

BOARD OF DIRECTORS MEETING

Date: 11th April 2018

Item Ref:

04

TITLE OF PAPER	Strategy Direction: General Practice Services
TO BE PRESENTED BY	Phillip Easthope, Executive Director of Finance
ACTION REQUIRED	For the Board of Directors to approve the strategy for general practice services within the Trust.

OUTCOME	For the Trust's plans to support the delivery of Trust strategy
TIMETABLE FOR DECISION	April 2018 Board meeting
LINKS TO OTHER KEY REPORTS / DECISIONS	This strategy supports the delivery of the Trust's strategy and strategic planning framework approved by the Board in June 2017.
STRATEGIC AIM STRATEGIC OBJECTIVE BAF RISK NUMBER & DESCRIPTION	This strategy supports the delivery of the following Strategic Objective A3 02: Collaborate and work with partners to support shared aims of delivering quality care and support. Delivery objective: Review the Clover partnership model and agree a new strategy by July 2017 for how the Trust can best support general practice in partnership with PCS were appropriate. BAF Risk Number: A301 relating to need for a primary care strategy
LINKS TO NHS CONSTITUTION & OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC	NHS Five Year Forward View General Practice Forward View
IMPLICATIONS FOR SERVICE DELIVERY AND FINANCIAL IMPACT	The strategy identifies a need to review and renew the governance arrangements to support delivery. This will likely result in changes to the Trust's responsibilities and financial commitments.
CONSIDERATION OF LEGAL ISSUES	Nil at this stage. Future changes may be indicated in respect of the review of future governance arrangements.

Author of Report	Jason Rowlands,
Designation	Director of Strategy and Planning
Date of Report	4 th April 2018

SUMMARY REPORT

Report to: Board of Directors

Date: 11th April 2018

Subject: Strategy Direction: General Practice Services

From: Jason Rowlands – Director of Strategy and Planning

1 Purpose

<i>For Approval</i>	<i>For a collective decision</i>	<i>To report progress</i>	<i>To seek input from</i>	<i>For information</i>	<i>Other (please state below)</i>
X					
For the Board of Directors to approve the strategy for general practice services within the Trust.					

2 Summary

2.1 Background and context

The following has been produced to conclude the work initiated by the Board of Directors and the Executive Directors Group over the summer of 2017 in respect of reviewing and confirming the Trust’s strategic direction around primary care and related agendas and priorities.

This Strategy Direction for General Practice Services focuses on the future direction for the services currently delivered in partnership with Primary Care Sheffield and the Clover Group.

Other agendas and development priorities relating to primary care will be progressed through separate programmes and strategies. The main focus of these will be in respect of expanded integrated IAPT services, developing employment support and a broader community wellbeing offer in partnership with key agencies across Sheffield.

2.2 How has this work been progressed?

- It has been developed through two strategy sessions by the Executive Directors Group held on 29 June and 27 July 2017.
- The Board of Directors has undertaken a review and the Trust’s future strategic direction at development sessions on 7 July and 9 August 2017. This work reviewed the future direction in respect of primary care services.
- A development session with Primary Care Sheffield has been held to review and explore shared views re future direction and needs around GMS
- A further EDG strategy session was undertaken on the 5th October 2017 to agree the proposed strategic plans to progress the outputs and conclusions from the Board work and review.
- Reviewed and shared with Council of Governors in the joint development session

on 26 January 2018.

- The attached provides a proposed plan that responds to the work, considerations and conclusions reached through the above work.

2.3 Strategic direction for general practice services

The intended strategic direction is as follows:

To ensure that effective and resilient GMS Services exist in Sheffield to support the delivery of the Sheffield Plan. We will do this by supporting and collaborating with PCS to enable them to deliver effective GMS services within general practice across Sheffield.

The attached plan has intentionally been kept concise, an overview on a page, and use the following structure:

- Strategic direction
- How will we do this
- Why are we doing this
- Actions to support strategy delivery
- Capacity and resources to deliver
- Benefits and outcomes

In producing a 'plan on a page' strategy direction the detailed context and analysis that has informed and shaped the strategy review and recommended direction has not been re-produced. For the Board's assurance and information, the following considerations have shaped the final recommended direction:

- The challenges and factors exacerbating the pressures in general practice
- The breadth of the development work underway across general practice and primary care services
- Local commissioning plans and direction for primary care and general practice services
- Current position in respect of services provided
- Strengths, capacity and challenges across the current partnership

3 **Next Steps**

The key actions are summarised in the attached. The key next steps will be:

1. Develop, agree and implement communications plan re future SHSC/PCS Partnership and our contribution to supporting commissioners to shape services. To be completed by June 2018.
2. Review and confirm revised Partnership Agreement defining direction, contributions, governance and oversight arrangements. To be completed by September 2018.

4 **Required Actions**

1. For the Board of Directors to review and approve the Trust's Strategic Direction for General Practice.

5 Monitoring Arrangements

EDG will monitor progress against plan and provide periodical updates.

6 Contact Details

Jason Rowlands – 226 3941

STRATEGY DIRECTION: GENERAL PRACTICE SERVICES

STRATEGY DIRECTION

To ensure that effective and resilient General Practice Services exist in Sheffield to support the delivery of the Sheffield Plan. We will do this by supporting and collaborating with PCS to enable them to deliver effective General Practice services across Sheffield.

HOW WILL WE DO THIS?

- A formal partnership agreement between the Trust and PCS
- Provide a range of services and options for support that PCS have identified will support and benefit them and General Practice. These could be
 - *Education & skills development, financial assurance & governance, quality assurance & inspection support, expert advice in respect of organisational matters relating to governance, financial planning, quality control, standards.*
 - *Hosting of staff and services which provides financial advantage to PCS/ the partnership and does not adversely impact on the trusts financial position.*
- Joint investment approaches to support development of new care models across general practice, community care in line with city and organisational strategies.
- We will be responsive and recognise that the emphasis and need from PCS may evolve as models of General Practice services at scale are progressed.
- We will no longer directly manage general practices and do not envisage intent to grow direct management of GP practices.

WHY ARE WE DOING THIS?

Strategic context: Essential need for effective general practice services in response to strategic challenges of increased demands, poor historical investment, significant workforce challenges and need for new models to support care outside of hospital

Strengths and capacity: PCS building expertise and experience in areas that the Trust is underdeveloped in and are rightly placed as the lead body for general practice in Sheffield

ACTIONS TO SUPPORT STRATEGY DELIVERY

1. Review and confirm shared strategic intent and direction with PCS and commit to continued partnership with renewed focus [December. Completed, agreed in principle]
2. Communications plan re Partnership and PCS/ SHSC contribution to supporting commissioners to shape services and strengthening existing practices as they move towards neighbourhood groupings [June 2018. Joint plan, shared messages, also referencing community wellbeing direction]
3. Review and confirm revised Partnership Agreement defining direction, contributions, governance and oversight arrangements. [September 2018.]

CAPACITY & RESOURCES TO DELIVER

No additional resources are required to implement this plan. Resources may be highlighted through development of a support offer to PCS, to be considered on a case by case basis.

BENEFITS & OUTCOMES

1. Utilisation of Trust support offer by PCS and general practice
2. Resilience of PCS and capacity to support developing general practice agendas
3. PCS & General Practice support for new pathways re Community Wellbeing