

HEALTH AND WELLBEING BOARD

7 July 2015

Title:	Developing Barking and Dagenham's Primary Care Transformation Strategy		
Report of the CCG			
Open Report		For Decision	
Wards Affected: None		Key Decision: No	
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Summary: <p>Through the work of the Barking & Dagenham, Havering and Redbridge Primary Care Transformation Programme Board and its newly established Primary Care Working Group, Barking and Dagenham Clinical Commissioning Group (the CCG) are responding to delivering primary care services within a complex and changing context. At a national and regional level there have been key policy documents about how primary care should be commissioned and delivered to address some of the challenges around the delivery of accessible, proactive and coordinated care for all patients.</p> <p>The strategic landscape for primary care services is central to how the CCG addresses these challenges and opportunities, and work is already underway to tackle some of these areas, for example, the CCG's new role as delegated commissioners, the development of a GP federation and the implementation of GP access hubs through the roll-out of the Prime Minister's Challenge Fund.</p> <p>The CCG working with strategic commissioning partnerships and providers from across Barking and Dagenham are now working towards bringing this together into a clear, coherent and achievable strategy for primary care transformation through the development of its 'Primary Care Transformation Strategy'. The strategy will outline the vision for primary care services within Barking and Dagenham over the next five years, taking into consideration the wider primary care landscape (such as community pharmacy, community services, dentistry and high-street ophthalmic services) and alignment with the other transformational change programmes relevant to the delivery of planned and unplanned care services. The final strategy will be published by the winter.</p>			
Recommendation(s) <p>The Health and Wellbeing Board are asked to review the attached slides and provide their comments on:</p> <p>(i) The emerging vision and common themes for primary care services in Barking and Dagenham</p>			
Reason(s) <p>The Health and Wellbeing Board by reviewing the emerging vision and common themes</p>			

can ensure that the development of the primary care strategy for Barking and Dagenham as well as the final strategy reflect the vision and priorities for the people of B&D.

Stakeholder engagement is being planned throughout the spring and summer and will aim to seek feedback from key stakeholders (including local primary care staff, local voluntary and community organisations, patients, local authorities and social care organisations). The feedback captured will then be used to shape the final strategy, which will be published in the winter. Feedback will be sought at key meetings, stakeholder events and through an online survey.

The aim of engagement over the spring and summer are:

- To raise awareness of the development of a primary care strategy for Barking and Dagenham;
- To seek feedback on local primary care services from a broad range of stakeholders and the public;
- To learn more about the current context of primary care, including the opportunities and the challenges;
- To understand in more detail what is working well in primary care and what can be improved; and,
- To ensure that the development of the Barking and Dagenham Primary Care strategy is shaped and influenced by local stakeholders;

Currently the key objectives and vision statement of the Strategy are still in development so the Health and Wellbeing Board is asked to review the emerging vision (see Appendix A) to ensure that the approach to the strategy is completed in a way that is aligned with Barking and Dagenham's long term health and social care aims.

1. Introduction and Background

1.1 The CCG are responding to delivering primary care services within a complex and changing context, this includes but not limited to:

- An increasing demand on local healthcare services
- A diverse health and social care economy which consists of a mainly young population
- An increasing number of people suffering from one or more long term conditions
- Variation in health outcomes
- The need for a focused approach towards recruitment and retention of trained primary care staff
- The need for better succession planning for retiring GPs, particularly those who are single handers and own their own premises
- The emergence of GP federations and the opportunities that this presents for innovative models for service delivery.

1.2 The strategic landscape for primary care services is central to how Barking and Dagenham CCG addresses these challenges, and opportunities, and brings these components together into a clear, coherent and achievable strategy for primary care transformation.

2. Proposal and Issues

2.1 The attached slides (See Appendix A) provide the Health and Wellbeing Board with an update on the approach being taken to develop the strategy as well as the emerging vision and common themes for the development of primary care services.

2.2. It begins by setting out the approach being taken to develop the strategy and outlines the methods for engagement. This is followed by a section that takes into consideration the key policy drivers that outline the national and London wide direction for primary care services around accessible, proactive and coordinated care. One example of the national policy document reviewed was the '*Five Year Forward View*'. Regional policy documents such as the '*Strategic Commissioning Framework for Primary Care Transformation in London*', '*The London Health Commission*' and the work of the Nuffield Trust have all been considered as part of this work. An overview of the local primary care landscape across the borough is then given along with the current challenges and opportunities that have been identified. Finally the slides set out the emerging vision and common themes for primary care across Barking and Dagenham.

3 Consultation

3.1 Stakeholder engagement is being planned throughout the spring and summer to seek feedback from key stakeholders (including local primary care staff, local voluntary and community organisations, patients, local authorities and social care organisations).

3.2 Engagement for this period will include attending key meetings across the patch, organising a series of events for all practice staff, GPs and broader stakeholders across the local healthcare economy. A survey will also be circulated to local clinicians and patients to capture their feedback on local primary care services.

4 Mandatory Implications

4.1 Joint Strategic Needs Assessment

4.1.1 The development of a primary care strategy for Barking and Dagenham has the potential to impact upon many aspects of the Joint Strategic Needs Assessment including:

- Healthy Eating, obesity and exercise
- Mental Health
- Long Term Conditions –e.g. Diabetes and Chronic Obstructive Pulmonary Disease
- Dementia
- End of Life

- 4.1.2 Primary care has a significant role to play in all these areas and from the emerging themes and visions it is hoped that the strategy will enable practices to improve the way in which they and patients manage long term conditions and mental health including encouraging patients to more proactively manage their care (which should involve healthy eating, obesity and exercise and health and wellbeing prevention)
- 4.1.3 End of Life and dementia care should be improved by use of care plans and a more integrated approach between primary and secondary care.

4.2 Health and Wellbeing Strategy

- 4.2.1 The 'Barking and Dagenham Health and Wellbeing Strategy' is divided into six age-based categories from Pre-birth and Early Years to Older Adults. The potential of the primary care strategy is to have a positive impact for Barking and Dagenham residents over their whole lives.

Within each category there are four priority themes:

1. Care and Support
2. Protection and safeguarding
3. Improvement and integration of services
4. Prevention

- 4.2.2 Each of these should be an aspect of a high quality primary care service and the completed primary care strategy will highlight the role that GPs and other contractors can play in ensuring that Barking and Dagenham residents receive the support they need throughout their healthcare journey, encounter services that are aligned and integrated and enable people to live healthy lives.

4.3 Integration

- 4.3.1 There are two common themes that have emerged for primary care in Barking and Dagenham that relate to integration:
- 'A coherent and coordinated approach together with other local partners'
 - 'A system that is strategically aligned'

The way in which the final strategy and these objectives will impact upon integration more widely will be based on the input we receive from the wider engagement around the primary care strategy.

4.4 Financial Implications

As the primary care strategy is still in development there are no financial implications to consider at this time.

4.5 Legal Implications

As the primary care strategy is still in development there are no legal implications to consider at this time.

4.6 Risk Management

Risk	Mitigating Action
<p>Stakeholder and member views: there is a risk that local stakeholders, primary care staff and members will not feel fully engaged in the development of their local strategy</p>	<ul style="list-style-type: none"> • Development of a borough engagement plan • Utilising a broad range of communication and engagement channels (e.g. briefings, surveys, bulletins and events)
<p>The availability of resources and funding may have an impact on the long term delivery of the strategy.</p>	<ul style="list-style-type: none"> • Identify where existing resources can be utilised • Engage with key stakeholders to ensure that plans are realistic and achievable
<p>Scope of transformation: the scope of primary care transformation is broad and requires partnership working across the whole of the local healthcare economy.</p>	<ul style="list-style-type: none"> • Defining the local 'as is' position to determine what the key dependencies are within the system • Engage with key stakeholders to ensure that the plans are realistic and achievable

Public Background Papers Used in the Preparation of the Report: None

List of Appendices:

Appendix 1 - Developing Barking and Dagenham's Primary Care Transformation Strategy