



PERTH & KINROSS INTEGRATION JOINT BOARD

21 JUNE 2023

PRIMARY CARE PREMISES STRATEGY

**Report by Chief Officer
(Report No. G/23/59)**

PURPOSE OF REPORT

The purpose of this report is to present the Primary Care Premises Strategy for the period 2023-28 to the Integrated Joint Board (IJB) for approval. This follows a period of consultation and engagement with key stakeholders.

The Primary Care Premises Strategy sets out the current position, describes challenges to ongoing sustainability and provides a vision for Primary Care Premises in Perth & Kinross. The Strategy details the necessary priorities required to achieve the objectives relating to Perth & Kinross HSCPs Strategic Commissioning Plan and the Primary Care Strategic Delivery Plan.

1. RECOMMENDATION(S)

It is recommended that the IJB:

- Approve the Primary Care Premises Strategy as set out in Appendix 1 of 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;
- 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

This Perth and Kinross Primary Care Premises Strategy is set within the context of a number of both national and local drivers detailed in the document. The strategy details the current and anticipated pressures, and

includes nine priority areas for Perth & Kinross which will inform the development of a wider NHS Tayside Premises Strategy. Both Angus and Dundee Health & Social Care Partnerships have produced their own Primary Care Premises Strategies which were submitted to their respective IJBs in October 2022.

The P&K Premises Strategy describes the genesis of current premises stock and how the General Medical Services (GMS) contract has impacted on the way general practice works and that of the wider primary care team. The report also documents the significant challenge of GP sustainability and references the results of the most recent survey which outlined, amongst other things, the number of anticipated GP retirements and age demographic of the GPs currently working in Perth & Kinross.

Compounding these sustainability challenges, the strategy also outlines the impact on general practice as a result of housing developments in the area and the risks that practices face through decisions that may have to be made to close lists, re-define boundaries and potentially even close a practice. The knock on effect of any of these actions is significant for neighbouring practices and can cause a domino effect.

Implementation of the Premises Strategy will be facilitated by the proposed establishment of a Perth & Kinross Primary Care Premises Planning Group. This group will establish a prioritised workplan and work closely with colleagues from both Angus and Dundee HSCPs ensuring a consistent approach across Tayside is adopted. It is anticipated that the workplan will span a number of years and include planning for beyond the life of this strategy as detailed in the 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.

One of the priority areas identified within the Perth & Kinross Strategic Delivery Plan is:

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

The Primary Care Premises Strategy details the ambition of Primary Care in relation to this over-arching priority and also describes the risk to GP

sustainability and how the priorities within the strategy will help alleviate some of this pressure. A detailed work plan will support delivery.

It is acknowledged within the Strategy that GP sustainability is complex and that simply by addressing premises priorities will not resolve the challenges of recruitment into general practice. Our Strategic Delivery Plan (SDP) sets out our broader primary care intent over the next 3 years and recognises that there is no single solution to improving recruitment & retention in general practice.

The nine priority areas identified in the Premises Strategy are detailed below and are in no particular order. Each priority has a number of identified high level actions:

Priority No.	Priority Area
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

4. CONCLUSION

Our vision is to provide safe and sustainable services to the population of Perth and Kinross. The Premises Strategy identifies a number of key priority areas that if implemented will help maintain GP sustainability and support improved recruitment and retention of our valued workforce in order to be able to continue to provide these services effectively and efficiently.

Whilst it is the responsibility of NHS Tayside (NHST) to ensure suitable premises are in place for Primary Care services, in order to ensure P&K GP practices continue to deliver sustainable and high quality services, it is beholden on P&K HSCP to ensure it has a clear picture of the current situation and a strategic plan for premises going forward to inform NHST on the HSCP priorities. Dundee and Angus HSCPs have also developed their own Primary Care Premises Strategies which together, contribute to the overarching NHS Tayside Premises Strategy. These Strategies will help inform priorities & decision making of the NHS Tayside Asset Management Group (AMG) and Primary Care Premises and Infrastructure Group (PCPIG).

We will adopt a collaborative approach and engage with our key stakeholders on an ongoing basis, ensuring targeted consultation where significant service change is anticipated.

Author(s)

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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 Premises Strategy supports the delivery of the Perth & 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*

2. Resource Implications

2.1 Financial

Any costs associated with the work will be funded through a combination of mechanisms and funding sources including the Primary Care Improvement Programme fund and Scottish Government capital funds.

Each element of work will require detailed option appraisal and cost benefit analysis before progressing if needed to public consultation, building warrant and planning application stages.

2.2 Workforce

Any additional costs associated with the workforce will be determined following completion of detailed option appraisal and cost benefit analysis relating to individual pieces of work associated with delivery of this strategy.

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.

- Assessed as relevant 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 2)

3.2 Risk

The GP Premises Strategy does not contain an explicit risk assessment however the document does identify the key risks and these are detailed below:

Risk 1 Description	Agreeing a GP Premises Strategy is key to enabling Perth & Kinross HSCP to deliver the Primary Care Initiative Programme. Without a clear strategy, there is a risk of being unable 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)	Agreement of criteria to enable the work programme to move forwards and to ensure there are ideas in the pipeline so opportunities for additional funding are not lost.
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 prevent good decision making when reviewing lease renewals for premises.
Risk Category	Strategic and operational
Inherent Risk Level	Likelihood 4 x Impact 4 = 16 (Extreme Risk)
Mitigating Actions (including timescales and resources)	NHST to agree to progress actions described in Priority 4 in the Strategy to enable clarity of process and priority.
Residual Risk Level	Likelihood 2x Impact 4 = 8 (High Risk)
Planned Risk Level	Likelihood 1x Impact 4 = 4 (Moderate Risk)
Approval recommendation	Given the impact of the mitigating actions this risk is deemed to be manageable

Risk 3 Description	A lack of strategy may mean that those taking up GP Roles 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 general practice and clarity on risks and opportunities available to GPs joining a Perth & Kinross practice. Development of the Strategic Delivery Plan outlining primary care intent over the next 3 years.
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

The current financial challenges are well documented and implementation of the Premises Strategy assumes Scottish Government capital funding allocations.

3.3 Other assessments

The following headings should be included in the report where relevant:

Measures for Improvement

The Perth & Kinross Primary Care Premises Planning Group will establish a set of measures appropriate to each priority area as determined within the work programme.

Patient Experience

A primary care communication, participation and engagement plan will be developed which will 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.

Health and Safety

One of the key considerations described within the strategy is the need to deliver safe care for patients which includes delivery from within a safe environment. A number of GP premises are in need of upgrade or works identified which require completion. Whilst it is the responsibility of NHS Tayside (NHST) to ensure suitable premises are in place for Primary Care services, in order to ensure P&K GP practices continue to deliver sustainable and high quality services, it is beholden on P&K HSCP to ensure it has a clear picture of the current situation and a strategic plan for premises going forward to inform NHST on the HSCP priorities.

Benefit Realisation / Quality

The Premises Strategy sets out its aims and ambitions of benefitting both the workforce and the population of Perth and Kinross who access primary care services by ensuring safe places to work and safe appropriate and timely access & provision of services. Through the implementation of the Premises Strategy Primary Care in Perth & Kinross will be seen as a good place to live and work as a primary care Infrastructure will be in place which provides modern, fit-for-purpose premises and digital technology to support service delivery.

IT

The Perth & Kinross Primary Care Premises Planning Group will identify IT implications through the option appraisal process in relation to relevant priority areas as determined within the work programme.

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

The Premises Strategy 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 Premises Strategy 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 Premises Strategy 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 Primary Care Premises Strategy and the Strategic Delivery Plan (SDP) 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 Premises Strategy. It is the intention of the Primary Care Team to develop a communication, participation and engagement plan as detailed in the Strategy 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 Premises Strategy will be governed through P&K Primary Care Board, the Primary Care Premises and Infrastructure Group (PCPIG) and the NHS Tayside Asset Management Group (AMG).

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 Premises Strategy and as detailed below.

NHS Tayside is directed to provide the necessary support and resourcing to implement the actions in each of the identified priority areas detailed in the Perth and Kinross Primary Care Premises Strategy

7. Communication

- 7.1 The Primary Care Premises Strategy and associated work plan will be closely monitored and supported through the P&K Primary Care Board. This forum will be supported by the establishment of the Primary Care Premises Planning Group. Progress and communications will be provided to EMT and IJB accordingly.

2. BACKGROUND PAPERS/REFERENCES

The Premises Strategy references documents used in the drafting of the Strategy.

3. APPENDICES

Appendix 1 – Perth & Kinross HSCP Primary Care Premises Strategy 2023-2028

Appendix 2 – Equality & Fairness Impact Assessment (EFIA)

Appendix 3 – Directions