



ANGUS HEALTH AND SOCIAL CARE
INTEGRATION JOINT BOARD – 25 OCTOBER 2023
TAYSIDE PRIMARY CARE STRATEGY 2024 – 2029 PROGRESS UPDATE
REPORT BY GAIL SMITH, CHIEF OFFICER

ABSTRACT

The development of the Tayside Primary Care Strategy has been jointly commissioned by the Chief Officer of Angus Health and Social Care Partnership (AHSCP) and NHS Tayside Medical Director to support the delivery of excellent, high quality, accessible and sustainable primary care services for the population of Tayside.

This report provides an update on the progress made to develop the Tayside Primary Care Strategy.

1. RECOMMENDATIONS

It is recommended that the Integration Joint Board: -

- (i) Acknowledges the progress made to date to prepare the Tayside Primary Care Strategy (TPCS); and
- (ii) Agree that a final version of the Tayside Primary Care Strategy will be brought to the IJB for approval in February 2024.

2. BACKGROUND

As set out in the Integration Scheme, the Angus IJB has responsibility of the strategic planning coordination in relation to Primary Care Services in Tayside (excluding the NHS Board administrative, contracting, and professional advisory functions). As such, AHSCP has a role in working with the NHS Tayside Board and Primary Care Contractors and other Integration Joint Boards to promote the sustainability of primary care services, for example responding to business continuity difficulties and workforce planning.

The TPCS is one of the key strategies supporting the delivery of the Angus, Dundee and Perth & Kinross respective Strategic Commissioning Plans and the nine National Health and Wellbeing Outcomes.

Primary Care Services are a vital part of our health and care system with significant reach into our local communities and includes General Medical Services, Community Pharmacy, Optometry and Dental Services. Whilst not everyone will need to attend an acute or secondary care hospital, most people during their lifetime will use a primary care service with the majority of health care episodes starting and finish in primary and community care.

Safe and effective primary care services are vital to the people of Tayside and are valued parts of our community life. They prevent ill-health, encourage healthy living, and treat illness. Primary care is also integral to the wider health and care system.

The future sustainability of primary care and community services continues to be a risk because of gaps in the available workforce, such as general practitioners, nurses, pharmacists and allied health professionals to meet growing demand.

3. CURRENT POSITION

Across Tayside there are currently:

- 61 General Practices
- 74 Community Dental Practices
- 93 Community Pharmacies
- 62 Ophthalmic Practices

The total reported spend on Primary Care Services across all contractor teams in 2022-2023 was c£224m.

On 29 August 2023 a stakeholder meeting met to discuss and develop the vision, priorities, core principles and strategic enablers. The draft Plan on a Page (Appendix 1) provides the outputs of this meeting and details of the vision, values, priorities, strategic enablers and the core principles underpinning the transformation of primary care services to ensure they are person centred and responsive to the needs of individuals. The Plan on a Page also describes high level commitments to achieve the priorities.

The intention is that the TPCS will ensure:

Proactive and Community-Based Health & Wellbeing

- People will be supported to take more of an active role in improving and managing their own health and be better informed about which professional is best able to help them.
- Effective and efficient interventions, where needed, will be delivered in the right place, by the right person at the right time.

Independence, Care and Quality

- Care organised around populations, individuals and their carers, as opposed to organisations.
- Delivering the right type of care, in the right setting, based on people's needs
- Primary care is supported and enabled to achieve and engenders pride among those who work in it and respect by those who use it.

Effective Resource Utilisation

- Fully integrated, highly skilled multidisciplinary and multiagency teams, are the first point of contact, delivering integrated, person-centred models of care, designed around the needs of our population, focused on prevention, self-care and shared health outcomes, delivered closer to home, utilising new technologies which minimise the need for hospitalisation or residential care, whilst improving workforce sustainability and resilience.
- A sustainable model of Primary Care, supported by appropriate estates, facilities.

The Strategy has been developed with the following principles at its heart:

- **Person-centred.** The views of the population of Tayside will be routinely sought and will guide the development of the Primary Care system, putting people at the centre of service provision.
- **Empowerment.** Providing individuals with the opportunity to take greater responsibility for their own health and wellbeing.
- **Partnership.** Working collaboratively with the population of Tayside and the primary care workforce to ensure an integrated team-based approach.
- **Excellence.** Promoting excellence in service delivery and building on evidence-based practice.
- **Safety.** Ensuring that practice and services are of the highest possible quality.
- **Deliver best practice.** Ensuring that all services are affordable and delivered efficiently and cost effectively.
- **Equity.** Consistency in service delivery ensuring equity of access and treatment for those in need of services.

- **Outcome focused.** Aimed to achieve the priorities that patients/service users identify as important.

On 3 October 2023, a meeting was held via Microsoft Teams with NHS Tayside Public Partners to discuss the rationale for preparing a TPCS, the Plan on a Page and the high-level intentions of the strategy. Overall, positive comments were received about the work that has been undertaken thus far. Amendments to the format of the Plan on a Page will be made following helpful feedback. An overwhelming theme of the discussion was the importance of effective communication about the range of primary care services and how and when to access them.

4. PROPOSALS

It is proposed that engagement continues to fully develop the TPCS and an IJB development session is to be held in the New Year regarding Primary Care.

5. FINANCIAL IMPLICATIONS

There are no financial implications arising directly from this report however financial implications will continue to be considered as the strategy develops.

6. RISK

Risk Description	<p>As a result of an inability to:</p> <ul style="list-style-type: none"> • Reliably recruit, train, and retain workforce, • Have appropriate premises to deliver clinical and support services, and • Have in place adequate digital systems to support clinical care and communication between teams, patients and across the services. <p>There is a risk we will be unable to deliver safe, effective, high quality, person centred primary care services. This will result in inadequate care, reputational damage, and failure to meet legal requirements. This risk encompasses all Primary Care Services:</p> <ul style="list-style-type: none"> • Dental • Optometry • General Practice • Community Pharmacy
Risk Category	Quality of Care
Inherent Risk Level	Likelihood 4 x Consequence 5 = 20 (RED/Very High Risk)
Mitigating Actions	<ul style="list-style-type: none"> • Clear understanding of Lead Partner role • Robust engagement activities • Collaboration across all three HSCPs and NHS Tayside
Residual Risk Level	Likelihood 4 x Consequence 5 = Risk Level 20 (RED/Very High Risk)
Planned Risk Level	Likelihood 4 x Consequence 3 = Risk Level 12 (AMBER/High Risk).
Approval recommendation	Given our developed understanding of the situation and in line with the IJBs risk appetite, the risk is deemed to be very high and out with Angus IJB Risk Appetite for a Quality-of-Care Risk. It is, however, within the risk appetite of NHST. Scheduled reporting and monitoring will continue.

7. OTHER IMPLICATIONS (IF APPLICABLE)

There are no other implications.

8. EQUALITY IMPACT ASSESSMENT

An Equality Impact Assessment is attached, see Appendix 2

9. DIRECTIONS

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in Section 26 to 28 of the Public Bodies (Joint Working) (Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Angus Council and NHS Tayside.

Direction Required to Angus Council, NHS Tayside or Both	Direction to:	
	No Direction Required	x
	Angus Council	
	NHS Tayside	
	Angus Council and NHS Tayside	

REPORT AUTHOR: Jillian Galloway, Head of Community Health and Care Services
Sally Wilson, Service Manager Integration

EMAIL DETAILS: tay.angushscp@nhs.scot

List of Appendices:

Appendix 1 Draft Tayside Primary Care Strategy Plan on a Page

Appendix 2 EQIA

