

Next Steps for Integrating Primary Care – Fuller Report

Developing our LSC Delivery Plan

DRAFT Delivery Framework Engagement
3rd October - 17th November 2022

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Next Steps for Integrating Primary Care: Fuller Stocktake Report

Sets out a vision for integrating primary care.....improving access, experience and outcomes for our communities

Published May 2022, available in full:

<https://www.england.nhs.uk/publication/next-steps-for-integrating-primary-care-fuller-stocktake-report/>



Fuller: A reminder of the key themes

Three essential offers:

- **streamlining access to care and advice** for people who get ill but only use health services infrequently: providing them with much more choice about how they access care and ensuring care is always available in their community when they need it
- **providing more proactive, personalised care with support from a multidisciplinary team of professionals** to people with more complex needs, including, but not limited to, those with multiple long-term conditions
- **helping people to stay well for longer** as part of a more ambitious and joined-up approach to prevention

Fifteen recommendations – most for ICSs, others for DHSC, NHSE, HEE

Fuller: Recommendations in a nutshell

- Enable all PCNs to evolve into integrated neighbourhood teams
- Work with local people and communities to tackle ill health
- A system wide approach to a single integrated same day urgent care pathway
- Primary care workforce to be an integral part of system and national level strategy
- System leadership to become driver of primary care improvements
- System wide estates plan to support fit-for-purpose buildings
- Improve data flow and embed digital transformation in holistic care
- Create a clear development plan to support primary care sustainability
- Enable legislative, contractual, commissioning and funding frameworks

Local Context

Fuller is big but its only part of the story....

We have a range of work programmes underway such as Population Health Management, Working with People and Communities, Urgent & Emergency Care, Workforce etc which are all about improving access, outcomes and experience for our communities. We know that our Fuller response needs to align with these.

“...whilst we’re focussing on the ‘what’ and the ‘how’ we mustn’t lose sight of the ‘why’...”

Everyone is on a journey...

Some areas are well on the way with their journey towards integration, others are just starting out, nowhere is at the end.

“...we are all on a journey...”

We have a lot of really great work going on across LSC already...

A key part of the Fuller work has to be to support sharing and learning from each other, it is that sharing and learning and the relationships we build which will enable everyone to move forwards

“...relationship, relationships, relationships...”

Developing our LSC Fuller Delivery Plan

In July 2022, the ICB Board agreed six step process



- **Step 1:** Defining what ‘good’ looks like – workshop 20th July 2022, 137 participants
- **Step 2:** Setting out the steps to get to ‘good’ – rapid workshops x 7
- **Step 3a:** Develop draft Delivery Framework, Self Assessment Tool and Delivery Planning Tool – follow on workshop 22.09.22, 94 participants
- **Step 3b:** Engagement on draft Delivery Framework . . . ● *Our focus today*
- **Step 3c:** Engagement on PCN Neighbourhood Self Assessment and Delivery Planning Tool
- **Step 3d:** Produce final Delivery Framework, System Delivery Plan, PCN/Neighbourhood Self Assessment Tool and Delivery Planning Tool
- **Step 4:** PCN/Neighbourhood self assessment (supported) and PCN/Neighbourhood Delivery Plans including support requirements
- **Step 5:** System and Place delivery support plans
- **Step 6:** Ongoing delivery oversight and support, including sharing learning and practice

Our Seven Themes

We have clustered the Fuller recommendations into seven themes

1. Integrated Neighbourhood Teams

- Co-located generalist and specialist
- Secondary care consultants aligned
 - Community engagement and outreach

2. Integrated Urgent Same Day Care

- Single urgent care team in each neighbourhood
- All patients clinically assessed as requiring urgent care
- Care from the most appropriate service/professional/modality

3. Working with people & communities

- Plans tailored to local needs and preferences
- Take account of demographic and cultural factors

4. Digital, Data & Intelligence

- Functionality
- Improve data to support access
- Solve problem of data sharing liability

5. Workforce

- Baseline existing capacity
- Innovative employment models
- Training, supervision, recruitment, retention and participation
 - Flexibilities

6. Estates

- 'One public estate' approach
- Maximise use of community assets and spaces

7. Support

- For PCN and Neighbourhood leadership teams
 - Team development
- Development forums/networks
- Provider collaborative, federations supra PCNs

Six Products

Our six step process will lead to the development of six products to support delivery of Fuller in LSC

- **Delivery Framework** - an overarching document which sets out what 'good' looks like and the steps needed to get to 'good' for Neighbourhoods, Places and System
- **Compendium of good practice examples** from across Lancashire and South Cumbria and nationally
- **System Delivery Plan** - setting out the key actions at system level to support delivery of Fuller in LSC
- **PCN/Neighbourhood Self Assessment Tool** - supporting PCNs and Neighbourhoods to understand where they are on their development journey and the next steps
- **PCN/Neighbourhood Annual Planning Template** - supporting PCNs and Neighbourhoods to plan the next steps on their development journey and identify the support they will need to progress
- **System and Place Delivery Support Plans** – drawing on the PCN and Neighbourhood Annual Plans, setting out the support for PCNs and Neighbourhoods on their Fuller development journey

Our Journey so far...

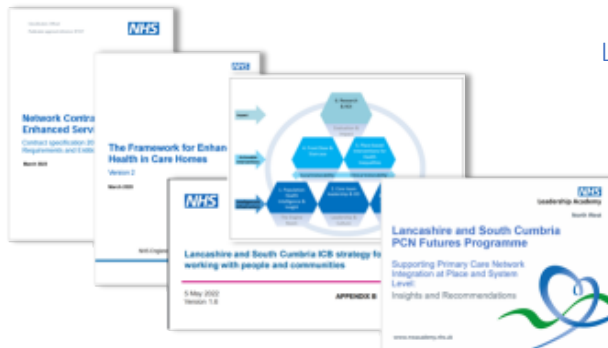
**DRAFT What 'Good' Looks Like
& Key Deliverables
& Good practice examples**



7 x Rapid workshops



Key stakeholders including: Practice manager, PCN CD, Community, Hospital, Healthwatch, Community Pharmacy, Dental, Optometry, VCFSE, Mental Health, Local Authority, Place Clinical Director, P&C Clinical Lead, PHM, GP Fed, LMC



*Engagement
3.10.22-17.11.22*

**DRAFT Delivery
Framework &
Compendium of
Good Practice**

Draft LSC Fuller Delivery Framework

Seven sections, seven themes

At the top of each section is a header which tells you the name of the theme

The second section sets out the DRAFT summary of what 'good' looks like for that theme

There are three columns setting out the 'steps to get to good' for Neighbourhoods, Places and System respectively

When-by dates are included in the shaded horizontal lines

Section headers are included to help you see which steps relate to which parts of the summary of 'good' at the top of the page

Support		
<p>What Good Looks like in LSC</p> <p>Our Support approach will:</p> <ul style="list-style-type: none"> Develop a range of back-office and transformation functions including HR, quality improvement, organisational development, data and analytics and finance to support the development of neighbourhoods and integrated neighbourhood teams Support PCNs/Neighbourhoods to establish appropriate governance to underpin collaborative work with other providers within Neighbourhoods, across Place and as part of the wider System Create a collaborative culture amongst partners across the system through stakeholder engagement, opportunities for shared learning and shared organisational and team development Develop a more consistent and comprehensive leadership development offer for neighbourhood partners including the provision of sufficient protected time to be able to meet the leadership challenge in integrated neighbourhood teams Ensure the support and collaboration of key local leaders in improving access, experience and outcomes for patients and communities by building relationships with existing local groups and embedding primary care leadership from all four pillars across the System Work to create a step change in how investment and financial support flows through the system, maximising local control over the direction of investment, with the aim of improving equity in distribution of resource to ultimately improve health outcomes 		
Neighbourhoods	Place	System
<p>Back Office & Transformation Support</p>		
Have a clear understanding of back office and transformation assets already in the Neighbourhood, not just health but all partners. Including what the support vehicles e.g. Feds, and offers are for the Neighbourhood currently	Undertake a survey of back office and transformation assets already in the Place, not just health but all partners. Looking into what the support vehicles e.g. Feds and offers are in each area.	Design, co-ordinate and collate a survey of back office and transformation assets already in the System, not just health but all partners. Looking into what the support vehicles e.g. Feds and offers are in each area.
<p>Investment and Financial Support</p>		
		Identify 'bridge' funding, the process and support for long term investment in order to drive new initiatives which in time will self-fund
		Ensure understanding of current spending distribution, compared with the system allocation and health inequalities
<p>Collaboration of Key Local Leaders</p>		
	Ensure effective utilisation of bottom up/top-down communication channel with clear representation, communication & support from practices through PCNs - feds - place - system	Establish a bottom up/top-down communication channel with clear representation, communication & support from practices through PCNs - feds - place - system
	Work with System to support the creation of a primary care forum or network with credibility and breadth of views to be able to advise the ICS – a coming together of LPHs	Work with Places to lead the creation of a primary care forum or network with credibility and breadth of views to be able to advise the ICS – a coming together of LPHs
Work with system to create a shared space (virtual) for Neighbourhoods		Work with Neighbourhoods to create a shared space (virtual) for Neighbourhoods
<p>Leadership Development</p>		
Adapt and adopt model role definitions for Neighbourhood Leadership Teams	Support development of Model role definitions for Neighbourhood Leadership Teams and support Neighbourhood teams to adapt and adopt these locally	Co-ordinate development of model role definitions for PCN Leadership Teams
Ongoing investment in leadership at PCN and neighbourhood, place and system level	Ongoing investment in leadership at PCN and neighbourhood, place and system level	Ongoing investment in leadership at PCN and neighbourhood, place and system level
<p>Governance</p>		
Work with Places to develop their local Neighbourhood vision, priorities and plan.	Support PCNs/Neighbourhood to develop their local vision, priorities and plan.	Develop tools and a process to support PCNs/Neighbourhood to develop their local vision, priorities and plan.
Adopt and embed the Partnership Working Behavioural Compact for Neighbourhoods	Support Neighbourhoods in the development of a Partnership Working Behavioural Compact for Neighbourhoods	Support PCNs/Neighbourhoods in the development of a Partnership Working Behavioural Compact for Neighbourhoods
<p>Collaborative Culture</p>		
	Support PCN development via investment and development support outside of the Network Contract DES - Place teams to support neighbourhoods.	Support PCN development via investment and development support outside of the Network Contract DES
<p>By March 2023</p>		
<p>Back Office and Transformation Support</p>		
Work with Places and System to co-produce a model of provider at scale	Work with Neighbourhoods and System to co-produce a model of provider at scale	Work with Places and Neighbourhoods to co-produce a model of provider at scale
<p>Leadership Development</p>		
Undertake a skills audit and training needs analysis for members of Neighbourhood leadership teams	Support the design and completion of a skills audit and training needs analysis for members of Neighbourhood leadership teams	Co-ordinate the design and completion of a skills audit and training needs analysis for members of Neighbourhood leadership teams
A PCN must have in place a Clinical Director who works collaboratively with CDS from other PCNs within the ICS area, helping to ensure full engagement of primary care in developing and implementing local system plans	Support PCN Clinical Directors to work collaboratively with CDS from other PCNs within the ICS area, helping to ensure full engagement of primary care in developing and implementing local system plans	Establish arrangements which support PCN Clinical Directors to work collaboratively with CDS from other PCNs within the ICS area, helping to ensure full engagement of primary care in developing and implementing local system plans
Engage with Place teams for support where the primary care wants to work with other providers at scale	Support primary care where they want to work with other providers at scale	Ensure the right arrangements are in place to support primary care where it wants to work with other providers at scale
<p>Collaborative Culture</p>		
		Put in place sufficient support for all clinical directors and multi-professional leadership development, protected time for team development and to be able to meet the leadership challenge in integrated neighbourhood teams
<p>By September 2023</p>		
<p>Back Office and Transformation Support</p>		
	Make available 'back-office' and transformation functions for PCNs... by leveraging this support from larger providers and other groups or federations e.g. pharmacy. With additional development support for providers.	Make available 'back-office' and transformation functions for PCNs... by leveraging this support from larger providers and other groups or federations e.g. pharmacy. With additional development support for providers.

Things to note

- The six products will be live documents that will continue to develop as we progress on our integration journey for Neighbourhoods in LSC, building on previous work as well as starting some new work
- There are language issues with the Delivery Framework currently and further work will be needed to address these – your suggestions will be welcomed
- We will also need to do a ‘read across’ between the frameworks from the seven groups, to consider interdependencies and alignment of timelines – again, your suggestion will be welcomed
- We are committed to honouring all feedback received and will use your comments to help further shape all of the products
- Rapid task groups will work on issues raised so far including: Definitions e.g. MDT, INT , PCN, Neighbourhood; footprints e.g. PCN : Neighbourhood; overarching principles; delivery oversight arrangements; risks and issues

How to feed back

Please share your feedback on the **DRAFT Delivery Framework** using the survey link below

<https://forms.office.com/r/i2DcfU8c3k>



**Lancashire and
South Cumbria**
Integrated Care Board

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