



PERTH & KINROSS INTEGRATION JOINT BOARD

21 JUNE 2023

PRIMARY CARE STRATEGIC DELIVERY PLAN

**Report by Chief Officer
(Report No. G/23/58)**

PURPOSE OF REPORT

The purpose of this report is to present the updated Primary Care Strategic Delivery Plan (SDP) for the period 2023-26 to the Integrated Joint Board (IJB) for approval. The draft SDP was previously submitted to the IJB in October 2022 where it was agreed that a period of consultation and engagement with key stakeholders would be undertaken and concluded by 31 March 2023.

The SDP provides a vision for Primary Care Services in Perth & Kinross and shows the necessary priorities required to achieve the objectives relating to Perth & Kinross HSCPs Strategic Commissioning Plan.

A Primary Care Premises Strategy has been developed alongside the SDP as a companion document and is presented at the same time as this SDP to the IJB for approval.

1. RECOMMENDATION(S)

It is recommended that the IJB:

- Approve the updated Primary Care Strategic Delivery Plan as set out in Appendix 1 to this report;
- Note that consultation and engagement with key stakeholders inclusive of the Chief Officer of Angus Integration Joint Board as the Lead Partner for Strategic coordination of Primary Care Services has taken place prior to submission of the updated SDP; and
- Instruct the Chief Officer to bring back progress reports to the IJB on an annual basis.
- Issue directions as set out in Section 6 and Appendix 3 of this report.

2. SITUATION/BACKGROUND/MAIN ISSUES

As set out in the Integration Scheme, the lead partner role for Primary Care Services (excluding the NHS Board administrative, contracting and professional advisory functions) has been delegated to the Angus Integration Joint Board. Through the Angus Chief Officer, Angus IJB will co-ordinate the strategic planning and seek approval from all Integration Joint Boards on proposed strategy having regard to all localities in the Tayside area.

Perth and Kinross HSCP is the first to develop a draft 3 year plan for 2023-26. It is based on reform in Primary Care through the 2018 General Medical Services (GMS) contract and the subsequent [Memorandum of Understanding](#) (MoU) between Integration Authorities, the British Medical Association, NHS Tayside and Scottish Government. There has been service redesign, an expansion of the multidisciplinary workforce and funding through Primary Care Improvement to enable changes and work towards agreed priorities.

The draft strategic delivery plan takes into account the national context and the locally agreed Primary Care Improvement Plans which outline Perth & Kinross' approach to the delivery of the MoU/MoU2.

For this strategic delivery plan, Primary Care is defined as a service for all of the population to access both as a first point of contact and also as a gateway to a wide variety of other services in Primary, Community and Secondary care.

Perth and Kinross has an older population compared to the rest of Scotland. This means an aging population with increased multi-morbidity, increased frailty and high levels of mental health issues. In addition, the over 75 population is projected to increase further by 30.8% by 2028 and by 76.2% by 2043. These increases are greater than the projected Scottish averages and will place considerable pressure on health and social care services at a time when public expectations regarding access and continuity of care are growing. Local actions are anticipated to mitigate the risks identified, however, it is important to note that action at national level will also be required.

Perth and Kinross has an overall lower rate of deprivation compared to Scottish average, however, there are four postcode areas in the highest deprivation category (ranked SIMD 1). Poverty is one of the key drivers of ill health.

Within Perth and Kinross, there are 23 General Practices operating out of 17 separate buildings (5 GP owned, 1 NHS owned, 1 PKC owned and 10 leased to third party developers) spread across both rural and urban areas, which brings challenges for the delivery of primary care services, especially in the remote and rural areas. There are also 4 branch surgeries.

Invergowrie Medical Practice, which, due to its location and medical configuration was managed under a 17c contract with Dundee HSCP is excluded from these figures. GP Partners from the practice submitted a notice to terminate their contract with effect from 23 June 2023. This was approved by the Tayside NHS Board on 1 June 2023. The vast majority of P&K HSCP patients registered with Invergowrie Practice will be dispersed to Ancrem

Medical Practice in Dundee and 2 other practices local to where they live. Other primary care services will continue to be provided by Dundee HSCP from the NHS Tayside premises in Invergowrie.

To ensure patients in the Carse of Gowrie area continue to receive high quality, person centred and safe services, P&K and Dundee HSCP will jointly be conducting a Strategic Health Needs Assessment for the local area working with NHS Tayside.

NHS Tayside is currently refreshing its Tayside wide Primary Care Strategy. It is anticipated that the priorities contained within the Perth & Kinross SDP will be consistent with those of the wider system strategy.

3. STRATEGIC PRIORITIES

Perth & Kinross HSCPs vision is of general practice and primary care at the heart of the healthcare system. People who need care will be more informed and empowered, will access the right care, at the right time, and will remain at or near home wherever possible.

Multidisciplinary teams will deliver care in communities and be involved in the strategic planning of primary care services. The teams will be highly skilled, well motivated and operating from modern fit-for-purpose premises.

This Delivery Plan focuses on the following key themes which are in line with national and local direction:

- **OUTCOMES FOR PEOPLE**

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.

- **OUTCOMES FOR WORKFORCE**

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

- **OPTIMISING FOR THE SYSTEM**

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

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

To support delivery of the SDP, a Primary Care Premises Strategy has been developed and is submitted to the IJB for approval alongside the SDP.

4. CONCLUSION

Over the duration of the Strategic Delivery Plan we will take a whole system collaborative approach to provide Primary Care services for people living in Perth & Kinross. We will build on the significant progress already made and further develop key identified areas of Communication, Primary Care Improvement Plan (PCIP) delivery, GP Sustainability, Premises, developing skills and practice across the workforce to ensure correct assessment, treatment, care and support with a clear focus on prevention and tackling inequalities aimed at supporting Public Health Scotland's public health priorities.

Low level action plans have been developed for the implementation of the Primary Care Strategic Delivery Plan. A Primary Care Strategic Delivery Group will be established to monitor implementation of the plan and expected outcomes and will work closely with Performance team colleagues.

A high level, outcome focussed Performance Management Framework has been developed to measure the impact to this Strategic Delivery Plan. This will be incorporated with Performance Reports to the IJB Audit and Performance Committee.

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NOTE: No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing this report.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
HSCP Strategic Commissioning Plan	YES
Transformation Programme	YES
Resource Implications	
Financial	YES
Workforce	YES
Assessments	
Equality Impact Assessment	YES
Risk	YES
Other assessments (enter here from para 3.3)	NO
Consultation	
External	YES
Internal	YES
Legal & Governance	
Legal	YES
Clinical/Care/Professional Governance	YES
Corporate Governance	N/A
Directions	YES
Communication	
Communications Plan	YES

1. Strategic Implications

1.1 Strategic Commissioning Plan

The Strategic Delivery Plan supports the delivery of the Perth and Kinross Strategic Commissioning Plan in relation to all five deliverables below:

1. prevention and early intervention,
2. person centred health, care and support
3. work together with communities
4. inequality, inequity and healthy living
5. best use of facilities, people and resources

In order to meet increasing demand, provide high quality, effective support for Primary Care and meet the objectives outlined in the Strategic Commissioning Plan (2020-25) as set out above, Primary Care, Perth and Kinross HSCP will prioritise the identified themes: Outcomes for People, Outcomes for Workforce and Optimising the System.

- Ensure that the 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. Working with communities and partners across all sectors to develop a range of Primary Care services.
- Provide a rapid, Primary Care multi-disciplinary response.

- Deliver sustainable services by ensuring that our primary care workforce is multi-disciplinary, integrated and better co-ordinated with community and secondary care.
- Designing and implementing safe, sustainable, patient and outcomes focused systems of Primary Care Managed services.
- Support the development a primary care Infrastructure which provides modern, fit-for-purpose premises and digital technology to support service delivery.
- Deliver primary care services which better contribute to improving population health and addressing health inequalities.

2. Resource Implications

2.1 Financial

The Primary Care Strategic Delivery Plan (SDP) actions are underpinned by the Primary Care Improvement Plan and associated ring-fenced funding. The delivery of the full ambition of the SDP and GMS 2018 Contract is dependent on additional funding. In the current financial climate, the Scottish Government have been unable to confirm funding for the current levels of commitment or for the additional amount required to meet the full aspirations of the contract. If this funding is not secured, the IJB will be asked to assess and prioritise the needs of the Perth & Kinross population to include Primary Care services as part of future budget setting.

2.2 Workforce

The workforce implications are set out in the Strategic Delivery Plan.

3. Assessments

3.1 Equality Impact Assessment

Under the Equality Act 2010, PKC and NHS Tayside is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the HSCP to demonstrate that it is meeting these duties.

This section should reflect that the proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

- (i) Assessed as relevant previously and the following positive outcomes are expected to continue taking account that there is now an obligation to have due regard to remove inequality of outcomes caused by socio economic disadvantage and rurality as well as to comply with other equalities' legislation. It will be identified within the development of the Primary Care SDP that there is a clear requirement to ensure services are easily accessible without barriers, irrespective of ethnicity, gender, sexual orientation, age or disability. (See completed EFIA in Appendix 3)

3.2 Risk

The IJB's strategic risk register aims to identify risks that could impact on the achievement of P&K IJB's objectives. The register includes strategic risks related to workforce, financial resources and viability of external providers for which the development and implementation of the Primary Care SDP will be a key mitigatory measure and expected to be a positive influence on risk. The success of the SDP will have a significant influence on the IJB achieving its objectives.

National shortages are occurring in Pharmacy and this is expected to last for 5-10 years and is a significant workforce risk.

The current financial challenges are well documented and implementation of the Strategic Delivery Plan assumes that Scottish Government funding allocations will be forthcoming.

Risk 1 Description	Agreeing a Strategic Delivery Plan is key to enabling Perth & Kinross HSCP to deliver the vision for primary care as set out in the HSCP Commissioning Plan through adoption of a planned, open and transparent approach. Without a clear plan, there is a risk that resources will not be directed in the most efficient and cost effective way and that it will be more challenging to secure funding at a local, regional or national level.
Risk Category	Strategic and operational
Inherent Risk Level	Likelihood 4 x Impact 4 = 16 (Extreme Risk)
Mitigating Actions (including timescales and resources)	Development of a work programme to ensure agreed priorities and progress is monitored in a planned way.
Residual Risk Level	Likelihood 2x Impact 3 = 6 (Moderate Risk)
Planned Risk Level	Likelihood 1 x Impact 2 = 2 (Low Risk)
Approval recommendation	Given the impact of the mitigating actions this risk is deemed to be manageable

Risk 2 Description	A lack of strategy may mean recruitment opportunities are lost as potential GPs and primary care staff will not join the Perth & Kinross workforce as unable to see the future direction & strategic intentions of delivery of primary care services in the area.
Risk Category	Strategic and operational
Inherent Risk Level	Likelihood 3 x Impact 3 = 9 (High Risk)
Mitigating Actions (including timescales and resources)	Clear vision for Perth & Kinross outlining the benefits of working in the area, how staff are supported and how we plan to deliver services moving forward
Residual Risk Level	Likelihood 2x Impact 3 = 6 (Moderate Risk)
Planned Risk Level	Likelihood 2x Impact 3 = 6 (Moderate Risk)
Approval recommendation	Given the impact of the mitigating actions this risk is deemed to be manageable

3.3 Other assessments

Measures for Improvement

The Primary Care Performance Framework will provide measurement of key actions. Updates will be regularly providing to the identified forums/groups.

Patient Experience

Regular patient feedback will be sought in relation to experience and satisfaction. Learning from any adverse events will continue to be encouraged and feedback from individual services will be shared with P&K Clinical Care and Professional Governance Group.

Benefit Realisation

The PC SDP sets out its aims and ambitions of benefiting the people of Perth and Kinross by ensuring appropriate access to services for all. Working together with all partners to make sure people can get the right care at the right time by an appropriate member of a multi-disciplinary team.

4. Consultation

4.1 External

Comments were sought on the draft SDP from Primary Care Partners, Angus HSCP as Lead Partner, Dundee HSCP and the GP Sub Committee.

4.2 Internal

Internally, the proposed 3 year strategic delivery plan has been shared and consulted upon with the Executive Management Team (EMT).

The SDP has been widely circulated alongside an online survey amongst key stakeholders including, Perth and Kinross GPs and Practice Managers, Cluster Quality Leads, PCIP Service leads, Senior Managers & Clinical leads within Perth & Kinross HSCP. Recipients were encouraged to circulate the SDP and survey widely and were given the opportunity to respond via email, verbally or through completion of an on line survey. In addition, members of the Primary Care Team attended GP Cluster Meetings where participants provided views on the SDP and were given the opportunity to contribute to its development. A report on the outcome of the consultation is available on request.

The survey sought views on both the SDP and the Primary Care Premises Strategy which is also being presented to the IJB Meeting in June 2023.

4.3 Impact of Recommendation

Public consultation has not taken place in relation to development of the SDP. It is the intention of the Primary Care Team to develop a communication, participation and engagement plan as detailed in the SDP which will have a focus on ongoing engagement with the public, raising awareness about primary care services and providing opportunities for communities to engage in meaningful conversations about the services they receive and what matters to

them. Where there is a need for specific community consultation, regarding, for example, significant service change, then the primary care team will ensure that it engages with communities as well as health and care providers at the start of that journey so that any service change can be achieved through co-production and design.

5. Legal and Governance

- 5.1 The Primary Care Strategic delivery plan and onwards performance framework will be governed through P&K Primary Care Board.

6. Directions

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 – 28 of the Public Bodies (Joint Working) (Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Perth & Kinross Council and NHS Tayside.

The IJB is asked to issue the directions within Appendix 3 to NHS Tayside in relation to the Perth & Kinross Primary Care Delivery Plan and as detailed below.

NHS Tayside is directed to provide the necessary support and resources to ensure the successful achievement of the key actions in each of the identified 4 key priority areas included in the Perth and Kinross Primary Care Strategic Delivery Plan.

7. Communication

- 7.1 The Primary Care Strategic Delivery Plan and associated action plan will be closely monitored and supported through the P&K Primary Care Board. This forum will be supported by the Key Themes Sub Groups and updates and communications will be provided to EMT and IJB accordingly.

2. BACKGROUND PAPERS/REFERENCES

The SDP references documents used in the drafting of the SDP.

3. APPENDICES

Appendix 1 – PKHSCP Primary Care Strategic Delivery Plan 2022-26
Appendix 2 – Equality & Fairness Impact Assessment (EFIA)
Appendix 3 – Directions