NHS Newham CCG Primary Care Strategy:
Developing primary care services to meet demand now and into the future
Introduction

Here at NHS Newham CCG (NCCG) we are continually working to improve local health services and local health outcomes. In 2013 we launched our five year primary care strategy setting out how we expected to support the delivery of high quality primary care for residents of Newham. Since the launch of this document a lot has changed across the NHS landscape, which is why we have developed a refreshed version of the strategy that supports the development of sustainable primary care services, which can meet demands now and into the future. This summary document sets out the six key areas of focus that have been built into the refreshed primary care strategy, these are:

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As we are developing our strategy we consistently engage with a wide range of stakeholders from the local authority, public health, the Local Medical Committee, local providers, Newham Health Collaborative, clinical leads, patient representatives and voluntary groups, practice leads and via several different programmes such as Building Healthy Communities and TST to inform our approach.

Building resilient primary care services

Based on our engagement with Patient Participation Groups (PPGs) we know it is vital to develop services that improve the patient experience and improve satisfaction levels with local services. In the case of primary care services, which are provided by local GPs and in response to the GP Forward View (GPFV) published in July 2016, we want to improve booking processes, increase the number and availability of appointments to address growing demand and ensure we are working efficiently (Chapter Three GPFV). This will include using new techniques, introducing the latest technology and creating new roles within the workforce to better cater to individual needs. We also plan to simplify access to services by developing a single point of access to urgent care services through the NHS111 number making accessing local services much easier and more responsive to local need.

Improving access to primary care services is a priority highlighted by the Prime Ministers Challenge Fund and one aspect of this is introducing bookable appointments available from 8am to 8pm seven days a week. This will mean changing the way that some services are provided by offering access to appointments across a wider network of practices rather than simply extending the hours of every practice within the borough. We are determined to get this right so
that any changes to the way appointments are booked still allows patients to be seen in order of clinical priority. We believe that this approach will improve standards across the borough by allowing patients to access networks of care that offer greater access regardless of the individual practice they are registered with.

**Integrating local healthcare systems**

It is widely recognised that by working across wider areas, pooling resources and focusing on outcomes based commissioning increases quality of care and ensures a more efficient service. This integrated way of working is central to local and wider NHS approaches seen in the Transforming Services Together programme and the Sustainability and Transformation Plan, which will see NHS Newham CCG working more closely with neighbouring CCG areas.

The primary care strategy sets out how we will progressively focus on outcomes based specifications designed to deliver across an area or footprint that is capable of concentrating on pockets or areas of disease prevalence. This approach will see the implementation of at-scale contracts linking providers together and moving away from individual practices to pooled resources focussed on an area with shared risk and incentives. To do this we will work in different ways by using new models of care as set out in chapter three of the NHS Five Year Forward View.

**Improving population health**

It is widely recognised that the NHS cannot cope with demand unless we all take greater personal responsibility for our own long-term health. Chapter two of the NHS Five Year Forward View clearly sets out the need to invest more in prevention and health education: ‘While the health service certainly can’t do everything that’s needed by itself, it can and should now become a more activist agent of health-related social change.’

In line with the NHS Five Year Forward View, the Transforming Primary Care in London policy and the Strategic Commissioning Framework we are working to improve local health and health outcomes. As part of this approach it is widely recognised that long-term wellbeing can only be achieved by working with local communities to encourage patients to take responsibility for their own health. As part of our primary care strategy, and other local strategies, we aim to implement closer working with local healthcare partners and the local community to improve health education and self-care, focusing on supporting better lifestyle choices that will lead to improved long-term health.

Our prevention plans include providing the local community with access to tools, such as the Directory of services, to support self-care and self-assessment, however, we will also be working with local healthcare providers to ensure that the appropriate support is available where patients need input from healthcare services. To address this we will work to introduce extended primary care services to provide local supported interventions for people with a range of long-term conditions along the full disease lifecycle, spanning prevention, diagnosis, self-care, disease management, the management of co-morbidities and palliative care. The clinical areas where we will provide supported interventions here in Newham will be:
Developing a sustainable workforce

In Newham we work with 56 GP practices, managed by 220 full time GPs, who are caring for a registered patient population of approximately 370,000 people. These practices are under increasing strain to meet demand with the average patient needing over five appointments a year and an increasing number of patients with multiple long-term conditions that require on-going support. Over the next two to three years we aim to increase the primary care workforce by encouraging GP trainees into the borough to help replace those who are retiring or moving (since 38% of GP’s in Newham are over 60) and recruiting to new roles, such as the physicians associates, who can meet the needs of clinical care for many patients.

The primary care strategy aligns with the 5YFV and the GPFV focussing on supporting the development of an adaptive more flexible workforce using different clinical providers to spread the workload and bring in a greater number of specialities.
such as physicians associates, clinical and community pharmacists, dermatologists and physiotherapists as well as up-skilling existing reception and administration staff to take a greater role in the wider multi-disciplinary teams.

We are also planning to develop a training and development academy in partnership with several other local CCGs to ensure that we invest in the primary care workforce of the future.

**Using technology to improve patient care**

For several years the NHS has been investing in electronic patient records as a more efficient way of recording and monitoring the delivery of patient care. Having electronic records means that clinicians can quickly and easily access relevant information that supports timely and appropriate clinical decisions. In a fast moving environment where many of us travel more widely and need to be able to access care from many different sources we aim to deliver access to a wider network of healthcare providers so that we can improve the health outcomes of the population.

In line with the 5YFV the Primary Care Strategy aims to create improved access across healthcare networks to electronic patient records (with patient consent) by using compatible information technology that allows the sharing of real time data to better support the care of patients wherever and whenever care is being delivered or planned. Not only will this improve the ability of healthcare services to provide appropriate care by being able to access the most up-to-date patient history and information about their clinical and care needs, but this will also support greater options for patients to have access to their records and use a range of online services.

We plan to work with the local authority, community groups, third sector, charities and self-help groups to ensure that our work to improve online access to patient records are designed to ensure the very best outcomes for our local communities.

**Implementing the primary care strategy**

The Primary Care Strategy refresh will be discussed in a board development session during November 2016. Following the collation of feedback from extensive engagement, which incorporates the feedback obtained from the original Primary Care Strategy, the 2016 Estates Strategy and the Building Healthier Communities engagement programme a draft of the strategy will be produced for final sign off and approval by the Primary Care Commissioning Committee is expected towards the end of December 2016. This is expected to be published in spring 2017.