

REPORT FOR: HEALTH AND WELLBEING BOARD

Date of Meeting: 25 July 2019

Subject: **Update on Primary Care Networks and the Integrated Care Partnership**

Responsible Officer: Javina Sehgal
Managing Director
NHS Harrow CCG

Exempt: No

Wards affected: Harrow Borough

Enclosures: Appendix 1 – Update: Primary Care Network Registration in Harrow CCG
Appendix 2 – Harrow Integrated Care Delivery Programme 18 June 2019

Section 1 – Summary

This report is to inform the Board on the latest position in the development in Harrow of Primary Care Networks and the Integrated Care Partnership.

Primary Care Networks are designed to build on current primary care services to enable a greater provision of proactive, personalised, coordinated and more integrated health and social care for their registered patients. There are six networks in Harrow, which will operate from 1 July 2019.

The Integrated Care Partnership is a vehicle for integrated population health delivery, meeting the NHS Long Term Plan and integrating with the Primary Care Network model.

FOR INFORMATION AND DISCUSSION

Section 2 – Report

Primary Care Networks

Primary Care Networks (PCNs) are a national initiative which requires local development. They are central to delivering the CCG's vision, focusing on:

- Continuous quality improvement – in practices and between practices;
- Community, strategic and clinical leadership across all of the staff in the network, strengthening the relationships and using population health analytics to identify needs and the staff best placed to meet those needs;
- Shaping and supporting the integrated care system and contributing to the local delivery plan for integrated care, health and social care, physical and mental health, and primary and specialist care;
- Prevention, health and wellbeing for the local population.

The CCG facilitated discussions to support practices to engage with each other and community providers to establish themselves into PCNs, ensuring 100% population coverage and continuous boundaries.

Applications were submitted to NWL Health and Care Partnership (HCP) for endorsement and approval on 31 May 2019. The six PCNs were approved by both the NWL HCP and NHS England, and will become operational from 1 July. The PCN structure is the foundation for the delivery of Integrated Care in Harrow (see below).

The CCG is now working with PCN appointed Clinical Directors, to develop their capability and capacity in order to support them to improve the quality and access to care for their patients in their network areas. This support includes a bespoke development programme for all PCN Clinical Directors, taking place on 25-26 June and a Competency Framework to measure maturity. This programme is mandatory for all the Clinical Directors.

PCN Name	Practices Covered	Population Size (as of 1 Jan 2019) <i>based on raw list size</i>	Clinical Director
Harrow Collaborative Network	Civic Medical Centre First Choice Medical Pinner Road Surgery Pinner View Medical Centre Headstone Road Surgery Headstone Lane Medical Centre Savita Medical Centre Zain Medical Centre Kenton Clinic	32,716	Dr Dilip Patel (Civic Medical Centre)
Healthsense	Ridgeway Surgery Pinn Medical Centre Simpson House Medical Centre Enderley Road Medical Centre Roxbourne Medical Centre Kenton Bridge Medical Centre – Dr Golden Kenton Bridge Medical Centre – Dr Raja	80,779	Dr Amol Keshiker (Pinn Medical Centre)
GP Direct PCN	GP Direct Kings Road Medical Centre Shaftesbury Medical Centre	34,406	Dr Shahla Ahmad (GP Direct)
Harrow East PCN	Honeypot Medical Centre Mollison Way Surgery Bacon Lane Surgery	28,619	Dr Meena Thakur (Honeypot Medical Centre)
Health Alliance PCN	Aspri Medical Centre Belmont Health Centre Stanmore Medical Centre The Circle Practice The Enterprise Practice Streatfield Medical Centre	52,069	Dr Kaushik Karia (Aspri Medical Centre)
Sphere PCN	Elliott Hall Medical Centre Hatch End Medical Centre Northwick Surgery St Peters Medical Centre Streatfield Health Centre	41,212	Dr Ashok Keshiker (Elliott Hall Medical Centre) Dr Varun Goel (Streatfield Health Centre) <i>Job sharing the CD role</i>
Total	33 Practices	269,801	

Integrated Care Partnership

Building on the Whole Systems Integrated Care (WSIC) model for over 65s in Harrow, the CCG and our local health and care partners made a decision in 2017 to formalise arrangements and work as an Integrated Care Partnership (ICP) to deliver integrated models of care.

Initial scoping work was undertaken to identify drivers for change and what Harrow would need to do to deliver sustainable, efficient and cost-effective health and social care to our population now and in the coming years. This scoping highlighted the significant challenges relating to the increased demand for care caused by an ageing population (a doubling of over 65s in next 10 years), workforce challenges and financial pressures. The ICP, focusing on Frail Older patients 65 years plus, agreed an outcomes framework and we have been developing and testing new models of care in response to these challenges.

The CCG was invited to take part in NHS England's Commissioning Capabilities Programme (CCP) delivered by PWC/Optum. The CCG took a collective decision with all our key system leaders that this resource would be prioritised to develop further the Harrow integrated care programme.

As part of this programme, we ran a number successful of workshops with partners which we used to build on the informal partnership arrangement for the Integrated Care Partnership into a formal arrangement. All our partners

have signed-off the outcomes from the programme, and we are making good progress in strengthening how we work, and our capability to do that, to ensure we have a strong partnership that can move forward.

Following a bottom-up collaborative development programme, the ICP Partners are now looking to inject pace and scale into the work moving forwards, adopting integration as the delivery mechanism for transformation to improve the quality of patient outcomes and experience. Improved quality, addressing duplication, and working as a system collective will all deliver the aspirations set out in the CCG Financial Recovery Plan.

It is expected, moving forward, that the ICP under an Alliance MOU or Alliance Agreement of Harrow Providers will run in shadow-form, initially delivering the service for Frail Older patients 65 years plus this year. The intention is that all of the ICP work from here on becomes part of business as usual activity, whilst using all of the learning from the prototyping work done thus far. Further models of care will be developed to deliver integrated health and social place-based care in the community and out-of hospital care (where appropriate) for the whole population of Harrow by 2021.

An event was held on the 18th June at the Council with Executive and senior leaders from all partners in attendance jointly chaired by the Chief Executive from Harrow Council, Mr Sean Harriss and Dr Genevieve Small , Chair of Harrow CCG..

The 44 attendees and seniority of support spoke of the collective commitment, enthusiasm and support for the delivery of Integrated Care and wider population health and care in Harrow. The discussions were ambitious and rich and clearly articulated the need to move forward at pace and scale with Integrated Care as the mechanism for delivery across our health and care system in Harrow.

The key agreements and actions against the objectives and expected outputs from the meeting are summarised as follows:-

1. There was broad agreement and support for the context, vision and strategy and proposed ICP Operating Model.
2. The direction of travel for the Roadmap was supported.
Actions: - All Providers to feedback on the Population / Roadmap priorities for Harrow having considered and having reached consensus on what would have the greatest impact in reducing our demand for acute non elective workload. To present these priorities to the ICP Commissioning Board in July and a further September Executive to Executive meeting.
3. The proposed Governance structure was agreed to be 'good enough' as a working model to be adopted but recognising it will develop and be shaped further.
Action:- Any final amendments or comments on the Governance Structure to back to Taff Moraga and Mo GIRACH by 2nd July. To address key issues related to the following work streams, - Digital Transformation, Commas and Engagement, Finance and Contracts and Workforce, Education and Training.

4. Allocation of Resources - In principle agreement to the resources plan. Partners signed up to roll forward the investment by each partner to date for a further 3 months
Action:-To develop a detailed resource plan with ROI to the September Executive to Executive meeting.
5. Delivery Plan 2019 - Agreed this is starting point.
Action:-To bring a more detailed delivery plan including the expected measures of the impact for partners to the September Executive to Executive meeting.

The road forwards is exciting, challenging and requires the collective effort of all providers and commissioners working in collaboration to deliver the ask for the population of Harrow. We look forward to delivering this in partnership.

Section 3 – Further Information

N/A

Section 4 – Financial Implications

Planned to work within the existing financial envelope

Section 5 – Equalities Implications

Primary Care Networks are designed to operate at local population levels to ensure that health inequalities and access to care can be addressed.

For the Integrated Care Partnership, clinical leads are attached to the programme, and quality impact assessments undertaken.

STATUTORY OFFICER CLEARANCE (Council and Joint Reports)

Not applicable

Ward Councillors notified:	NA
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Section 7 – Contact Details and Background Papers

Contact: Javina Sehgal, Managing Director, Harrow CCG, 020 8966 1147

Background Papers:

Appendix 1 – Update report on the PCN Network Registration

Appendix 2 – Slide deck from the Strategic Partnership Meeting held on 18th June 2019

UPDATE: Primary Care Network Registration in Harrow CCG APPENDIX 1

Background

Primary Care Networks (PCNs) are central to delivering the CCG's vision and as such, the key elements that a primary care network and the accountable Clinical Director for the network will focus on are:

- Continuous quality improvement – in practices and between practices
- Community, strategic and clinical leadership across all of the staff in the network, regardless of employment – practice staff including the additional roles, community, social care mental health and voluntary and third sector staff, schools, faith groups etc., strengthening the relationships, using population health analytics to identify needs and the staff best placed to meet those needs
- A key role in shaping and supporting the integrated care system, being a key contributor to the local delivery plan for the Integrated Care System, across the three pillars of integrated care; health and social care, physical and mental health and primary and specialist
- Focus on prevention, health and wellbeing and partnership with people live and work in the network area

To be eligible for the Network Contract DES, a PCN needed to submit a completed registration form to Harrow CCG by no later than 15 May 2019, and have all member practices signed-up to the DES.

Harrow CCG was responsible for confirming that the registration requirements were met by no later than Friday 31 May 2019. Any departures from the specified requirements would be reviewed by the NHS England Regional team, and agreement only given in very exceptional circumstances.

Applications Received

By the 15 May deadline, the CCG had received 6 registrations forms from prospective PCNs. Their details are summarised below:

PCN Name	Practices Covered	Population Size (as of 1 Jan 2019) <i>based on raw list size</i>
Harrow Collaborative PCN	Civic Medical Centre First Choice Medical Pinner Road Surgery Pinner View Medical Centre Headstone Road Surgery Headstone Lane Medical Centre Savita Medical Centre Zain Medical Centre Kenton Clinic	32,716

Healthsense PCN	Ridgeway Surgery Pinn Medical Centre Simpson House Medical Centre Enderley Road Medical Centre Roxbourne Medical Centre Kenton Bridge Medical Centre – Dr Golden Kenton Bridge Medical Centre – Dr Raja	80,779
GP Direct PCN	GP Direct Kings Road Medical Centre Shaftesbury Medical Centre	34,406
Harrow East PCN	Honeypot Medical Centre Mollison Way Surgery Bacon Lane Surgery	28,619
Health Alliance PCN	Aspri Medical Centre Belmont Health Centre Stanmore Medical Centre The Circle Practice The Enterprise Practice Streatfield Medical Centre	52,069
Sphere PCN	Elliott Hall Medical Centre Hatch End Medical Centre Northwick Surgery St Peters Medical Centre Streatfield Health Centre	41,212
Total	33 Practices	269,801

Review Process

After the national deadline of 15 May, the CCG's Primary Care Team reviewed all 6 registration forms to ensure compliance with statutory requirements. This comprised a thorough review against a PCN registration checklist (developed by the NWL Collaboration of CCGs); to ensure all fundamental criteria for registration purposes were met.

Recommendation made to the May 2019 Primary Care Commissioning Committee

At the 20th May 2019 meeting, the Primary Care Commissioning Committee (PCCC) was asked to provide the required assurance to the CCG regarding PCN configurations. The PCCC had three options at its disposal:

- Approve
- Not approve
- Request further information

Upon review, two PCNs currently did not meet the full composite criteria; however the CCG was minded to recommend approval of all 6 PCN applications due to the following important reasons:

- Historically Practices have collaborated through Peer Group and Locality based structures, which were helpful in contributing to building the foundations for future PCNs.
- A focus on good working relationships to ensure a continued focus on good outcomes for patients, rather than exhausting finite time and resources in trying to establish alternative working structures.
- An extensive engagement discussion with Community Providers, who have raised no objections with the proposed PCNs configurations.

Following discussions at the Committee, it was agreed to approve all 6 applications for the PCNs. Two PCN applications were approved subject to the following:

- Harrow East PCN: This will be specifically in relation to assurance around resilience and sustainability of the proposed PCN, along with their ability to work with neighbouring PCNs to ensure the full suite of services are available for local patients; prior to Network go-live date of 1 July 2019.
- Harrow Collaborative PCN: to address the issue of one non-contiguous practice within the PCN (Zain Medical Centre) and how a solution could be made to ensure its local patient population could avail of both PCN-level and community services – thus ensuring full population coverage and equitable access for patients to services.

Endorsement from the NW London Health and Care Partnership Panel

The NW London Health and Care Partnership (HCP) Panel convened on 24th May 2019 to review Harrow's PCN registrations. The CCG submitted Harrow East PCN's assurance document around its sustainability and resilience along with further assurance regarding the Harrow Collaborative PCN's solution to address the Zain Medical Centre query:

The practice in question (Zain Medical Centre – Dr M Shahzad) committed to the CCG that until his other practice in the Harrow Collaborative Network (Savita Medical Centre) does not merge contracts with the Zain, an interim 6 month agreement will be in place with local community providers and the Harrow East PCN to deliver services to his patients and therefore the Zain Medical Centre will remain within the Harrow Collaborative PCN. It is anticipated that contracts will be merged within the 6 month period and Zain Medical Centre will agree a Memorandum of Understanding (MOU) with the Harrow East PCN to serve its local patient population.

Based upon the above assurance and the CCG's overall submission, the HCP Panel endorsed all 6 PCN registration forms and their respective PCN Clinical Directors. Subsequently, the CCG's Managing Director formally informed all 6 PCN's of the positive outcome regarding their registration.