

Dorset Primary Care
Sustainability and Transformation Plan

Menu of Support available to General Practice v.2

****You can find this document on the Dorset CCG intranet in
Primary Care Zone then click Menu of support link****

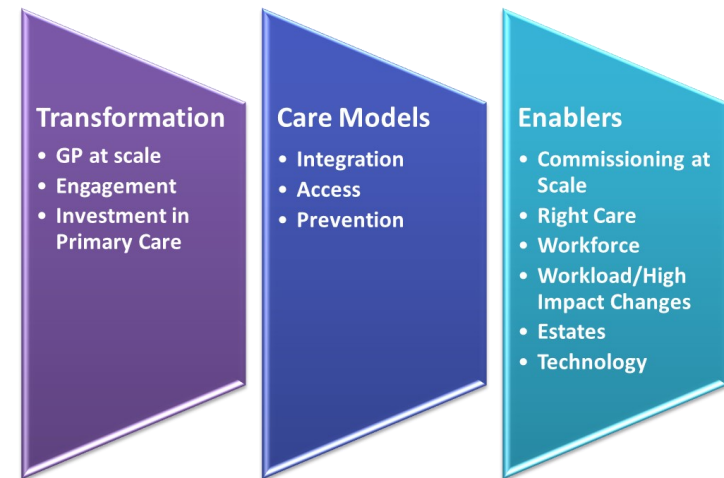
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Foreword

General practice in Britain is facing unprecedented pressures with regards to increasing workload and demand. Unfortunately we are not immune to these pressures in Dorset. Our practices and services have responded to this challenge by developing their own local plans for sustainability and transformation in order to maintain their already high levels of patient care and satisfaction based on the national GP Five Year Forward View and the Dorset Primary Care Strategy. We have been working closely with GP leaders to understand how best to support collaborative and at scale working to improve population health, and as a result of this I am pleased to introduce the Menu of Support developed by Dorset CCG.

This document gives details of all currently available support for the resilience, sustainability and transformation of General Practice. The locality chairs continue to lead the further development and implementation of local plans. I would encourage doctors, nurses, practice managers and all members of the General Practice community to consider how they may benefit from this Menu Support and to get involved in locality discussions about how they can contribute to locality plans. We have a considerable opportunity to improve the working lives of our staff and the care of our patients.



Dr Anu Dhir, Primary Care Clinical Lead

1. Primary Care Team

The Dorset CCG Primary Care Strategy and Delivery Plan have been developed to ensure General Practice plays a central role in improving health and wellbeing, quality of care, efficiency and productivity.

The Primary Care team can offer to support practices to deliver the Five Year GP Forward View.

- Principal Primary Care lead allocated to each cluster to support change
- Localities have a dedicated Relationship Manager as the key contact
- Named Locality team administrator
- Primary Care team members have been assigned to the 12 programme areas for the implementation of the Locality Transformation plans
 - Access
 - Commissioning and Contracting
 - Estates and Technology Enabling care
 - Engagement and Communications
 - New Models of Care
 - Prevention at scale
 - Primary Care investment
 - Right Care
 - Transforming Primary Care (Provider Development)
 - Workforce and Workload
- Additional project management support is available

For new primary care queries and to enable a quick response, please contact the Primary Care Team Support Line

 **0333 241 2495**

 **primary.care@dorsetccg.nhs.uk**

2. Primary Care Public Engagement

To ensure that there is public engagement and coproduction in developing local plans, the Primary Care Commissioning Strategy Public Engagement Plan was produced and focusses on how NHS Dorset CCG will facilitate meaningful engagement ensuring the views of local people inform transformation plans. The document clearly defines the engagement process which is in line with national guidance.

Working with local people - each area will be supported to do:

- An audience analysis to identify who should be involved and informed locally at each stage of designing local proposals for future primary care provision.
- A review of existing feedback - what have local people already told us.
- Hold half day workshops with 20-30 local people to seek views on current services and ideas for future proposals.
- Use existing feedback and views from the workshops to inform proposals.
- Inform further communication, engagement and/or consultation, depending on the type of plan.

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 **primary.care@dorsetccg.nhs.uk**

3. Workforce

We can:

- Offer Protected Learning Time (PLT) to free up time to develop your collective vision for transformation.
- Help Practices and localities to undertake workforce baseline assessments to inform the development of workforce plans and skill mix opportunities
- Through Doorway to [Dorset http://www.doorwaytodorset.nhs.uk/](http://www.doorwaytodorset.nhs.uk/) we can:
 - Advertise your vacancies
 - Support individual marketing campaigns
 - Support reviewing role and skill mix
 - Showcase opportunities available across Primary Care and other NHS organisations in one place
- Post graduate recruitment
- Temporary administration staff via the Dorset Healthcare bank trust.temps@dhuft.nhs.uk
- Locum Chambers provides an online booking system for Practices and Locums
- GP Retainer Scheme—To ensure doctors who can only undertake a small amount of paid professional work may keep in touch with general practice and retain their skills, with a view to returning to NHS general practice in the future. <https://heeo.e.hee.nhs.uk/retainer>
- GP Returner—To support GPs who have previously been in practice to introduce them back into the workforce.



PrimaryCare.WorkforceCentre@dorsetccg.nhs.uk

4. Leadership and Service Transformation

We can:

- Offer a number of Leadership and Transformation courses available for Practice staff, including:
 - Certificate in Leadership and Service Transformation
Steven.aylwin@dorsetccg.nhs.uk or
PrimaryCare.WorkforceCentre@dorsetccg.nhs.uk
 - Practice Manager Programme
localevents@tvwleadershipacademy.nhs.uk
 - Edward Jenner
localevents@tvwleadershipacademy.nhs.uk
 - Transformational change through system leadership
enquiries@improvement.nhs.uk
 - Quality, service improvement and redesign (QSIR)
enquiries@improvement.nhs.uk
 - Culture and collective leadership
 - Building capability for improvement



<https://intranet.dorsetccg.nhs.uk/localities/>

5. NHSE GP Resilience

NHS England

- General Practice Resilience Programme can:
 1. Improve GP sustainability and resilience
 2. Secure operational sustainability
 3. Develop more effective ways of working
 4. Work towards future sustainability
 5. Explore new care models
 6. Understand the 'as is' situation of the practice
 7. Analyse agreed elements of your business to identify opportunities for change and increased resilience
 8. Support for implementation for Practice forward view.

<https://www.england.nhs.uk/wp-content/uploads/2016/07/gp-resilience-prog.pdf>

 **Olivia Falgayrac-Jones**
olivia.falgayrac-jones@nhs.net



6. Integrated Community Services Team

We can:

- Support Practices to consider and implement changes to organisational structures. Enabling Practices to evolve and improve to deliver Primary Care at scale services with reference to;
- ICS model of care
 - Improvement of Practice systems and processes
 - Communication and Patient Participation
 - Diagnostics
- Self-care/Self-management/Telehealth
- Frailty/End of life
- Digital health
- Rehabilitation
- Voluntary sector/early help
- Carers

Providing Practices with an understanding of the different options for organisational development which are available to improve access, improve efficiency and deliver a more sustainable and resilient General Practice.

- Data analysis

	Fiona Richardson	01202 541651	Fiona.Richardson@dorsetccg.nhs.uk
	Sarah Howard	01305 368079	Sarah.Howard@dorsetccg.nhs.uk
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	Sarah Boltwood	01305 368050	Sarah.Boltwood@dorsetccg.nhs.uk
	Val Mitchell	01202 541578	Val.Mitchell@dorsetccg.nhs.uk

7. Expert Advice

Legal Workshop offer:

- As part of support to deliver local plans for 'at-scale' working we have agreed to support Legal Workshops. These are intended to be accessed by at-scale groups as part of the Local Plan, interested practices should discuss with their Chair/Local Transformation team and advise their Relationship Manager if they want to access this support. The support will be to fund a local legal workshop delivered by an agreed framework provider.

CQC offer:

- The CQC have offered a dedicated Officer to support and advise 'at-scale' General Practice groups. The CQC Officer can be contacted direct: Emma Bekefi emma.bekefi@cqc.org.uk



0333 241 2495



primary.care@dorsetccg.nhs.uk

8. Facilitation Support for Primary Care

We can:

- Provide facilitation support to all localities. Facilitation is intended to enable collective conversations leading to clear decisions and plans. This support can be used to facilitate discussions at:
 - Locality meetings;
 - Protected Learning Time sessions (PLTs);
 - Internal discussions within (vulnerable) GP practices as part of resilience support.
- Each locality will be offered the equivalent of 2 days of facilitation support over the next 6 months and it is for the Locality Chair to determine how they wish to utilise this support.
- Some localities may wish to utilise the facilitation offer during their additional PLT sessions during October and January, to support the progress of their transformation plans.



01202 541 542



emma.shipton@dorsetccg.nhs.uk

9. Local Profile Support Business Intelligence

We can:

- Offer bespoke training and support for CHART and all PRIMIS tools (including GRASP-AF) delivered methods range from interactive webinars, 'how to guides' and tutorials to 1-1 direct support.
- Supply detailed knowledge and expertise on running MIQUEST queries and reporting from GP systems (both SystemOne and EMIS web) including generating bespoke queries/searches and report outputs.
- Provide analytical support, expertise and advice on numerous data sets including Acute Secondary Care, Referrals, Community and Mental Health, QoF etc.
- Offer a full suite for Primary Care interactive reports using various data sources included LES and DES returns
- Provide expertise and general advice on collection, analysis, reporting and presentation of data.
- Respond to general queries and enquires connected with completing LES and DES reporting templates.

Working with colleagues at Public Health Dorset we aim to produce a comprehensive Locality Profile to support prevention at scale. To include better decision making around how resources could be re-focused in areas to improve outcomes, improve efficiency and impact on the care and quality challenges.

We have allocated team support for each Locality which can be found on

 <https://intranet.dorsetccg.nhs.uk/commissioning/localities/bi-contacts.htm>

10. Quality

We can:

- Offer advice and guidance around any professional issues related to:
 - Registration
 - Revalidation
 - Professional development
 - Pre registration training
 - Clinical supervision
 - Staff support
- Practices can contact us with any concerns or questions in relation to:
 - Care Homes
 - Quality monitoring team
 - Supporting quality improvement in adult social care including domiciliary services
 - LD residential supported living—this may include signposting elsewhere for specific advice and intervention
- There are also a number of specific areas where we can signpost to, these are:
 - End of Life care
 - Dementia
 - Pressure ulcer prevention and management
 - Complaints and patient experience



01305 368 957



Jaydee Swarbrick - Jaydee.Swarbrick1@dorsetccg.nhs.uk

11. Technology Enabling Care

We can:

- Support Practices to install an online consultation system, help supporting GPs spend more time with patients. Our IT team will work closely with you to ensure the right systems can be put in place for your practice.
- On-going programme supporting practices to change or upgrade their GP IT system of choice.
- Dorset Care Record <https://www.dorsetforyou.gov.uk/dorset-care-record>



0333 241 2495



primary.care@dorsetccg.nhs.uk

12. Investment

- Dorset CCG plans to invest £2.3m over 2 years to transform primary care, in line with NHS Operational planning guidance requirements. This fund should enable groups of practices working at scale to support delivery of the Dorset GP Forward View delivery plan. The investment is designed to be used to stimulate development of at scale providers for improved access, stimulate implementation of the 10 high impact actions to free up GP time, and secure sustainability of general practice”.
- Funding is intended to enable local plans to be delivered at scale securing:
 - Clinical leadership for member practices
 - Business/project support
- Each locality will receive an initial funding allocation for local investment with chairs taking responsibility for how this fund is used.



0333 241 2495



primary.care@dorsetccg.nhs.uk

13. Incident Reporting System (GP Niggles)

We can offer:

A new simplified combined form which makes reporting quicker and easier and also includes the option to report Positive Feedback as well as the more familiar incidents, such as:

- Pathway problems
- Contracting issues
- Intelligence

It can also be used for logging your own Practice Improvements.

You can log in here: <http://safeguard.dorsetccg.nhs.uk/SafeguardCCG>

For Log in passwords and reminders email: avril.brown@dorsetccg.nhs.uk

Please remember that all Patient Safety Incidents should also be reported to the National Reporting and Learning System (NRLS) via the following link https://report.nrls.nhs.uk/GP_eForm

Any individuals or teams named in positive feedback reports will receive personal contact (useful for Revalidation) and all reports will be published in the Good News section.



01305368052



Avril.brown@dorsetccg.nhs.uk

14. Counter Fraud and Security Management Service

We are:

- A dedicated team of **local** counter fraud and security experts with many years of NHS experience
- We all worked for the former primary care trust in Dorset and have great local knowledge of the health economy, its services and challenges

We offer the services below:

Counter Fraud

- Fraud awareness training
- Advice on fraud prevention
- Fraud detection
- Fraud investigation
- Anti - bribery and corruption advice
- Bribery Act 2010 awareness training

Security Management

- We offer security awareness presentations, which include counter terrorism
- We investigate cases of violence, harassment and abuse of staff
- Issue warning letters to patients for harassment and abusive behaviour
- Investigate cases of theft and criminal damage of assets
- Offer a liaison and single point of contact with Dorset Police for enquiries
- Support staff with high risk patients' home visits and available when threats are made to staff
- Advice and support on security products procurement
- Offer training and support to lone workers and difficult telephone call handling

We are based in Dorset and will be delighted to come and meet you and your staff.



07773195126



Paddy.baker@TIAA.co.uk

15. Service Offer, Medicines team

Who are we:

The medicines management team is made up of registered pharmacists and pharmacy technicians responsible for the promotion of safe, cost effective and evidence based prescribing, and manage the process for approving new drugs through the Dorset formulary

www.dorsetformulary.nhs.uk. The team provides a number of services that support practices and the CCG:

- Advice on standards for medicines optimisation including increased efficiency through use of electronic prescribing and electronic repeat dispensing
- Professional evidence based advice for practices and individual prescribers on prescribing performance, benchmarking against local and national measures
- A dedicated medicines query email inbox, 'medicine question' for CCG practices to access medicines advice and support as well as offering advice over the telephone.
- Advice to dispensing practices on Dispensing Services Quality Scheme standards and pharmaceutical services contractual obligations.
- Advice to practices on the safe storage of medicines and prescriptions in line with current legislation.
- Receive updates on new/leaver non-medical prescribers and are the link with the NHS BSA for prescription issues.
- Advice on safety related issues regarding mergers, including J Codes, prescribing codes, revised prescribing measures, etc
- Advice on employing and recruiting practice pharmacists
Witnesses for the destruction of controlled drugs as approved by NHS England
- Advice on the investigation of medicines incidents and errors



0333 241 2495



Medicine.question@dorsetccg.nhs.uk

16. Primary Care Development – Estates

We can:

- Support practices to consider their options on premises developments linking with your locality Transformation Plans
- Consider Premises Improvement Grants applications to support practices with their surgery buildings
- Seek financial contribution from local authorities due to population rise and housing growth (Section 106/Community Infrastructure Levy)
- Review and consider applications for change of use of rooms within practices that would improve the delivery of patient care in-line with transformation plans



0333 241 2495



estates@dorsetccg.nhs.uk

17. Public Health Dorset

Public Health Dorset is offering to meet each locality to work with the management team to develop a clear plan that sets out the main prevention challenges for their Locality.

There is a wealth of data available in the public domain at GP practice level – this proposal is not intended to duplicate this, but to provide a narrative summary for Transformation Plans, demonstrating where models of care could focus to improve population health outcomes, reduce variation and improve health behaviour.

Consideration will be given to: Socioeconomic inequalities, age demography, prevalence of chronic diseases, effectiveness of management of chronic diseases, immunisation rates, outcomes and mortality rates.

Locality examples will show that it is not the data and numbers, but how they can be used to then start asking questions about how new care models and ways of working should focus and what interventions linked with Prevention at Scale might be deployed to address them. With an understanding of what is being developed through the Prevention at Scale programme to support primary care, the following offer could also be considered in localities able to demonstrate a high level of need to tackle similar challenges:

- **Scaling the impact of LiveWell Dorset**
 - More support to primary care at scale through identifying a coach who would link with the extended primary care team in the localities most in need of behaviour change support and advice;
 - Implementation of the digital behaviour change platform in primary care settings to help with self-management and registration of people to the service. The platform contains a behaviour change self-management option for people to work through who do not want coaching support.

- **Supporting non-medical approaches to increasing engagement**
 - Provide a limited number of localities with health and wellbeing engagement challenges access to a voluntary sector co-ordinator who would be supported to develop more informal and peer support.

The following simple process is proposed:

1. Meet with a locality to review current intelligence and co-produce an agreed narrative summary of the main health and wellbeing challenges.
2. Identify how some of the projects and interventions in the Prevention at Scale programme could potentially resolve these challenges.
3. Agree next steps and actions within an appropriate 'live document', e.g. Primary Care Locality Transformation Plans.



Sam Crowe

sam.crowe@bournemouth.gov.uk

Claire Lehman

Claire.lehman@dorsetccg.nhs.uk

18. System Integration Team

Recognising the value of relationships between GP practices, community and secondary care and the influence that this has on the way services are designed and delivered across Dorset, the CCG have established a System Integration Team. The Sustainability and Transformation Plan (STP) provides the context and challenges facing Dorset alongside the commitment of all NHS and Local Authority partners to work together to ensure the future sustainability of services. The Clinical Services Review is a key element of the STP and provides clear direction; the case for change is strong and it requires clinicians and managers to work together with determination to influence and champion the change, pushing organisational and service boundaries and exploiting opportunities for greater collaboration, where it makes sense to do so.

The team will support the acceleration of service developments, joining people and projects, working alongside existing teams to help drive the system-wide change needed. Led by Dr Karen Kirkham the team will work with clinical and management teams across the four NHS providers, with a focus on delivery of:

- Emergency Department streaming and urgent care access
- Demand management linked to the Right Care Programme
- Frailty and care for over 75 years
- Alignment of locality (primary care) transformation plans

The core team members are:

Dr Karen Kirkham, Dorset CCG Assistant Clinical Chair
Email: Karen.Kirkham@dorsetccg.nhs.uk

Dr Steve Tomkins
Email: Stephen.Tomkins@dorset.nhs.uk

Dr Anu Dhir
Email: Anu.Dhir2@dorsetccg.nhs.uk

Dr Andrew Dean
Email: Andrew.Dean@dhuft.nhs.uk

Emma Shipton, Dorset CCG Deputy Director of Engagement and Development Email: Emma.shipton@dorsetccg.nhs.uk

Dr Christian Verrinder, recently appointed Associate Medical Director at Dorset County Hospital Email: Christian.Verrinder@dorset.nhs.uk

For more information on team members <http://intranet.dorset.nhs.uk/Commissioners-news/System-Integration-Team.htm>

 01202 541 542

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Get in touch

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