



Strategic Programme for Primary Care

Date:	20 August 2020
Paper:	Review & Refresh of the Strategic Programme for Primary Care
Purpose:	<ul style="list-style-type: none"> <i>For information:</i> An overview of how the Strategic Programme for Primary Care (SPPC) has, and continues to respond to the COVID-19 pandemic. <i>For approval:</i> A refreshed programme of work for the remainder of 2020-21 for National Primary Care Board quality assurance and approval.
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Executive summary

The COVID-19 pandemic has required primary and community care to respond rapidly in order to minimise the spread of infection and allow services to cope during a surge of cases. This has resulted in changes to the services provided by primary and community care as it has responded swiftly to the pandemic. These developments are consistent with the Primary Care Model for Wales and the learning has informed a series of internal and external reviews of the Strategic Programme for Primary Care resulting in a refreshed programme of work for the remainder of 2020-21.

The refreshed programme of work operates within the original, six work streams:

1. Prevention and wellbeing
2. 24/7 model
3. Data, digital and technology
4. Workforce and organisational development
5. Communications and engagement
6. Transformation and the vision for clusters

With the exception of work streams four and five (which remain largely unchanged); the refreshed programme of work is underpinned by new, innovative deliverables and have been subject to a reprioritised focus.

The paper also summarises the work of the Strategic Programme to support the emergency response required in the first three months of the pandemic.

1. Introduction

In March 2020, the [Strategic Programme for Primary Care](#) suspended all pre-planned activity in order to carry out a series of internal and externally supported reviews to identify the emerging needs of primary care in response to the pandemic. The Strategic Programme Team switched to operating in an emergency response mode and as a consequence there was rapid acceleration of a number of pre-existing deliverables together with swift delivery of newly identified requirements.

Many of the changes and new ways of working put in place in response to COVID-19 are consistent with the Primary Care Model for Wales. Based on the learning from COVID-19 together with the planning for remainder of the year, a refreshed and reprioritised programme of work is proposed to the National Primary Care Board for quality assurance and approval.

2. Strategic Programme for Primary Care response to COVID-19

In response to COVID-19, the Strategic Programme set out to provide immediate support to primary care providers, whilst capturing the learning and intelligence to inform recovery and reset of services. The timeline is set out below.

March 2020

- First review of all Strategic Programme deliverables and activity undertaken. Outcome: all work stream meetings suspended, deliverables reprioritised (either accelerated or suspended) and new, emerging needs were identified. A statement was released.

March – June 2020

- Release of prioritised (and new) products to support the delivery of primary care during the pandemic.
- Contact and support provided to All-Wales Directors of Primary and Community Care via weekly COVID-19 teleconferences.
- Strategic Programme representation and engagement within the Welsh Government emergency response structure.

June 2020

- Strategic Programme hosted a workshop with the senior leadership of primary and community across Wales to consider the recovery and reset of services.
- Informed by the workshop, a second review of all Strategic Programme deliverables and activity was undertaken to inform a refreshed programme of work.
- Joint report (Welsh Government and Strategic Programme) to the NHS Wales Executive Board updating on the Strategic Programme and contract reform.
- Ministerial briefing on how primary and community care services responded to the pandemic and plans to support recovery.

July 2020

- A refreshed programme of work and suite of deliverables for the remainder of 2020-21 were developed.

August 2020

- Refreshed programme of work for the remainder of 2020-21 presented to the Strategic Programme Board and finally to the National Primary Care Board for quality assurance and approval.

3. Key products/achievements during COVID-19 (March – June 2020)

As an overview of Strategic Programme deliverables during the first three months of the pandemic, the following products were made available at an accelerated pace:

- Primary and Community Care Implementation Planning for COVID 19
- Dental toolkit to support COVID 19
- Optometry toolkit to support COVID 19
- Community pharmacy toolkit to support COVID 19
- Review of the new Directed Enhanced Service put in place over Easter bank holiday
- Guidance on Utilisation of AHPs during COVID
- Launch of [COVID Hub Wales](#)
- Launch of [Locum Hub Wales](#) and immediate information for locums
- GP Escalation Tool (and supporting action plan template)
- Community pharmacy escalation tool (and supporting action plan template)
- An Access Standards Reporting Tool (GMS)
- Primary Care Operating Framework Quarter 1, 2020
- Primary Care Operating Framework Quarter 2, 2020

4. Refreshed programme of work 2020-21

Revised 'Plan on a Page' documents for 2020-21 are provided for the National Primary Care Board's quality assurance and approval (Appendices 1-6). These documents supersede plans that were submitted and approved by the Board in 2019.

For further detail on each work stream, a hyperlink to the relevant project initiation document (PID) is provided within each plan.

An overview of the key focus areas and products arising from the refreshed programme of work is shown in Figure I.

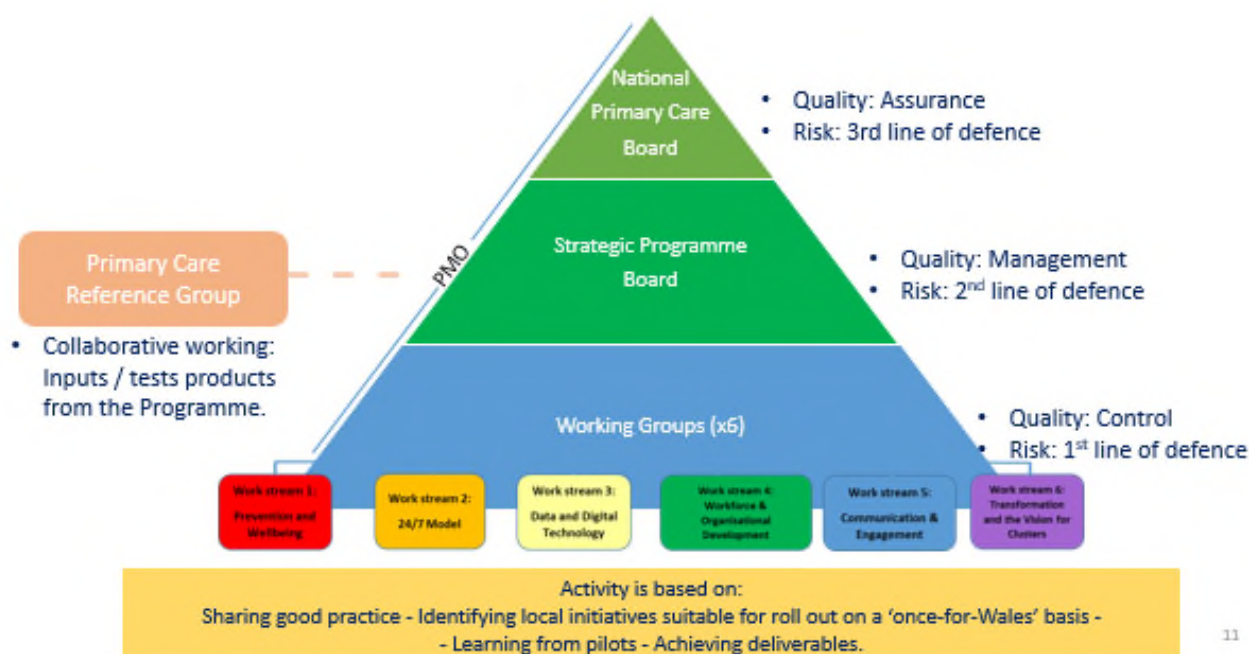
Figure I. Key Areas of Focus of Refreshed Programme of Work

1. Prevention and Wellbeing	2. 24/7 Model
<ul style="list-style-type: none"> • New focus based upon COVID-19: <ul style="list-style-type: none"> ➢ cardiovascular risk factors, including pre-diabetes, diabetes and obesity / healthy weight ➢ improving respiratory health ➢ rehabilitation. • Supporting the delivery of the national Help Me Quit programme, initially via coordination and roll out of a pro-active approach to increasing self-referrals, via a targeted text message campaign. 	<ul style="list-style-type: none"> • All-Wales best practice framework for care homes. • Framework of 24/7 rehabilitation. • A definition of 'step-up/down bedded community services'. • Operational delivery specifications for of bedded community services -step up / step down care. • Definition of urgent primary / same day care. • Production of urgent primary care model for Wales.
3. Data, Digital and Technology	4. Workforce and OD
<ul style="list-style-type: none"> • Statements of IT system requirements to support clusters. • An enhanced access reporting tool. • Primary care data and digital priorities for 2020-21. • A minimum data set and plan for collection of patient activity from GP system providers. • 'Time spent at home' reporting measures. • Consistent measures to report WG milestones. • Tool to measure recovery via 'essential services' framework. 	<p>As per the pre-COVID review February 2020:</p> <ul style="list-style-type: none"> • Workforce 'assumptions' to inform demand and capacity tool. • A once for Wales demand and capacity tool and supporting guidance. • Production of guidance and training packages to support workforce planning requirements for Primary care. • Recommendations on the AHP employment model. • Primary Care AHP credentials and learning framework. • General practice nurse career framework. • Revised/new online compendium of job descriptions & competencies.
5. Communications & Engagement	6. Transformation & Vision for clusters
<p>Strategic messaging for providers, workforce and patients is on pause until after the operational, immediate COVID communications are completed.</p> <p>Once restarted, previous focus' will apply:</p> <ul style="list-style-type: none"> • Promotion: Changes and range of services • Awareness: Different functions offered by each provider • Awareness: Importance of choosing the right service • Awareness: Workforce and stakeholders. 	<ul style="list-style-type: none"> • Supporting cluster IMTPs/annual planning. • A review of enhanced services. • Alternative commissioning models. • Review of the effectiveness, safety and harm of remote triage in primary care. • Governance framework. • Measuring the delivery of essential services. • Progressing the register of cluster challenges. • Introducing an outcome measure approach. • Primary Care Model for Wales Operating Frameworks (Q3&4).

4. Next Steps

Once the programme of work is fully approved and endorsed, the Programme Management Office (PMO) will work to support and direct each work stream in meeting the necessary and relevant steps in proven project-life cycles and programme management methodology (for example detailed work-base schedules to underpin delivery of each resource will be established, the risk and issue register will be reinstated and highlight reporting will commence etc.).

The programme's Quality, Risk and Operating framework (approved by National Primacy Care Board, 2019) will return to a state of full mobilisation, with an invigorated approach to utilising the valued Primacy and Community Care Reference Group. The Programme arrangements are set out in the following illustration.



Details about the refreshed programme of work will be hosted on the Strategic Programme webpages and promoted via the social media channel Twitter (@SPPCWales), providing full transparency and forming part of a refreshed, stakeholder engagement communications plan.

A review of programme progress (August – October 2020) will be provided to the National Primacy Care Board via a quarterly highlight report in November 2020.

5. Recommendation

The National Primary Care Board is asked to:

- *Note* the overview of how the Strategic Programme for Primary Care responded to the COVID-19 pandemic.
- *Approve* the refreshed programme of work for the remainder of 2020-21.