

Delivery Plan Appendix 3 Worcestershire

February 21, 2017

Schemes	Key deliverables	Baseline position	Investment (inc dates)	Action / milestone	Action owner (organisation)	Milestone delivery date	Success measure	KPIs / Plan trajectory
GPFV – Model of care								
<i>Federation Development (general practice at scale)</i>	Stay well Health care Ltd - New organisational form established.	3 formal Federations established : Stay Well Health Care – 32 practices in SW North Worcestershire Healthcare – 17practices in R&B Wyre Forest Federation – 11 practices inclusive of a 6 practice super partnership Bromsgrove Primary Care Network -5 practices	TBC Transformation funds 17/18	SWHC – review and consultant with members on new organisational models	Federations (supported by the CCGs)	Mid 18/19	Single organisation / super practice to support : •economies of scale •Increase back office functionality •Standardisation of care •Future sustainability	TBD
	Support other Federations across the county to explore future forms that fit local needs			General Practice at scale with a potential wider landscape		a/a		
				Continued engagement and dialogue with Federations / practice members		a/a		
						a/a		
	Promoting Clinical Excellence (PCE) in place across groups of practices for 17/18	65 individual contracts in place for 16/17	PMS premium	Worcestershire Primary Care Commissioning Committee approval of 17/18 plans	CCGs	By31st march 2017	100% take up of the 17/18 contract. Achieve FRP targets for Primary care Skill development across practice PCE groups. Evidence of service change / redesign.	Via local Worcs FRP PMO

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<i>Worcestershire Alliance</i>	Shape new models of care working structures care through Worcestershire Alliance			Collaborative leadership across Alliance Boards via the establishment of 'Alliance Worcestershire'	New Models of Care Programme Board	Q2 17/18	As Deliverables	TBD STP assurance	
				Secure necessary levels of engagement including: ... Engagement across Primary Care Engagement across wider provider group		Q2 17/18			
				Governance structure in place with cross CCG endorsement		Q2 17/18			
				Connectivity with the GPFV work streams to support deliverability across General Practice at scale		Q2 17/18			
	Development of Neighbourhood Units and Primary Care Home pilots across three CCGs				Integrated Health and Social Care Teams – Introducing Neighbourhood Teams	Alliance Board	From 17/18	Neighbourhood teams in place Locality Hubs in place Improved self-care and LTC management pathways	TBD
					Improving Access to Care – via the introduction of Locality Hubs		From 17/18		
					Specialist Support Areas– Improved Management of Long Term Conditions		From 17/18		
					Promoting Prevention and Self-Management – expanding Social Prescribing and the introduction of Care Navigation and Active Signposting		From 17/18		

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GPFV – Improving access								
<i>Extended Access</i>	Establish extended Access Hub/ Models across all three CCGs	SW –Currently delivering extended access as per core requirements. R&B and WF extended access DES only	GPAF funds (SW only £6 per head) TBC Transformation funds to support 17/18-18/19. Access Funds (WF and RB) £3.34 per head from 18/19 and £6 per head from 19/20)	Procurement of the SW GPAF to continue delivery of same day and pre bookable extended access	CCGs	April 17	100% coverage by 17/18	As per national tool -appointment activity in /extended hours practice participation rates (Currently via Apollo and E-dec returns). Other KPIs to meet national requirements will monitored for QA purposes
				Roll out of 4 locality Access Hubs across SW as part of wider integration at neighbourhood level	SWHC Ltd	April 17 onwards	100% coverage by mar 19	
				Establishment of 2 Primary Care hubs across Redditch and Bromsgrove practices to deliver pre-bookable extended access (CCGs	March 19 (commence ment from Oct 18)	100% coverage by mar 19	
				Establish two urgent Primary Care Hubs to support same day and pre bookable appointments in Wyre Forest	CCGs	March 19	100% coverage by mar 19	
GPFV – Workforce								
<i>Developing an alternative Workforce Model</i>	New/ enhanced roles in place across practice teams that support the GP workforce and workload challenges	Practice based clinical pharmacists in place in 2 of 3 CCGs (26 in SW and 6 in WF) Outputs of local workforce survey have	National funding (CP roles) HEE supported funding transformation funds to support TBC	Define workforce priorities for 17/18 implementation plan -the County workforce group	CCGs County wide workforce Group	April 17	New/ enhanced roles in place across practice teams that support the GP workforce and workload challenges Utilising the talents in the	TBC
				GPFV workforce engagement event to secure commitment to expanding roles and new workforce roles		March 17		
				Understand the rurality workforce challenge and local solutions		May 17		

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		<p>been evaluated to inform 17/18 plans</p> <p>Strong connections made with local CEPN and RCGP</p>		<p>Expansion of Clinical Pharmacy practice roles through NHSE supported funded across all three CCGs</p> <p>Care navigation roles in all practices</p> <p>Expansion of nurse associate training placements in practices</p> <p>Source local support available CEPN and HEE / Universities / RCGP/ Regional NHSE</p>		<p>March 18</p> <p>March 18</p> <p>Mar 18</p> <p>April 17</p>	<p>wider workforce in order to create capacity in general practice</p>	
<i>Practice Nurse development</i>	<p>Improve succession planning for PNs across practices where nurses are likely to retire</p> <p>Secure a nursing skill development plan across groups of practices</p>	<p>Local PN networks in place</p> <p>Nurse Associates training posts been offered for 17/18 - practices engaged</p> <p>Community nursing teams working across neighbourhood units</p>	<p>Explore regional , national and local investment opportunities</p>	<p>Establish PN mentorship programme with support from Worcestershire training Hub</p> <p>Improved links with universities locally to establish rolling programme of students nurses in practices/ groups or neighbourhood units.</p> <p>PN skills assessment across practices- general / core and specialist skills</p> <p>Training needs plan in place across groups of practices working together</p>	<p>CCGs</p> <p>County wide workforce Group</p>	<p>March 18</p>	<p>Practices working together to support PN development with clear plans for succession and skill development</p> <p>New model of Practice nursing piloted across Worcestershire</p>	<p>TBC</p>

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<i>GP Retention</i>	GP Career Plus in place to support wider offer for GPs nearing retirement	Not currently in place	Explore regional , national and local investment opportunities	<p>Identification of skillsets and interest through opportunities sourced via at scale PCE</p> <p>Scope career portfolio options for Worcestershire GPs with wider provider engagement.</p> <p>Locality based Clinical Tutor programme Recruitment of GPs onto an internal resilience teams</p>	CCGs County wide workforce Group	March 18	Career Plus established Portfolio career options available	TBC
<i>Practice Manager and wider team development</i>	<p>Practice resilience programmes providing tailored support to practice teams</p> <p>Practice management development programme commissioned</p> <p>Time to care Programmes rolled out across CCGs</p>	<p>Time to care programmes due to start in 17/18 across 2 CCGs</p> <p>Committed to be part of a region PM development programme commissioned by NHSE</p> <p>Practice Resilience applications have clearly set out PM and team development needs</p>	Regional and local support/ investment TBC	<p>Identification of an appropriate county wide PM programme as part of the wide regional offer</p> <p>Resilience teams supporting practices.</p> <p>Internal Resilience pool established to provide local support across practices in need of support.</p> <p>Output of Time to Care programmes shared via GPFV Implementation Group to support future development needs.</p>	CCGS GPFV Implementation Group	March 18	Time to Care programme active across all three CCGS	TBC

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GPFV – Workload								
<i>Releasing Time for Care Programme</i>	Time for Care Programme implementation across three CCGs	<p>R&B & WF CCG have 100% practice sign up to the programme due to start in early April 17.</p> <p>R&B have identified their key HIA priorities for support.</p> <p>Application submitted by Stay Well Healthcare Ltd on behalf of all SW member practices with mid 17/18 implementation planned.</p> <p>Some Practice and clinical staff have attended GPFV Improving Leaders programme and Primary care CCG team members</p>	TBC Transformation funds to support 17/18 and 18/19.	<p>Time to Care programmes will start across all three CCGs with practice s working in teams / clustering groups to learn and implement local solutions</p> <p>Outputs from the programme will identify priority areas for local implementation</p> <p>10 High Impact Change areas identified across each CCG for targeted programme support</p> <p>Maintain active engagement with NHSE General Practice Improvement programme</p> <p>Active promotion of the programme through existing engagement channels to ensure practices maximise the value of the programme locally</p> <p>Ensure learning outcomes are captured and feed back to the GPFV Implementation Group and inform future spread and adoption of best practice at county level</p>	CCGs Federations and practices	18/19	<p>All practices participating in the Time for Care Programme</p> <p>Evidence of benefits across the HIAs seen in releasing capacity and improved workload management</p> <p>Evidence of practices working together in groups to support change & improvements at neighbourhood PC home levels.</p>	TBC

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<p><i>Making Time Audit and 10 High Impact Actions</i></p>		<p>The national audit tool has been adopted and rolled out during Oct to Dec 16.</p> <p>Evaluation completed by the Primary Care Foundation due March 2017.</p> <p>First self assessment against 10 impact changes undertaken in January 2017.</p>	<p>TBC</p> <p>Support from transformation funds in 17/18 and 18/19.</p>	<p>Dissemination of results of the audit at group/ hub, CCG and county levels.</p> <p>Practices to work together in identifying priorities for improvement and areas where economies of scale can be realised for transformation.</p> <p>Proposals developed for funding consideration through the GPFV Implementation Group and PCCC.</p> <p>Quarterly self assessments on progress against 10 High Impact changes shared with GPFV Implementation Group/Federation/Alliances.</p> <p>Encourage partnership working at scale where appropriate to deliver transformation in areas such as social prescribing, sign posting and self care.</p>	<p>CCG/GPFV Implementation Group, practices, Federations/ Alliances.</p>	<p>Dec 2017</p>	<p>Practices are supported to release capacity and work together at scale using the 10 High Impact Actions as appropriate, based on local need.</p> <p>Transformational funds are used effectively and proposals meet criteria.</p>	<p>Self assessment quarterly against 10 High Impact Actions progress.</p>

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<i>Internal programme for resilience</i>		<p>WF CCG - 1 practice has submitted an application for NHSE resilience support.</p> <p>R&BCCG- 2 separate submissions at scale have been submitted across a group of 4 practices and a group of 9 practices respectively.</p> <p>StayWell Healthcare Limited has submitted an application on behalf of SW practices to deliver a resilience programme at scale responding and supporting practices locally.</p>	<p>General practice resilience funding NHSE and transformation funds 17/18 TBC</p>	<p>PCC completion of all diagnostic assessments across current applications for resilience support.</p> <p>Practices compile an action plan with support from the PCC and CCGs.</p> <p>Practices implement the plan and adopt new improved ways of working.</p> <p>Learning is shared across the county as part of the establishment of the internal resilience programme.</p> <p>Early identification of practices requiring NHSE resilience support through IQSP, internal intelligence and self-selection.</p> <p>Visit Birmingham Cross City to learn and to view their model of internal resilience.</p> <p>Design and establish a local Worcestershire internal resilience programme.</p> <p>Establish a local clinical and practice manager team that can provide responsive peer support to neighbouring practice and across the county as part of the internal resilience programme.</p>	CCGs/ practices	<p>May 17</p> <p>June 17</p> <p>March 18</p> <p>March 18</p> <p>From 17/18</p> <p>Feb 17</p> <p>April 17</p> <p>June 17</p>	<p>Internal resilience programme/peer support programme in place in Worcestershire.</p> <p>Successful implementation of action plans by practices currently within the NHSE resilience programme.</p>	

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<i>Telephony</i>	To implement a single hosted telephony solution in GP practices across Worcestershire	Using the Redditch Hub as a pilot site to inform wider roll-out across Worcestershire Planned a phased option approach and implementation to accommodate specific surgery requirements depending on their technology / contractual refresh cycles	ETTF bids for countywide telephony and the R&B Hub	Launch of the Redditch Hub Scoping of current telephony contracts to inform wider rollout Develop implementation plan to support countywide roll-out	Primary Care IT Operational Group	Redditch Hub live April 17 17/18 onwards 17/18 onwards	Implementation of a telephone systems which will allow calls to be managed remotely (for business resilience and disaster recovery) and accessible from any location	TBC TBC
<i>EMIS Sharing of Records</i>	To implement a system whereby patients GP Record in Worcestershire can be accessed via a single point through EMIS Web and Data Sharing within Primary Care.	100% coverage in South Worcestershire. WF and R&B keen to adopt data sharing as part of extended access	GPAF		Primary Care IT Operational Group	17/18	Roll out of EMIS Community to support extended access across providers	TBC

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	<p>Remote Consultations via EMIS Community - efficiently and securely with a full audit trail in areas where data sharing agreements are in place.</p> <p>Adoption of Docman 10.</p>	<p>Additional functionality offered by remote consultations has been explored allowing information to be filed directly against the primary care record.</p>	<p>Docman 10 Licences for the 32 South Worcestershire practices supported by the GPAF.</p>	<p>Phased rollout across Worcestershire initially starting in South Worcestershire in 17/18.</p>		<p>17/18</p> <p>17/18</p>	<p>True integration of primary care patient records</p> <p>Files, including clinical correspondence, workflows can be accessed from any GP shared record and from any location</p>	
<i>Back office productivity</i>	<p>Introduce web based sharing and compliance platform for GP Practices and stakeholders</p>	<p>Undertaking scoping exercise to look at countywide Intranet providers to support cross county working</p>	<p>Supported by transformation fund TBC.</p>		<p>Primary Care IT Operational Group</p>	<p>April 2017 onwards</p>	<p>Ability to share Central Management of clinical templates, data reporting and analysis.</p>	<p>TBC</p>

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<i>Online Consultations</i>	The CCGs' ambition is to support all practices in the adoption and use of appropriate technology (e.g. new apps and web portals) that help patients access Primary Care when needed, assist in management of their own health and provide satisfaction of effective and safe clinical outcome.	Since January a review of on line consultation provider options has taken place, led by the Primary Care IT Operational Group across Worcestershire	Supported by national programme ring fenced funding	<p>Further engagement on provider functionality and offer for general practices will take place across the county with clinical and practice teams in readiness for a full appraisal of provider against the national specification when this is released.</p> <p>Pilot on line consultations in Wyre Forest Health Partnership as an early adopter to test consultation technology and acceptability at patient and practice level.</p> <p>Awaiting release of national guidance (due in 17/18).</p>	Primary Care IT Operational Group	<p>April 2017 onwards</p> <p>Sept 2017</p>	<p>Enhancement of patient care and experience</p> <p>Greater streamlined practice processes that will help to reduce workload and promote greater efficiencies.</p> <p>Increase access and alternatives to face to face care for patients.</p>	<p>TBC</p> <p>As per national specification</p>
<i>Premises Development</i>	<i>DeMontfort Medical Centre Extension to current premises</i>	Full approval given Jan 17 Work due to commence	ETTF £132,000 16/17	Commencement	DeMontfort Medical Centre	end March 2017	Building work started	
			ETTF £600,903 17/18	Completion of Extension	DeMontfort Medical Centre	end March 2018	Extension available for GMS use	
	<i>Barn Close Surgery New Build</i>	Supported in principle Draft Business Case prepared	ETTF £1,067,593 17/18 & 18/19	Publication of NHS Premises Costs Directions	Department of Health	March 2017?	Directions issued	
				Practice agree to go ahead under new PCD terms	Barn Close Surgery	early 17/18	Agreement given	
				Due Diligence carried out	NHS England/CCG	early 17/18	Due Diligence completed	

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				Full approval given	NHS England	early 17/18	Letter sent		
				Building work commenced	Barn Close Surgery	17/18			
				New premises completed	Barn Close Surgery	18/19	Certificate of Practical Completion		
	<i>Wyre Forest Health Partnership Stourport Health Centre & York House Medical Centre New Build</i>	Supported in principle Draft Business Case being prepared		ETTF £1,538,790 17/18 & 18/19	Publication of NHS Premises Costs Directions	Department of Health	March 2017?	Directions issued	
					Practice agree to go ahead under new PCD terms	Barn Close Surgery	early 17/18	Agreement given	
					Due Diligence carried out	NHS England/CCG	early 17/18	Due Diligence completed	
					Full approval given	NHS England	early 17/18	Letter sent	
					Building work commenced	Barn Close Surgery	17/18		
					New premises completed	Barn Close Surgery	18/19	Certificate of Practical Completion	