



Partners in improving local health



Primary Care Network Service Offer



Primary Care Networks (PCNs) are a key part of the Long Term Plan and vital to the future of our NHS. As demand increases on healthcare services, primary care networks bring core primary care services together to enable greater provision of proactive, personalised, coordinated and more integrated health and social care.

Our Primary Care Network Service Offer provides development support to improve leadership and create thriving networks that improve patient outcomes.

Our Approach

NECS proposes a consistent and simple approach of four development blocks flexed to meet both the challenges that are common to all PCNs as well as those that are specific and unique. Parallel programmes will support the development of the PCN and its leaders, whilst providing intensive support to enable quick wins helping the PCN to swiftly gain confidence and establish itself in the local system.



Our early focus would be:

- Public health modelling to develop a future vision for the local populations health
- Leadership by doing. Using real-time improvement programmes to shape the leadership style and approach
- Enhancing and embedding integrated care through better alignment of local primary, community and social care
- Reduce the burden on GP primary care by developing more imaginative responses to 'non-health' demands on GP appointments
- Maximising the use of local estate
- Creating ways to enable and increase self-care / patient activation

The key challenges facing PCNs

Just like STPs, PCNs face their own unique challenges that need to be tackled to create thriving networks. The role of PCN Clinical Directors must be supported and developed to oversee a network's formation and running. The network's journey also needs to be defined and understood, with clear direction and support tools to achieve targets over the next five years.

Other barriers include developing clear and effective multidisciplinary teams that engage with partners and social care, building on existing relationships with local communities and accessing 100% of funding entitlement for additional roles. There is also a need to look ahead to the future, with thought given to infrastructure, for example estate and ICT needs and plans to deliver new national service specifications.

PCNs have a maturity matrix which sets out a development path but not how the PCN will achieve different stages of maturity. The strength of PCNs will be found in very local service improvement programmes that drive integrated care across a variety of sectors. A common approach will be helpful to PCNs but will need to be flexed to reflect different needs and local circumstances – NECS can support this process in a variety of ways.

How NECS can support PCNs

When it comes to support for PCNs, we have identified six major focus points.

- Development of Clinical Directors through leadership training and on-going development support
- Support the development of PCNs during start-up, from early formative discussions to advice and training for specific aspects of advancement
- Engaging with people and communities to understand local population needs and to help establish an understanding of the role and potential of the PCN
- The organisational development (OD) of multidisciplinary teams and making collaborative working second nature
- Service improvement, combined with service redesign and transformation expertise
- Looking ahead to 2020 & 2021 by providing advice and support to prepare for the successful delivery of national service specifications

Leadership Development, Network Design and Ambition

Leadership Development Programme. Support mentoring, coaching and shaping the effective leadership style required to succeed. >

Forming the vision and strategy, agreeing the ambition, developing the network agreement and principles that bind the PCN together. >

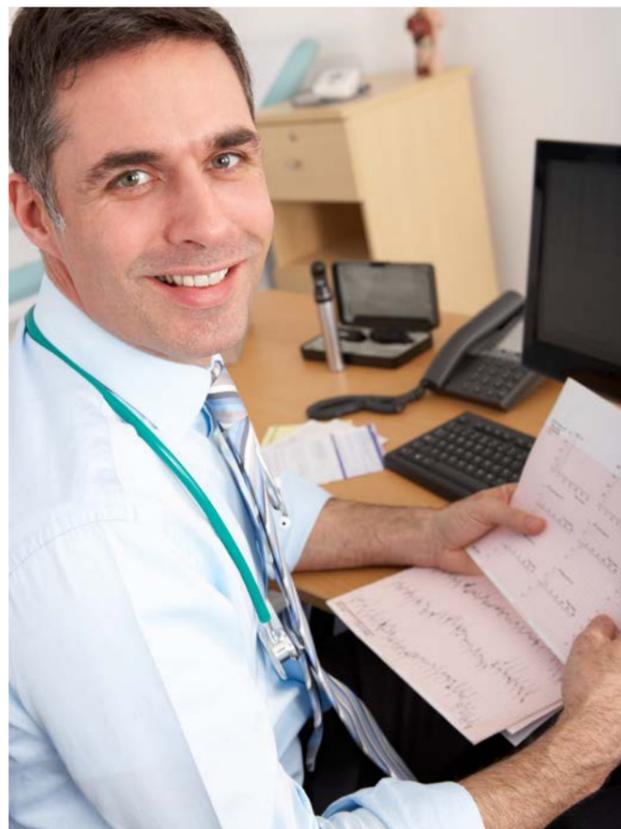
Delivering Change, Realising Potential

Forming by doing. Prioritising and launching small scale service improvement programmes that align incentives achieve success and build credibility. >

Support change delivery through application of data, tools, analysis and co-interpretation of population health analysis. >

Our bespoke packages are all tailored to the individual needs of our customer and could include the following:

- Using NECS people who have experience of and understand Primary Care to provide the delivery support that accelerates PCN service improvement schemes
- Connecting PCNs to data that already exists along with expert analyst and management support that can model the future population needs, help identify the opportunities to meet those needs and develop the business cases for service improvement
- Use of data and tools across a wider geography (multiple PCNs) to avoid reinvention, drive value for money and enable more sophisticated co-interpretation by NECS analysts and PCN leads
- Facilitating opportunities for clusters of PCNs to develop lead responsibilities for service improvement challenges requiring critical mass
- Using live service improvement challenges as the case studies to reflect on and improve leadership styles and network cohesion
- Deploying mentoring and coaching delivered by experts from the Canterbury Alliance, New Zealand. This will include providing a view as to what is possible, ensuring development plans are grounded on reality and determining where early benefits could be realised
- Supplement the resources for PCN development through persuasive, convincing business cases that demonstrate the ability of the PCN to contribute to achieving the objectives of the wider ICS, particularly in the area of Population Health Management.



A bespoke support package could include:

- A multi-disciplinary NECS Team with project management, service improvement, analytics, finance and primary care skill sets
- Integrated leadership development programmes using niche skills and expertise from our strategic supply partners - Plum Consulting and the Canterbury District Health Board, NZ, who have been delivering practical improvements in primary care as part of wider system solutions for many years
- Provision of efficient 'at scale' analytics and tools to support multiple PCN development teams
- Access to a hub of more specialist skillsets as required (e.g estates and ICT)

NECS PCN Set Up Offer

Our Commissioning Delivery and Organisational Development teams have already provided support for CCGs and their emerging PCNs. This has covered diagnostics based on the maturity matrix; engagement with the wider workforce, as well as the clinical lead/practice manager; facilitation of PCN meetings; and support with identifying best practice.

Leadership Training and Development, Clinical Director Development and Governance

We can provide all aspects of HR, organisational development and continuous improvement services. This includes expert support on organisational and employment matters; workforce training and development; change management and facilitating effective partnership working.

NECS can also support PCNs in developing effective and appropriate governance structures helping to build internal resilience, make effective decision as well as manage external accountabilities across networks, ICS and with NHS England.

PCN Organisational Development and Change Support (including Evaluation)

We are experienced at assessing and reviewing business maturity and producing development plans for business

NECS PCN Journey to Maturity Offer

Delivering sustainable change will not happen overnight. At their formation, PCNs are all at different stages of development. Our second programme progresses PCNs through the maturity matrix, building on local endeavours to produce a bespoke, targeted PCN development programme. Our offer can be accessed over time, offering practical training and guidance on approaches such as population health management.

Multidisciplinary Teams - Collaborative Working

We are experienced at building relationships and developing collaborative partnerships that spark opportunities for service development and transformation.

progression. This includes interpreting national policy and strategy, facilitating local discussions, and developing and implementing responses. We also have experience facilitating transformational change and, very importantly, monitoring progress and evaluating impact.

NECS is supporting the national evaluation of PCNs and therefore is in a position to support local assessment of performance developing plans and actions to support delivery.

Business Support

We can deliver essential support functions for PCNs ensuring efficient processes and creating economies of scale. Support can either be with individual services or tailor-made packages covering finance, HR, ICT, corporate governance and more.

Communications and Patient & Public Participation

Our communications and engagement professionals have extensive experience in supporting communities to engage, involve, inform and listen to people. Our offer includes providing strategic communications advice, as well as delivering multi-channel marketing campaigns and major public engagement and consultation programmes.

Our cross-boundary expertise means we bring a range of partners together from across the healthcare spectrum, with the aim of improving outcomes for patients through integrated care.

Population Health Management

Supported by our business intelligence offer, population health management is an approach aimed at improving the physical and mental health outcomes and wellbeing of people, whilst reducing the health inequalities within and across a defined population.

Population health management improves population health by data driven planning and delivery of care to achieve maximum impact. It includes segmentation,

stratification and implacability modelling to identify local 'at risk' cohorts, and in turn, designing and targeting interventions to prevent ill health and improve care, reducing unwarranted variations in outcomes.

Our offer is underpinned by our strategic partners from New Zealand, the Canterbury Alliance. We have adopted Canterbury's 'whole of system' approach to managing health outcomes, which includes understanding the wider determinants of a population's health and managing complex and chronic diseases. Our partners in New Zealand bring knowledge, subject expertise, critical reviews and more.

Business Intelligence

Data, information and intelligence is essential to improving services, enhancing patient outcomes and delivering value for money. With our business intelligence tool RAIDR, we can convert rich data into actionable insight. We also manage data and deliver the analysis and evidence PCNs need to inform enhanced decision making.

Medicine Optimisation

Our well-established and highly experienced pharmacy team ensures an integrated approach to medicine use across the whole patient pathway - improving patient experiences and driving cost effectiveness. We can provide a comprehensive prescribing support service and have the tools, resources and staff to support PCNs and neighbourhoods to improve prescribing quality and optimise medicines use.

Social Prescribing, Community Based Support, Transformation and Service Redesign

We use insight and innovation to help shape services, drive value for money and improve outcomes for patients. By drawing on the expertise of specialists across our organisation, we generate solutions that support PCN needs; from service planning to large scale transformation.



Supporting Primary Care Improvement

NECS is already involved in the active support of PCNs both through direct, local engagement as well as nationally sponsored programmes. These build on our established success in working with primary care which includes the following examples:

Working with people and communities

GP Federation: NECS assisted with the successful creation of a GP Federation in the East Midlands. Having developed a checklist for federation preparedness, the team brought together primary care representatives to form a shadow federation board. The team supported the locality GPs and managers to agree the legal entity under which to operate, appointed a legal team to support and prepared a managerial structure which would be commercially effective.

Multi-specialty Vanguard Support: NECS worked with the CCG, GPs and community services to develop this approach in West Wakefield. The development

included the Research and Evidence team undertaking a multi-method evaluation of patient experience of the new services alongside local partners. This included the impact of new ways of working on individual practices, identifying benefits and also unintended costs as well as overall patient experience. Quantitative and qualitative approaches were used including a Health Economic Evaluation on the costs and outcomes (real and virtual) which informed the ongoing sustainability of the programme.

Integrating care

Creation of a Clinical Service Model: NECS redesigned the scale and scope of primary and community services provided in East Leicestershire and Rutland, creating improved ways of working across community, primary and acute services. This assignment delivered a service redesign for the whole system. It showed the CCG how all tiers of service could work together in an integrated

way to deliver services locally. GPs had previously reported a disconnect with local community services. Joint appointments and refreshed profiles of services provision set the path to improved communication and patient care.

Programme Leadership: NECS has provided programme leadership for the integration of Health and Social Care across the Durham system. Initially supporting the mobilisation of a new community services contract which refocused provision around GP practice needs. NECS are now building on the track record of collaboration across the county to implement a new integrated strategic commissioning function as agreed within the Health and Social Care Plan for Durham. The new function will be in place from April 2020 and will commission for children and adults across the whole life course; the initial focus will be on community services and this is expected to expand to include all acute and mental health services that relate to Durham to help better shape services across the county and improve outcomes for the population.

Use of data and population health management:

Improving the management of atrial fibrillation and reducing the number of patients at risk of a stroke: CCGs in Hartlepool and Stockton were identified as outliers for non-elective admissions relating to stroke through national benchmarking. Working with clinicians from primary and secondary care, NECS Business Intelligence carried out a risk stratification review focusing on the AF population on primary care systems which led to the development of an evidence based detection scheme, covering use of Alive-Cor devices in practices, collaborative working with Podiatry and social media campaigns to tackle 'myth busting' with anti-coagulation drugs as well as support for training. Evaluation at three months highlighted clear practice level improvements, with reduction in the untreated population. An ongoing process of quarterly audit is now in place to ensure progress is maintained.

Analytics driven case-finding to improve population health – healthy weight and diabetes: North Cumbria is facing an obesity epidemic with 1 in 4 children overweight by the time they leave primary school with an estimated 1 in 3 adults obese. NECS Business Intelligence used algorithms to identify the general obese population using primary care data, detecting those at high risk of developing diabetes. This gave practices and partners live and immediately available intelligence which enabled action at clinician level through the Making Every Contact Count initiative. This has led to an increase in referral to

weight management services and the development of new partnerships with Slimming World. The programme identified those at high risk of developing diabetes, with nine patients referred into prevention sessions who were identified as part of the initial analysis.

Leadership planning and partnerships

PCN Development: Bespoke project delivered for South Lincolnshire CCG alongside the national Time for Care team, to undertake a SWOT analysis of available PCN options and organisational development work relating to a specific geographical area, ensuring that three GP practices either signed up to or joined a PCN. The three practices involved in the project successfully became part of a PCN by 30 September 2019.

Recruiting GPs to Vulnerable Practices: NHS England commissioned NECS to undertake a project designed to address long standing GP vacancies. NECS was required to work with specific practices, identifying issues and potential barriers to successful recruitment. NECS provided one-to-one advice on actions available to the practice to enhance their existing recruitment practices. In addition a bespoke recruitment website was developed, providing a single place to signpost doctors to. A key element throughout the project was understanding that each Practice was different, and potentially had different strengths which could be used to attract a suitable GP.

Managing Resources

Efficiency Review: NECS undertook an advisory to efficiency review across two large West Midlands GP practices examining triage, patient/clinician interaction, and use of the wider team for patient care. Clinical behaviours associated with ineffective use of resource were identified and as a result significant levels of clinical time were freed up through applying the interventions prescribed.

Extended GP Capacity: NECS supported Primary Care in the West Midlands to develop capacity to offer weekday provision of pre-bookable and same day appointments. This two year programme included baseline assessment, development and implementation of audit around agreed core criteria, identification of training and knowledge gaps with bespoke support; as well as joint working with the wider system to resolve problems.

Get in touch

To discuss your PCN needs and how NECS can develop solutions to help your PCN deliver please contact:

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NHS England established the Health Systems Support Framework specifically focused on ICS and STPs with the aim of providing quicker, easier access to the digital, technology and transformation services needed to deliver more integrated care. NECS is a member of the Framework agreement enabling you time to work with us to define local requirements, payment models and contracting arrangement to best meet your specific needs.