



**PWYLLGOR DATBLYGU STRATEGOL A CHYFLENWI GWEITHREDOL  
STRATEGIC DEVELOPMENT AND OPERATIONAL DELIVERY COMMITTEE**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	21 December 2023
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Primary and Community Services Strategy
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Jill Paterson, Director of Primary Care, Community Services and Long Term Care
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Rhian Bond, Assistant Director of Primary Care

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Er Gwybodaeth/For Information

**ADRODDIAD SCAA**

**SBAR REPORT**

Sefyllfa / Situation

Following an extraordinary Board meeting on 23 February 2023 it was agreed that work would be undertaken to develop a Primary Care Strategy. On 30 March 2023, the Board approved the establishment the Clinical Services Plan (CSP) Programme as a response to the challenges facing a number of fragile services. The programme is based on the Health Board's principles of care that is safe, sustainable, accessible, and kind, and provides part of the response to meet the Targeted Intervention requirements of Welsh Government. Primary Care's identification as a fragile service, means it is one of a suite of pathways that fall under the CSP governance structure and methodology. Both the decisions, for the development of a Primary Care Strategy, and the decision to instigate the CSP demonstrate the importance of Primary Care for our population health and the challenges it faces both in the immediate future, and in its long-term sustainability. Through discussion with the Executive team at a meeting in June 2023 it was discussed and proposed that due to the scale and breadth of the work required that the strategy should be inclusive of Community services.

Primary Care and Community services are dependent upon one another, and as such have been the focus of work taken forward previously in the Integrated Localities programme planning objective, as well as a number of other programmes of work. The latest iteration of the project has been reframed through the growing challenge of service sustainability.

A presentation was considered by the Health Board on 28 September 2023 where the scope set out in the presentation was agreed, however the question of what do we mean by Community was set for the Primary Care and Community Services Strategy Group to consider and respond to.

Cefndir / Background

Primary Care Services (General Medical Services, General Dental Services, Community Pharmacy and Optometric services) are commissioned against a set of national requirements set in legislation and/or are subject to Regulations. Contracts are negotiated on a national basis, and in more recent years these have been undertaken on a tripartite

arrangement with Welsh Government, the NHS and the relevant professional body agreeing a joint mandate which sets the tone and direction for the negotiations. Following completion of the negotiations further work is undertaken, again on a tripartite basis, to support effective contract implementation and commissioning of services against a national standard.

Alongside the contracting framework, the development of Primary Care services is being driven through seven key workstreams led by the Strategic Programme for Primary Care. Of particular note, is the progress against the Accelerated Cluster Development (ACD) Programme, the Community Infrastructure Programme, the Urgent Primary Care Programme and the development of the Strategic Workforce Plan for Primary Care, which is being led jointly with Health Education and Improvement Wales (HEIW).

All of the above work underpins the local ambition to develop a robust Primary and Community Services Strategy which will set out Hywel Dda University Health Board's (HDdUHB) intent on supporting and developing sustainable Primary Care services, which deliver timely and appropriate care, and which align to the vision set out in Transforming Clinical Services (TCS). The development of a Primary and Community Services Strategy will need to use an evidence base for Primary Care systems, recognising that high quality Primary Care systems around the world are associated with improved outcomes, reduced costs, higher patient satisfaction and tackling or reducing inequalities. Through the establishment of the Primary and Community Services Academy (funded by Health Education and Innovation Wales (HEIW)) there is an aspiration to adopt an approach which has four key features in reviewing and assessing the current workforce – of contact, co-ordination, continuity and comprehensive care; all of which will be used to develop and influence training and educational programmes and workforce planning. The Academy has an agreed work programme with Health Education and Improvement Wales (HEIW) which is part of the agreement on which it was established across each of the seven Health Boards, however the work programme, scope and remit of the Academy has been designed by individual Health Boards.

The Integrated Locality Programme posed a model for Primary and Community services based on four key audiences:

1. Our people
2. Our Patients
3. Our Population
4. Our Future Generations

A presentation on the development of the Strategy is being presented to a Board Seminar session on 14 December 2023, alongside presentations on two Primary Care Cluster projects that align with local and national strategic directions for service developments, as well as focussing on new roles that support multi-disciplinary working across professional groups.

An engagement exercise with the four contractor professions (General Medical Services, Community Pharmacies, General Dental Services and Optometrists) alongside the four professional representative bodies (Local Medical Committee, Community Pharmacy Wales, Local Dental Committee and Regional Optometric Committee) has commenced with a closing date early in 2024, the outcome of which will help to inform the Issues Report that is due for Board consideration on 28 March 2024.

## **Asesiad / Assessment**

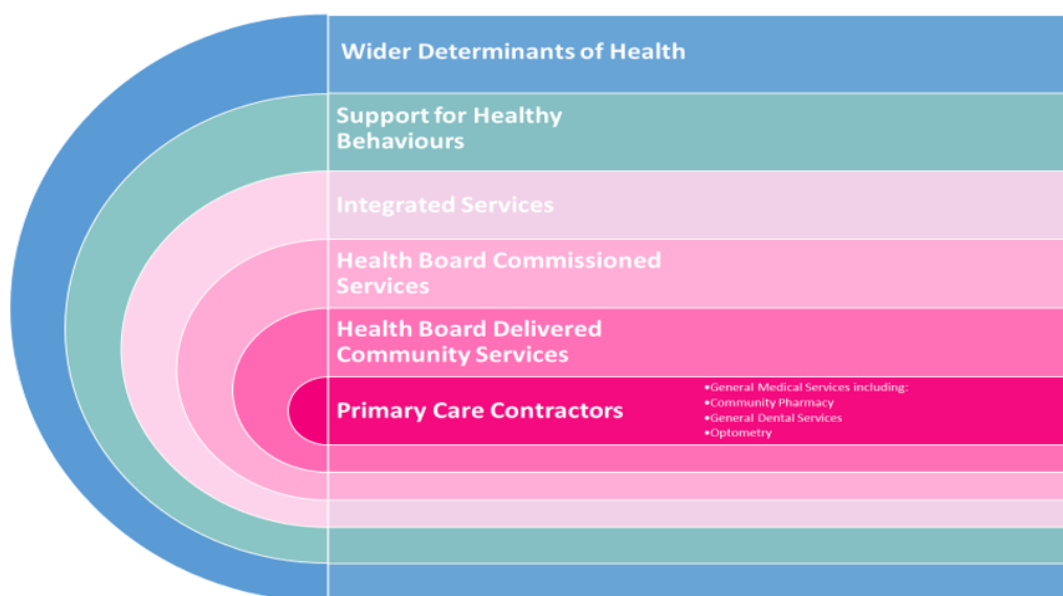
The development of a Primary and Community Services strategy for HDdUHB needs to articulate the principles and standards which will identify key actions to ensure provision of sustainable Primary Care and Community services across the four contractor professions, whilst aligning to the delivery of the overarching Health Board’s strategic vision.

Agreed as being in scope, following a discussion with the Health Board’s Executive Team are the following components:

- Primary Care contracted services: General Medical Service, Optometry, Community Pharmacy and General Dental Services.
- HDdUHB Managed Practices (current and future vision).
- Community provision of services to bring care closer to home, including social prescribing, working with the Third Sector, multi-disciplinary working, Community Resource Teams, outreach service provision such as leg ulcer clinics etc.
- Health Board wide framework for the design and development of services at Pan Cluster Planning Groups at County level (Integrated Locality Planning).
- The provision of Out of Hours services, 24/7 and Urgent Primary Care.
- Community Dental Services.

Work is progressing to develop the Primary and Community Services Strategy and the oversight of the work is through the management of the Clinical Services Plan Steering Group, with further reports planned to be made to the Health Board.

The first Primary Care and Community Services Strategy Group was held on 14 November 2023 and reports into the Clinical Services Plan Steering Group. The group considered the question posed by Board and concluded that Community Services for the purposes of the Strategy were any services that are delivered or commissioned by the Health Board including Mental Health and Women’s and Childrens services and the Third Sector and is set out in the diagram below. It is suggested that those areas in green and blue are both important elements of the Community in its widest sense but are outside the control and scope of the Strategy.



A work programme is being developed to support the range of work that needs to be undertaken to develop a robust Issues Paper given the breadth of the strategy scope and the complexities of contractor commissioned services as opposed to Health Board directly delivered services.

## Format of the Strategy

It is proposed that the development of the strategy is set out in the following format:

- Individual chapters at Cluster level (based on the current content of the Cluster Integrated Medium Term Plans) including:
  - Primary Care contractor provision
  - Community Services provision
  - population health data
  - social model for health
  - health inequalities, etc

Specific overarching chapters on:

**Premises**, (considering the offer to Primary Care contractors that supports sustainable and energy efficient ways of working, how we align the service need with capital planning requirements etc).

**Workforce** (including workforce planning and contractor and Cluster level, setting out principles for how the Health Board will undertake workforce planning, supporting the development of training, education and development plans and supporting training on a multi professional basis as well as looking to new roles and scopes of practice as well as testing new ways of working such as Microsoft Teams.

**Building system capacity** (including community services and multi-professional working; links to workforce and sustainability. The opportunity to consider the development of hybrid roles that can work across a number of service areas that offer professional flexibility and interest whilst supporting the wider system to work together as a whole).

**Empowering patients and increased directed self-care** (including signposting to the most appropriate service through Care Navigation etc, public facing education videos on access to services, testing new models of care that allow the patient to take responsibility for their own care such as Patients Knows Best.

**Sustainability**, (linking to workforce and premises, sustainable service provision is an issue across the four contractor professions and further work to scope and understand service and system pressures is essential in ensuring equitable and timely access to care).

**Quality and safety** (robust models of governance underpin each Primary Care contractual framework and underpins the successful delivery of services).

**Finance and investment** (understanding how we can deliver the most efficient and cost-effective services to patients, whilst aligning to Value Based Health and Care principles and ensuring that the opportunity for service development and modernisation is at the forefront of the strategy).

**Digital** (taking the learning through online tools such as E-Consult, Ask My GP etc, as well as providing more digital information for patients on self-care including the potential for self-administration of medication, as well as considering the potential for Artificial Intelligence (AI) and tele health, the roll out of E-Prescribing in Primary Care and the NHS app).

**Provision of services closer to home** (understanding the model that is needed to deliver the best care possible to patients whilst recognising that not all services can be delivered at an individual Practice and therefore the potential for cross GP Practice or contractor working to widen the availability of service provision.

It is proposed that a draft document is developed, following the issues paper development, to inform the stakeholder and patient engagement sessions. It is anticipated that these will be undertaken at Cluster level, and that the focus of the engagement will be on how we deliver rather than what we need to provide to ensure that we remain aligned with the Clinical Services Strategy and Transforming Clinical Services.

**Argymhelliad / Recommendation**

The Committee is asked to **NOTE** the progress made to date on the development of the Primary and Community Services strategy.

**Amcanion: (rhaid cwblhau)****Objectives: (must be completed)**

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	Not Applicable
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	7a Population Health
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives 8. Transform our communities through collaboration with people, communities and partners

**Gwybodaeth Ychwanegol:****Further Information:**

Ar sail tystiolaeth: Evidence Base:	Not Applicable
Rhestr Termiau: Glossary of Terms:	Not Applicable
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol:	Not Applicable

Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	
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Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not Applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not Applicable
Gweithlu: Workforce:	Not Applicable
Risg: Risk:	Not Applicable
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Not Applicable
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	Not Applicable