
Other stakeholders:		
BNSSG Public and Patient Involvement Forum (PPIF)	23.05.19	Completed
Shaping the BNSSG Primary Care Strategy launch event	18.06.19	Completed
BNSSG CCG Annual General Meeting (AGM)	27.06.19	Completed
Avon Local Medical Committee (LMC) Board	09.07.19	Completed
Avon Local Pharmaceutical Committee (LPC) Board	10.07.19	Completed
OneCare Pan BNSSG Patient Reference Group	16.07.19	Completed
Community Services Public Reference Group	16.07.19	Completed
OneCare Board Meeting	25.07.19	On Target
Attendance at Healthier Together forums	August – September 2019	On Target
LMC Committee	09.09.19	On Target

LPC Training Event at Engineers House	18.09.19	On Target
LPC Training Event at Keynsham	25.09.19	On Target
LPC Annual Conference	09.10.19	On Target
Governance		
BNSSG CCG Executive Team	20.03.19	Completed
PCS Working Group Planning Meeting	28.03.19	Completed
PCOG	11.04.19	Completed
PCCC PCS	30.04.19	Completed
Primary Care Strategy working group	02.05.19	Completed
Primary Care Commissioning Committee (PCCC) workshop	28.05.19	Completed
Governing Body and Commissioning Executive seminar	04.04.19	Completed
Primary Care Strategy working group	06.06.19	Completed
Healthier Together Integrated Care Steering Group	13.06.19	Completed
BNSSG Clinical Cabinet	19.06.19	Completed
PCS Working Group Meeting – Planned Care Strategy presentation	27.06.19	Completed
Drafting strategy based on feedback from engagement	19.08.19- 09.09.19	On Target
Executive Team	21.08.19	On Target
Primary Care Operational Group (PCOG)	12.09.19	On Target
Primary Care Strategy working group	17.09.19	On Target
Primary Care Commissioning Committee (PCCC)	24.09.19	On Target
Governing Body for final sign off	01.10.19	On Target
Commissioning Executive for information	10.10.19	On Target
Healthier Together Integrated Care Steering Group	10.10.19	On Target
Healthier Together Sponsoring Board	October 2019	On Target

Risks		
<i>Description</i>	<i>Unmitigated Score Probability x Severity</i>	<i>Mitigating Action</i>
Colleagues do not complete required actions in a timely manner.	3x3=9	<ul style="list-style-type: none"> • Clear actions communicated to all relevant parties. • Clear timeline and deadlines outlined to all relevant parties.
Stakeholder engagement does not capture the views of all relevant parties.	3x3=9	<ul style="list-style-type: none"> • Communications and engagement plan
Capacity to complete strategy refresh within committed timescale	3x4=12	<ul style="list-style-type: none"> • Actively seek shared support for this work from communications and engagement leads, area directorate and system partners from the PCS working group.
The strategy is not sufficiently integrated with or informing other strategies within the system.	3x3=9	<ul style="list-style-type: none"> • Actively seeking to engage with other Healthier Together workstreams and workstream leads to ensure integration.
The strategy does not set out a detailed programme of work.	3x2=6	<ul style="list-style-type: none"> • Development of delivery plan and implementation between October-December 2019 included in timeline.

Primary Care Commissioning Committee 30th July – Agenda Item 8 – Appendix 2

PCN	List size	Locality	Practice Code	Practice Name	PCN Lead	Nominated Financial Practice	PCN Principles Contiguous Boundary	PCN Principles 30-50,000 or greater if approved locally	PCN Principles Makes sense to a) its constituent practices b) to other community providers c) to its local community	Recommendation
FABB - Beechwood, Air Balloon, Fishponds	37,608	Inner City and East	L81013	Fishponds Family Practice	Dr David Porteous	Beechwood Medical Practice	Yes	Yes	a) Yes b) Yes c) Yes	Approved
			L81038	Air Balloon Surgery						
			L81087	Beechwood Medical Practice						
FOSS - Fireclay and Old School PCN	43,173	Inner City and East	L81062	Fireclay Health	Dr Katrina Boutin	Old School Surgery	Yes	Yes	a) Yes b) Yes c) Yes	Approved
			L81075	The Old School Surgery						
Bristol Inner City PCN	81,009	Inner City and East	L81012	Montpelier Health Centre	Dr Wil Klinkenberg	The Wellspring Surgery	Yes	Yes	a) Yes b) Yes c) Yes	Approved
			L81023	Eastville Medical Practice						
			L81061	The Wellspring Surgery						
			Y02578	Broadmead Medical Centre						
			L81089	Lawrence Hill Health Centre						
			Y02873	Compass Health						
			L81015	Charlotte Keel Medical Practice						
			L81648	Maytrees Medical Practice						

Bridge View PCN	37,234	South Bristol	L81007	Bridge View Medical	Dr Dolores Weil	Bridge View Medical	Yes	Yes	a) Yes b) Yes c) Yes	Approved
Connexus PCN	53,238	South Bristol	L81084	Priory Surgery	Dr Caroline Perkins and Dr Claire Rowell	Stockwood Medical Practice	Yes	Yes	a) Yes b) Yes c) Yes	Approved
			L81120	Birchwood Medical Practice						
			L81125	Wells Road Surgery						
			L81009	Stockwood Medical Centre						
			L81033	Nightingale Valley Practice						
Swift PCN	75,867	South Bristol	L81031	The Armada Family Practice	Dr Sheila Pieterston	Crest Family Practice	Yes	Yes	a) Yes b) Yes c) Yes	Approved
			L81041	Hillview Family Practice						
			L81053	The Lennard Surgery						
			L81054	Grange Road Surgery						
			L81082	Bedminster Family Practice						
			L81083	Hartwood Healthcare						
			L81094	The Merrywood Practice						
			L81095	The Crest Family Practice						
Affinity PCN	45,759	North & West	L81017	Westbury On Trym Primary Care Centre	Dr Jenny Eachus	Westbury On Trym Primary Care Centre	Yes	Yes	a) Yes b) Yes c) Yes	Approved
			L81077	Sea Mills Surgery						
			L81098	Greenway Community Practice						
			L81131	Falldon Way Medical Centre						
			L81622	Helios Medical Centre						
			L81669	Monks Park Surgery						
HealthWest PCN	69,568	North & West	L81081	Pembroke Road Surgery	Dr Lee Salkeld	Pembroke Road Surgery	Yes	Yes	a) Yes b) Yes c) Yes	Approved
			L81090	The Family Practice						

			L81091	Whiteladies Medical Group						
			L81133	Student Health Service						
Northern Arc	42,681	North & West	L81008	Shirehampton Group Practice	Dr Daniel Hirsch	Shirehampton Group Practice	Yes	Yes	a) Yes b) Yes c) Yes	Approved
			L81037	Pioneer Medical Group						
			L81067	Southmead & Henbury Family Practice						
Phoenix PCN	45,782	North & West & South Glos	L81078	Gloucester Road Medical Centre	Dr Michelle Jones and Dr Tom Pelly	Gloucester Road Medical Centre	Yes	Yes	a) Yes b) Yes c) Yes	Approved
			L81112	Bishopston Medical Practice						
			L81022	Horfield Hc						
			L81028	Northville Family Practice						
4PCC	52,720	South Gloucestershire	L81050	Close Farm Surgery	Dr Neil Kerfoot	Kingswood Health Centre	Yes	Yes	a) Yes b) Yes c) Yes	Approved
			L81063	Kingswood Health Centre						
			L81079	Hanham Health						
			L81130	Cadbury Heath Healthcare						
Severnvale PCN	31,407	South Gloucestershire	L81018	Thornbury Health Centre - Burney	Dr Gregory Clarke	Severn View Family Practice	Yes	Yes	a) Yes b) Yes c) Yes	Approved
			L81103	St Mary Street Surgery						
			L81106	Streamside Surgery						
			L81117	Pilning Surgery						
			L81127	Almondsbury Surgery						
Stokes PCN	56,672	South Gloucestershire	L81019	Concord Medical Centre	Dr Peter Young	Stokes PCN	Yes	Yes	a) Yes b) Yes c) Yes	Approved
			L81036	Coniston Medical Practice						
			L81118	Stoke Gifford Medical Centre						
			L81649	Bradley Stoke Surgery						
Yate and Frampton PCN	57,115	South Gloucestershire	L81014	Frome Valley Medical Centre	Dr Sam Davies	West Walk Surgery	Yes	Yes	a) Yes b) Yes c) Yes	Approved
			L81024	Courtside Surgery						

			L81042	Kennedy Way Surgery						
			L81047	West Walk Surgery						
			L81642	Wellington Road Surgery						
Orchard, Downend, Green Valleys, Three Shires	68,810	South Gloucestershire	L81026	The Downend Health Group	Dr Richard Berkley	Downend Health Group	Yes	Yes	a) Yes b) Yes c) Yes	Approved
			L81029	Three Shires Medical Practice						
			L81046	Leap Valley Medical Centre						
			L81055	Orchard Medical Centre						
			L81632	Emersons Green Medical Centre						
Gordano Mendip PCN	95,408	Woodspring	L81085	Heywood Family Practice	Dr Shruti Patel	Mendip Vale Medical Group	Yes	Yes	a) Yes b) Yes c) Yes	Approved
			L81086	Mendip Vale Medical Practice						
			L81600	Harbourside Family Practice						
			L81040	Clevedon Medical Centre						
			L81004	Portishead Medical Group						
Tyntesfield Medical Group	32,376	Woodspring	L81034	Tyntesfield Medical Group	Dr Sarah Pepper	Tyntesfield Medical Group	Yes	Yes	a) Yes b) Yes c) Yes	Approved
Weston and Worle PCN	101,534	Weston & Worle	L81016	Graham Road Surgery	Dr John Heather	New Court Surgery	Yes	Yes	a) Yes b) Yes c) Yes	Approved
			L81021	Winscombe Surgery						

			L81043	Longton Grove Surgery						
			L81044	Tudor Lodge Surgery						
			L81051	New Court Surgery						
			L81058	The Milton Surgery						
			L81066	Stafford Medical Group						
			L81643	The Cedars Surgery						
			L81670	Pier Health Group/Horizon Health						
			L81119	Clarence Park Surgery						