

 manx care <small>Kiarail Vannin</small>	SUMMARY REPORT	
	Meeting Date:	25th May 2021
	Agenda Item:	35/21
	Enclosure Number:	9

Meeting:	Manx Care Trust Board		
Report Title:	Primary Care at Scale Strategy – Draft Baseline		
Authors:	David Segal – Primary Care at Scale Project Lead		
Accountable Director:	Teresa Cope, CEO		
Other meetings presented to or previously agreed at:	Committee	Date Reviewed	Key Points/Recommendation from that Committee
	Manx Care Executive Team	18/05/2021	

Summary of key points in report

The report introduces the baseline Primary Care at Scale strategy which has been co-designed as part of the work of the Primary Care at Scale project. The Primary Care at Scale project is primarily responsible for the delivery of Recommendation 15 of Sir Jonathan Michaels report that states:

RECOMMENDATION 15 states that “the Isle of Man should establish a model for delivering primary care at scale, since further and deeper collaboration within Primary Care is necessary to deliver current services and provide additional local services.”

This new approach, Primary Care at Scale, is best defined as:

The support of a population’s needs through collaboration across the Primary Care system, delivering a holistic patient centred model of care.

The Strategy is a culmination of discussions with stakeholders from across the system including the Department of Health and Social Care (DHSC), Manx Care designates, Primary Care practices (including GP, Dental and Optical), individual clinicians and professionals and members of the public. This Strategy outlines two key elements:

- The future Model of Care: describing how patients will be supported differently in Primary Care and the outcomes that we will achieve in doing so; and
- The future Primary Care at Scale Operating Model: describing how we will re-organise the system and work differently with Primary Care organisations to deliver this new model

The strategy presented is a complete draft but will remain a ‘living document’ to be updated in response to the ongoing development of the health and care system on the Isle of Man and to learn from initial implementation of the priority areas within the strategy. The proposals are therefore illustrative rather than definitive and the details of the strategy are subject to change.

The strategy will be finalised and agreed by April 2022.

Recommendation for the Board to consider:

Consider for Action		Approval	X	Assurance		Information	
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As the document is a ‘living document’ the Board is not required to make a decision on the strategy but the paper is an invitation for comments and asking the board for an approval in principle of the strategy as a baseline.

Is this report relevant to compliance with any key standards? YES OR NO		State specific standard
IG Governance Toolkit	NO	
Others (pls specify)		
Impacts and Implications?	YES or NO	If yes, what impact or implication
Patient Safety and Experience	YES	The Primary Care at Scale strategy sets out an innovative new approach to delivering Primary Care services that will improve patient outcomes.
Financial (revenue & capital)	YES	While the strategy has no specific investment costs or savings attributed to it, the implementation of the strategy will impact both of these areas. The exact investment and savings delivered by the different elements of the strategy will be investigated through subsequent plans and business cases as required.
OD/Workforce incl H&S	YES	The Primary Care at Scale strategy proposes a more dynamic Primary Care workforce to deliver on the future models for Primary Care.
Equality, Diversity & Inclusion	NO	
Legal	NO	

Section 1: Analysis and supporting detail

Background

- 1.1 The Primary Care at Scale Strategy is a holistic resident centred approach to re-designing the Primary Care system to deliver better outcomes for residents, staff and the health and care system.
- 1.2 The strategy document includes the following sections:
 - An introduction to the strategy and its purpose
 - Consideration of the current Primary Care system and the need for greater collaboration across each part of Primary Care
 - An outline of the future vision for Primary Care, including the high-level Model of Care
 - An outline of the future Operating Model, including how this will work alongside Manx Care
 - An outline of the model of change that will support the transformation of the Primary Care system now and in the future
 - A roadmap to delivering this change
- 1.3 The strategy is a direct response to recommendation 15 of Sir Jonathan Michael’s report:
“The Isle of Man should establish a model for delivering Primary Care at scale, since further and deeper collaboration within Primary Care is necessary to deliver current services and provide additional local services.”
- 1.4 The recommendation targets the following key outcomes:
 - An increase in the quality of care and consistency in care delivery across Primary Care to improve outcomes for people supported in Primary Care
 - An increase in the resilience of Primary Care and supporting sustainability of the health and care system
 - Organisations, teams, and staff working more effectively together both across the Primary Care and with wider parts of the system; improving outcomes for staff and the patients they support

Supporting detail

- 1.5 The strategy introduces several new approaches to deliver on these outcomes:
 - Development of a dynamic workforce model across Primary Care
 - Implementation of a population health management approach
 - The introduction of an integrated governance model with Manx Care
 - Moving to an outcome-based approach to commissioning
 - An adaptive and innovative model of change
 - An agreed approach and supporting infrastructure for collaboration and alignment across Primary Care
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- 1.6 While the development of these elements will take place over a number of years to reach a fully mature system, the implementation of the strategy is focussed primarily over the next two financial years (April 2021 – March 2023). A provisional high level implementation plan can be found in the appendix of the strategy.

Section 2: Risks

- 2.1 As a living document the strategy itself and approval of the strategy as a baseline carries very little risk due to the flexible nature of the approach. One of the purposes of the strategy is to reduce risk by providing a clear direction of travel to deliver on a more innovative approach to Primary Care.
- 2.2 The one key risk is the level of dependency between the scope of this work and wider system work. The scope of the Strategy is specific to the Primary Care at Scale project. There are several dependencies with the wider Transformation Programme and some of its projects, and with other change projects across the system (e.g. the Integrated Care Project), with the document reflecting the current progress/perspectives in those areas. The Primary Care at Scale project will continue to work closely with these projects to ensure alignment and progress key Primary Care priorities. It is important that delivering the strategy is not progressed in a silo within Primary Care – the team will also work closely with Manx Care to ensure that this strategy is ‘part of the puzzle’ for delivering the wider integrated care agenda.

Section 3: Assurance *(please complete as far as is possible)*

Benchmarking

- 3.1 The Primary Care at Scale Strategy represents a tailored approach for the Island. Best practice research formed a critical part of its development as well as an extensive period of co-design which received input from over 100 clinicians and professionals working in the health and care system and over 750 residents.
- 3.2 Following the baselining of the strategy a number of its key priorities will be developed in more details with clear delivery plans. These plans will have clear outcomes and timeframes set against them and will be reported against as part of the Transformation Project’s delivery planning.
- 3.3 The strategy has been created using the expertise of the Primary Care at Scale project and co-designed with expertise from across the health and care system including the leadership of the DHSC and Manx Care.

Triangulation

- 3.4 The Primary Care at Scale team will work closely with the Manx Care team to ensure that the delivery of the strategy has a positive impact on the wider ambitions and requirements of Manx Care and the whole health and care system.
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Engagement

- 3.5 The content of the strategy was developed through a significant set of engagement activities:
- Interviews with clinicians and professionals from across the system
 - Focus groups and working groups
 - Workshops with groups of clinicians and professionals
 - Surveys, including resident surveys and staff surveys
 - Resident focus groups

Section 4: Implications *(please complete as far as is possible)*

Strategic Aims

- 4.1 The approval of this strategy as a baseline will provide a clear sense of direction and allow for the initial priority elements of the strategy to be progressed.
- 4.2 The progression of these initial priorities will follow the principles of continuous improvements and will be a key source of intelligence for improving the approach documented in the strategy as well.

Equalities, diversity and inclusion

- 4.3 n/a

Culture and People

- 4.4 Central to the strategy is how we work more collaboratively as a Primary Care system and more dynamically to better support the residents of the island.
- 4.5 The Primary Care at Scale project has been working with and will continue to work with the Workforce and Culture project to ensure that the strategy complements the broader work regarding culture and people.

Integration

- 4.6 The proposed model of care will bring both vertical and horizontal integration with the Primary Care system.
- 4.7 Clinicians and professionals from across all parts of the system will be enabled to work more effectively together.

Financial

- 4.8 Financial investment to support specific elements of the strategy will require subsequent business cases. Some of these initial business cases have already been submitted and approved as part of the budgets approved in February 2021.

Compliance - Legal/Regulatory

- 4.9 n/a
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Section 5: List of Appendices

Primary Care at Scale Strategy v1.6

