

ICS Primary Care Strategy

Scrutiny Committee

3 August 2023



Our strategy summed up

17 problems to address- but one central problem; capacity and demand mismatch

Enable and empower- build trusting relationships for sustainable improvement

So, a broad strategic framework

But with a set of detailed delivery plans

Our shared vision

People using primary care services will experience a warm and caring environment.

Primary care teams will have the time and space to do a professional job and serve their patients well, responding to what matters most to them.

Primary care services will be local, well organised and comprehensive.

People will be able to access care when they need it.

GP Services

Priorities

1. Population health management, in particular reaching out into communities to find and treat undiagnosed non-infectious illness and reducing health inequalities
2. Continuity of care, ideally for every patient, but at least for those with complex long-term conditions
3. Timely access

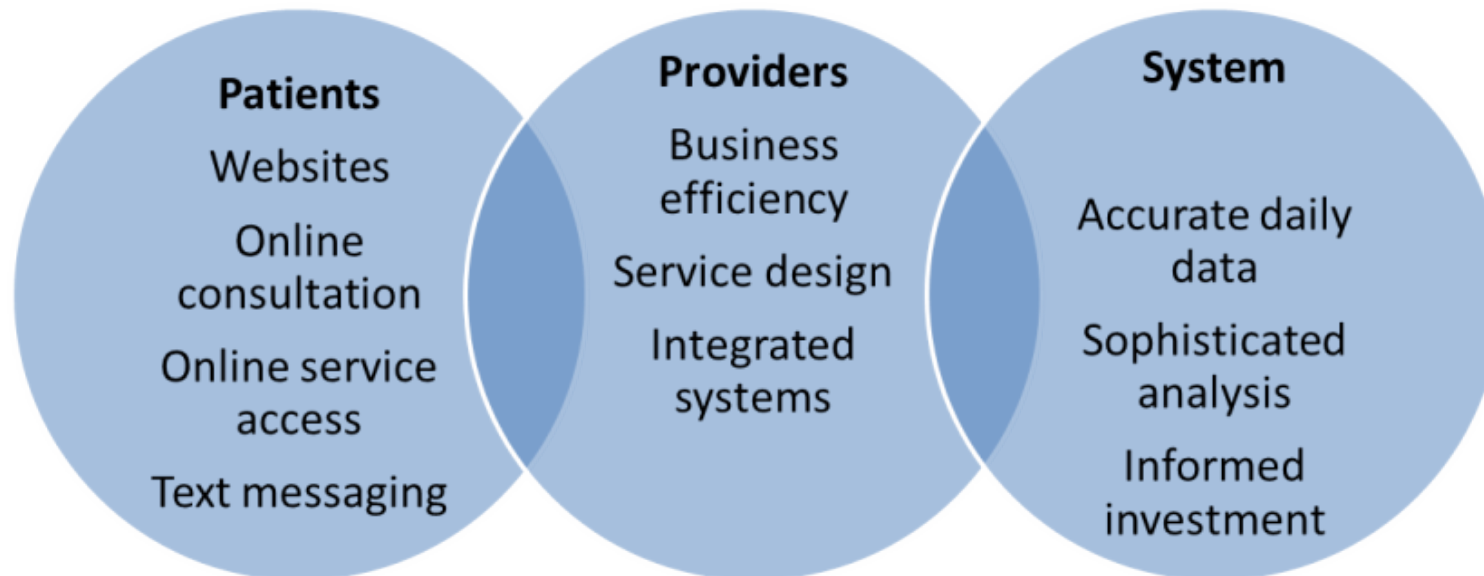
Workforce

The workforce position is challenging, particularly for medical workforce, however we have had success with Primary Care Network new roles and expect an increase in nurse numbers. A wide programme of actions include:

- Attracting and retaining GPs, including trainees, with a particular focus on international medical graduates
- Increasing nurse numbers substantially, and developing greater leadership opportunities for nurses
- Increase the numbers of wider primary care teams, including a particular focus on moving from reception to care navigation.

Digital innovation

Our primary care and digital strategies fully align on the need to focus on these three priority areas for benefit realisation:



Investment

Improved primary care services benefit the population and the healthcare system.

There are substantial opportunities to increase value through appropriate investment.

Our first action is a new funding framework for practices that explicitly recognises and addresses health inequalities.

Organisation of GP services

Individual practices remain important, but we also need GP services organised at the right scale to meet population needs.

Primary Care Networks cover 30,000- 80,000 patient populations and provide a wide range of services. We will further develop PCNs as part of our approach to integrated neighbourhood care.

We also need a level of infrastructure at county-level that can ‘do things once and do them well’ where appropriate, for example supporting practice resilience.

Pharmacy, Optometry and Dental services

We took commissioning responsibility for these services on 1 April 2023

We have made productive links with all three representative committees and have determined our strategic intentions, which are summarised in the following slides.

Dental priorities

1. Our ambition is that over the period 2023-2027 we achieve sufficient NHS dental capacity to provide access to all Somerset residents who wish to use NHS dental services.
2. Bring dentists back into the NHS
3. Maintain local services
4. Creative commissioning
5. Increase the workforce

Optometry – priority actions

Priority 1- Urgent Care

We currently commission an urgent care service, ACES, but we will review it with a view to expanding its scope and integration with the wider NHS.

Priority 2- Long term conditions

We will commission a long-term conditions management service which would reduce secondary care waiting times and improve outcomes.

Priority 3- Making best use of Independent Prescribers

We will develop care pathways that allow Optometrists to work to the 'top of their licence' and reduce inefficiency and duplication.

Pharmacy – summary

Community pharmacy offers significant opportunities and is keen to develop further as part of integrated neighbourhood teams. There are however challenges with workforce, capacity and business viability.

Our strategy will be to fully maximise the potential of community pharmacy. Making full use of pharmacies will also support business viability. Our goal is to maintain a local delivery network, delivering population health interventions, urgent care and long-term condition management as well as medicines optimisation. The balance will move from dispensing towards clinical services.

Pharmacy priorities

1. Population health – focus on high blood pressure
2. Urgent care – Pharmacy First
3. Long Term Conditions
4. Increase the workforce
5. Data and digital innovation
6. Team-based care
7. Improved estate
8. Public awareness

Next steps

Following approval, the next steps are to agree a set of delivery plans to implement the strategy and establish oversight and monitoring with an annual review of progress.

We also need to further develop our approach to localities, neighbourhoods and integrated neighbourhood teams, defining what we mean by these terms, agreeing definitions and specifying programme goals then implementing rapidly.