

**NHS DORSET CLINICAL COMMISSIONING GROUP
PRIMARY CARE COMMISSIONING COMMITTEE
DORSET SUSTAINING AND TRANSFORMING PRIMARY CARE
INVESTMENT PLAN**

Date of the meeting	05/04/2017
Author	R Payne, Head of Primary Care
Purpose of Report	To note progress with sustaining and transforming primary care as part of the delivery plans for the Primary Care Commissioning Strategy.
Recommendation	The Committee is asked to note the report.
Stakeholder Engagement	Engagement plan with members, clinicians, staff, patients & public.
Previous GB / Committee/s, Dates	Primary Care Commissioning Strategy and Plan 2016-2020/21 - 18 January 2017 Governing Body Dorset GP Forward View Delivery Plan 2016-2020/21 – 1 February 2017 Primary Care Commissioning Committee

Monitoring and Assurance Summary

This report links to the following Strategic Principles	<ul style="list-style-type: none"> • Services designed around people • Preventing ill health and reducing inequalities • Sustainable healthcare services • Care closer to home 		
	Yes [e.g. ✓]	Any action required?	
		Yes Detail in report	No
All three Domains of Quality (Safety, Quality, Patient Experience)	✓		✓
Board Assurance Framework Risk Register			
Budgetary Impact	✓	✓	
Legal/Regulatory			
People/Staff	✓		✓
Financial/Value for Money/Sustainability	✓	✓	
Information Management & Technology	✓		✓
Equality Impact Assessment	✓		✓
Freedom of Information	✓		✓
I confirm that I have considered the implications of this report on each of the matters above, as indicated	✓		

Initials : RP

1. Introduction

- 1.1 Dorset CCG plans to invest £2.3m over two years to sustain and transform primary care, in line with NHS Operational Planning Guidance requirements. This fund should enable groups of practices working at scale to support delivery of the Dorset GP Forward View Delivery Plan. The investment is designed to be used to stimulate development of at scale providers for improved access, stimulate implementation of the 10 high impact actions to free up GP time, and secure sustainability of General Practice.
- 1.2 The monies will be held centrally and notionally allocated through the localities for 'At Scale Groups of practices'. These funds will form part of a menu of resources to support sustainability and transformation.

2. CCG Support

- 2.1 To support the development of Local Sustainability and Transformation Plans the CCG has been planning a provider development offer. We have reviewed what resources (capacity and skills) are available within the CCG to develop this support, this has helped to identify what additional support is required outside of this and how investment can be used to address identified gaps.
- 2.2 Plans are now in place to work with all 'At Scale General Practice groups' to develop and implement local plans in line with the aspirations set out in the Dorset GP Forward View Plan for 2017-19. This will act as the key delivery plan for the Dorset Primary Care Commissioning Strategy, with a focus in year one on General Practice provider development.
- 2.3 A menu of support will be offered by the CCG to enable delivery of these plans. An outline of this is shown in Figure 1 below:

Menu of Support	
Investing in Primary Care	Improving Quality – Rightcare
Workforce Including Planning and Locum Chambers	Workload Including workflow optimisation and training for reception staff
GP Resilience Programme Local support of NHS England plans	Engagement and Communication Local public engagement
Prevention At Scale	Technology Enabling Care
Locality Profiling	New Care Models
Expert Advice Including legal workshops	Facilitation Of additional PLTs

- 2.4 Priorities for mobilising this support include:

- Project management for local plans – support with recruitment and development of these roles;
- Clinical and business leadership – a development programme for all Transformation leaders;

- Engagement planning – to involve key stakeholders in local communities;
- Workforce planning – to support local plans for sustainability and transformation, including resilience (working with NHS England), training for practice staff, workflow optimisation and releasing time for care (as part of a national GP Development Programme).

3. Transformation Development and Investment Plans

- 3.1 The Primary Care Strategy Implementation Group will oversee investment and development plans on behalf of the Dorset Primary Care Commissioning Committee. At the Primary Care Strategy Implementation Group meeting on 15 February 2017 agreement was reached with all Dorset Chairs on the framework to invest in sustainability and transformation support. The key features of this support includes transformation Protected Learning Time, investment in clinical and business leadership, project management and a range of expert resources including estates, workforce planning, training, and community engagement.
- 3.2 Plans include working with NHS England to develop General Practice resilience and we will be looking to support practice level diagnostic assessments of need to inform local action plans.
- 3.3 Funding will enable GPs and Practice Managers to engage in the development and delivery of the local sustainability and transformation plans under the direction of the GP Locality Chair. This will operate under an agreed framework for payment so it is consistent and ensures value for money.
- 3.4 The allocation of funding on key transformation support activities has been developed for year 1 of the transformation programme with a total investment of £1.1m. This is shown in figure 2 below:

Figure 2: Dorset Transforming Primary Care Investment Plan Year 1

Transformation Funding	
DORSETWIDE (For local deployment)	£'000
Additional PLTs	65
Expert team e.g. legal, estates, consultancy	50
Engagement	50
Workforce Planning	50
Strategic input from Practice Managers	50
Clinical and Business Leadership	520
Project Management	260
Other Costs	55
Total	1100

7.6

- 3.5 A proportion of the above (£520k for clinical and business leadership and £260k for project management support) is to be managed at locality level through the GP Chair, with oversight and governance through the Primary Care Strategy Implementation Group. This group will ensure investment decisions are made in accordance with NHS SFI and financial planning and procurement guidance.
- 3.6 A methodology for the deployment of the notional locality allocations has been agreed with the GP Locality Chairs and is shown in Figure 3 below, together with an explanation of the methodology used:

Figure 3: Local deployment of investment for transforming primary care in Dorset

Locality	Practice Population (as at 31 December 2016)	Baseline Allocation * (£)	Capitation Based Allocation ** (£)	Total Allocation *** (£)
Bournemouth North	66,808	30,000	32,836	62,836
Central Bournemouth	63,981	30,000	31,446	61,446
Christchurch	54,566	30,000	26,819	56,819
Dorset West	41,105	30,000	20,203	50,203
East Bournemouth	67,784	30,000	33,316	63,316
East Dorset	69,813	30,000	34,313	64,313
Mid Dorset	44,100	30,000	21,675	51,675
North Dorset	86,781	30,000	42,653	72,653
Poole Bay	74,162	30,000	36,450	66,450
Poole Central	62,582	30,000	30,759	60,759
Poole North	52,569	30,000	25,837	55,837
Purbeck	34,066	30,000	16,743	46,743
Weymouth & Portland	75,179	30,000	36,950	66,950
Grand Total	793,496	390,000	390,000	780,000

*baseline funding has been set at the same rate for all Dorset GP at scale groups to enable investment in local leadership arrangement and project management support.

**an additional allocation has been made, based on population size of the locality

***total investment for local deployment reflects the overall programme plan for clinical and business leadership and project management support

- 3.7 The Strategy Group will also provide a forum for peer review of local implementation plans to ensure these align to achievement of all GP Forward View strategic milestones and targets. The ongoing review of these plans will also consider the impact of investment in terms of outcomes achieved, value for money and shared learning across Dorset localities.

4. Alignment of Local Plans with Dorset GP Forward View

4.1 Clinical Chairs, with support from the CCG, will lead the development and implementation of the locality sustainability and transformation plans for primary care, working within the strategic framework set out in the Dorset Primary Care Commissioning Strategy and supporting GP Forward View Delivery Plan. Clinical Chairs will be accountable to the Strategy Group for this work. These plans should clearly demonstrate achievement of key areas of the GP Forward View. In year one the focus of these plans should include:

- General Practice at scale – developing and delivering joint working arrangements between practices to operate at scale including a formal memorandum of understanding between practices and with other partner organisations;
- Local profiling and a blueprint for care delivery which includes the Integrated Community and Primary Care Services new models of care;
- Improving access to primary care;
- Developing and implementing plans for premises optimisation and rationalisation;
- Planning and implementing new models of care;
- Development and delivery of plans for maximising efficiencies through joint back office functions;
- High impact changes to increase the sustainability and resilience of General Practice.

5. Recommendation

5.1 The Committee is asked to note the update on the primary care sustainability and transformation planning to enable delivery of the Dorset GP Forward View ambitions in support of the Primary Care Commissioning Strategy.

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