

A decorative pattern of overlapping triangles in shades of blue, teal, purple, and light grey, located on the left side of the slide.

# West Sussex HASC

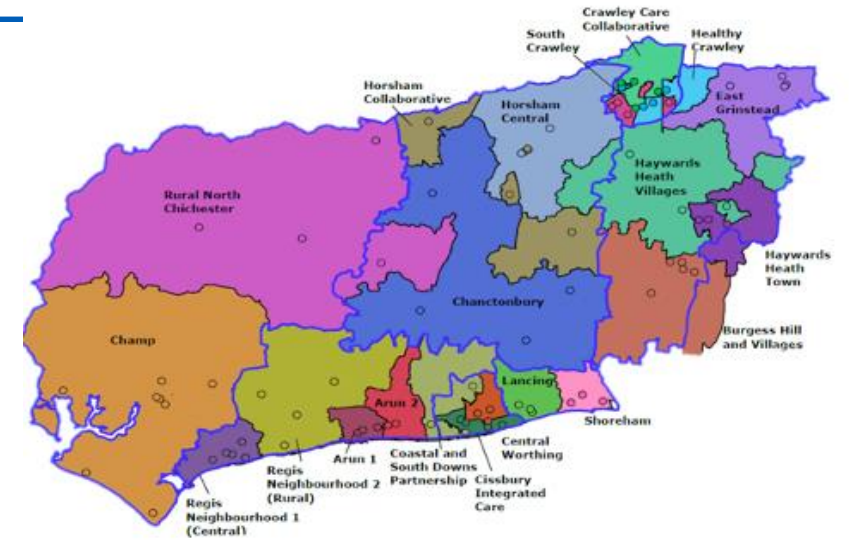
**11 November 2020**

# Priorities for Primary Care

The principle objectives for primary care have been identified by the General Practice Forward View (GPFV) and the Long Term Plan (LTP) national requirements and are aligned with the Sussex Health and Care Partnership; and engagement with the CCG membership, patients and other stakeholders.

These include the following:

- Support practices to address challenges and pressures to ensure sustainability
- Address variation in quality and outcomes to develop equitable primary care
- Improve access to primary/primary urgent services 24/7
- Promote prevention and self care to improve population health
- Better manage the health of the population by supporting integrated primary, community, mental health and social care services
- Commission care as close to home as possible.



Practice CQC ratings	WSx
Outstanding	3
Good	76
Requires improvement	2
Special measures	0

Environment	WSx
Practices	81
PCNs	20
Federations	2

# Restoration and Recovery Phase 3

---

NHSE issued the 'Phase 3' letter ('third phase of the NHS response to Covid-19) on 31 July 2020. This sets out the NHS priorities for CCGs and Providers to focus on from August 2020, as follows:

- **Accelerating the return to near-normal levels of non-Covid health services**, making full use of the capacity available in the 'window of opportunity' between now and winter.
- **Preparation for winter demand pressures**, alongside continuing vigilance in the light of further probable Covid-19 spikes locally and possibly nationally.
- Doing the above in a way that takes account of lessons learned during the first Covid-19 peak; locks in beneficial changes; and explicitly **tackles fundamental challenges including support for our staff, and action on inequalities and prevention.**
- **Further system development**, including leadership, governance, and commissioning.

NHS emergency incident level moved from Level 4 (national) to Level 3 (regional) with effect from 1 August.

NHS emergency incident level moved to level 4 in November 2020.

# The Programme plan - snapshot

- The plan is built upon 5 strategic objectives, namely the delivery of access to safe, high quality and effective services; capturing & building on innovation & transformation; six systems delivering world class, place based health & care; a resilient, supported health & care workforce; and financially sustainable systems.
- Each Strategic objective is supported by 30 work streams with agreed milestones and deliverables, assigned to a work stream group of primary care and other CCG team representatives where appropriate, as part of a managerially and/or clinically led work programme which are further categorised into three programme headings – General Practice, Community and Joint Working, and Medicines Optimisation
- Each programme lead reports weekly to an oversight group (with PMO support) to ensure progress is maintained; all risks identified and mitigated against; and issues escalated when necessary for resolution
- Examples of the new service models contained within the programme plan are as follows



Restoration of activity	<ul style="list-style-type: none"> <li>• Includes an Locally Commissioned Service (LCS) income guarantee provided high risk and vulnerable patients groups (Cardiac, COPD, EHCH; and Diabetes) are prioritised; overall harmonisation of LCSs across West Sussex; a demand and activity pilot project; and support for innovative means of delivering flu vaccination while maintaining social distancing post-COVID.</li> </ul>
GP Appointments	<ul style="list-style-type: none"> <li>• Re-profiling the Improved Access Services to ensure they meet the demands of the local areas and DES requirements by 31/10/20; ensuring that patients are made aware that they will receive a face to face appointment should they require one.</li> </ul>
Immunisation and Screening	<ul style="list-style-type: none"> <li>• All providers have programmes in place, invitations issued in priority order from August 2020 onwards, supported by communications.</li> </ul>
Learning Disabilities	<ul style="list-style-type: none"> <li>• West Sussex CCG are below average for the Annual Health Check uptake – plan to deliver Improvement Trajectories to target for Healthchecks for people with Learning Disabilities</li> </ul>
Severe Mental Illness	<ul style="list-style-type: none"> <li>• Currently 30% of SMI patients received a healthcheck, trajectories are in place to reach the 60% target by March 2021</li> </ul>
Black and minority ethnic (BAME)	<ul style="list-style-type: none"> <li>• The BAME LCS has been launched to provide additional healthcare to support for BAME residents who are at higher risk of complications resulting from Covid-19 – 96% of practices have signed up across West Sussex.</li> </ul>
Enhanced Health in Care Home DES	<ul style="list-style-type: none"> <li>• All PCNs signed up to deliver the DES to ensure a consistent high quality service across Sussex for all Care Home residents</li> </ul>
Early Diagnosis Cancer DES	<ul style="list-style-type: none"> <li>• All PCNs signed up to deliver; baseline assessment survey underway; papers submitted to LMT and PCCC to approve support tools</li> </ul>

# Primary Care Preparations for Winter

---

The West Sussex CCG Medical Director has led a Task and Finish Group to develop a specific winter plan for primary care in addition to the contribution made to system wide winter plans. This will ensure resilience with in General Practice during the winter months. Key actions include the following:

- Funding 'hot zoning'; and preparing for the potential scaling up of hot sites to ensure symptomatic patients can still access primary care.
- Prioritising the restoration of Locally Commissioned Services for the most clinically at risk
- A pilot data extraction project to develop a similar level of real time data as that represented on the SHREWD systems, to give a proxy RAG measure of daily pressures in General Practice.
- Support for practices to ensure the increased Flu vaccination of 75% is achieved wherever possible
- Restoration of Improved Access and Walk In Centre Provision to pre pandemic levels in time for winter.
- Implementing a supplementary LCS to support Enhanced Health in Care Homes

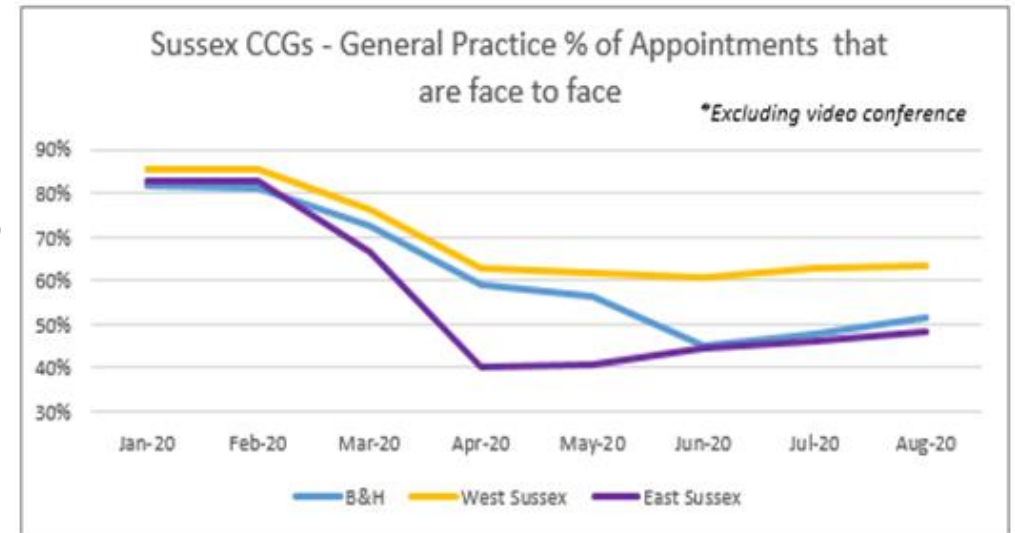
# Communications to support primary care and patients

---

- All health and care partners across Sussex are working together to coordinate proactive communications for the winter period, including messages and information to provide clarity on how patients can access services at the current time.
- This plan includes:
  - Paid-for newspaper advertising
  - Paid-for radio advertising
  - Social media
  - Videos: a rolling programme of videos that will highlight access to health services. These will include clinicians from across different partners (GPs, acute, mental health etc) and also members of the public, which involve a diverse population to highlight the message services are there for them if they need it.
  - Stakeholder briefing: a stakeholder briefing on behalf of the Sussex Resilience Forum that will key information and updates on a weekly basis from all partners
  - Community update: fortnightly updates to community networks that addresses the issues and questions that have been raised through our public engagement.

# Digital access

- During the pandemic the CCG digital and primary care teams ensured practices were provided with over 500 laptops and other IMT support necessary to deliver online assessments and consultations wherever possible, to ensure the safety of patients and staff.
- Face to face consultations dropped dramatically, though this has begun to return to previous levels.
- Patient response to online contact has been positive, but any patient, following triage, that requires a face to face appointment will receive one
- Rapidly changing information resulted at times in lengthy and potentially confusing automatic messages for patients ringing their surgeries.
- Based on feedback from patients the primary care team reviewed the messaging system of all practices and recommended changes
- We continue to work with practices on their communications on request
- The roll out of the GP Connect programme (complete by the end of November) aims to ensure that patient will be able to directly book into telephone appointments with their practice from the 111 Clinical Assessment Service



The Primary Care team are working with GPs to ensure the positive aspects of the advances in digital provision are maintained, while ensuring that this offers patient choice rather than the sole option for access to services. This is in line with the national NHS Digital First programme, which aims to ensure patients can easily access the advice, support and treatment they need using digital and online tools.

# Primary Care digital programme

---

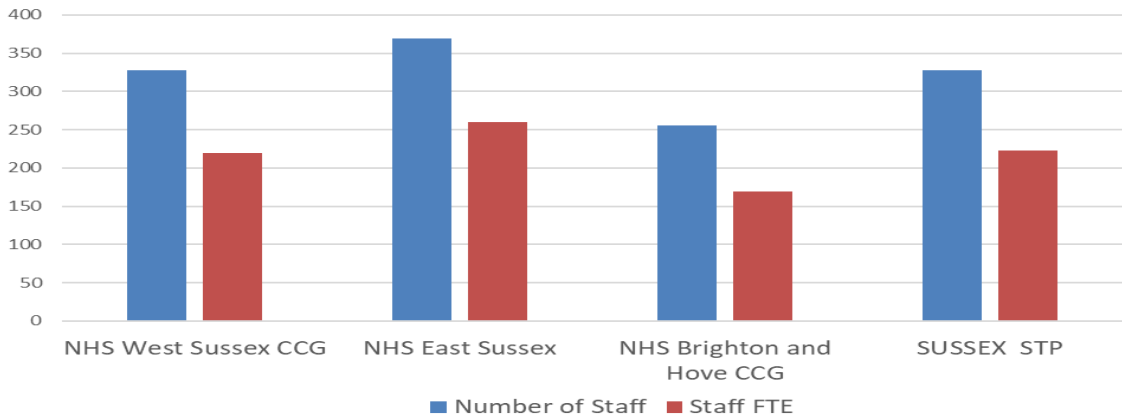
As part of the restoration and recovery programme, returning services to pre pandemic levels, the primary care Digital Programme is moving at pace to ensure support is given to General Practice and Patients. This includes the following

- Integration of a Covid-19 age algorithm with primary care clinical systems, to support proactive risk stratification of vulnerable patients.
- The design and roll out of the Primary Care Resource Portal, which will provide a central area on the CCG intranet for Practices to access all templates & referral forms. This will ensure smoother, more effective pathways for patients, particularly into newly commissioned services.
- Better extraction of (non patient identifiable) activity data to reduce the bureaucratic workload for practices; and enable the CCG to identify at an early stage, and upon, the build up of system pressures which may impact on services.
- The appointment of Digital facilitators to support practices to improve their digital offer to patients.



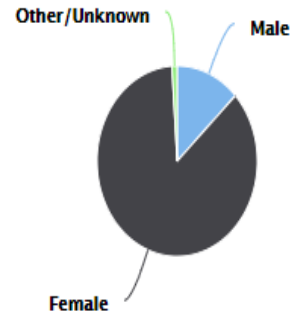
# Workforce – West Sussex CCG June 2020

Primary Care staff per 100,000 patients



Staff By Gender

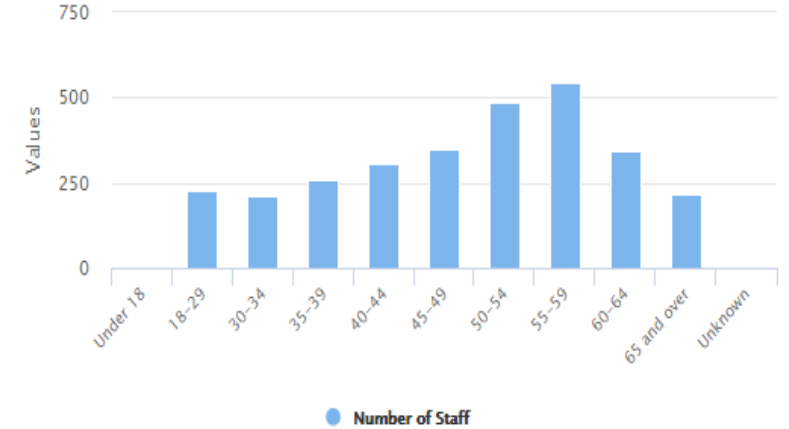
NHS West Sussex CCG



Generated by the NWRS

Staff Breakdown By Age

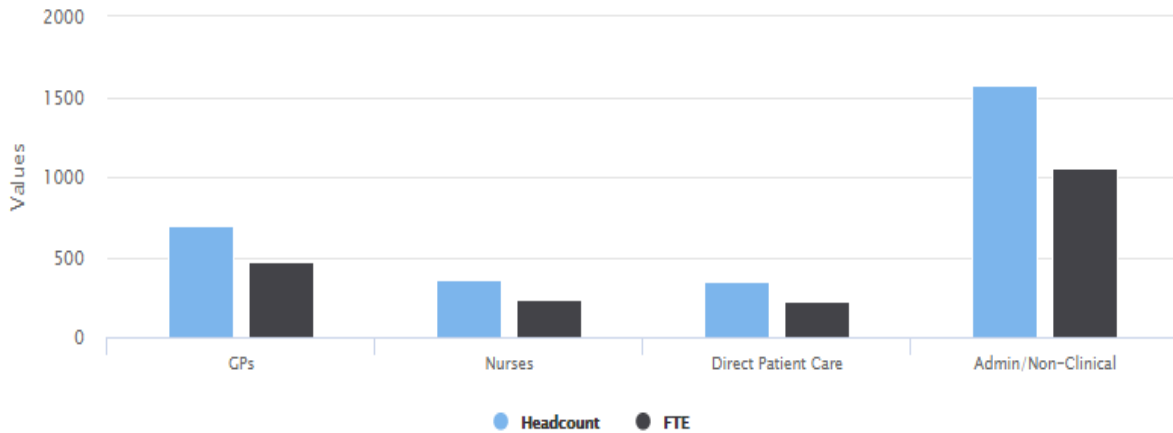
NHS West Sussex CCG, Total Staff 2,969



Generated by the NWRS

Staff Role Numbers

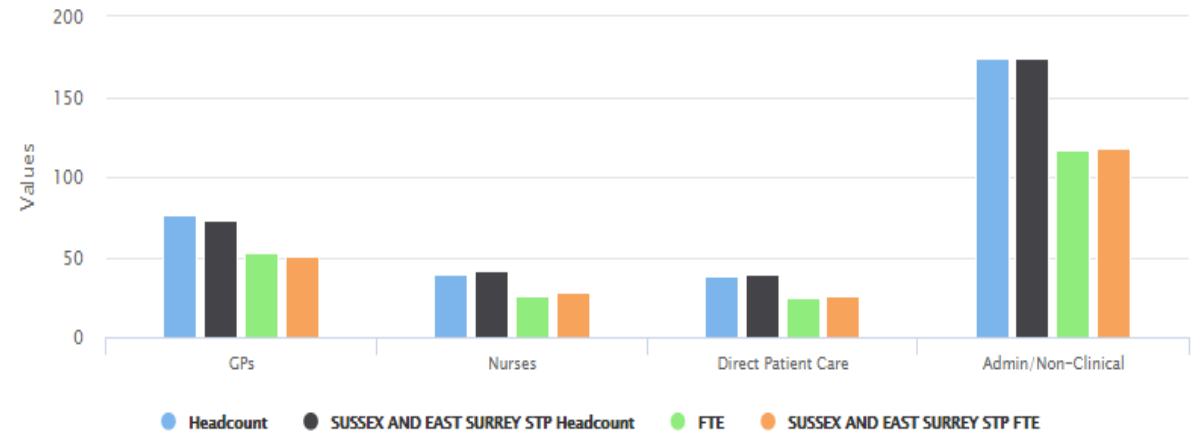
NHS West Sussex CCG, Total Staff 2,969



Generated by the NWRS

Headcount Per 100,000 Population

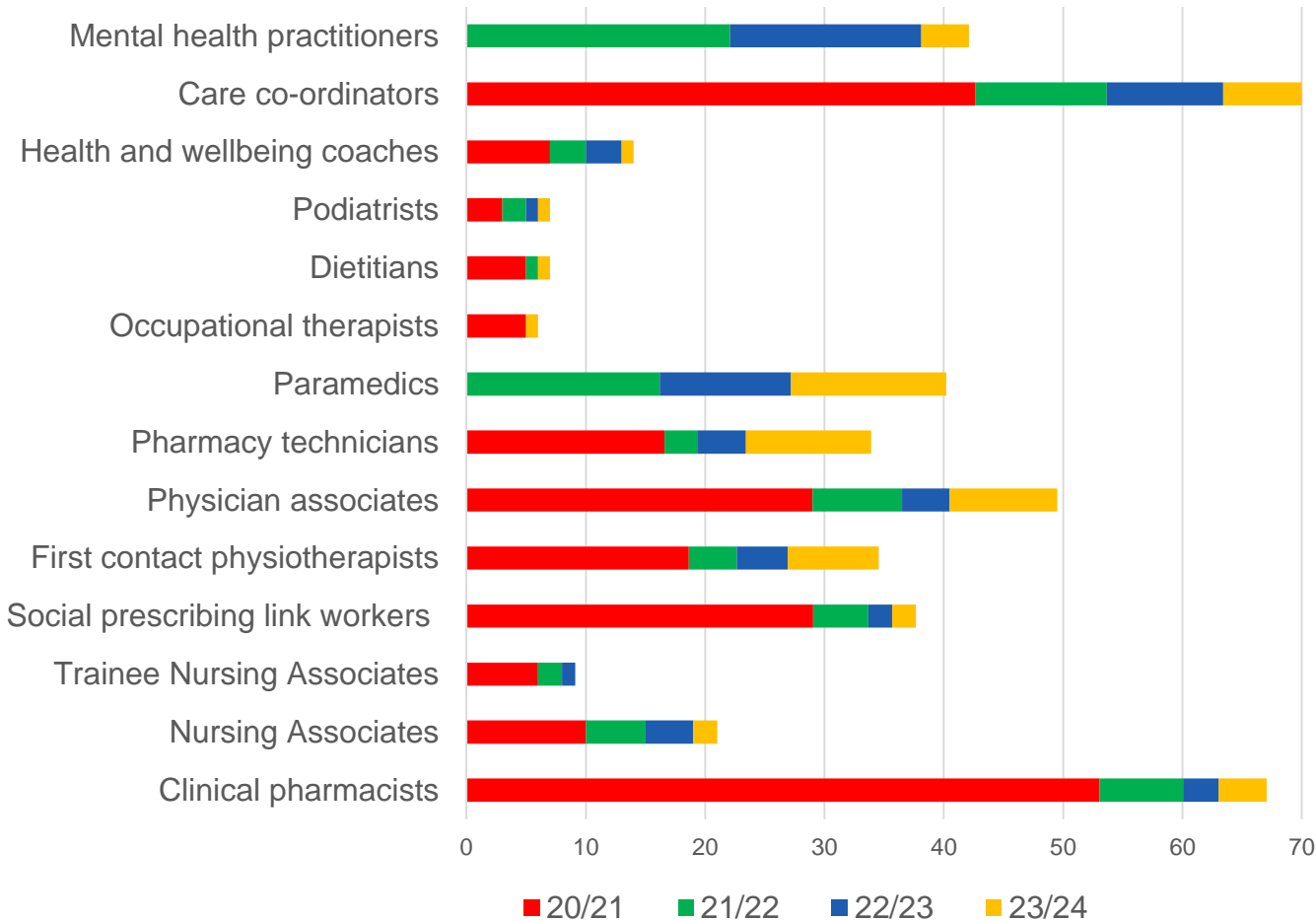
NHS West Sussex CCG, List Size 905,155



Generated by the NWRS

# Workforce – Additional Roles Reimbursement Scheme

ARRS Planned Roles – West Sussex PCNs



- The NHS has committed to an additional 26,000 patient facing healthcare workers within primary care.
- This will be achieved through the Additional Roles Reimbursement Scheme that gives Primary Care Networks (PCN) 100% of the salary costs of fourteen new roles providing care and advice to patients.
- PCNs have been provided with support to enable them to understand, recruit, train and retain these new roles.
- The roles include: Physiotherapists, Clinical Pharmacists, Occupational Therapists, Dieticians, Podiatrists, Pharmacy Technicians, Nursing Associates, Social Prescribers, Care Co-ordinators, Physician Associates, Health & Wellbeing Coaches and from April 2021 will include Paramedics and Mental Health Practitioners.

# Workforce retention and support

---

- After recruiting the workforce it is vital that they are retained. Several training hub projects are in place across West Sussex, using Health Education England funding, that will act to reduce the turnover of staff:
  - GP Academic Fellowships
  - Practice Nurse and GP “new to practice” fellowship packages
  - Mentoring schemes
  - Transitional training to enable Assistant Practitioners to become Registered Nurses
  - Training packages and bursaries to enable non GP clinicians to become advanced practitioners able to provide a higher level of care.
- Looking ahead the Sussex Primary Care Workforce Implementation Group will develop a plan to identify and support the future workforce and the Sussex Training Hubs will provide a framework of peer support, training and advancement that will meet the needs of primary care.

# Estates

---

- Primary Care Estate Strategy and West Sussex Premises Plan has been approved and published;
- In West Sussex the aim is to deliver a greater proportion of services within neighbourhoods close to the individual's home, shifting activity from acute to community and primary care services;
- This means creating integrated teams – generally at the level of populations of 30-50k size most likely through Integrated Community Hubs, which may be physical or virtual;
- In terms of primary care estates, the CCG's role is to support for Primary Care and work closely with County Council, District & Boroughs, Developers (housing) and the needs of NHS support;
- A key part of this work is to look at housing growth and planning developments, including working with District and Borough Councils;
- We work with council planning leads and planning teams with regard to specific s106 (legal term) agreements of developer contribution per site/plot, or through CIL (Community Infrastructure Levy) award;
- The new Primary Care Networks (PCN's) are at the heart of planning, and support the work on premises requirements across an area. This will evolve and be at the heart of Primary Care planning for premises – adding greater value and improving the Premises plan iteratively;