

DUDLEY PRIMARY CARE STRATEGY ACTION PLAN

The below list details the 12 key themes across the strategy:

- **Access:** Deliver extended access appointments over 7 days a week through the access hub and develop a sustainable improving access plan, including the role of the Urgent Treatment Centre (UTC).
- **ARRS:** Develop our ARRS service offer to PCNs – consistent operating model with the ability to flex, in partnership, to meet population needs of practices.
- **Clinical:** A primary care operating model, for practices and ICTs, that defines how services operate in support of practices, PCNs and place.
- **Corporate:** A business partnering support function to general practice and PCNs for CQC, QI, HR, admin and financial support.
- **Development:** To develop our strategic approach to providing primary medical services. To develop and implement an operating model for general practice for the provision of primary medical services.
- **Digital and BI:** To develop a digital blueprint in support of the primary care operating model. To produce BI and population health analytics that enable operational services to respond to the needs of the population.
- **DQOFH:** To lead the review of DQOFH indicators and the way in which services are organised to support the delivery of DQOFH indicators.
- **Estates:** To develop and implement an estates strategy that supports the delivery of the primary care operating model.
- **Learning & Development:** To co-produce and implement a strategy, with the Training Hub, to offer a broad range of professional and personal development to all roles across primary care.
- **Quality:** To provide a quality improvement support function, sharing policies and procedures to enable practices reach good or outstanding in every CQC domain.
- **Stakeholder Engagement:** To support primary care to be informed and to represent and reflect the “voice” of primary care across the system
- **Workforce:** To create a strategy to recruit and retain staff, including the creation of a bank of clinical and non-clinical staff, to sustainably deliver primary care.

The below table sets out how the themes within the strategy have been organised into projects and activity for programme delivery:

Strategy Themes	Programme Delivery
Additional Roles Reimbursement Scheme (ARRS)	ARRS Offer
Access	Access & Clinical Strategy
Clinical	Enhanced Care in Care Homes
	Integrated Care Teams
	DIHC General Practice
Development	PCN Development
Learning & Development	Workforce & Training
Workforce	Business Partnering Function
Corporate	Digital & Business Intelligence
Digital & Business Intelligence	Estates
Estates	Stakeholder Engagement
Stakeholder Engagement	Quality
Quality	DQOFH Management
Dudley Quality Outcomes for Health Framework (DQOFH)	DQOFH Assessment

The below table sets indicative target dates for completion of all programme projects and activities:

Q4 Jan – Mar 2023	Q1 Apr – Jun 2023	Q2 Jul – Sep 2023	Q3 Oct – Dec 2023	Q4 Jan – Mar 2024
Complete Primary Care General Practice Operating Model and implement in our practices	Implement ARRS Offer with single EPR	Publish and share a PPG support offer (including potential for PCN PPGs)	Publish sustainable access plan (including UTC & winter hub) with action plan	Publish and share a business partnering offer
Produce framework and pathway for General Practice integrating with DIHC	Implement Enhanced Care in Care Homes	Publish patient digital operating model in our practices	Publish options appraisal for working at scale with action plan	Publish general practice digital blueprint
Complete and share PCN Estates strategies	Publish standardised Integrated Care Teams framework	Implement primary care dashboard	Publish workforce and training strategies with action plan including opening a bank	Publish and share quality support offer
Complete DQOFH review and establish 23/24 indicators		Implement EMIS support offer to practices	Publish Dudley place estates strategy	Complete DQOFH assessment
Ongoing support for PCN Development including provision of data, workforce planning and training needs analysis				
Ongoing stakeholder engagement				

The below action plan details the actions to be delivered across each key project and activity:

Project / Activity	Action	Executive lead	Management lead	Timeframe
ARRS	We will ensure that our clinical teams and ARRS staff are operating in support of practices to deliver the PCN impact and investment fund (IFF) the population health outcomes set out in the DQOFH i.e., health coaching to support patients achieve personalised health goals	Phillip King, Chief Operating Officer	Alec Gandy, Operations Manager	Q1: April - June 2023
	We will mutually develop an ARRS offer and SLA with each PCN to meet the needs of the population including recruitment & retention; learning and development; supervision & support; ICT integration			
	We will review and update our SLAs with each PCNs on an annual basis to reflect our offers of support and the key outcomes to be expected from our arrangements.			
Access	We will determine the plan for the Access Hub, both the current service through winter (regarding Winter Access Fund) and a plan for the long term future	Dr Lucy Martin, Joint Medical Director; Dr Richard Bramble, Joint Medical Director; Stephanie Cartwright, Director of Strategy, People and Partnerships		Q3: Oct - Dec 2023
	We will ensure the UTC (Urgent Treatment Centre) is embedded sustainably within Primary Care with a development plan to support workforce requirements.			
	We will mutually develop a sustainable improving access plan including responses to increased pressure such as Bank holidays and same day access informed by System level workshops (to include UTC, Extended Access, DQOF, Operational Model in own practices, Footfall usage).			
Clinical Strategy	We will undertake an options appraisal with stakeholders to develop potential models of operating at scale across primary care and with partners to achieve and deliver on the requirements of Fuller review	Dr Lucy Martin, Joint Medical Director; Dr Richard Bramble, Joint Medical Director; Stephanie Cartwright, Director of Strategy, People and Partnerships		Q3: Oct - Dec 2023
	We will operate in support of PCNs, as a sub-contractor and at their request, to provide aspects of the PCN DES by developing services offers that enable us to take on the provision of other services, ie. enhanced care in care homes			
Clinical Enhanced Care in Care Homes	To define and implement a delivery model for Enhanced Care in Care Home requirements of the PCN DES	Phillip King, Chief Operating Officer; Dr Lucy Martin, Joint Medical Director	Will Overfield, Strategic Commissioning and Transformation Lead	Q1: April - June 2023

Clinical Integrated Care Teams	We will review and evaluate the ICT operating model, with a view to standardising the way the ICT operates across all PCNs to optimise the way in which they support patients and ensure the ICT way of working is embedded and functioning.	Dr Richard Bramble, Joint Medical Director	Joanne Taylor, Strategic Commissioning and Transformation Lead	Q1: April - June 2023
Clinical DIHC General Practice	We will develop a primary care operating model within our directly provided practices and share the learning and resources with all other practices	Dr Lucy Martin, Joint Medical Director		Q4: January – March 2023
Development – DIHC General Practice	We will develop a strategic framework for practices wanting to move to a salaried model with DIHC taking on full responsibility for the provision of the GMS contract (based on our learning from taking on direct provision for two practices).	Dr Lucy Martin, Joint Medical Director	Daniel King, Head of Primary Care	Q4: January – March 2023
Development – PCN Development	We will support each PCN in producing an annual development plan to ensure leadership capability, succession planning, governance, financial planning and the ability to run an ‘organisation’ and to secure development funding from the ICB	Stephanie Cartwright, Director of Strategy, People and Partnerships	Daniel King, Head of Primary Care	Ongoing
	We will work with the ICB to ‘host’ primary care development resources on behalf of PCNs and ensure that all PCNs are maximising the opportunity to access development resources.			
	We will actively lead and participate in National accelerator and development programs to attract additional resource and support for strategy implementation			
	We will respond to any National Primary Care initiatives that need to be implemented at a Place level			
Learning & Development	We will provide training needs analysis on behalf of each PCN.	Stephanie Cartwright, Director of Strategy, People and Partnerships (non-clinical); Sue Nicholls, Director of Nursing (clinical)		Ongoing
	We will facilitate shared clinical and non-clinical practice education, learning and development to maximise individual and collective performance and shared learning			Ongoing
	We will develop place-based relationships for the training hub to support the development of one workforce plan and training needs analysis approach for Dudley with a joint framework for delivery across the training hub and DIHC resources			Q3: Oct - Dec 2023
	We will co-produce and develop a Learning & Development strategy and action plan including: - practice staff receive professional and personal development			

	<ul style="list-style-type: none"> - clinical staff have personal and professional development support by partnering with the training hub to provide GP training, peer mentorship support, portfolio career development and access to financial support to develop and upskill clinical staff. <p>range of leadership and development programmes for primary care in partnership with training hub and ICB</p>			
Workforce	We will provide workforce planning on behalf of each PCN.	Stephanie Cartwright, Director of Strategy, People and Partnerships (non-clinical); Sue Nicholls, Director of Nursing (clinical)	Ongoing	
	We will work with practices via the Dudley Practice Management Alliance (DPMA) to create a bank of clinical and non-clinical staff.		Q3: Oct - Dec 2023	
	We will co-produce a workforce strategy to develop recruitment and retention approach for sustainable models of primary care and general practice			
Corporate Business Partnering Function	We will co-produce and provide a range of business partnering offers with practice staff i.e., CQC and other regulatory requirements, administration functions, finance, staffing, quality improvement and assurance support.	Matt Gamage, Finance Director	Q4: January – March 2024	
Digital & Business Intelligence	We will develop a standard digital operating model for patients, i.e., role of Footfall, within DIHC practices and share with across all practices in collaboration with the ICB Digital First programme	Dr Lucy Martin, Joint Medical Director	Matt Wilkinson, Primary Care Programme Manager	Q2: Jul – Sep 2023
	We will produce a general practice digital blueprint to support and enable the delivery of the primary care operating model in collaboration with the ICB Digital First programme	Matt Gamage, Finance Director	Stuart Lea, Interim Chief Information Officer; Duncan Robinson, Interim Deputy Chief Information Officer	Q4: January – March 2024
	We will implement a single electronic patient record for Primary Care Clinical Support Services			Q1: April - June 2023
	We will develop and provide practices with templates, reports and training on EMIS for managing the DQOFH			Q2: Jul – Sep 2023
	We will provide each PCN with business intelligence and population health data analytics.			Faye Duncan, BI Service Delivery Manager
	We will develop a Primary Care Dashboard to provide a single comprehensive overview of Primary Care performance utilising the PCAT tool and all other emerging tools.			
Estates	We will develop with practices an estates strategy and action plan for each PCN	Phillip King, Chief Operating Officer	Mike Nicklin, Estates Lead	Q4: January – March 2023
	We will develop a Dudley Place estates strategy to consider sustainable and long-term options to meet our Estates requirements			Q3: Oct - Dec 2023

Stakeholder Engagement	We will support practices in developing and operating their patient participation groups (PPGs).	Stephanie Cartwright, Director of Strategy, People and Partnerships	Helen Codd, Head of Communications, Engagement and Partnerships	Q2: Jul – Sep 2022
	We will supporting primary care to be informed and influential in the system e.g., to facilitate the collective informed voice of primary care at place and at system level, to chair the place based and system based primary care collaborative with mutually agreed workplans and priorities			Ongoing
	We will represent and reflect the ‘voice’ of primary care when responding to policy direction and opportunities – to operate in way that is understanding and supportive of the needs of primary care.			
	We will support wider Black Country primary care place collaboratives to enhance the voice of primary care at place and to support with primary care expertise in the place development agenda			
Quality	We will provide a quality improvement support function to support and enable practices to reach good and outstanding in every CQC domain i.e., a more preventative and proactive approach to quality improvement	Sue Nicholls, Director of Nursing	James Young, Head of Quality Assurance	Q4: January – March 2024
	We will provide a range of clinical governance support to practices, sharing standard policies and operating procedures supported with training and education.			
DQOFH - Management	We will support practices to meet their targets for physical health checks for mental health and SMI checks with a targeted and addressing the issues raised.	Dr Lucy Martin, Joint Medical Director; Dr Richard Bramble, Joint Medical Director	Joanne Taylor, Strategic Commissioning and Transformation Lead	Q4: January – March 2023
	We will lead the process of annually reviewing and making recommendations to the ICB on the indicators within the DQOFH.			
DQOFH - Assessment	We will work with the office of public health to undertake a qualitative study and economic impact assessment on the benefits of the DQOFH.	Dr Lucy Martin, Joint Medical Director; Dr Richard Bramble, Joint Medical Director	Daniel King, Head of Primary Care	Q4: January – March 2024
Strategy Programme Management	To develop and implement the programme management governance for the implementation of this strategy – scoping and mobilising key projects for delivery	Stephanie Cartwright, Director of Strategy, People and Partnerships	Daniel King, Head of Primary Care	Q4: January – March 2023
	Leading a programme of GP engagement and development sessions supported and incentivised in partnership with PCNs specifically related to the implementation of this strategy			