



Strategic Delivery Plan

Primary Care

Perth & Kinross Health & Social Care Partnership

2023 - 2026





Strategic Delivery Plan

Primary Care

Perth & Kinross Health & Social Care Partnership

2023 - 2026

4 Key Priorities over 3 Strategic areas (People, workforce & System):



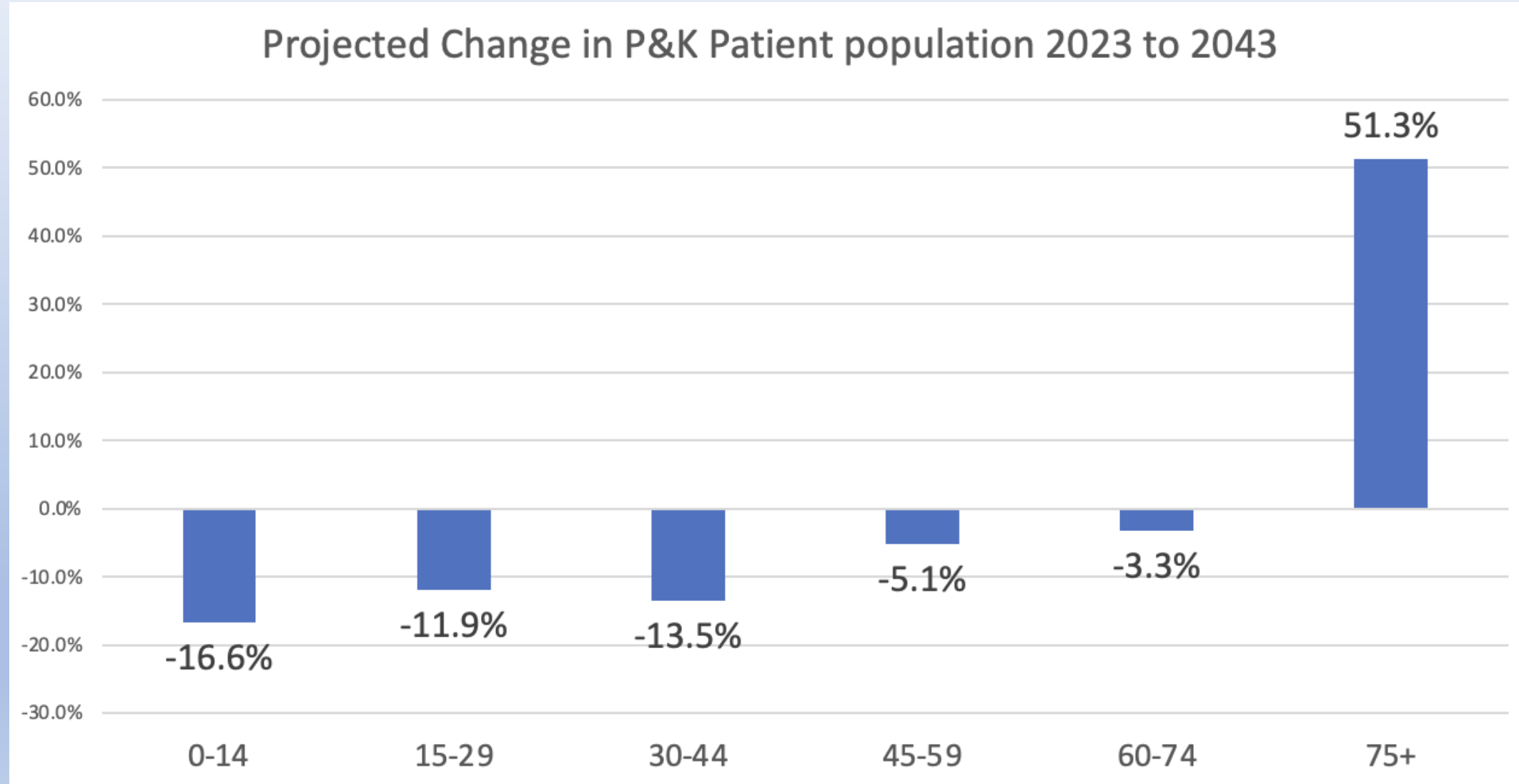
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3. We will work towards developing a **primary care Infrastructure** which provides modern, fit-for-purpose premises and digital technology to support service delivery.
4. We will aim to deliver primary care services which better contribute to **improving population health and addressing health inequalities**.

NATIONAL CONTEXT

- 2018 General Medical Services (GMS) Contract
- Health & Social Care Delivery Plan (2016)



DEMOGRAPHIC CONTEXT

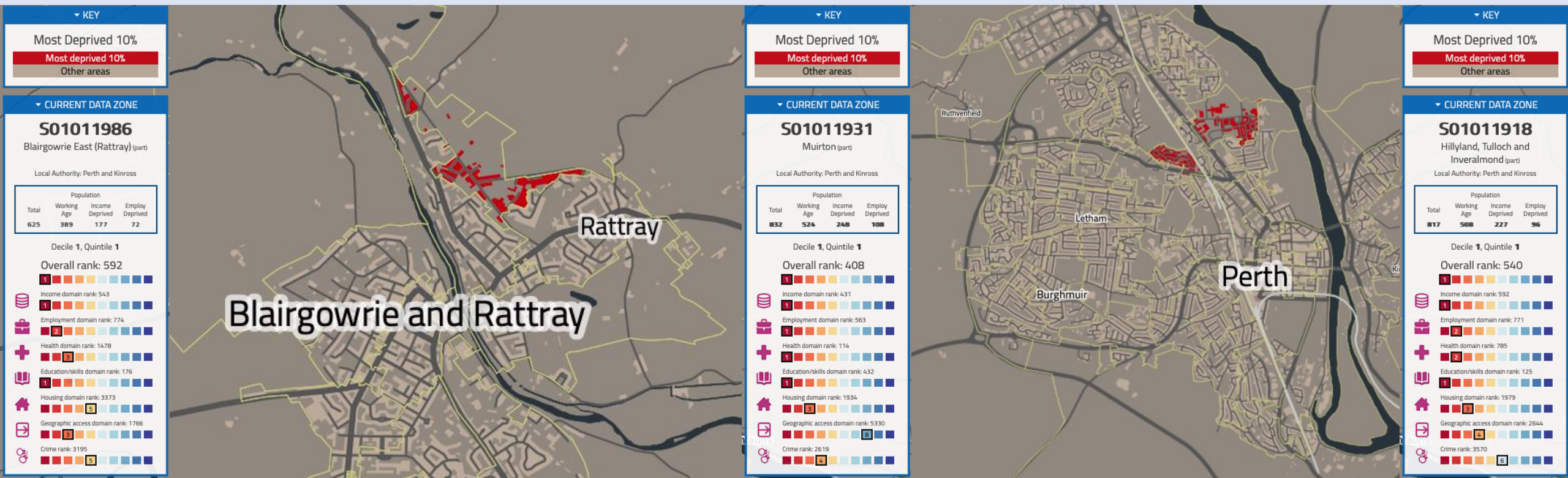


DEMOGRAPHIC CONTEXT



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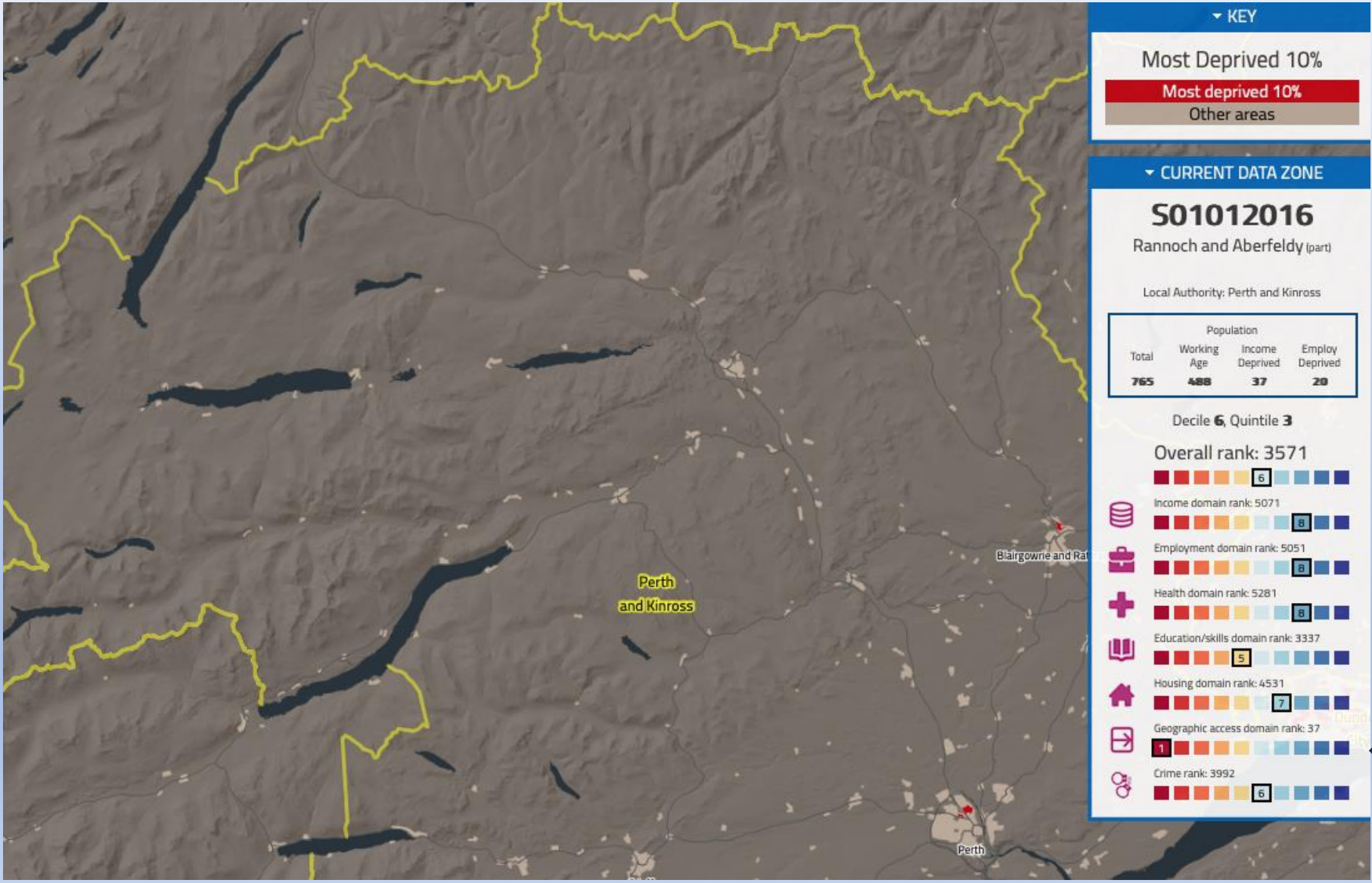


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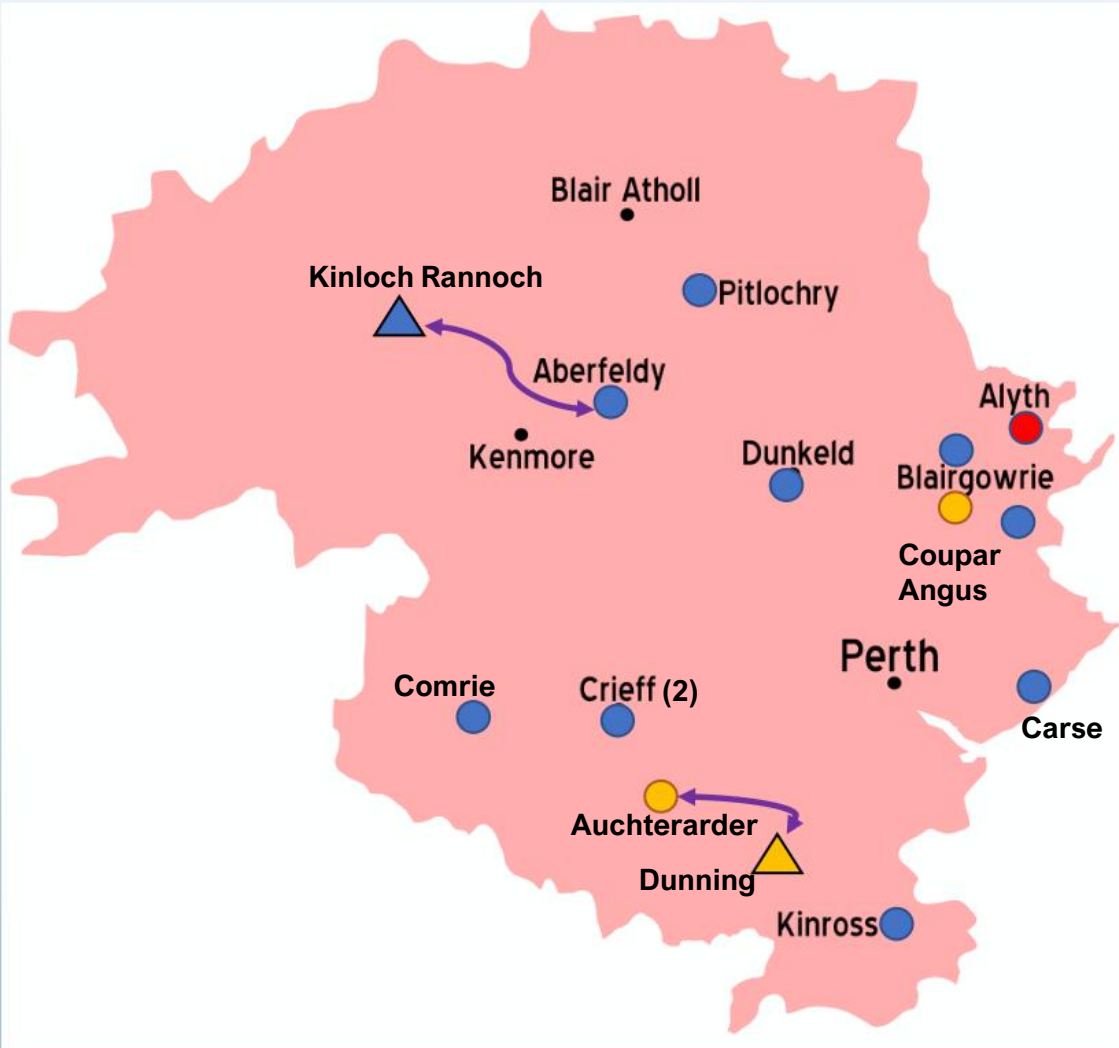
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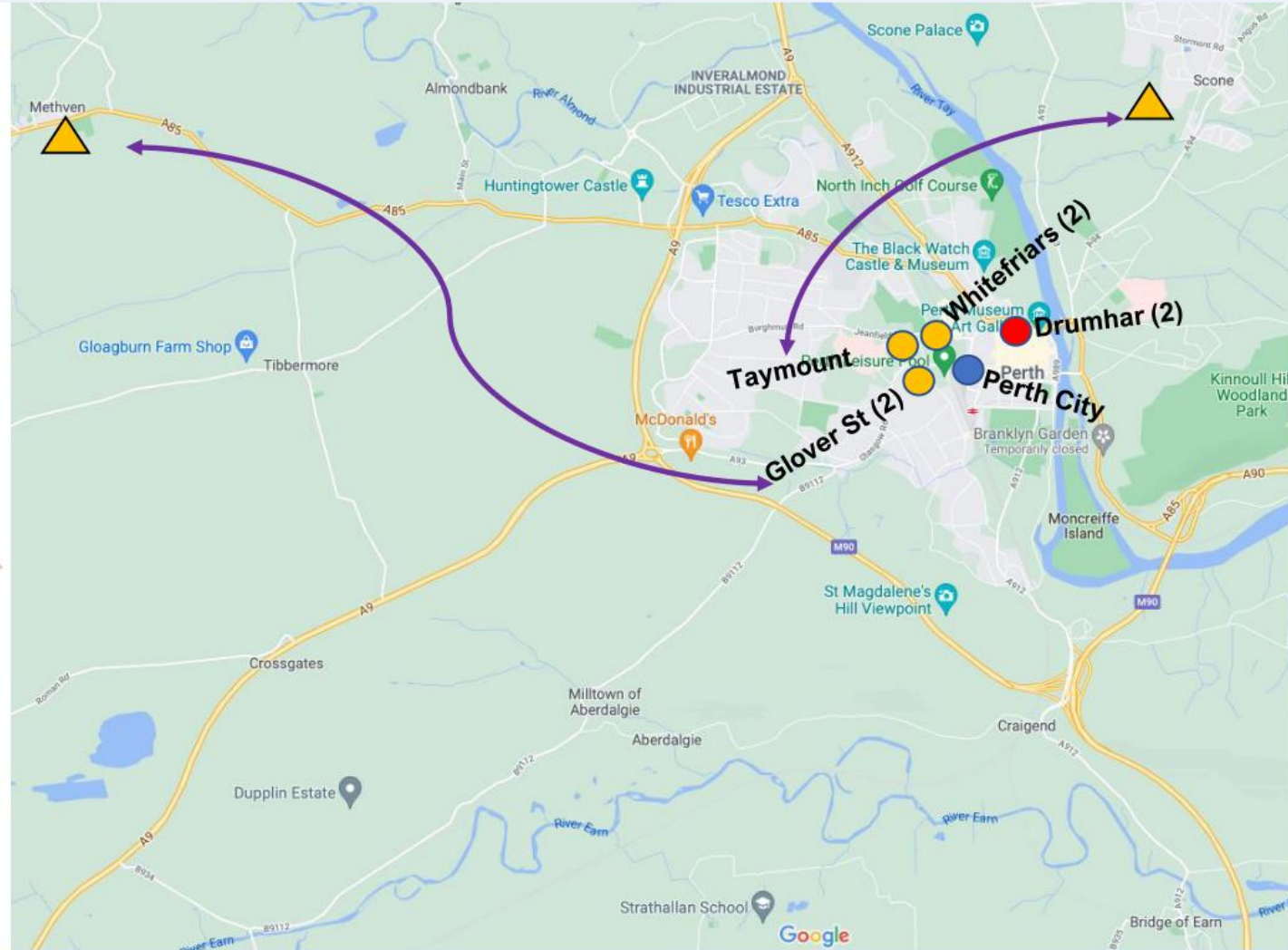


Large areas of P&K in most disadvantaged in terms of geographical access

RURAL PERTHSHIRE



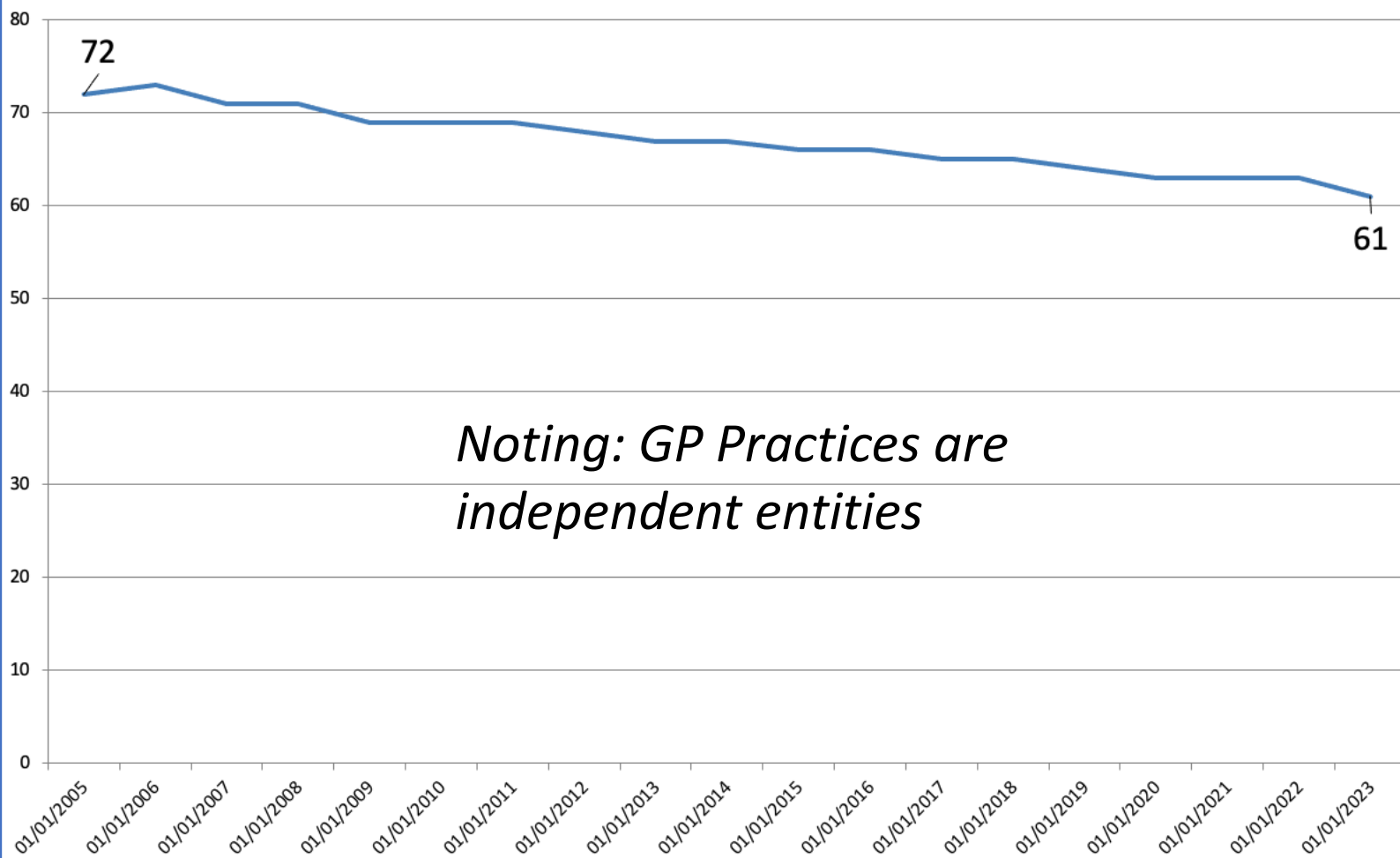
PERTH CITY



△ Branch surgery ↔ Linked Branch Surgery ○ Main Surgery ● NHST owned ● GP owned ● Leased

***Note: there are no Dundee or Angus surgeries that operate a branch site.

Number of GP practices of all contract types in Tayside 2005-2023



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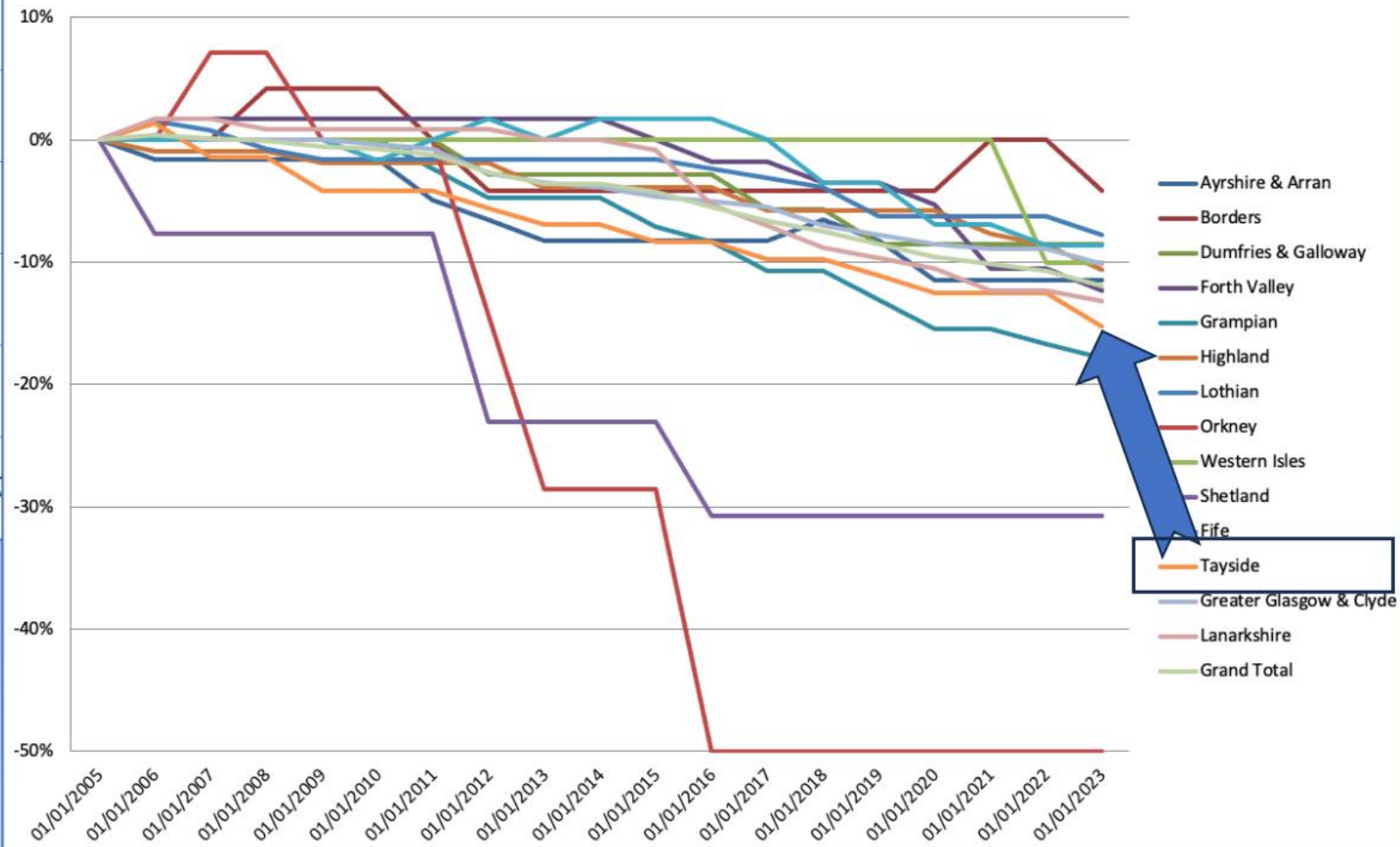
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GENERAL PRACTICE CONTEXT

Number of GP practices of all contract types in Tayside 2005-2023



Percentage reduction in GP practices in Scottish Boards 2005 - 2023



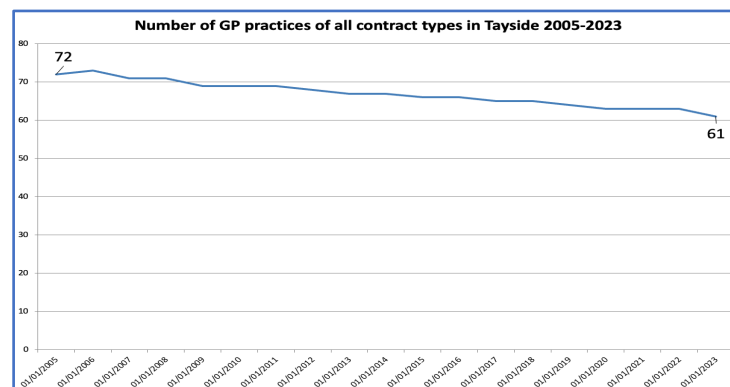
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- Reducing numbers of GP Practices
- Increasing local housing
- Ageing population
- Changing expectations of younger GP's

PERTH & KINROSS	
1	The Blue Practice, Crieff Medical Centre
2	Comrie Medical Centre
3	The Red Practice, Crieff Medical Centre
4	Aberfeldy And Kinloch Rannoch Medical Practice
5	Atholl Medical Centre , Pitlochry
6	Craigvinean Surgery, Dunkeld
7	St Serf's Practice, Loch Leven Health Centre, Kinross
8	Orwell Practice, Loch Leven Health Centre, Kinross
9	The Carse Medical Practice, Errol
10	Kings Practice, Glover Street Medical Centre, Perth
11	Green Practice, Whitefriars Surgery , Perth
12	Victoria Practice , Glover Street Medical Centre, Perth
13	The Lade, Drumhar Health Centre, Perth
14	The Taymount Surgery , Perth
15	Red Practice, Whitefriars Surgery, Perth
16	Perth City Medical Centre
17	Yellow Practice, Drumhar Health Centre , Perth
18	Stanley Medical Centre
19	Alyth Health Centre
20	Ardblair Medical Practice, Blairgowrie
21	Strathmore Surgery, Blairgowrie
22	Coupar Angus Medical Centre
23	St Margaret's Health Centre , Auchterarder
24	Bridge of Earn
25	Invergowrie Medical Practice, Invergowrie

ANGUS	
1	Arbroath Medical Centre
2	Abbey Health Centre, Arbroath
3	East Practice, Springfield Medical, Arbroath
4	West Practice, Springfield Medical, Arbroath
5	Brechin Medical Practice
6	Carnoustie Medical Group
7	Edzell Health Centre
8	Ravenswood Surgery, Forfar
9	Academy Medical Centre, Forfar
10	Lour Road Group Practice, Forfar
11	Kirriemuir Medical Practice
12	Monifieth Health Centre
13	Townhead Practice, Links Health Centre, Montrose
14	Castlegait Surgery, Links Health Centre, Montrose
15	Annat Bank Practice, Links Health Centre, Montrose
16	Friockheim Health Centre



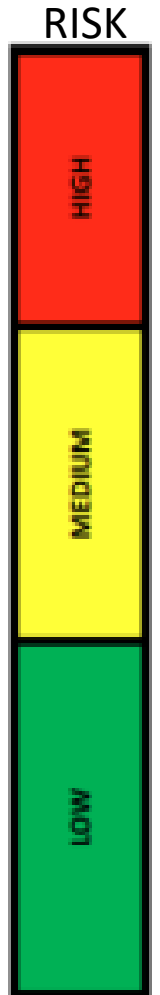
2C Practice
Operating closed list
Practice now closed
Previous practice merger

DUNDEE	
1	Muirhead Medical Centre
2	Grove Health Centre, Broughty Ferry
3	Park Avenue Medical Centre
4	Tay Court Surgery
5	Ancrum Medical Centre
6	Taybank Medical Centre
7	Coldside Medical Practice
8	Westgate Medical Practice
9	Princes Street Surgery
10	Broughty Family Healthcare , Broughty Ferry
11	Hawkhill Medical Centre
12	Family Medical Group, Green Wing, Wallacetown Health Centre
13	Erskine Practice
14	Mill Practice
15	Terra Nova Medical Practice Llp
16	Downfield Surgery
17	'Hillbank Health Centre
18	Maryfield Medical Centre
19	Ancrum ONE Medical Centre
20	Nethergate Medical Centre
21	Lochee Health Centre
22	Newfield (formally Whitfield) Surgery
23	Ryehill Medical Practice
24	Ardler Medical Practice
25	Stobswell Surgery

P&K HSCP GP Sustainability Survey

UNSUSTAINABILITY

Practice	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14
A	10	20	25	30	31	41	46	51	61	71	76	86	96	106
B	5	6	16	26	27	37	42	47	57	67	72	82	83	93
C	10	20	30	35	40	50	55	60	65	75	76	86	87	88
D	10	20	21	22	23	33	38	43	53	58	59	69	79	80
E	1	11	21	26	27	28	33	34	35	45	50	55	65	75
F	1	11	21	31	32	33	38	43	48	58	63	64	74	75
G	1	11	21	26	27	37	38	39	40	50	51	61	71	72
H	10	20	21	22	23	33	38	43	44	54	55	56	66	67
I	10	20	25	30	31	41	46	47	52	62	63	64	65	66
J	1	11	21	26	27	28	29	30	31	36	41	46	56	66
K	1	6	16	26	31	41	46	51	52	53	54	55	65	66
L	10	20	25	26	27	37	42	47	48	53	54	55	65	66
M	5	15	25	30	35	36	37	42	43	48	49	50	51	61
N	10	20	25	26	27	37	42	47	48	53	54	59	60	61
O	10	20	21	26	26	27	32	33	34	44	45	50	51	52
P	1	6	11	12	13	14	19	20	21	26	27	28	38	48
Q	5	6	7	8	9	19	24	29	30	35	36	37	38	48
R	1	2	3	4	5	6	11	12	13	23	24	25	35	45
S	1	6	11	12	13	14	15	16	21	31	32	33	43	44
T	5	10	11	16	17	18	23	28	29	34	35	40	41	42
U	1	2	3	4	5	15	20	25	26	31	32	33	34	35
V	1	11	16	17	18	19	20	21	22	27	28	29	30	31
W	1	6	7	12	13	14	19	20	21	26	27	28	29	30
X	5	6	7	8	9	10	11	12	13	15	20	21	22	23



The outcome of the risk assessment matrix score has been set as follows:

- ❖ High risk of unsustainability = **70+**
- ❖ Medium risk of unsustainability = **50 - 69**
- ❖ Low risk of unsustainability = **<50**

Factors contributing to lack of Sustainability:

- Smaller practices (especially 3 or less GP partners)
- Larger number of patients per GP WTE
- Greater number of >55yr GP's
- Greater dependence on the use of non-partner GP's
- Non-training practices
- Practices that have difficulty recruiting
- Increased number of sites / branch surgery
- Condition of premises

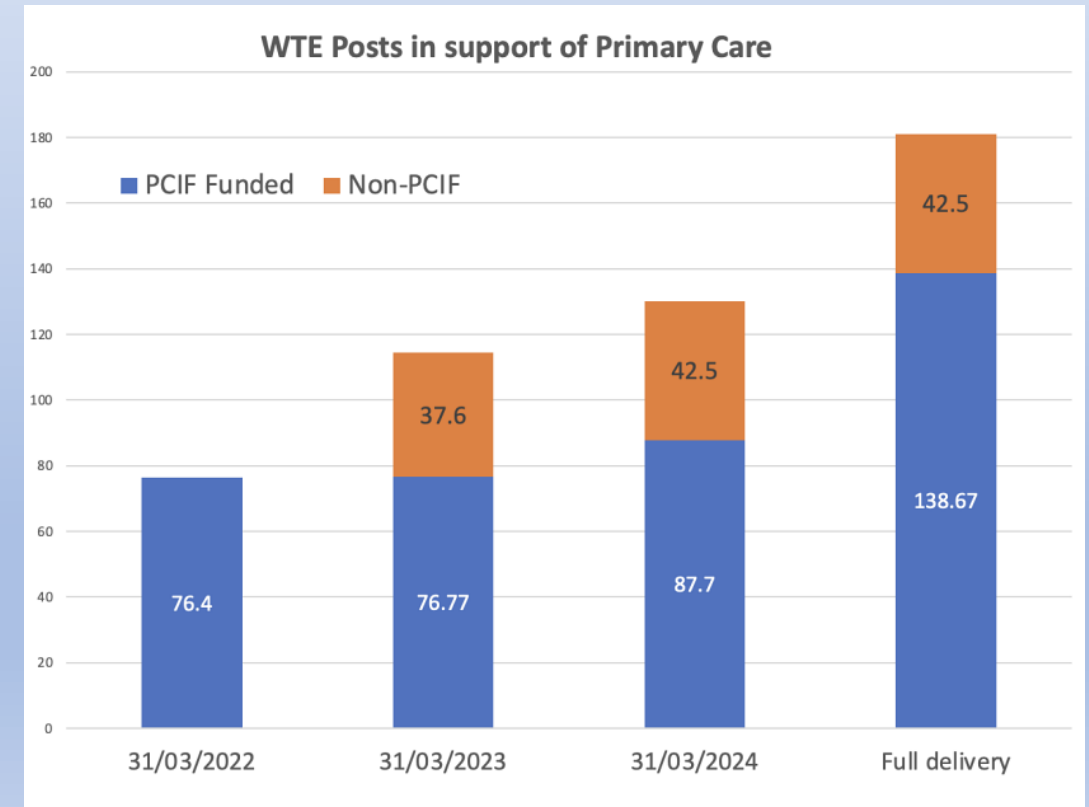
Work to date:

Primary Care Improvement Plan:

- Pharmacotherapy
- First Contact Physiotherapy
- Social prescribing service
- Advanced Nurse Practitioner (ANP) support for urgent home visit assessments
- Mental health & wellbeing nurses
- Vaccination services
- Community Care and Treatment (CCAT) services
 - Phlebotomy
 - Minor injuries
 - Wound dressings and management
 - Ear syringing
 - Suture removals
 - Chronic disease monitoring support

P&K Primary Care Sustainability Group:

- Resilience Team funded by P&K recurrent ££



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Key Priorities:

[1] We will endeavour to ensure that our *patient's experience of primary care is enhanced*, where they feel more informed and empowered and the right care is delivered in the right place, at the right time.

- Clear **signposting and communication** in relation to new services and models of delivery
- **Engagement** with local communities and frontline staff to co-design
- Ensure needs of **rural** communities understood
- **Full PCIP deliver** to enhance access for patients and sustainability of practices
- **Promote** self-management and preventative health
- Develop a Primary Care **Mental Health & Wellbeing team** to provide timely support & treatment
- Promote quality, safety and efficiency in **prescribing**
- Better **communicate** the challenges faced



Key Priorities:

[2] We will endeavour to *deliver sustainable services* by ensuring the wellbeing of our staff and that our primary care workforce is expanded, more integrated, aligned and better co-ordinated with community and secondary care

- **Engage** with practices and clusters to develop the resilience model / team
- Seek to identify **resource** to maximise the delivery of the PCIP
- Work with **secondary care colleagues** to optimise work-flow
- Develop a more comprehensive **urgent care visiting** service
- Monitor practices at risk and offer early **support**



Key Priorities:

[3] We will work towards developing a *primary care Infrastructure* which provides modern, fit-for-purpose premises and digital technology to support service delivery.

- Premises strategy
- IT Systems



Key Priorities:

[4] We will aim to deliver primary care services which better contribute to *improving population health and addressing health inequalities.*

- ‘Improving Together’ - quality framework for G.P clusters in Scotland - route to continuously improve the **quality of care**
- **Promote resilient** general practice to serve communities
- Foster **better links** to housing, social care, education and addiction services



Key Enablers:

- Workforce Plan
- IJB 3-year Financial Plan
- Primary Care Infrastructure
- Sustainability Plan
- Communication, Participation and Engagement Plan
- Performance Management Framework
- P&K Primary Care Improvement Plan





PRIMARY CARE PREMISES STRATEGY

Perth & Kinross Health & Social Care Partnership

2023 - 2028





PRIMARY CARE PREMISES STRATEGY

Perth & Kinross Health & Social Care Partnership

2023 - 2028

1. Introduction
2. Drivers
3. Demographics
4. GP Practice Sustainability
5. Population Health
6. Planned Housing
7. Health & Care Services
8. Current Considerations
9. Key Priorities
10. Implementation





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Housing under Construction in Perth & Kinross at March 2022

	Homes Under construction (2019)	Homes Under construction (remaining) @31/3/22	Homes with Planning approved	No. of GP Practices covering
Aberfeldy	100	53		1
Auchterarder	767	211		1
Alyth (Glenisla)		196	105	1 (+1 Angus)
Blairgowrie	280	189	338 (280 in Principle)	2
Bridge of Earn	81	192	1300	4 (incl Newburgh, Fife)
Crieff		718	102	2
Errol (airfield)			240	1
Gleneagles (West)			70	1
Guildtown		84		5
Kinross		228		2
Luncarty			760 (all in Principle)	6
Methven		54		Branch Surgery
Milnathort		81		2
Perth	Bertha Park 1,108	2,730		8 (Perth City)
	Almond Valley		1250 (all in Principle)	7
	Broxden	43		8 (Perth City)
	Gannochy Rd & Glasgow Rd	64		8 (Perth City)
	Hillside Hospital		61	8 (Perth City)
	Murray Royal		128	8 (Perth City)
	Perth College		110	8 (Perth City)
	Perth West (Huntingtower)	281	111	3
	Scott St		78	8 (Perth City)
Pitlochry			85 (all in Principle)	1
Scone		713	65 (all in Principle)	1
Stanley			367 (180 in Principle)	1
Projected new homes	2,782	5,667	5,059 (2,620 in Principle)	10,726
	6,009	12,241	10,927 (5,659 in principle)	23,168 (17,900 in principle) 22,843 excl Angus Practice
Projected no. of patients				

Source: Perth & Kinross 2022 Housing Land Audit (sites 50+)

10,726
homes
approved or
under
construction

22,843 patients



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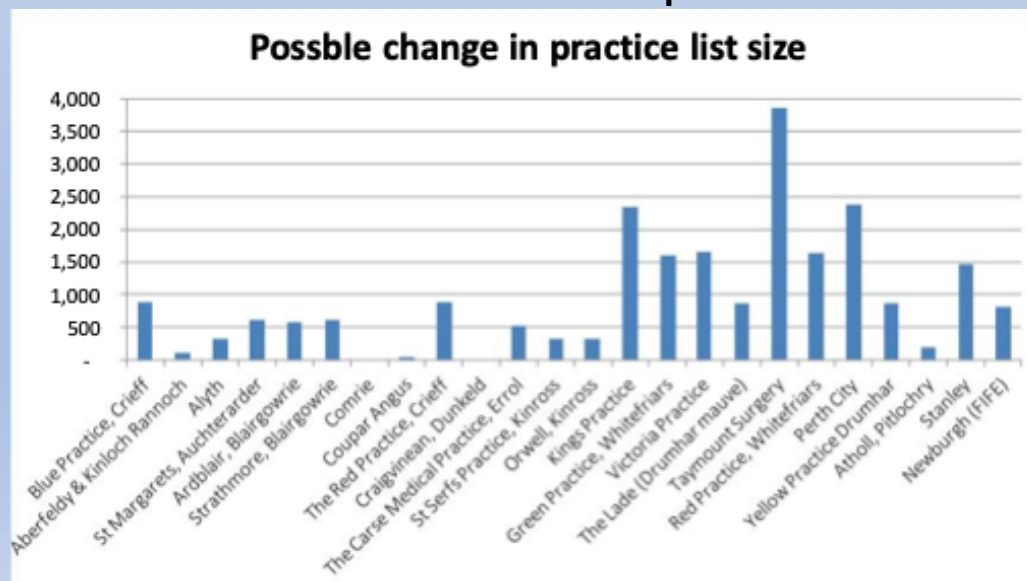
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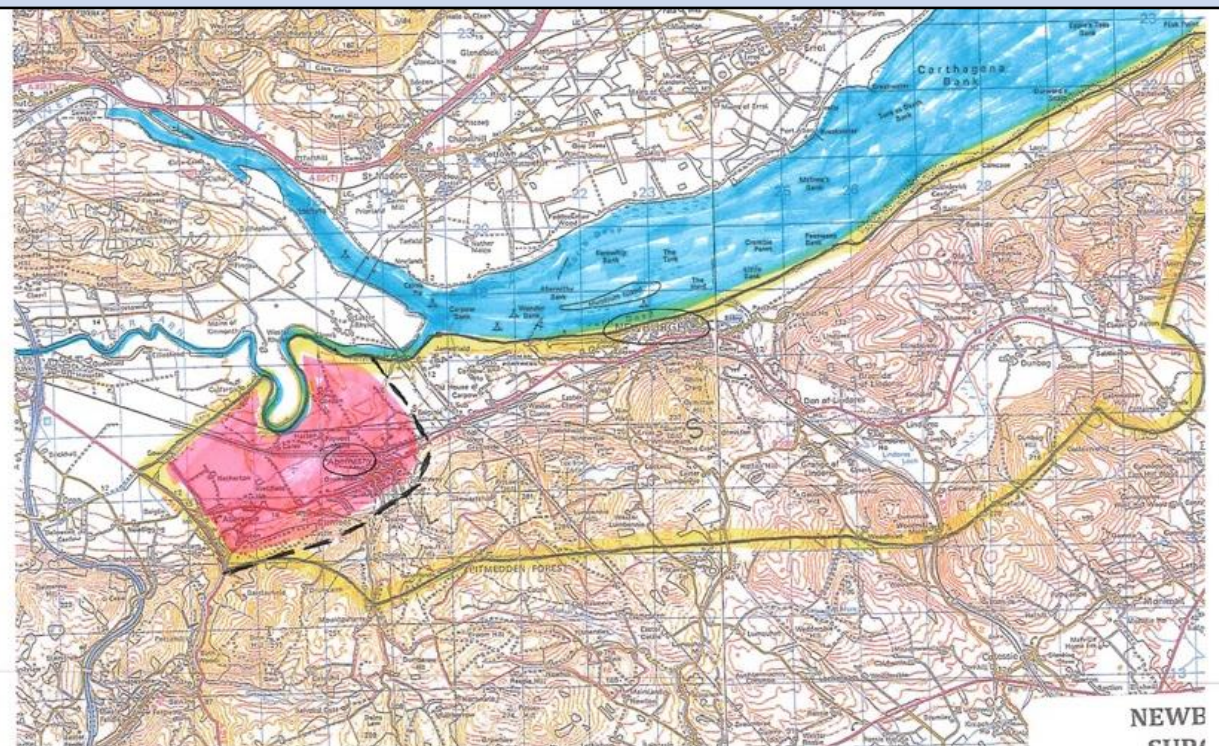
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- Community Services – increasing expectation of ‘out of hospital’ care
- Community Care & Treatment (CCAT) Services
- Pharmacotherapy Hubs
- Areas devoid of Tayside GP cover



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8. **Current Considerations**
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- The current distribution of GP premises being seen across P&K as **largely appropriate** and providing good geographical access.
- **Branch** surgeries
- **Lease** assignments / liabilities
- Stakeholder **Engagement**



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Key Priorities

1. Perth City / Bridge or Earn / Abernethy / Almond Valley GP Practices
2. Perth City Community Care & Treatment Service
3. The Carse, Errol
4. Lease Assignations/Liabilities/Property Ownership
5. Branch Surgeries
6. Opportunities for better value
7. Map PCIP Opportunities & Barriers
8. Assess potential improvements to premises
9. Premises Efficiency Review



Key Priorities

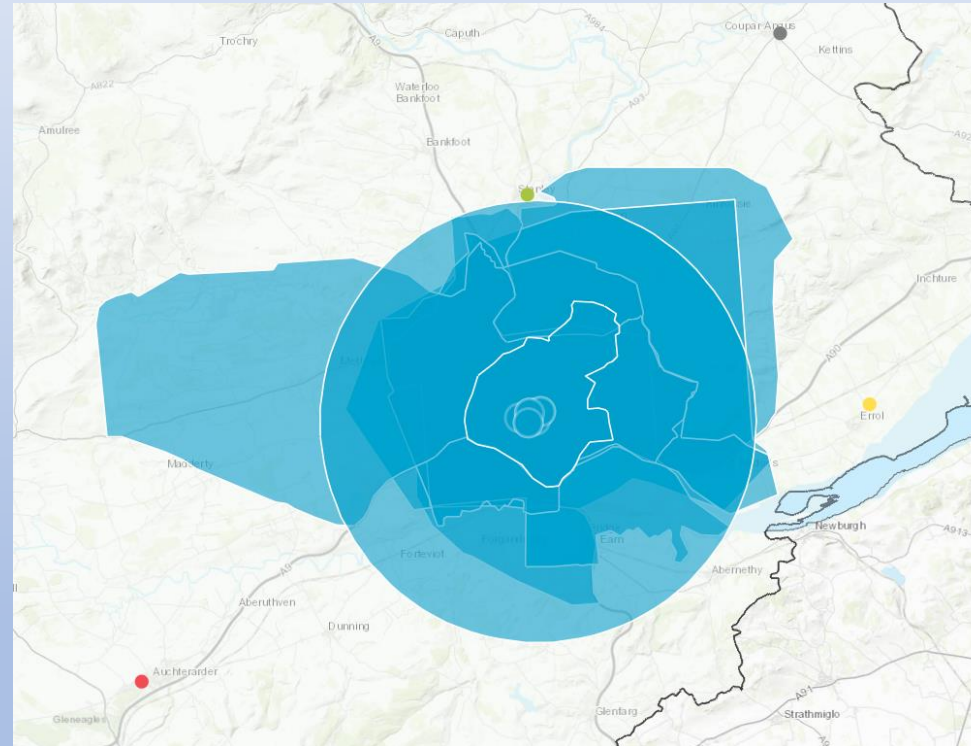
1. Perth City / Bridge or Earn / Abernethy / Almond Valley GP Practices

- Costed options appraisal on future modelling of GP practices in around Perth including BoE and West of Perth
- Explore contractual routes to support any planned change
- Scope options to re-define boundaries



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Current space shortfall in Perth City Practices*:
1,265m²
Equivalent of space to support 12,088 patients
West Perth development adds a further 836m² to this

**based on guidance in 'Scottish Health Planning Notes'*

Key Priorities

1. Perth City / Bridge or Earn / Abernethy / Almond Valley GP Practices

2. Perth City Community Care & Treatment Service

- to identify suitable premises for Perth City CCATS and consider potential for a hub and spoke model taking account of planned housing developments on the outskirts of Perth City.



Key Priorities

1. Perth City / Bridge or Earn / Abernethy / Almond Valley GP Practices
2. Perth City Community Care & Treatment Service

3. The Carse, Errol

- Work with NHST to take forward business case to develop suitable permanent premises for Carse of Gowrie



- *Current Ground Lease / Accommodation Hire with the Landlord has a 5 year term from 28/2/20 – 27/2/25*



Key Priorities

- 1.Perth City / Bridge or Earn / Abernethy / Almond Valley GP Practices
- 2.Perth City Community Care & Treatment Service
- 3.The Carse, Errol

4.Lease Assignations/Liabilities/Property Ownership

The following practice leases expire in 2026:

- Comrie Medical Practice
- Crieff Blue / Red Practices
- Stanley
- The Carse Medical Practice, Errol
- Coupar Angus Medical Practice

The following practice lease expires in 2027:

- Aberfeldy & Kinloch Medical Practice

The following practice lease expires in 2028:

- Kinloch Rannoch (branch surgery of Aberfeldy & Kinloch Medical Practice)

The following practice lease expires in 2029

- Craigvinean Surgery, Dunkeld

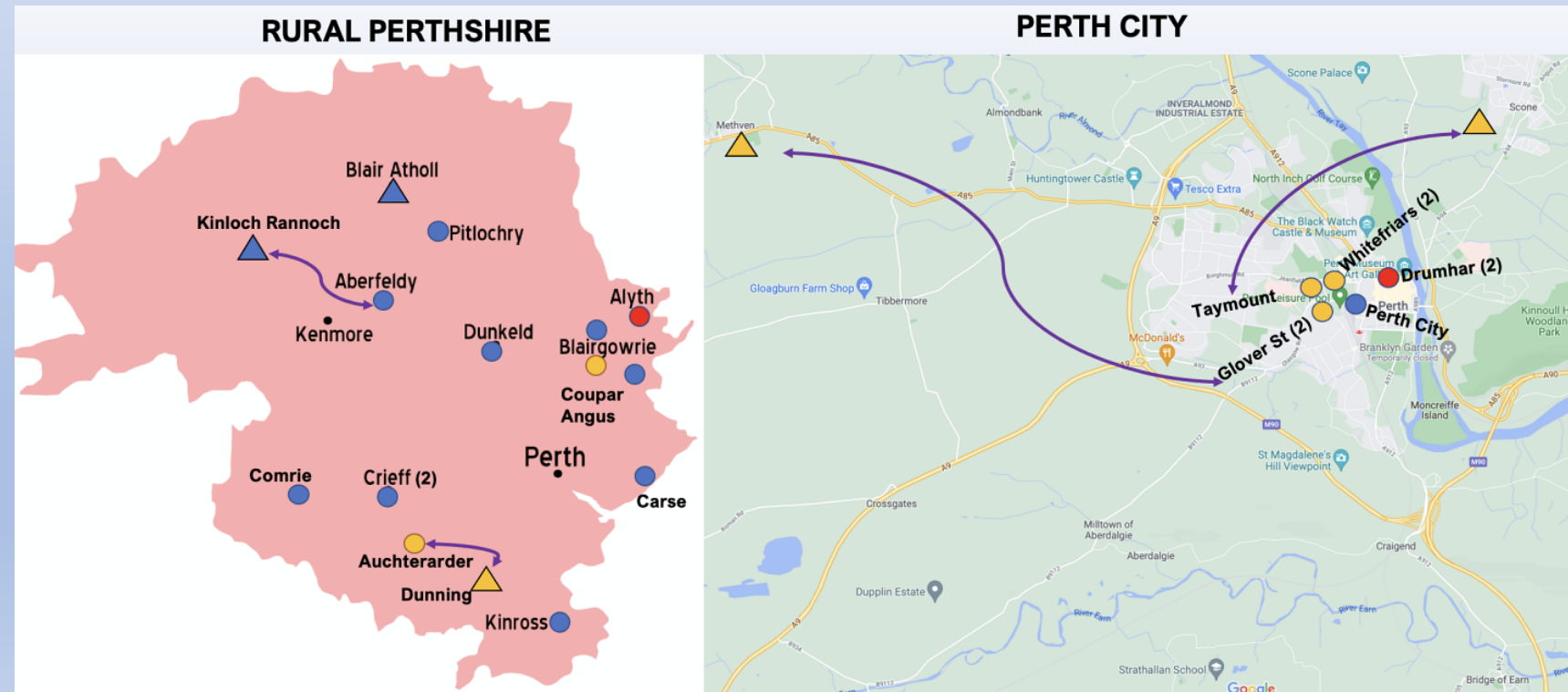


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1. Perth City / Bridge or Earn / Abernethy / Almond Valley GP Practices
2. Perth City Community Care & Treatment Service
3. The Carse, Errol
4. Lease Assignations/Liabilities/Property Ownership

5. Branch Surgeries

- Collaboration and engagement with practices regarding future service provision for the branch surgery communities
- Commence discussions with GP Practices and managed primary care services to seek opportunities for redesign



Key Priorities

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- 2.Perth City Community Care & Treatment Service
- 3.The Carse, Errol
- 4.Lease Assignations/Liabilities/Property Ownership
- 5.Branch Surgeries
- 6.Opportunities for better value**



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7.Map PCIP Opportunities & Barriers

- PCIP is a national priority so we need to understand which PCIP opportunities are not being progressed due to premises barriers and agree funding to move forward



Key Priorities

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- 5.Branch Surgeries
- 6.Opportunities for better value
- 7.Map PCIP Opportunities & Barriers

8.Assess potential improvements to premises

- prioritise and to link to potential sources of funding and timeline of funding availability



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9.Premises Efficiency Review

- Review operating costs for premises owned or leased by NHS Tayside to assess where there is potential for efficiency savings





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