

Development of Primary Care Networks Inquiry – Recommendations from the Health & Adult Social Care Select Committee inquiry group – 12 month recommendation progress table

Inquiry Chairman – Cllr Jane MacBean

Principal Scrutiny Officer – Liz Wheaton

Response from Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board (ICB) and Buckinghamshire Council's Cabinet

Recommendation	ICB / Cabinet's Response – Y/N & comments	Progress recommendation monitoring in May 2023	Lead Health Partner / Member / Officer & Timelines
<p>1. A firm commitment from the Buckinghamshire Oxfordshire and Berkshire West Integrated Care Board (BOB ICB) to invest, both financially and in people, at local Place level to deliver, through strong leadership, regular monitoring and reporting on progress with PCN development, in an open and transparent way with key partners and stakeholders.</p>	<p>Yes</p> <p>BOB ICB confirm that there is an intention to maintain investment in the infrastructure required for PCNs to deliver in line with National direction and available funding including:</p> <ul style="list-style-type: none"> • Internal overarching BOB wide and place focused support team; • Access to PCN Leadership development; • Continued commitment and encouragement to utilise the full ARRS workforce funding; • Access to the PCN development funding available; • Consideration of 23/24 funding and development. 	<p>Yes</p> <p>The 23/24 PCN DES Contract has reinforced the investment in local leadership as well as removing the caps on a couple of ARRS roles and encouraging further recruitment of ARRS staff during the 23/24 year. There has also been a commitment from NHSE to include ARRS budgets in the ongoing funding for PCNs.</p> <p>ARRS workforce data continues to be regularly monitored to ensure that all PCNs are adding to appropriate capacity which will match their patient needs.</p> <p>The ICB has provided funding and commitment to supporting Primary Care Leadership which includes integration of delegates from PCNs within the new Bucks GP Provider Alliance.</p>	<p>Anna Marcus / Maria David</p> <p>Ongoing with regular review</p>

	<p>PCN performance will continue to be monitored through an evolving dashboard and taken through the appropriate governance routes / partnership forums.</p>	<p>12 month update (November 2023)</p> <p>PCNs in Bucks continue to recruit to both existing ARRS roles and new roles for 23/24. PCNs have also taken advantage of virtual options to support services where recruitment is challenging. The ICB also continues to provide funding and commitment to supporting Primary Care Leadership through the Bucks GP Provider Alliance. ARRS workforce and budget information as well as progress with contracts such as the DES are regularly monitored by the ICB.</p> <p>In addition, the ICB support Networks through:</p> <ul style="list-style-type: none"> • Monthly Network Managers meeting; • Building on Confed Leadership Course 2022 attendance; • Service Development Funding; • Transformation Funding; • Digital and Transformation leads now in place for each PCN. 	
<p>2. The undertaking of a mapping exercise to align future primary care provision, based on fully developed PCNs across the county, with future housing growth at “Place and neighbourhood”. Ensure senior people are involved in conversations between</p>	<p>Yes</p> <p>BOB ICB commit to the direction of travel in line with National guidance and emerging contractual requirements of PCNs with regards development and delivery.</p>	<p>Yes</p> <p>The focus for PCN development work in 23/24 will mainly be around delivery of integrated teams. These will support the Place Based Partnership plans of the ICB.</p>	<p>Anna Marcus / Maria David Ongoing</p>

<p>Buckinghamshire Council and health in relation to future planning of primary care. Attendance at the planned joint Select Committee meeting.</p>	<p>PCNs will be encouraged to work in neighbourhood groups with Community Boards.</p> <p>BOB ICB will continue to work with planning partners with regards to housing growth and subsequent service and estates requirements in the appropriate forums.</p>	<p>12 month update (November 2023)</p> <p>Mapping has taken place with the most advanced area of integrated working being Mental Health and the support for the Community Mental Health Hubs.</p> <p>BOB ICB / Place Director leadership attended HASC meetings to discuss future planning of primary care, and the ICB is committed to planning and prioritisation of support for developments in Buckinghamshire. The ICB Primary Care Strategy will also incorporate estates as an enabler of Primary Care.</p>	
<p>3. The preparation of an annual report to the Health & Adult Social Care Select Committee on the performance of PCNs, including resourcing, staffing and outcomes.</p>	<p>Yes</p> <p>PCN assurance will be developed in the coming months, expected to include resourcing, staffing and outcomes.</p>	<p>Yes</p> <p>This data will be included in the Annual Report to the HWB.</p> <p>12 month update (November 2023)</p> <p>This data will be included in the Annual Report to the HWB.</p>	<p>Anna Marcus / Maria David</p>
<p>4. PCN workforce plans to be published on the websites at Place level, as well as being shared with the Patient Participation Group Chairs on an annual basis to coincide with submission of them to the ICB.</p>	<p>Agreed in part</p> <p>The ICB will be able to provide a summary of all place workforce finances allocated and roles recruited to on a yearly basis. There would however need to be further discussion as to which websites these could be posted on most appropriately.</p>	<p>Buckinghamshire Primary Care Team continue to hold patient engagement steering groups which include PPG chairs. Future guidance around this area will be agreed as part of the Patient Engagement Strategy being presented at the BOB ICB board in May.</p>	<p>Anna Marcus / Maria David Nov 2023</p>

		<p>12 month update (November 2023)</p> <p>The Buckinghamshire Primary Care team is setting up a Bucks PPG Chairs meeting to discuss the strategy for working with PPG groups moving forward and will include discussions of workforce.</p>	
<p>5. Ensure all PCNs have a dedicated network manager in post. Lobby NHS England for this to be a funded position as part of the additional roles reimbursement scheme to ensure fairness across the PCNs and to review the current yearly funding arrangements.</p>	<p>Agreed in part</p> <p>It is currently up to individual PCNs to decide how they utilise their funding. A network manager is recognised by the ICB as a valuable role but cannot be prescribed.</p> <p>As an ICB we are currently reviewing the current commitment to a band 7 network manager working with our GP Leadership Group to understand different options available.</p> <p>Yearly funding arrangements will be reviewed as a matter of course.</p>	<p>This is still the case with some PCNs being covered by a collaboration of Practice Managers – there is currently still no dedicated funding for Network Managers provided under the ARRS scheme.</p> <p>With the advent of the Transformation and Innovation role there is a far greater emphasis on a Network Manager being in place for a PCN and we understand recruitment plans are in place for those who do not have one currently.</p> <p>12 month update (November 2023)</p> <p>While this is not a mandated post, 11 of the 13 Buckinghamshire PCNs now have either a dedicated or a shared Network Manager, and one PCN is actively recruiting to fill the post.</p>	<p>Anna Marcus / Maria David</p>
<p>6. Create through the Place-based Partnership support for PCNs to be creative when recruiting to the additional roles and to lobby NHS England to allow</p>	<p>Yes</p> <p>The ICB will work to ensure that PCNs maximise the ARRS funding within the boundaries available and by working with</p>	<p>Yes</p> <p>We continue to support the recruitment for ARRS staff across the ICB by working closely with key partners such as Oxford Health and the Local</p>	<p>Anna Marcus / Maria David</p> <p>Ongoing</p>

<p>more flexibility around the roles matched to local need.</p>	<p>partners so as not to destabilise the workforce and ensure patients are seen by the most appropriate professional and outcomes are maximised. Integrated ways of working will support this.</p>	<p>Authority to ensure that opportunities are widely circulated and taken up.</p> <p>12 month update (November 2023)</p> <p>New ARRS role has been launched and the caps have been removed on number of Mental Health Practitioners. PCNs are being creative with recruitment, with over 10 different types of roles recruiting for. ARRS workforce will feature in the BOB Primary Care Strategy, which is currently in development. ARRS is one method of recruiting, but other recruitment methods occur across Bucks - MHPs for example are employed via a variety of mechanisms.</p>	
<p>7. Investment by the ICB to ensure a more consistent approach to GP websites leading to updated, accessible and user-friendly information for all patients. Websites to be used to promote the additional services available across the PCN, promote PPGs and to publicise current vacancies.</p>	<p>Yes</p> <p>Currently most practices are using similar templates to provide their websites.</p> <p>The ICB will work with providers to ensure that certain minimum information levels are provided in line with the most recent guidance NHS England » Creating a highly usable and accessible GP website for patients</p>	<p>Yes</p> <p>Practices are regularly provided with key information to put on their websites and the primary care team monitor that this is happening.</p> <p>12 month update (November 2023)</p> <p>As above</p> <p>NHS England regional team are funding an audit of GP practice websites to report by end December 2023. BOB ICB will follow up the findings for its area, and provide recommendations and advice to practices to</p>	<p>Anna Marcus / Maria David Nov 2023</p>

		improve their websites and make them more accessible to their patients.	
8. Greater consideration should be given to the working environment. Access to IT and other equipment for PCN teams needs to be made easier and the funding available needs to be more clearly publicised to the Network. The benefits of working within a PCN need to be promoted through the recruitment campaigns and to the wider community.	<p>Yes</p> <p>The ICB is currently ensuring that all new and existing roles have appropriate IT to support them and that communities of practices are created to ensure peer support. As part of the new working arrangements the ICB will work with PCN directors to ensure ongoing transparency and involvement.</p>	<p>Yes</p> <p>A great deal of work has been carried out in this area and all ARRS staff should now have access to the appropriate equipment - with data sharing arrangements still being finalized.</p> <p>12 month update (November 2023)</p> <p>There are ongoing, minor issues related to IT that are being worked through but the ICB is working to ensure all ARRS staff have access to suitable equipment and technology.</p>	<p>Anna Marcus / Maria David Andy Ferrari Nov 2023</p>
9. A “Back to Basics” approach should be adopted for developing Patient Participation Groups. The Place-based Partnership Bucks and PPG Chairs to refresh and re-affirm the statutory need to establish a PPG, including a clear steer on the role of the Chair. A directory of PPG Chairs needs to be developed as a matter of urgency and circulated to all PPGs and Network Managers to encourage closer collaboration and the sharing	<p>Yes</p> <p>The ICB intends to develop its patient and public engagement strategy including that linked to place and community hubs. This may include PPG development as appropriate and will be reviewed in a wider context with support from Healthwatch and Nursing/Communications Directorates. The ICB have noted that the Place-based partnership when set up will consider this.</p>	<p>Yes</p> <p>The ICB has committed to support Healthwatch to support the continued development of PPGs – the Engagement Strategy paper being presented to the board in May expected to outline the way forward in this aspect.</p> <p>12 month update (November 2023)</p> <p>Healthwatch in Buckinghamshire is now ‘levelled up’ with suitable resourcing. PPG development and support is part of the ICB communications and engagement strategy, and further strategy development with the Buckinghamshire PPGs will occur by end of year.</p>	<p>Anna Marcus / Maria David Nov 2023</p>

<p>of knowledge and best practice.</p>			
<p>10. Develop a fair, comparable and consistent approach in supporting the development of Patient Participation Groups across the BOB ICS with clear, measurable outcomes. These outcomes to be co-produced with PPG representatives.</p>	<p>Yes</p> <p>As above (point 9)</p> <p>The ICB will continue to work with PPGs on the best way to develop patient and public engagement for Primary Care</p>	<p>Yes</p> <p>See above (point 9)</p>	<p>Anna Marcus / Maria David</p>
<p>11. Provision of regular communications to all PPGs, including topical webinars with guest speakers and regular newsletters for PPGs to help increase their membership. Development of basic mandatory practices, including automatic sign-up prompts for new patients and greater collaboration between PPGs and GP practices to recruit PPG members.</p>	<p>Yes</p> <p>As above (point 9)</p>	<p>Yes</p> <p>See above (point 9)</p>	<p>Anna Marcus / Maria David</p>
<p>12. Linked to recommendation 7, clearer and more comprehensive information on GP surgery websites relating to the work of the PPG, including upcoming meetings and minutes. It needs to be regularly refreshed and updated to</p>	<p>Yes</p> <p>As above (point 7 & 9)</p> <p>Healthwatch and the ICB may continue to provide updates which can be publicised on Practice Websites which can be used to support and show the value of the work of PPGs</p>	<p>Yes above (in point 7 and 9)</p>	<p>Anna Marcus / Maria David</p>

<p>include more emphasis on the benefits/improved outcomes that PPGs can provide for patients and a working mechanism for patients to contact their PPG.</p>			
<p>13. Develop a formalized approach/framework with clear pathways to ensure named social workers are known to GPs, Practice Managers, Network Managers and Community Healthcare Teams.</p>	<p>Agreed in part</p> <p><u>Council response</u></p> <p>The Council understands that the Inquiry’s recommendation in relation to having a named social worker is about creating a single point of contact (SPOC) for PCNs into adult social care. Named social workers are being established for adult social care residents who live at home in the community.</p> <p>The service understands the vital importance of a SPOC to facilitate effective working and the restructure of adult social care operations in June 2021 was designed to align the service more closely to PCNs in 4 geographical areas of Buckinghamshire - North, East, South and Central:</p>	<p><u>Council response (6 months)</u></p> <p>Actions are now complete. A Head of Service within ASC Operations has been allocated as the thematic lead for ensuring strong relationships between PCNs, GPs and social care. Closer working has been achieved from this approach to integrate into BAU with the following actions taken:</p> <ul style="list-style-type: none"> a. Contact details have been communicated with all PCNs for adult social care for locality teams. Information provided on appointment of SPOC (named worker) for cases where this is required. b. This has been completed – these links have been established and staff are attending monthly online meeting with The Swan & Aylesbury North PCN, GP surgeries at Hughenden Valley and Poplar. The plan is to expand this approach with other localities and PCNs countywide. 	<p>Cabinet Member: Cllr Angela Macpherson, Cabinet Member for Health & Wellbeing</p> <p>Lead Officer: Service Director for ASC Operations, Buckinghamshire Council (Tiffany Adonis-French)</p>

		<p>c. ASC provided a presentation to all the PCN Network coordinators meeting in January 2023, sharing Buckinghamshire Council's vision and the scope of work covered by ASC.</p> <p><u>Integrated Care Board response</u></p> <p>This work is very much the focus of establishing integrated neighbourhood teams. We have now aligned teams across the various areas and partners and are working on establishing a key single point of contact for each team.</p> <p><u>12 month update (November 2023)</u></p> <p>Council response</p> <p>The lead Head of Service is continuing to oversee relationships with PCNs and to identify and implement improvements where necessary to ensure the effectiveness and efficiency of joint working.</p> <p>ICB response</p> <p>All now being covered by the work around the Primary Care Strategy with each place having a specific area of work and general integration themes to ensure basic collaboration tools and enablers are in place. Further work is needed in partnership with ASC leads on operational challenges related to geographies and mapped areas of services.</p>	<p>Anna Marcus/ Maria David March 2023</p>
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<p>14. Re-introduce regular Multi-Agency Group meetings to include mental health practitioners, social prescribers, social workers, district nursing teams and reablement & rehabilitation teams.</p>	<p>Agreed in part</p> <p><u>Council response</u></p> <p>Adult social care regularly works with the partners referenced in the Inquiry's recommendation as part of our business as usual approach of multi-disciplinary meetings linked to individual clients.</p> <p>There is a well established process for discussing complex cases, partners are able to refer and take part in complex case panels, if business as usual approaches are not achieving the outcomes needed for our residents.</p> <p>The Council agrees the need for a wider discussion with health and the VCS in developing the approach for more integrated neighbourhood working in Buckinghamshire. As yet, there is no blueprint on the approach but a new joint programme team has been established to take forward the delivery of integrated health and care. Proposals will be discussed at the new Place-based Board, once it is established for Buckinghamshire.</p>	<p>Agreed</p> <p><u>Integrated Care Board response</u></p> <p>All teams are very much currently working closely as part of a Multi-disciplinary team approach.</p> <p>We are following up on some work undertaken in MK to support integrated teams.</p> <p>Social Care: in MK they are about to give Social workers access to the HIE (Health Information Exchange) so that Social Workers can see the full Primary Care and hospital medical record as long as they have recorded the NHS number on their IT system. This is an enormous achievement and they expect 70% coverage of Social Services clients.</p> <p><u>Council response</u></p> <p>Multi-agency group meetings are part of the BAU within adult social care. Ongoing liaison with partners happens operationally and strategically.</p> <p>12 month update (November 2023)</p> <p><u>Council response</u></p> <p>Business as usual approaches to multi-disciplinary meetings, particularly in relation to complex cases, continue to be held where necessary.</p>	<p>Anna Marcus / Maria David Nov 2023</p> <p>More is happening at Operational Level than at Strategic level where PCNs are working closely with local ASC teams – but that will change when we share the social prescribing and Health Inequalities cohorts with both the ASC team and the Community Boards</p> <p>Cabinet Member: Cllr Angela Macpherson, Cabinet Member for Health & Wellbeing</p> <p>Lead Officer: Service Director for ASC Operations, Buckinghamshire Council (Tiffany Adonis-French)</p>
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ASC Area (North, East, South & Central)	PCNs in the ASC areas In order of size of the area covered by the PCN (brackets: overlap is minimal)
North	Aylesbury North PCN AVS PCN BMW PCN Maple PCN
East	Aylesbury North PCN Chesham & Little Chalfont PCN Westongrove PCN Mid Chiltern PCN Maple PCN (BMW PCN) (Dashwood PCN) (Cygnet PCN)
South	Arc PCN South Bucks PCN The Chalfonts PCN Mid Chiltern PCN (Chesham & Little Chalfont PCN) (Cygnet PCN)
Central	AVS PCN Mid Chiltern PCN Dashwood PCN Cygnet PCN (Arc PCN)

To ensure that any enquiries or requests for support are picked up in a timely manner, adult social care has provided each PCN with a specific telephone number and generic email address for the assigned social work team:

A manager within social care will be contacting all PCNs within the next 3 months to ensure PCNs are clear on the process, which will be monitored and reviewed as necessary to ensure joint working is as

ICB response

See above (point 13), though this work will continue to be promoted as part of integrated neighbourhood teams work.

	<p>effective as possible for the benefit of residents. Adult social care would also benefit from as SPOC within the PCNs and this is something that will be asked for when making contact.</p> <p><u>Integrated Care Board response</u></p> <p>Multi-discipline team working is a key aspect of the Integrated Care Partnership strategy linked to primary care.</p>		
<p>15. Community Board Managers to reach out to PPG Chairs and PCN Inequality Champions to build relationships and work together to realise both the NHS LTP in bringing PCNs, PPGs and local communities together as well as supporting the delivery of the “Opportunity Bucks” theme around health and wellbeing.</p>	<p>Agreed</p> <p><u>Council response</u></p> <p>The Opportunity Bucks programme aims to ensure that all residents in the county have the opportunity to succeed, that nobody gets left behind and we reduce inequality within our communities. Through this programme, we are targeting 10 wards where there are longstanding challenges and residents are facing significant hardships. This programme is overseen by a board with multi-agency membership including the Council, NHS, BBF, LEP, Registered Social Landlords and VCSE.</p> <p>Community engagement and involvement is a key principle of the programme. We are</p>	<p>Agreed</p> <p><u>Council response</u></p> <p>The Opportunity Bucks programme is progressing and priority initiatives for the next 12 months have been identified within the Health & Wellbeing theme. These priorities include establishing play streets, smoke free parks and playgrounds and ensuring there is sufficient mental health support within schools in target areas. In addition to the theme priorities, ward partnerships have been established in the 10 target wards, with input from local Councillors, community organisations and local representatives to identify local issues and challenges to address through the programme.</p>	<p>Cabinet Member: Cllr Arif Hussain, Cabinet Member, Communities</p> <p>Lead Officers: Wendy Morgan-Brown, Head of Community Boards and Matt Everitt, Service Director, Service Improvement</p>

	<p>establishing Ward Partnerships within each of the 10 target areas to provide local insight, identify issues and best practice, and codesign solutions. The Ward Partnerships are supported by Community Board Managers who help to identify activity being delivered across partners within the ward areas and coordinate involvement in the partnership.</p> <p><u>Integrated Care Board response</u></p> <p>Each Community Board will be linked in to their local PCN leads.</p>	<p>Community Board Managers have contact details for PCNs (and vice versa). Involvement in the Boards varies depending on each Board and their priorities/meeting subject, or when there is a need or value to them for the Board to be involved.</p> <p><u>Integrated Care Board response</u></p> <p>There has been some work on this but work still to do to ensure a comprehensive and across the county link between the Community Boards and the work being undertaken by neighbourhood and PCN teams.</p> <p><u>12 month update (November 2023)</u></p> <p><u>Council response</u></p> <p>The Opportunity Bucks programme is delivering initiatives in the 10 target wards that will improve outcomes for residents.</p> <p>Within the Health and Wellbeing Theme, initiatives being delivered include the establishment of new play streets, new smoke free parks and playgrounds, and ensuring that mental health support teams are engaging in all schools with multiple disadvantages in the target wards. In addition, projects funded through NHS Inequalities money are now starting including work to improve pre-conception health and access to antenatal services, accelerated smoking</p>	<p>Anna Marcus / Maria David</p>
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		<p>cessation and increasing physical health checks for people with severe mental illness. Further initiatives are being delivered through the other four themes within the programme and through the local ward partnerships.</p> <p>Community Board priorities for 2024 have been shared with the PPG and local PCNs through community board communications. Engagement and input continue at a local level where appropriate for both organisations.</p> <p>ICB response</p> <p>The ICB will be sharing PCN Neighbourhood Inequalities priorities with Community Boards by end of year. The ICB is committed to addressing inequalities in Buckinghamshire and working in partnership with Opportunity Bucks, with the addition to the ICB team of an Inequalities lead for Buckinghamshire.</p>	
<p>16. Investment by the ICB to prioritise the delivery of consistent digital and data solutions. Develop a clear strategy for delivering population health management across the county for PCNs, informed by updated census information.</p>	<p>Yes</p> <p>Population Health data will be provided on a regular basis to all PCNs who will use this to drive a population health management (PHM) approach to key patient cohorts as well as monitor outcomes.</p> <p>All PCNs will have a good level of PHM knowledge and access to support if needed.</p>	<p>This is an outstanding piece of work – resources have been provided to ensure that PHM information can be provided and PCNs have taken advantage recent updates to the JSNA. Advanced Care Finder tools are being worked on to deliver to all practices and PCNs in the next couple of months to support PHM work locally.</p>	<p>Anna Marcus / Maria David / Andy Ferrari / Jane O’Grady</p>

12 month update (November 2023)

Public Health response

Public health continues to work with the NHS to gain access to NHS data that will contribute to population health management. In particular, the team is working with the NHS to conduct an equity audit on diabetes to see where targeted action can prevent diabetes, lead to better management of diabetes and reduce complications for groups at higher risk. Work is also taking place with the NHS on cardiovascular disease (CVD), again targeting prevention and management where risk of CVD is highest. A CVD equity audit has been agreed and is anticipated will be progressed shortly.

NHS data is additionally being used to analyse access to and outcomes from services to identify areas for improvement. These are then used to inform the health and wellbeing action plans around mental health, early years and other areas, and actions in the combating drug partnership action plan.

ICB response

Digital as an enabler of primary care will be featured in the BOB ICB Primary Care Strategy, with population health management tools a critical component of this strategy and with work in progress. The Buckinghamshire PCNs and practices now have access to a population health management tool, which includes population

		registries among other features. This tool is in the early stages of roll-out.	
<p>17. The Place-based partnership to develop a co-ordinated communications and engagement plan for key partners involved in PCN development to enhance joint working, deliver key public messages, written in Plain English and share best practice and information. Plans to be published on all GP surgery websites and PCN websites.</p>	<p>Yes</p> <p>When set up, we would expect the Place-based partnership to develop a comprehensive communication and engagement plan aimed at delivering key public messages, encompassing best practice and developments elsewhere.</p>	<p>Yes</p> <p>We are working closely with Place Based Partnerships to ensure consistent and comprehensive communications are provided.</p> <p>12 month update (November 2023)</p> <p>See above (points 7 and 9).</p>	<p>Anna Marcus / Maria David / Philippa Baker</p>