

To: NWL Primary Care Networks Clinical Directors and Managers

Re: Improving same day access to Primary Care in North West London (NWL)

Context

As you are all aware, there is a recognised issue with capacity across the NHS. In primary care, the causes are multi-factorial and include a depleting GP workforce, challenges related to staff satisfaction and retention, ever-increasing demands on services, higher expectations of those services and an ageing and more clinically complex population. All parts of the system need to re-think the way they work and how they can work together to make better use of limited resources, make the NHS more sustainable and solve the access issues they are all experiencing.

Improving access to primary care has been a key focus area over the last 18 months, with a number of national policies and directives driving the discussion, including the **Fuller Stocktake**, and the **NHS Delivery plan for recovering access to Primary Care**. This national focus has provided some welcome opportunities to receive additional investment into primary care, to help build capacity and implement the modern general practice access model that was outlined in the national delivery plan.

The Ask

Building on everything it has already achieved through working together at scale, NWL is asking practices to prioritise working with their colleagues (at PCN or borough-level, as determined appropriate) to scale up any total triage practice-based models they have in place, to deliver a single point of triage for a same day, low complexity access model, at scale.

This should be done with a view to addressing the balance of provision so that there is greater parity between a place’s ability to deliver reactive, same day care on the one hand, and manage preventative, proactive, complex care, on the other. It will also support the 5 aims of the ICB that are noted below:



What has been done locally so far?

Locally, the **Good Practice in Primary Care Access** review (attached) was commissioned by the ICB. The review looked at local, national and global examples of primary care service delivery models that support and streamline access.

Concurrently, the NWL Access programme was launched in July 2023 with 10 PCNs volunteering to be early adopters. The 10 PCNs were at very different starting points and KPMG was commissioned to support their development of at-scale models.

The learning gained from the best practice review and the journey of the wave 1 PCNs has been pulled together to develop a target operating model that shows what we are working towards and what the key enablers are for successful delivery. A pack of some of the key slides from the target operating model are attached for your review.

Specification

It is now a priority to support the remaining 35 PCNs to implement their own same day access (SDA) models so that we are working towards having an equitable offer to patients across NW London.

The ICB are using the target operating model to underpin a specification which will form part of the Enhanced Services single offer to be launched in April 2024. Unlike other specifications within the single offer, the funding attached to this specification from April will be for PCNs/boroughs to transform the way they work. Money will not be attached to providing extra activity but, instead, will support member practices to achieve a series of gateways for engaging, developing and implementing a model.

Support

Wave 1 PCNs had the benefit of KPMG support to guide their thinking and to help them address barriers to delivery. In the spirit of equity and to better enable the sharing of learning, the ICB is in the process of engaging a similar level of support from KPMG which will run for 13 weeks from Monday, 29th January. This support will ensure that PCNs/boroughs are primed, know what is expected of them, have done some pre-thinking and planning and are in a better state of readiness for when the specification is launched in April.

The ICB acknowledges that the 13-week timeframe to effectively support 35 PCNs through the initial design process is short and that it is not an optimal time of year for practices to engage in the change process but we are constrained by the fact that the funding to pay for KPMG's support is only available for our use until the end of the financial year. We are also keen to maintain some continuity within the KPMG team.

In 2023/24 in NWL, PCNs have received a total of over £23 million for access, with IIF recycling, enhanced access, QOF QI, system development funding and transformation monies. The expectation is that some of this funding should enable Practices to engage with KPMG over the next 13 weeks of planning, before the funding associated with delivery of the specification comes into effect in April.

Next Steps and Approach

- PCNs will need to determine the scale of their models – whether they want to work on their own, in a group of PCNs or at borough-level to develop their at-

scale SDA model. Each area should note that a larger footprint may well bring greater economies of scale and opportunities

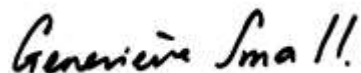
- KPMG will be cohorting PCNs/Boroughs into three groups and will be providing a series of workshops and 1:1 calls to each identified area. The first workshop will be a NWL-wide launch. Each PCN should look to have attendance from its PCN Clinical Director and PCN Manager (or equivalent). This workshop is expected to take place on **the afternoon of 14th February 2024** and invitations will be sent shortly

We look forward to seeing you on the 14th February to provide greater detail on the target operating model and the parallel work that is being undertaken to ensure the enablers are in place to support at-scale working.

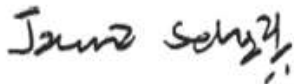
Best Wishes



Dr Vijay G Tailor
Ealing Borough Medical Director, NHS North West London



Dr Genevieve Small
Medical Director, NHS North West London



Javina Sehgal
Director of Primary Care, NHS North West London