

System Level Access Improvement Plan

Appendix D:

**System Development Fund Framework
Primary care transformation (3a)**

Transformation Area	Proposed 23/24 Activities	Projected Outcomes	Delivery Update	No. of Practices/ PCNs Supported
Transformational Support – PCN Development	<ul style="list-style-type: none"> Preparation for the DES ending and resource to support transition to a PCN leadership team model. Workshops and organisational development to take forward the ongoing shift to delivery through Neighbourhood teams. Expertise/ independent support to enable each PCN to develop a strategy and plan that aligns with population needs and supporting alignment with LCNs. Also, to support delivery of specific priorities identified such as Care Coordinator development that will help network this resource with wider services, maximising their impact and reducing pressure upon GPs. 	<ul style="list-style-type: none"> OD support to transition all 4 PCNs to a more multi-professional leadership model from an exclusively GP led one that also builds and fosters relationships with wider system partners. 	The availability of this funding allocation (£43k) has been discussed and agreed with PCNs and the GP Federation and proposals have been requested so that ‘primary care’ can liaise within Local Care Network configurations to plan and determine priorities.	#4 PCNs
Training Hub	<ul style="list-style-type: none"> Intermediate workforce support offered from the SEL Training hub working closely with the Bexley local training hub offering to all practices the opportunity to receive tailored support according to population health need and workforce challenges that is aligned to recruitment retention and development. This package will facilitate support for access, morale, business management, LTC management, QOF and training/education. This will be offered to all 21 Bexley practices with transition support being used as a lever to maximise uptake of this comprehensive offer 	<ul style="list-style-type: none"> It is intended that at least 10 practices will take up this offer. There will also be a bolstered offer to 3-4 practices that are facing significant workforce changes due to management and partnership changes. They are all practices where service provision has been impacted but are receptive and willing to take action to improve their operations. Some of the practices supported also need to plan for significant list size growth due to planned housing developments in the vicinity. The intention is to also being to mobilise the Primary Care Anchor Network vision, linking employment with local educational institutions and specific communities where greater employment will enhance social mobility. 	The local workforce development hub has been engaged to promote and co-design a tailored support offer for 3 practices to sit alongside the wider intermediate support offer to be promoted to all practices.	Estimated up to #10 (48%) of practices.
Primary Care Estates and Business Cases	<ul style="list-style-type: none"> Estate issues represent a significant resilience risk in Bexley so an SDF allocation has been made to bring in estates expertise to progress the work up of estates schemes that will best address capacity and imminent challenges faced by 3 practices 	<ul style="list-style-type: none"> Progress work up of scheme designs and associated business cases to a level suitable for future capital funding opportunities and S106/CIL applications. 	Consultants engaged.	# 3 practices

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Transformational Support – GP Transformation Support	<ul style="list-style-type: none"> • Digital Inclusion, raising awareness of self-management and self-referral routes - support to a network of volunteers and third sector organisations to raise awareness with the public of how best to access primary care and other options such as community pharmacy, self-management resources and self-referral pathways. It will make use of and expand upon existing initiatives like community and digital champions in aiding mobilisation of these activities. It will also facilitate comms and engagement activities where a Borough wide approach is necessary. • Local change management - continues to undertake significant engagement and support to all 21 practices in optimising use of digital tools. The key outcomes anticipated in 23/24 include: 	<ul style="list-style-type: none"> • Support in driving up the NHS app registration in the Borough currently at 57.8% with a target to reach a minimum of 60% as well as those with proxy access to a cared for record. • All 21 practices supported to review their content of their GP websites, making sure that all relevant and contractual-required information is present and up to date. The project continues to support practices now make their website easier-to-use and more patient friendly. Including providing as much access information as possible for everyone, but particularly those with disabilities. • Embedding on all 21 practice websites, a link to a central Bexley Wellbeing Partnership website where all self-referral pathways are collated in a single location. • 20 of 21 practices transferring to a single online consultation video consultation (OCVC) tool that facilitates NHS App-integrated online consultation solution for patients. • The 8 remaining practices still on analogue or hybrid telephony systems being supported to move to an approved cloud-based telephony system. • 13 practices supported to review their existing cloud-based telephony in place to maximise use. • Establishing a remote monitoring hub, initially mobilising with 4 practices (1 PCN), enabling aspects of the 8 care processes for diabetes being captured remotely on behalf of practices. • Encouraging all practices to increase their usage of the Community Pharmacy Consultation Support service (CPCS) through better system integration. • 16 of 20 eligible practices have signed up to automated patient registration significantly reducing the burden on administrative staff when a new patient registers. This released capacity will allow practices to redirect resource to improving patient access elsewhere. • Deliver demand & capacity review tool Apex to 20 GP practices, resulting with them being able to see in real-time their access and appointment data. This allows the practice to better understand their access challenges and can indicate what to target to help improve this. 	<p>All schemes progressing in line with projected outcomes.</p>	<p># 21 practices # 4 PCNs</p>

Transformation Area	Proposed 23/24 Activities	Projected Outcomes	Delivery Update	No. of Practices/ PCNs Supported
Practice Resilience	To support practice resilience at both individualised level and where common needs are identified, which are designed to address immediate practice pressures to maintain primary care services effectively and safely.	Improved practice resilience and sustainability	Prioritisation of need underway through self-assessment by practices as part of Transition & Transformation Fund programme	5 practices (planned)
Transformational Support – PCN Development	Contribution to CESEL. PCNs to expand hub-level working (ie at scale delivery), such as IUC, remote monitoring, contact centre services and back office; ehub expansion	Embedding PCN-level model of additional capacity	PCNs currently developing implementation plans for expansion of hubs.	8 PCNs
Transformational Support – GP Transformation Support	Interim support offer to practices which are ineligible for the GPIIP or otherwise facing barriers to accessing this support and determined as highest need/risk (resilience / SLF assessment). Access and nature of support offer to be based on outputs from the SLF exercise. Designed to build improvement capability and capacity in readiness for accessing GPIIP or universal support /transformation schemes in future. Anticipated to include capacity backfill to enable active participation	Improved practice resilience and sustainability	Finalising offer and implementation plan with the South East London Workforce Development Hub	10 practices (planned)

Transformation Area	Proposed 23/24 Activities	Projected Outcomes	Delivery Update	No. of Practices/ PCNs Supported
Practice Resilience	To support practice resilience, addressing immediate issues such as the outcome of CQC inspections i.e. sourcing additional capacity to develop action plan, bolster workforce to improve access whilst recruitment takes place. Proactive actions i.e. succession planning, earlier identification of organisational issues and formulation of plans to address with intelligence being gathered as part of planned schedule of practice visits	<ul style="list-style-type: none"> Stabilising of practices following outcome of CQC inspections Additional resource to enable headspace for practice to work on relevant action plans Improvement on CQC rating More resilient primary care Greater collaborative working to solve shared issues ie workforce 	<p>1 x practice receiving support following inadequate rating by CQC 1 x practice in process of developing co produced support plan</p> <p>Visit programme to identify issues currently ongoing and due for completion end of November</p>	2
Transformational Support – PCN Development	PCN Leadership Development (across all staff cohorts) i.e. building on recent development sessions, expanding content and increasing places. Development and implementation of forums to further develop integrated working, share common challenges and identify solutions. PCN Development - identification of support in line with the PCNs 3 objectives (output from Jan 23 event). Development of bespoke PCN plans building on the work thus far	<ul style="list-style-type: none"> Increased diverse leadership capabilities across the Borough Identification of and support developed for potential leaders across all staff cohorts resulting in greater capacity to take forward initiatives / further develop projects already underway that contribute to PCN / Neighbourhood development 	Due for completion end of November	0
Transformational Support – GP Transformation Support	Further development of digital Inclusion, self-management & self-referral promotion building on the work undertaken by Social Prescribers within CACT, Local Authority and Community Connections. Comms campaign to promote and increase take up across neighbourhoods. Resource required to take forward and join up work programmes across the Borough	<ul style="list-style-type: none"> Identification and implementation of more intuitive social prescribing platform for referrals (including self referral) across primary care and CACT Further development of practice websites and remote monitoring to enable greater self care / self management 	Scoping of the work programme and potential Social Prescribing Platform currently underway. Indicative timescale for completion end of December	Applicable to all 29 practices
Primary Care Estates Business Cases	Identification of options and support to develop business cases including triangulation against SEL Estates Strategy, Healthier Greenwich Partnership Health and Care Delivery Plan and Local Authority Plans i.e., JNSA and Housing Developments. Identification of priority areas and development of business cases in readiness for any potential funding	<ul style="list-style-type: none"> More joined up working with system partners to ensure totality of the public estate is fully utilised and funding opportunities secured to further develop priority areas Ultimate aim of having an overarching Neighbourhood (including Primary Care) Infrastructure Plan 	<p>First workshop has taken place with system colleagues.</p> <p>Funding opportunities for Primary Care i.e. Local Improvement Grants provided along with application process</p>	Applicable to all 29 practices

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Practice Resilience	To deliver a practice resilience programme in line with the GPFV protocols to support specific pressures within general practice	<ul style="list-style-type: none"> Diagnostic services to identify areas for improvement support Specialist advice and guidance – e.g. Operational HR, IT, Management, and Finance Practice management capacity support Rapid intervention and management support for practices at risk of closure 	<ul style="list-style-type: none"> Programme launched 23/10/2023 Bids will be reviewed in December 2023 	All practices have an opportunity to submit bids.
Transformational Support – PCN Development	Building on integration at place funding will support PCN integrated with neighbourhood nursing teams.	<ul style="list-style-type: none"> Appointing a Fuller Integration Lead role. Adverts launched this week 30/10 NWDA, Social Prescribers & Equity Champions independent evaluations to consider effectiveness of future function and form. 	<ul style="list-style-type: none"> SLF to be launched in November 2023 PCN Intensive Offer to be launched on November 2023. 	All PCNs
Transformational Support – GP Transformation Support	Further development of Lambeth strengthening General Practice, Initiatives will support PCNs and Practices adopt modern general practice, improve access by using turn key analytical tools and reducing unwarranted variation across general practice.	<ul style="list-style-type: none"> Improved utility of Practice Supply and Demand toolkits Increase the number of face to face engagement events to address unwarranted variation in General Practice. Improved mapping and labelling of GPAD appointments. Reduce waiting times and abandonment rates during the 8AM rush 	<ul style="list-style-type: none"> Apex Enterprise roll out during October and November. Additional IM&T refresher courses to improve adoption of turn-key solutions 	All Practices

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Practice Resilience	To support practice resilience, addressing immediate practice pressures to maintain services effectively and safely.	Improved practice resilience and sustainability	Intension to launch Practice Resilience application programme to all Lewisham practice in early November 2023	TBC
Transformational Support – PCN Development	To support continued PCN development and maturity including at scale delivery i.e. ehub, remote monitoring, centralised back office, automation.	Improved PCN development and maturity	Common external facilitation offer to all PCNs currently being finalised. Product will be a development plan for each PCN to include use of remaining PCN development funding	6 (all PCNS)
Transformational Support – GP Transformation Support	To support practices with a "local equivalent GPIP national intermediate offer", linking to the Support Level Framework (SLF) approach to help identify specific needs.	Improved practice resilience and sustainability	Finalising offer and implementation plan with the South East London Workforce Development Hub	TBC
Comms and engagement	To support patient understanding of the new ways of working in general practice including digital access, multidisciplinary teams and wider care available	Improved public and patient understanding of primary care	Due to the recent availability of national comms campaign materials, considering the redirection of this allocated funding to supplement PCN development instead	Borough wide

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Practice Resilience	To support practice resilience, addressing immediate practice pressures to maintain services effectively and safely, with particular focus on practices supporting asylum seekers and refugees in Southwark.	Working with practices who register and provide general practice services to new arrivals. Support practices with CQC planning and action plans.	Working with AS&R lead to agree supportive approach which will have most impact.	5 practices
Transformational Support – PCN Development	To support continued PCN development and maturity including at scale delivery i.e. ehub, remote monitoring, centralised back office, automation.	Working with PCNs currently to prioritise areas of focus to support PCN development and maturity.	South East London Workforce Development Hub have been commissioned to support place and ICS colleagues undertake the Support Level Framework. Follow up meeting in place with Training hub to identify practices for initial tranche.	2 PCNs
Comms and engagement	To work with system colleagues to develop schemes to support communities who are digitally excluded	Work with stakeholders to consider how to reduce inequalities in access to and outcomes from health services and take steps to address the barriers to digital health that some groups of people may face.	Digital First and Southwark Council host Digital Inclusions 'Drop in' sessions and engagement events across the borough to promote access to digital services. There is a borough focus on digital solutions such as 'SwiftQueue' and how to ensure equity of access to services for all patients.	All practices
Other	To respond to 10 recommendations for improving patient access in Southwark Scrutiny Committee report. Including, helping patients whose first language is not English and those with low literacy levels to understanding of the new ways of working and staff roles in general practice	Addressing ongoing issues relating to resident / patient understanding of most appropriate services to access, where and when	This has been presented at the Primary Care Collaborative meeting and this is to be developed into a workplan.	All Practices

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Transformational Support – Digital First	Financial and ongoing procurement support for digital tools from the Digital Pathway Framework lot on DCS product catalogue	Modernise practices and PCNs with digital platform to support their operational need	The framework is not yet live	All practices
	Single remote consultation tool for ICB through current procurement to support online & video consultation, messaging,	Make high-quality online consultation, messaging and booking tools available to general practice	ITT closed on 25th October. Evaluation to start from 27 th Oct 2023	All practices
	NHS App promotion for Practices/PCN to enable all four NHS App functions for patients and improved practice / patient uptake to national 60% target for above 13 users	Enable patients in over 90% of practices to see their records and practice messages, book appointments and order repeat prescriptions using the NHS App by March 2024	Currently 55% of 13+ registered user of NHS app. 100% practices have enabled messages, repeat prescription and GP record access. Work is being undertaken to enable GP appointment booking for all practices as well	All practices
	Website optimisation in line with Recovery Plan for Primary Care and Practices enable self-directed care via website and online consultation tool and improving the quality of core digital patient journeys for patients and staff and usability of practice as guided by the national website audit tool.	Help practices to have accessible and easily usable websites	102 practices have far met the required standard. Remaining practices plan to move to the new websites once the online consultation platform is procured	All practices
	GP to CPCS in line with Recovery Plan for Primary Care	Effective care navigation of patients to community pharmacy	All practices currently use the platform	All practices
	Advanced telephony analogue switchover and optimisation of existing cloud-based systems in line with the Recovery Plan for Primary Care (funding separate to SDF for FY23/24)	Support all practices on analogue lines to move to digital telephony	58 practices have contacted procurement hub to initiate the process.	70 practices
	Automation in primary care for proof of concept of new technology on the market - automated new patient registrations and GP2GP for all practices	Supporting the automation trial to increase efficiency	74 practices have sent their EOI	152 practices in 5 boroughs
	Training and implementation support of the existing and newly procured digital platforms for the practices/ PCN and supporting the digital and transformation PCN leads training	Provide all practices with the digital tools training for Modern General Practice Access	All practices are able to book 1-2-1 training or group webinar of digital platform via SEL HALO system	All practices

Transformation Area	Proposed 23/24 Activities	Projected Outcomes	Delivery Update	No. of Practices/PCNs Supported
Training Hubs/ Clinical Fellows and Mentoring	<p>Training Hub</p> <ul style="list-style-type: none"> SEL Training Hub - To utilise rag rated GPs/Nurses/Admin/ARRS roles per 1000 patients to determine the areas most in need of recruitment and offer bespoke support for recruitment and student/trainee/apprentice placement . SEL Workforce Development Hub (SEL Training Hub) are providing the oversight and delivery of the GP and GPN Fellowship programme for the ICS. Training Hub engages with all VTS schemes and on to one with all prospective and active fellows ensuring that portfolio roles <p>Clinical Fellows</p> <ul style="list-style-type: none"> Full offer to 100% of New to Practice GPs and GPNs Full offer to 100% New to General Practice nurses and linked strongly with GPN Academic recruitment drive <p>Mentoring</p> <ul style="list-style-type: none"> Established programme with good mentor-mentee ratio and plans to expand mentor recruitment significantly in coming year. Programme overseen by two leads who keep up to date with all training needs for mentors and current best practice. 	<ul style="list-style-type: none"> Increased student, clinical fellow and mentor and mentee numbers in areas of greatest need Bespoke job descriptions and recruitment support to enhance recruitment in areas of greatest need GP conversion trajectory on increase and GPN recruitment strongest it's ever been 	<p>This work is being linked to the delivery of the local SLF programme, and support will be offered to those PCNs following the SLF review.</p> <p>51 GP in their first year of the fellowship scheme and 23 GPs in their second year of the fellowship scheme. 50 GPs have completed the scheme</p> <p>19 ‘newly qualified’ and ‘new to general practice’ nurses in their first year of the fellowship scheme and 1 ‘newly qualified’ nurse in their second year of the fellowship scheme. 2 newly qualified nurses have completed the scheme.</p> <p>32 GPs have been trained as mentors and 22 GPs are active on the ‘Supporting Mentor Scheme’. 3 mentor/mentee matches took place in September 2023 and 5 mentoring sessions were undertaken as part of the Supporting Mentors Scheme.</p>	Approximately 10 practices per borough
Primary Care Flexible Staff Pools	Continue to maintain and expand numbers of clinical staff registered with the bank, provide feed to dashboard for monitoring at borough level and continue to promote the pool as the flexible staffing solution for SEL	<ul style="list-style-type: none"> Increased numbers of locum GPs available for locum shifts A range of ARRS roles signed up to the locum bank to support PCNs 	213 PCNs are registered with the SEL flexible staffing pool. 91 of these practices offered at least 1 session during September 23	Available to all practices and PCNs
Practice Nurse Measures	Support the continued expansion of recruitment into General Practice Nursing through the GPN Academic route. Support practices and PCNs to retain GPNs through expanding team of Legacy Nurses to support placement capacity increase, access to training, clinical supervision, leadership support.	<ul style="list-style-type: none"> Increased recruitment into general practice nursing Coordinated nurse training opportunities A systems approach to training placements Leadership and peer support to practice nurses 	Closer links formed with HEIs and a programme of practice nurse training in place	Available to all practices and PCNs

Transformation Area	Primary Care Estates Business Case
Proposed 23/24 activities	SEL wide - delivery of the ICB infrastructure strategies to enable the implementation of the Fuller stocktake, utilising the full £188k capped funding.
Projected Outcomes	<p>Our estate infrastructure strategy envisions a modern, adaptable estate, underpinned by 3 key ambitions:</p> <ul style="list-style-type: none"> • Stronger, safer, and greener buildings • Better and smarter infrastructure • A fairer allocation of investment and more efficient use of resources <p>Four key pillars support these ambitions:</p> <ul style="list-style-type: none"> • Strong Leadership • People and Capability • Data driven decisions • Strategic investment
Number of Practices/PCNs supported	All practices and PCN's will benefit from having a system wide strategy.
Delivery Update	<p>South East London stepped forward to be part on the national pilot for ICB estates infrastructure plans and we are pleased to say that this work has now been completed. The strategy has been to the SEL ICB Executive who have supported this and have made a recommendation to the board for approval. The strategy will be presented to the board on the 14th November</p>