

Cumbria Health Scrutiny Meeting

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Title: North Cumbria Primary Care Collaborative – Alliance Model Update

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1. PURPOSE

The purpose of this report is to provide Cumbria Health Scrutiny Committee with a progress update on the ‘alliance’ model being developed with a number of GP practices in North Cumbria.

2. CONTEXT

Health and care partners in North Cumbria have submitted a formal proposal to be in the next national wave of Integrated Health and Care Systems (ICS). One of the key components of being an integrated health and care system includes demonstrating how improvements in primary care and delivering the ambitions set out in the General Practice Forward View will be fully achieved.

In North Cumbria we have confirmed that in order to build a fully integrated system, general practice must be an integral part of this. General Practice sees over 300 million patients every year in England with A&E seeing approximately 24 million. It is therefore essential that general practice is part of the wider transformations in care which are required for local populations.

The General Practice Forward View, published in 2016 recognised the significant challenges facing general practice, including workforce sustainability and rising demand for services. At the same time there are clear ambitions and milestones set for improving access to primary care services, for example seven day working and extended access.

Across the NHS innovative models are being implemented whereby NHS Foundation Trusts and NHS Trusts are taking over the running of practices, integrating care vertically and providing networked / ‘organised’ primary care for key populations. It is also important to highlight the private sector solutions which are being offered to general practices across the Country.

In January 2018 a subsidiary company of Cumbria Partnership NHS Foundation Trust was established ‘North Cumbria Primary Care Limited’ to provide the vehicle for taking on responsibility for running a number of general practices. These practices are referred to as ‘alliance’ practices.

3. AIMS OF NORTH CUMBRIA PRIMARY CARE COLLABORATIVE

North Cumbria Primary Care Limited is a **not for profit company** which fully endorses the values & principles set out by the **NHS Constitution**:

Values	Principles
<ul style="list-style-type: none"> • Working together for patients • Respect and dignity • Commitment to quality of care • Compassion • Improving lives • Everyone counts 	<ol style="list-style-type: none"> 1. The NHS provides a comprehensive service, available to all 2. Access to NHS services is based on clinical need, not an individual's ability to pay 3. The NHS aspires to the highest standards of excellence and professionalism 4. The patient will be at the heart of everything the NHS does 5. The NHS works across organisational boundaries 6. The NHS is committed to providing best value for taxpayers' money 7. The NHS is accountable to the public, communities and patients that it serves

The aims we have set out for North Cumbria Primary Care Collaborative include:

- General practices that are fully aligned to and engaged with the wider system goals.
- Multispecialty, multidisciplinary 'Alliance Practices' able to deliver more care locally.
- Together building 'teams of the future' with much wider and more innovative skill mix.
- A strong academic link to the new UCLAN medical school campus in Whitehaven - teaching, research and joint posts.
- Fully integrated local teams working together to coordinate and manage patients with long term conditions, admission avoidance, care planning.
- Increased co-design, co-production and co-delivery with local mobilised communities – aiming to improve population health. Alliance practices will strongly contribute to the work of their Integrated Care Community.
- Innovations around use of technology.
- Sustainability through reducing waste and duplication, scaling support services, better use of technology and aiding recruitment by creating an exciting new model of care.
- Estates solution for general practice locally.

The General Practice Forward View set out their priority to encourage independent practices to work together in 'hubs' or 'networks' for populations of 30,000-50,000. The key driver for this is to achieve 'at scale' co-ordinated approaches to primary care services, including pooling of resources and key services such as extended access and urgent care services.

The alliance practices will support the overarching ambition of the system to join up and support general practice in more co-ordinated ways for the benefit of the local population but also staff working in extremely fragile services due to recruitment challenges, particularly in West Cumbria. The alliance model offers a salaried option for GPs within our emerging IHCS.

4. CURRENT POSITION

There is a significant amount of work being undertaken to get this new model up and running with the 'first wave' of practices who have expressed a formal interest in joining the alliance model, which is summarised below for information:

- Due diligence being undertaken in key areas such as finance, estates, quality and workforce.
- Legal aspects in relation to the 'trading' of the company and subsidiary company of the Foundation Trust.
- Finalising the estates and premises solutions as part of the overall model.
- Developing the clinical and operating model for alliance practices.
- Recruiting to support the infrastructure required within North Cumbria Primary Care Collaborative.

It is important to add that close working with North Cumbria Clinical Commissioning Group is in place as part of the wider development of the primary care arm of the Integrated Health and Care System, which will continue during 2018/19.

NHS England are also engaged in the processes being followed as well as incorporating learning from other models which have been implemented successfully across the NHS.

5. CONCLUSION

North Cumbria health and care partners have submitted a proposal to become an Integrated Health and Care System. As part of our plans we recognise that how our system mobilises to support general practice is fundamental to improving outcomes in care and reducing demand for acute services.

General Practice across North Cumbria is facing increasing demands in relation to significant workforce sustainability challenges and access to services. The aim of North Cumbria Primary Care Collaborative is to provide a sustainable solution for the future, through creating a model within which practices become 'alliance' practices in a salaried model, with estates/premises solutions and greater ability to achieve primary care at scale for the benefit of local populations.