

# Supporting the development of Primary Care Networks

## A new approach to delivering sustainable and at scale primary care

PCNs will be the foundation of integrated care systems (ICSs) built around people and place. There are huge opportunities though we recognise that the task ahead to develop and embrace new ways of working at scale could seem daunting. The centre has backed this development with £43.5m of recurrent funding across five years but PCNs must develop at pace to optimise the benefit of this cash injection and development support. As integrated systems around them evolve, they must both lead by example and adapt to new ways of working.

We have brought together a partnership to offer support to the effective development of PCNs. Together with our partners, we have already delivered hugely successful NHS programmes across primary care and to over 100 CCGs with great results. We know how to run programmes that are consistent across systems and locally tailored to each and every site we work with based on their unique challenges.

In developing our support offer we have spoken with primary care and CCG colleagues and considered the key issues facing PCNs. We have framed our thinking around: capability development based on self-assessment against the NHSE/I maturity matrix; core domains identified within the PCN support prospectus and; the production of a PCN development plan and Clinical Director development programme. We have extensive capability depth and breadth within our partnership to support this, having delivered at both practice and system level across the UK and internationally. We look forward to working with PCNs on this important journey.

# Key opportunities and considerations

It is important to maximise this period of central investment to address multiple areas including, but not exclusively clinical, digital and business process; workforce challenges; financial position and new models of care and delivery.

## **Building care models around population health needs.**

The models of care will need to be focused around local populations if outcomes are to be improved. Using risk stratification and population health management (PHM) information and skills will drive this.

## **Developing a clear strategic view**

There is a lot of info out there for PCNs and their Clinical Directors and it's not all in one place! PCNs must develop a clear narrative, outlining how they fit in with the wider strategy of the ICP/ICS, using policy and practice guidance will enable them to drive the strategy for resilient practices, capable PCNs and successful systems.

## **Building relationships**

The PCN relationships with voluntary services, community groups, social care and other NHS community providers may need to be built or strengthened and then maintained. The goal here is to ensure that people receive their advice and care from the best person and that flows through systems are optimised.

## **Building capability for working in partnership**

Developing the skills and processes for working in partnership will optimise the impact of the relationships PCNs build. Knowing your strengths, understanding where support is required and how you will build this into your plans alongside clarity on where you can work in partnership is critical to success. Creating new partnerships also requires governance approaches that bring them to life providing the correct assurances.

## **Organisational development for practice resilience**

Teams need to develop new ways of working and standardised operating procedures to manage unwarranted variation, improve efficiency and work-life balance for GPs and PCN members and increase user satisfaction. The development of shared clinical records and a whole different perspective on how "Digital" can support and enhance PCNs will be required and will need to be linked to the maturity of individual PCNs.

## **Workforce planning**

Recruiting for new ways of working and sharing staff across practices and community services presents an opportunity that will require support to deliver over time. Designing the correct support package is essential and this bespoke support may include a number of things: analytics, proactive and prospective planning and diversification of the workforce; support from CCGs/ICSs to run shared recruitment processes; provision of management support; brokering for an integrated workforce; working with local representative groups and other stakeholders to match people to unfilled roles; access to funding pots for new roles e.g. Social Prescribing Link Workers employed by third party organisations; VAT and estates considerations; expertise and business partnering for thinking bigger!

## **Delivery of new service specifications**

Readiness for seven new service specifications - five due in 2020/2021 and two due in 2021/2022. This is a very short time scale and recognising competing priorities it will require focus in the next few months.

## **Emergency care**

Extended access and 24/7 urgent primary care will be the responsibility of PCNs as part of the urgent and emergency care system design. PCNs will have to work with neighbouring PCNs to optimise the services.

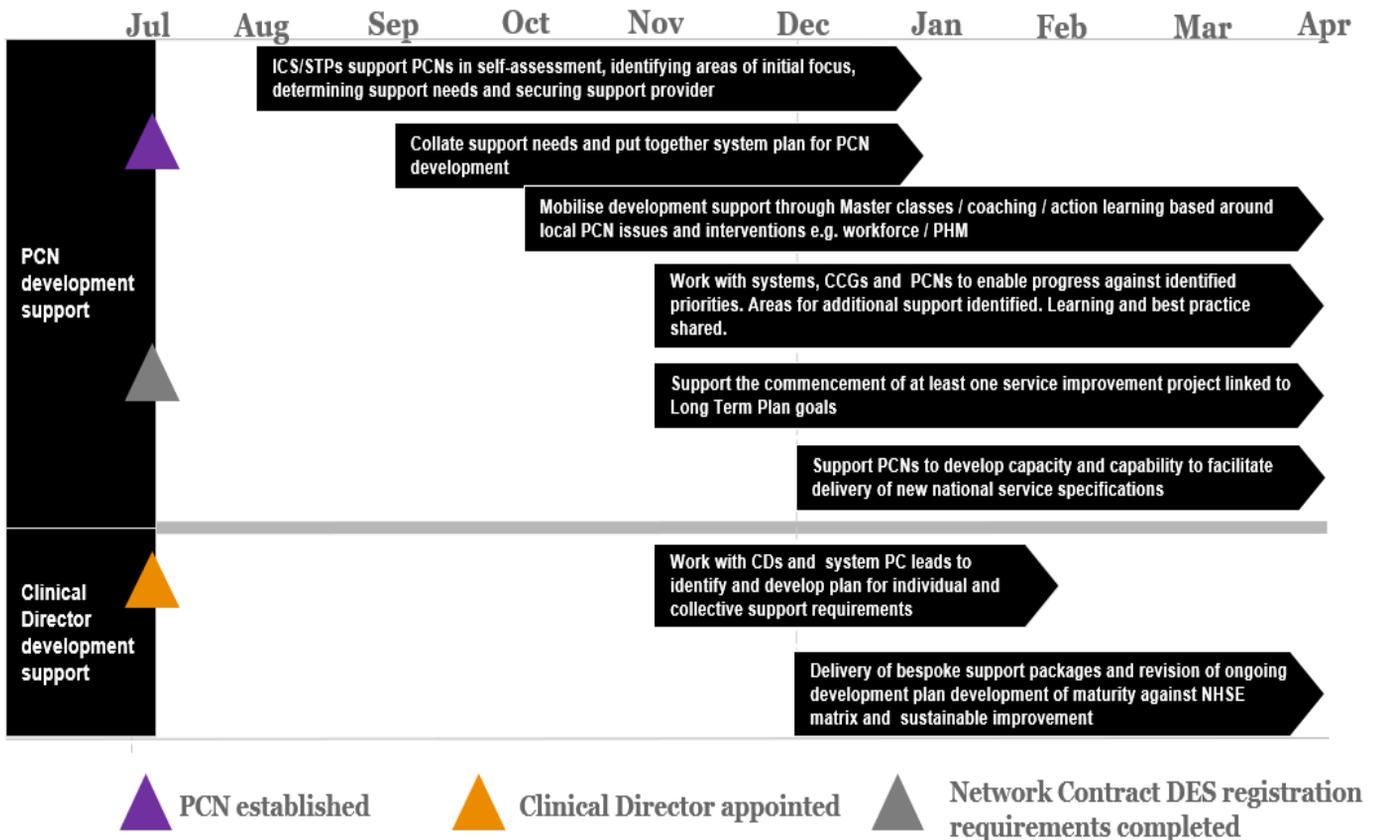
## Our approach

With our partners we have developed a response to these issues that is citizen centred and 'asset based', that we believe will support the growth and sustainability of PCNs aligned to their local integrated system vision.

# Making progress

Time is of the essence. CCGs need to ensure resources are effectively allocated to PCNs and demonstrate value for money and PCNs progress swiftly but in line with their existing level of maturity in the establishment and running of the networks.

Our suggested roadmap to April 2020 shows how progress towards meeting the objectives of the NHS Long Term Plan (LTP) can be met. We have not built out future years but indicated where future planning would be built in.



Creating resilient local practices enabled by the opportunities outlined above is the foundation of the NHS Long Term Plan. A core function of a PCN is for practices to come together to support each other to ensure a sustainable work life balance, financial viability, digitisation and improved patient access.

Efficient PCNs invest in relationships and community partnerships for prevention and proactive care to improve their population's wellbeing.

Place-based networks of PCNs/GP Federations are ideally placed as providers of 24/7 urgent care as their footprint is necessary for it to be affordable, sustainable and high quality.

A single primary care voice for systemwide strategic planning is essential as success in delivering financial balance alongside clinical quality requires the traditional gatekeeping role of Primary Care to regulate flow alongside a cultural shift towards a population health management approach to resource allocation.

Given the short timescale to delivery of five of the seven new service specifications, PCNs must develop a plan to deliver which is accepted by all stakeholders; review workforce planning requirements and assess funding considerations.

# Please get in touch

Our team of health specialists work across the country with GP practices, GP federations, trusts, systems and national bodies to transform the healthcare system. We pride ourselves in our depth of knowledge and strength of relationships with many of our colleagues having direct experience of working on the frontline of healthcare delivery.

Together we have delivered many change programmes and have developed a reputation across key areas including:

- high quality, patient centred care – adapted to local needs, replicable and scalable;
- standardised systems and operating procedures, enabling regulatory excellence, performance monitoring and reduction in unnecessary variation;
- leadership substantially underpinned by expert primary care clinicians;
- population health management capability development and transformation of care;
- ability to operate at-scale and to localise care delivery;
- a primary care learning division developed with multidisciplinary service delivery at the forefront of our thinking;
- a primary care technology offer fully integrated with our service delivery and learning arms;
- a focus on customer care and user experience, co-designing new initiatives before deploying rapidly at-scale.

We'd be delighted to hear from you so we can discuss your unique needs - please get in touch.

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