

Leicester City Health and Wellbeing Board

April 2022

Primary Care Development Plans

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Context

- Last two years have seen an unprecedented demand on health and social care
- Primary care amongst others have had to adapt to respond to the Covid-19 pandemic
- LLR Primary Care Networks and practices collaboratively implemented a very successful Mass Covid Vaccination Programme, staffed by local primary care staff, wider health and social care teams and volunteers from local communities
- The pandemic significantly impacted on staffing levels due to sickness, self isolation and the opportunity to recruit into vacancies
- Social distancing and infection prevention and control guidelines that had to be implemented, limited the number of patients that could safely be in a practice premises and how they could be seen
- Very quickly practices had to set up more telephony and virtual based contact with patients – this was challenging for a number of reasons:
 - The telephone systems in place were not equipped to deal with the call demands placed upon them
 - Although most practices have upgraded their systems in response to this for example move to cloud-based telephony it has required retraining staff in the use of the new technology and having the right technology infrastructure in place that can support it

Context

The following set of slides provide an overview on the total number of practices and Primary Care Networks that exist in Leicester:

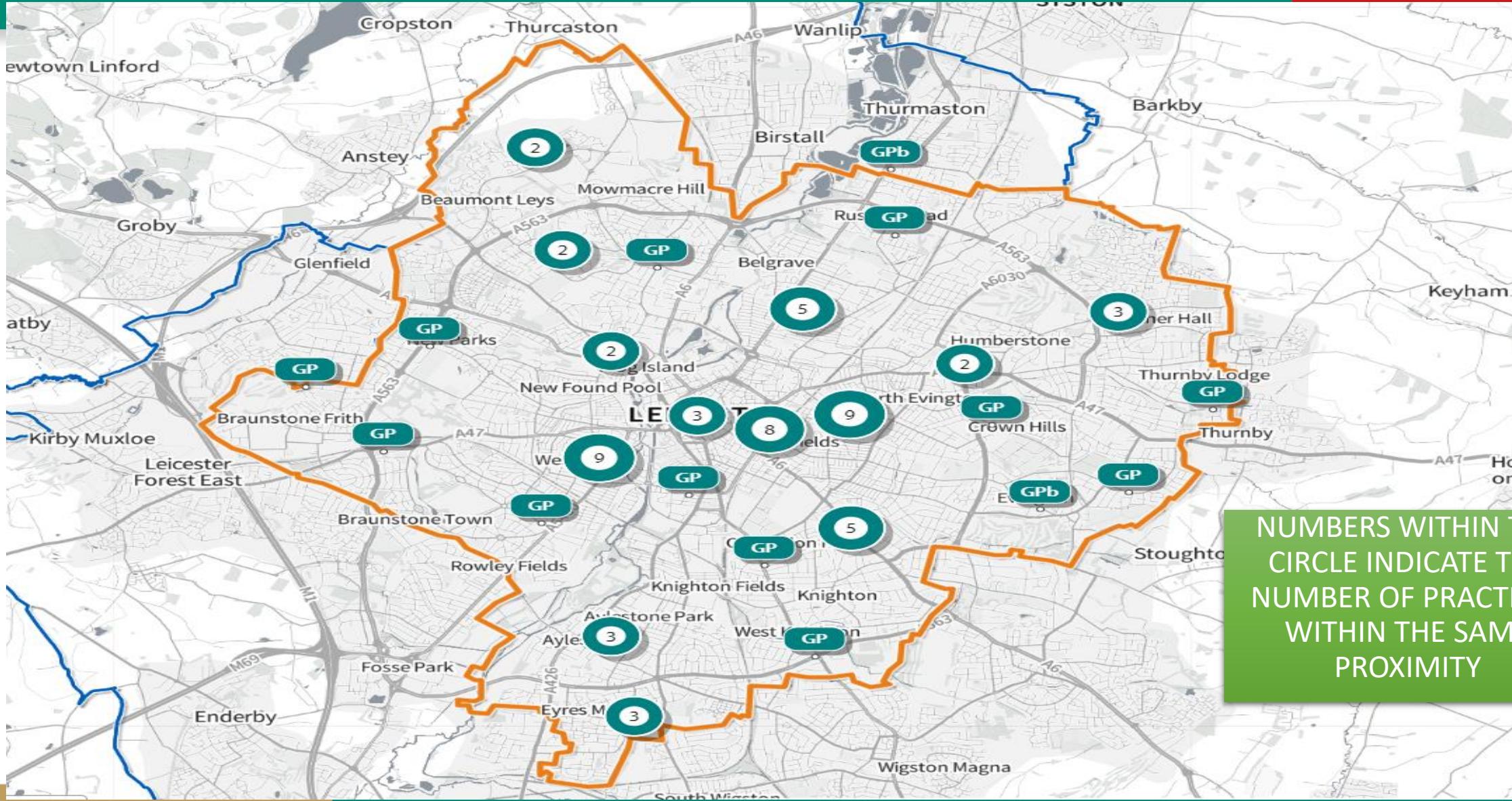
- Where they are
- What population it covers
- Names of the PCNs and the Practices

We have 56 practices (including branch surgeries) in Leicester

They are organised into 10 Primary Care Networks (PCNs)

Total Registered Population: 426,000

Leicester City Practices



NUMBERS WITHIN THE CIRCLE INDICATE THE NUMBER OF PRACTICES WITHIN THE SAME PROXIMITY

General Practice in Leicester city

PCN NAME	PRACTICE NAME	CD	PCN List Size
AEGIS HEALTHCARE PCN	THE WILLOWS MEDICAL CENTRE CLARENCENDON PARK ROAD HEALTH CENTRE HEATHERBROOK SURGERY (RP ARCHER) THE PRACTICE-SAYEED AR-RAZI MEDICAL CENTRE PASLEY ROAD HEALTH CENTRE (TK KHONG) WILLOWBROOK MEDICAL CENTRE (JG ASTLES)	Rishabh Prashad rishabh.prasad@nhs.net	36,593
BELGRAVE & SPINNEY HILL PCN	EAST PARK MEDICAL CENTRE SPINNEY HILL MEDICAL CENTRE THE CHARNWOOD PRACTICE BROADHURST ST MED PRACT DR B MODI	Prakash Pancholi prakash.pancholi1@nhs.net	47,027
CITY CARE ALLIANCE PCN	RUSHEY MEAD HEALTH CENTRE MERRIDALE MEDICAL CENTRE DR U K ROY ASQUITH SURGERY THE PARKS MEDICAL CENTRE THE PRACTICE BEAUMONT LEYS	Umesh Roy umesh.roy@nhs.net	39,767
LEICESTER CENTRAL PCN	HIGHFIELDS MEDICAL CENTRE HERON GP PRACTICE BOWLING GREEN STREET SURGERY SHEFA MEDICAL PRACTICE COMMUNITY HEALTH CENTRE HIGHFIELDS SURGERY	Rajiv Wadhwa rajiv.wadhwa@nhs.net	47,548
LEICESTER CITY SOUTH PCN	SAFFRON GROUP PRACTICE STURDEE ROAD HEALTH AND WELLBEING CENTRE THE HEDGES MEDICAL CENTRE INCLUSION HEALTHCARE LEICESTER CITY ASSIST PRACTICE	Amit Rastogi amit.rastogi2@nhs.net	31,081

General Practice in Leicester city

PCN NAME	PRACTICE NAME	CD	PCN List Size
SALUTEM PCN	ST ELIZABETH'S MEDICAL CENTRE DOWNING DRIVE SURGERY JOHNSON MEDICAL PRACTICE HUMBERSTONE MEDICAL CENTRE EAST LEICESTER MED PRACTICE	Aileen Tincello aileen.tincello@nhs.net	50,812
LEICESTER CITY & UNIVERSITY PCN	VICTORIA PARK HEALTH CENTRE OAKMEADOW SURGERY HOCKLEY FARM MED PRACT	Aruna Garcea aruna.garcea@nhs.net	42,919
MILLENNIUM PCN	FOSSE MEDICAL CENTRE PARKER DRIVE SURGERY/ MANOR MC BEAUMONT LODGE MEDICAL PRACTICE WALNUT ST MED CTR	Moses Bandrapalli moses.bandrapalli1@nhs.net	37,806
ORION PCN	DE MONTFORT SURGERY WESTCOTES GP SURGERY (ONE) DR S SHAFI COSSINGTON PARK SURGERY AYLESTONE HEALTH CENTRE WESTCOTES GP SURGERY (TWO) WESTCOTES HEALTH CENTRE	Gopi Boora gopi.boora@nhs.net	46,978
THE LEICESTER FOXES PCN	HORIZON HEALTHCARE ST PETER'S MED CENTRE DR GANDECHA & PARTNER AL-WAQAS MEDICAL CENTRE THE SURGERY @ AYLESTONE DR R KAPUR & PARTNERS NARBOROUGH ROAD SURGERY	Khalid Choudhry khalid.choudhry2@nhs.net	35,939

High level summary of what has been delivered over past 2 years in Primary Care

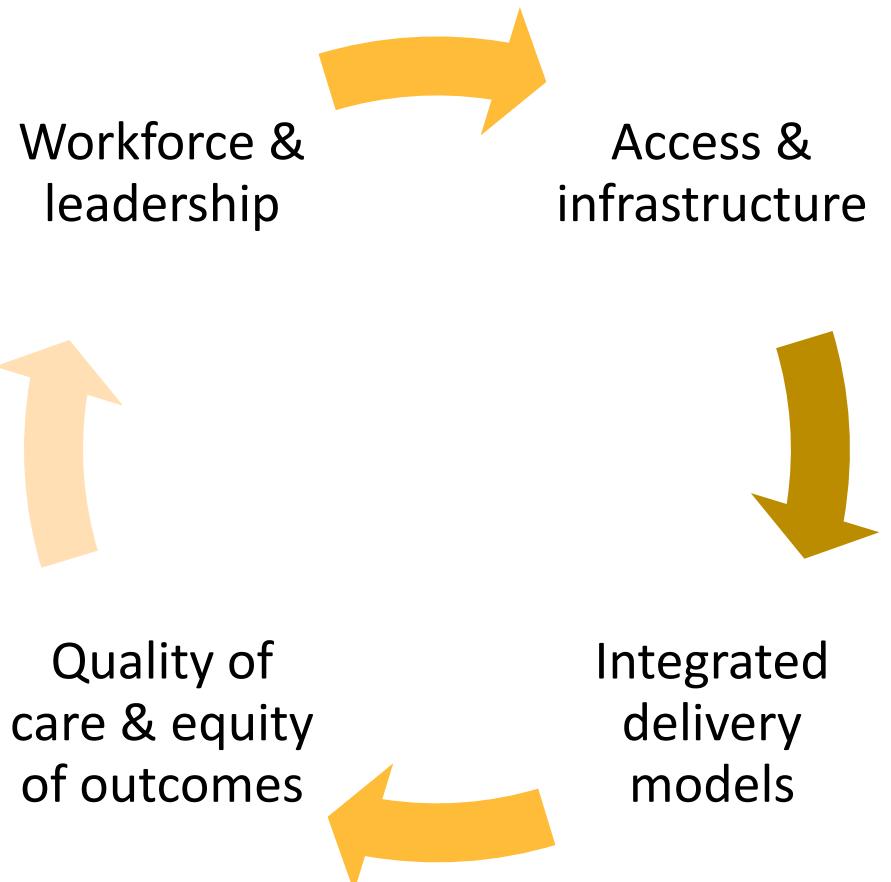
- Vaccinations – delivery of a COVID vaccination programme from multiple sites across the city. Delivered a multi-partnership and agency approach working with our communities to provide accessible clinics in areas such St Matthews, Highfields, Beaumont Leys, Braunstone
- Mobilisation of vaccination and outreach health support to homeless, refugees and vulnerable people during the pandemic – led by Inclusion Health who provide our City based Homeless and Assist Services
- Mobilising Primary Care services for the Afghan Refugees – accessing General practice and education on using the healthcare services locally
- GP Registration of unregistered patients – detailed paper on the agenda from Mayur Patel
- During Winter 2021/22 City Primary Care Networks delivered 19,384 additional appointments (up to Feb 22)
- 11 GP practices identified as a priority through the Winter Access Fund and supported to develop access improvement plans actions taken include: provision of additional appointments, training for staff on active signposting to improve patient journey, work with patient groups to increase awareness around access routes.
- Primary Care Estates Strategy approved to invest an addition £2.5 million in GP practice premises over 5 years to increase access for patients. 17 City practices prioritised as part of this process and programme underway to improve and develop their premises with a workshop planned for May

Our Vision for Primary Care moving forwards

- LLR Model of Care with a place and neighbourhood focus
- Clear Primary Care Strategy in the Integrated Care System – Focus on tackling some key issues relating to Access, Capacity and Workforce
- Place and neighbourhood Based approach to transformation – for example reducing the complexity and variation in access to healthcare services including primary care
- Developing the Primary Care Networks – in order to deliver at network and neighbourhood – improvement in health outcomes related to long term conditions, frailty and care home residents and improving use of medications – enabling the better use of digital solutions where appropriate
- Supporting General Practice Quality Improvement, Resilience and Sustainability

Focus areas

- Based on patient and staff feedback, it's clear that there are four areas of focus for primary care
- This is based on triangulation of data sources across:
 - Patient feedback
 - Staff feedback
 - GP feedback
 - CQC reports
 - Quality dashboards
 - Soft intelligence
- Many of these are historical issues but some have occurred / been compounded as a result of the pandemic



Primary Care Priorities

Our goal: Deliver PC Strategy in the ICS in order to improve access, quality, outcomes, transform service delivery and workforce

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Primary Care Priority – Access

1. Negate the ‘ring at 8am’ model
2. Same day access must be fit for purpose and needs based
3. Where patients require additional services not offered by general practices, practices must have local services to book patients into where a GP is not appropriate
 1. Pharmacy
 2. Optometrist
 3. Therapy services
 4. Mental health services
 5. Urgent treatment Centres / minor injury services
4. Develop & implement service delivery models at neighbourhood / place level i.e. minor surgery etc

Primary Care Priority - Quality Improvement

- Understanding of variation in access, outcomes and service utilisation will be co-designed and we will work in partnership with practices and PCN's to understand how variation can be reduced
- Where practices are struggling, we will jointly agree a plan to tackle the issues and then work together with each PCN to implement – working jointly with the LMC co-produce a framework to support a QI approach
- Practice sustainability and business continuity plans will be part of our joint improvement programme at practice level, with support provided to practice managers / business managers to enable plans to be stress-tested and regularly reviewed

Primary Care Priority – Service Delivery Models

- Implement & embed the full ‘integrated neighbourhood team’ model, working in partnership with local partners across health and social care
- Improving proactive care support to patients with complex needs/multimorbidity, including proactive care planning, crisis services including a 2 hour in-home health and care response and a post-discharge wellness service
- Supporting primary care to complete the remaining backlog of patients with long term conditions and further roll out the proactive care model
- Develop and test new models of digital care for specific populations i.e. young children / care homes etc

Primary Care Priority – Workforce and Leadership

- Maximise the use of the additional roles such as clinical pharmacists, physio, paramedics and MH Practitioners in every PCN by linking this to data from population health management along with forming ‘communities of practice’
- Further develop portfolio careers for GP’s to attract/retain them locally
- Develop and implement a practice nurse leadership programme.
- Enhance our ability to link in with communities to grow our workforce i.e. colleges, universities, job centres in addition to growing our refugee employment offers.
- Embed career pathways for our Health Care Assistants across health and care.
- Develop and embed Practice Manager and admin workforce.
- Develop our PCN leadership across each of the 10 PCN’s in the City
- Continue to support workforce resilience o and encourage Practices/ PCN to access these as an when required.

Primary Care Collaborative PCN Development

In line with 5 national priorities for PCNs the LLR PCN Development Steering Group will focus on the following 3 areas:

- Development of the LLR strategy and vision for PCN development
- Strong engagement with Clinical Directors/ PCNs and their wider partners to drive the programme and to identify and agree their role in the ICS
- Service delivery grip on the requirements set out in the Network Contract Directed Enhanced Service

To achieve the three priority areas, a work programme has been developed which focusses on strategic and operational domains as follows:

- Strategic: governance, PCN Development maturity, PCN Risks and building resilience in PCNs, tackling neighbourhood health inequalities,
- Operational: Service delivery, PCN development fund, ARRs, IIF.

Primary Care Trajectories

- Return to 2019 appointment levels across all general practice
- Benchmarking of Practice appointments – against locally agreed standard of minimum 75 appointments per 1000 population
- 100% of completion of all Primary Care Backlog by Q3 2022/23
- Improvement in prevalence – targeted Long Term Conditions
- 50% of GP appointments are face to face
- 100% active participation of general practice in CPCs
- Increase in FTE GPs
- Balanced scorecard and benchmarking for all practices completed by end of Q1 22/23

Questions, Discussion & Next Steps

- Thanks for opportunity to share the work
- 2 x all-member briefings have been planned through April and May, led by Cllr Dempster and our City GP's, to take members through the detail in this pack
- Welcome feedback and discussion on how we can continue to work together