



PERTH & KINROSS INTEGRATION JOINT BOARD

26 October 2022

PRIMARY CARE STRATEGIC DELIVERY PLAN

Report by Associate Medical Director
(Report No. G/22/159)

PURPOSE OF REPORT

The purpose of this report is to provide the Integration Joint Board (IJB) with the draft Primary Care Strategic Delivery Plan for the period 2023-26 in advance of a period of consultation. This provides a vision for Primary Care Services in Perth & Kinross and shows the necessary actions required to achieve the objectives relating to Perth & Kinross HSCPs Strategic Commissioning Plan and connects these actions to the Perth & Kinross HSCP Financial Framework.

1. RECOMMENDATION(S)

It is recommended that the IJB:

- Note the development of the draft Primary Care Strategic Delivery Plan;
- Approve a period of consultation and engagement with key stakeholders inclusive of Angus IJB as the Lead Partner for Primary Care Services to be concluded by 31 March 2023; and
- Note the establishment of a 3 Year Financial Framework which will be developed by 31 March 2023.

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.

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 31% by 2028 and the 60-74 year old population by 13% in the same period. 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 G.P. 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.

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 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 deliver sustainable services by ensuring that our primary care workforce is expanded, more integrated and better co-ordinated with community and secondary care.

- **OPTIMISING FOR THE SYSTEM**

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

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

4. FINANCIAL PLAN

The financial implications of the Primary Care Strategic Delivery plan are currently being established and a 3 Year Financial Framework will be developed by 31st March 2023.

5. 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 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.

A period of consultation has been planned. We will engage with Primary Care Partners including Angus HSCP as Lead Partner, Dundee HSCP, GP Sub Committee and also Perth and Kinross GPs and Cluster Quality Leads and will report the outcomes back to a future IJB. We will take further direction from Angus HSCP as the lead partner for Primary Care on a public engagement plan.

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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	NO
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 financial implications of the Primary Care Strategic Delivery plan are currently being established and a 3 Year Financial Framework will be developed by 31st March 2023.

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 Strategy that there is a clear requirement to ensure services are easily accessible without barriers, irrespective of ethnicity, gender, sexual orientation, age or disability.

3.2 Risk

The IJB's strategic risk register aims to identify risks that could impact on the achievement of PKIJB'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 the risk exposure for the risks identified above. 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.

3.3 Other assessments

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

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 (P&K)

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 – Patient/Service User first priority**

4.1 External

No consultation has yet occurred. It is planned to engage with Lead Primary Care Partners in Angus HSCP, Dundee HSCP, GP Sub Committee and also Perth and Kinross GPs and Cluster Quality Leads.

4.2 Internal

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

4.3 Impact of Recommendation

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

There will be not be a legal requirement on the IJB to issue Directions to NHS Tayside and Perth and Kinross Council in relation to the contents of this paper at this point in time. Directions will be issued upon completion of the period of consultation and the approval of the Lead Partner Appendix of the Directions policy.

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

8. BACKGROUND PAPERS/REFERENCES

None

9. APPENDICES

Appendix 1 – PKHSCP Primary Care Strategic Delivery Plan 2022-25