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Vision for the future model of Primary Care in Norfolk and Waveney

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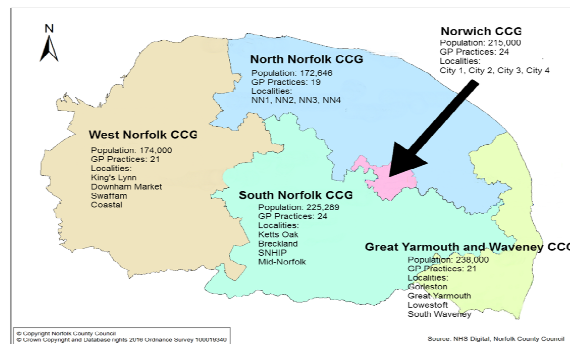
Background

- People are living longer - mainly because of better living standards but a little bit because of modern medicine.
- Although people are smoking less, they are less active and more overweight - which causes health problems like diabetes, heart trouble, joint conditions and cancer.
- People are living longer, some with more complex long term conditions that we could not have treated in the past.
- Our health is affected by a wide range of issues, such as housing and social exclusion.

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Norfolk and Waveney footprint

- 109 GP practices across Norfolk and Waveney
- 557 GPs FTE (2015 baseline)



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The current picture: a challenged workforce

- **Ageing workforce:** 23% of local GPs are aged over 54, compared with 22% nationally.
- **Challenges recruiting:** For various reasons including workload, income, pension changes and demography. If we do nothing by 2020 there will be a shortfall of 85 GPs across Norfolk and Waveney.
- **Variation in outcomes:** Significant difference in life expectancy between the most and least deprived parts of Norfolk and Suffolk.
- **Patient demand:** Nationally demand for appointments has risen about 13% over the last five years.

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Addressing the challenge

- A more holistic approach to health and wellbeing with a specific focus on prevention and self-care, supporting patients to live well at home for longer.
- Workforce development and skill mix opportunities to deliver a more responsive and accessible NHS (in line with national directive on 7 day a week working).
- Improved end of life planning for patients wishing to die at home or elsewhere.
- Much more joined up and integrated primary and community services for sharing expertise and resource across localities to build resilience and sustainability.

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Addressing the challenge cont'd

- Pro-active older peoples care by proactively identifying the most vulnerable and high risk patients requiring focused and in-depth interventions.
- Better care co-ordination so there are fewer people involved in care and reducing the burden of appointments.
- Released time for GPs to focus on people with the most difficult problems.
- GPs heading a team which includes different health workers e.g. physician associates and medical assistants.
- New specialist support services across primary and community care helping the GP team and their patients.
- GP practices working together to share skills, expertise and resource.

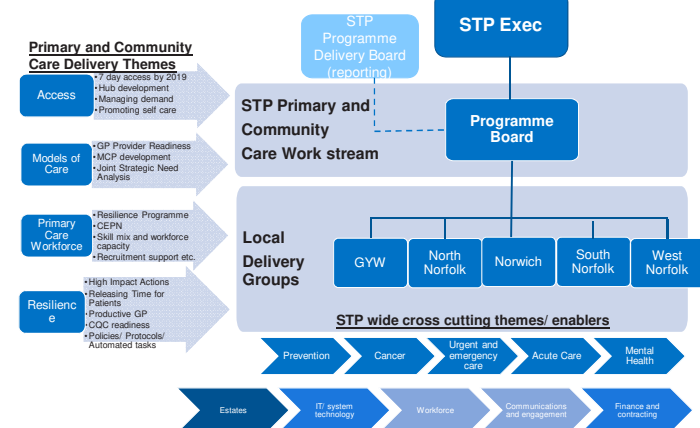
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STP Primary Care Workforce Strategy and delivery plan

- Successful international recruitment bid for £2.66 Million to recruit 70 GPs across Norfolk and Suffolk over next 2 years.
- Development of GP Fellowship posts recruited using Health Education England funding.
- Implementation of the NHS England 'GP Career Plus Scheme' in GYW to retain GPs in the local system. Funding secured for further roll out across STP.
- Practice nurse development in areas including asthma and palliative care
- Introduction of new roles e.g. Clinical Pharmacists, nurse practitioners and physician associates posts established in practices
- Practice Manager Development Funds (£42k 17/18) to support coaching and mentoring distributed via CEPN.

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Proposed Governance STP Primary and Community Care Programme



Local Delivery and impact

NHS England published a document called the GP Forward View in April 2016. It sets out what the future looks like for GP services:

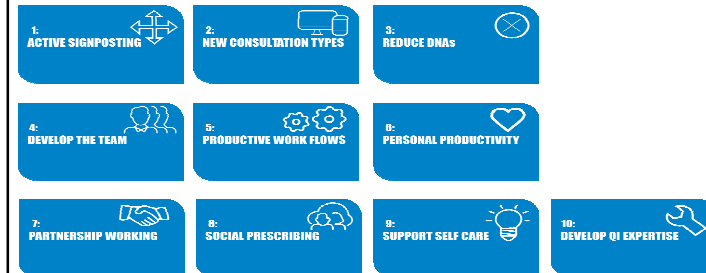
- It introduces the concept of locality / hub working and 'working at scale' in general practice.
- GP practices working together to share skills, expertise and resources.
- GPs heading a team which includes different health workers e.g. physician associates and pharmacists.
- GPs focussing on people with the most difficult problems.

As well as practical advice for GPs to improve capacity, capability and resilience in practice via the '10 High Impact Actions'.

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Ten high impact actions

The GP Forward View sets out ten actions that will have the biggest impact on improving primary care:



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GPs working at Scale

- West Norfolk Health Limited - all practices are members and have experience of bidding for and providing contracts such as referral management and community cardiology.
- North Norfolk Primary Care - all practices are members and have a long history of working collegially as one group.
- OneNorwich - GP alliance with the legal vehicle Norwich Practices sitting behind it. One Norwich has a track record of engaging practices to deliver local practice based interventions and are developing strong relationships with NCHC.
- South Norfolk or '4SN' - the practices have begun to work together to form a single voice for South Norfolk and they have called the emerging organisation 4SN.
- GY&W are currently developing localities and supporting resilience and stability in general practice.

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Local delivery and impact cont'd

- **Active sign-posting and self care** - Promoting self-care and responsible health seeking behaviours from the public. Practice staff are currently under going sign-posting training e.g. Norwich have trained 42 reception and clerical staff and GY&W trained 70 staff members including GPs.
- **Social prescribing** - Better use of referral and signposting to non-medical services in the community that increase wellbeing and independence, adopting a holistic approach to patient care e.g. South Norfolk where 19 practices signed up to South Norfolk District Council Social Prescribing project
- **Improved Extended access** - Delivering 7 day access across primary care by October 2018, local pilots are being implemented aligned to patient need.
- **New consultation types** - Using new technology to improve continuity and care for patients adopting a shared approach with tailoring for local need e.g. Online consultation, skype etc.

Recommendations:

- Promote self-care and responsible health seeking behaviours from the public
- Broaden the range of staff working in general practice
- Introduce new consultation and communication methods
- A focus for GPs on people with the most difficult health problems
- Bring GP practices to work more closely together

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