

# Delivering primary care at scale

Innovate • Improve • Transform

Primary care has a fundamental role to play in shaping and delivering the changes identified in the NHS Long Term Plan. Reform and investment in primary care services will be critical to the future delivery ambitions of health and social care.

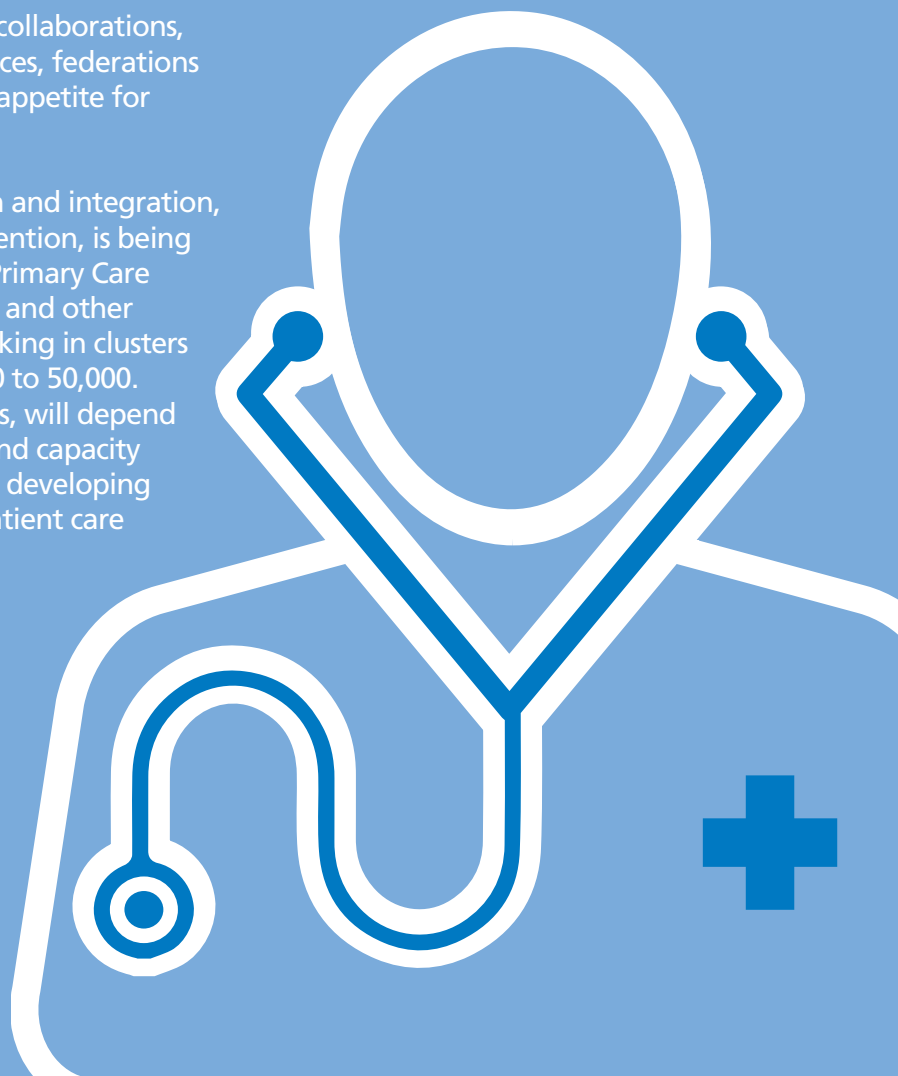
Already, the rapid expansion of at-scale collaborations, such as primary care homes, super-practices, federations and hubs, has demonstrated there is an appetite for radical, local, sustainable change.

This move towards greater collaboration and integration, focusing on population health and prevention, is being further driven by the incentivisation of Primary Care Networks (PCNs) which will see practices and other health and social care organisations working in clusters to support patient populations of 30,000 to 50,000. Success of these emergent new networks, will depend on organisations having the capability and capacity to collaborate and take a leading role in developing efficiencies and shaping the future of patient care closer to home.



Arden&GEM

Health and social care systems support



# Supporting the move to deliver primary care services at scale

**The recent process for establishing PCNs and completing the network agreement was just the start of the transformation journey for primary care. Our attention now needs to shift onto how networks will truly function, as a fundamental building block for Integrated Care Systems, in order to effect the level of system change needed.**

Arden & GEM is working in partnership with Capsticks and clinical director for the national primary care homes project, Professor James Kingsland, to bring together a unique blend of knowledge and expertise, informed by first-hand experience of designing and implementing collaborative models within health and social care. We can support practices and at-scale collaborations to innovate, improve and transform their services; guiding organisations from development through to delivery.

We have worked with practices throughout England to set-up and establish their PCN, using a development framework to take organisations from a high level identification of ambitions with an outline plan through to a new organisational form with a clear understanding of what needs to be in place to meet the needs of the population – and the mechanism for tracking outcomes. The underlying framework and approach also demonstrates that organisations have the skills and experience in place to play a full and credible role in determining and delivering services locally, holding contracts and delivering out-of-hospital services at scale as envisaged in the NHS Long Term Plan.

## What are the benefits?

- Greater resilience within primary care
- Better integration with community and secondary care
- Identification and understanding of any gaps and actions required to ensure compliance with legal, regulatory and commissioner requirements
- Greater opportunity to deliver efficiencies through economies of scale
- Opportunity to develop new services under emerging care models and other system-wide developments.



# An integrated solution

As PCNs look to the future, and the need to develop a strategy which delivers efficiencies and reshapes local services, our support - which is aligned to the NHS England PCN Development Support modules - covers the following areas:

Strategy and organisational design	Leadership, people and culture	Implementation and innovation
<p><b>PCN set up</b> - including advice and support on structure, governance, planning and engagement</p> <p><b>Organisational development</b> - creating the right environment and facilitating relationships with the wider system</p>	<p><b>Leadership development</b> - using mentoring and coaching approaches to develop clinical and non-clinical leadership skills</p> <p><b>Clinical director development and support</b> - develop the confidence and skills to lead transformational change</p> <p><b>Change management, quality and culture</b> - providing the capacity and capability to make change happen while building in-house knowledge and skills</p>	<p><b>Multidisciplinary working</b> - Developing workforce models, recruiting healthcare professionals and involving and empowering communities</p> <p><b>Social prescribing and asset based community development</b> - building models for community development and social prescribing which capture learning and evaluation</p> <p><b>Population health management</b> - improving data quality, linkage and understanding including use of population segmentation approaches</p>

## Our work in Cornwall

With a single CCG, existing provider federation, a Primary Care Home rapid test site and 61 practices, the primary care system in Cornwall was at different development stages with a variety of existing regional structures.

We were asked to work with all PCN stakeholders to review the work completed to date, provide assurance that local plans were consistent with the GP Contract Framework and PCN guidance and support the development of a coordinated PCN implementation plan to meet regulatory requirements, align with the local STP context and assimilate best practice from around the country.

Having supported PCNs to complete their network submission and agreement by the respective deadlines, we are now:

- Working with the CCG to explore long term strategic planning in the context of national drivers and ensuring that PCNs have a strong voice in how the future Integrated Care System (ICS) develops
- Working with practices and networks to deliver the implementation plan focusing on immediate clinical, workforce, governance and financial challenges.

This project has given assurance - from a contractual, legal, and business readiness perspective - to the initial work to develop primary care at scale while also identifying future gaps and actions required to demonstrate capability and access new funding.

Our approach can be tailored to meet individual requirements, informed by local context.



## Arden & GEM

Proud to be part of the NHS, Arden & GEM partners with commissioners and providers to deliver unprecedented transformational change, enabling localities to develop the integrated systems and models of care needed for improved efficiency and patient outcomes.



## Capsticks

With legal and governance expertise at the heart of its work within the health sector, Capsticks supports GPs and local health and care systems, throughout the country, as they seek to address their own unique challenges and opportunities and get things right first time.



## Contact us

We would welcome the opportunity to talk with you about your needs and challenges, and how we could support you to meet these.

 [www.ardengemcsu.nhs.uk](http://www.ardengemcsu.nhs.uk)

 [@ardengem](https://twitter.com/ardengem)

 [contact.ardengem@nhs.net](mailto:contact.ardengem@nhs.net)

