

**Manchester City Council  
Report for Information**

**Report to:** Health Scrutiny Committee – 25 February 2016

**Subject:** Primary Care

**Report of:** Tony Ullman, Executive lead for Primary care, Manchester CCGs and Dr Sohail Munshi, Manchester Primary Care Partnership

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**Summary**

This report describes the Commissioning vision for Primary Care; changes in commissioning arrangements; and the developing transformation programmes as they link to developing community based care for the population through One Team.

It also provides an update on the Manchester Access programme.

**Recommendation**

The Committee is asked to note this report.

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**Wards Affected: All**

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**Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Manchester Locality Plan - Draft approved by Health and Wellbeing Board November 2015  
Greater Manchester Primary Care Commissioning strategy

## **1.0 Introduction – Developing Manchester’s vision for Primary care**

Across Greater Manchester (GM), Locality Plans developed to support the Devolution programme all describe the future ambition for improved health and wellbeing, which include models of integrated provision of primary, community, social care, mental health and other services, serving defined neighbourhoods of circa 30 – 50,000 people. These integrated neighbourhood teams provide a foundation for the development of Local Care Organisations, operating at Local Authority wide level. In Manchester the programme is described as One Team – a vision for place based care. As part of this, work has been progressed in Manchester to investigate new models of Primary care, linked to One Team and commissioning for populations.

Over the next five years leading up to 2020 and beyond, Primary Care services across Manchester will be transformed. The vision for Primary care is that it will deliver consistent high quality care for the whole population. In order to deliver that vision, there needs to be an expansion and strengthening of primary care, and this will take place as part of the development of the new place based care model known as One Team, of which a key component will be the provision of primary care at scale.

This paper starts to describe that initial vision of what we want this transformation to achieve, and what difference this will make for patients. It also provides a detailed update on the Manchester Access programme.

## **2.0 Developing Commissioning and provider arrangements**

Primary care services are delivered through a range of providers; specifically Primary Medical care through General Practice, alongside Pharmacy, Optometry and Dentistry services. The services are largely delivered through independent contractors through national contracts commissioned by NHS England.

From April 2016, the three Manchester CCGs will be taking on delegated responsibility for NHS England specified general medical care commissioning functions. This allows CCGs to commission more effectively for local populations, and will be an enabler for the implementation of One Team – Place Based Care in Manchester. This paper therefore primarily focusses on the contribution of primary medical care, although there are important linkages to, and roles played by, the other primary care services of Pharmacy, Optometry and Dentistry.

As part of Greater Manchester Devolution, the Greater Manchester system will have a more influential role in commissioning all Primary care services, and has started to develop and refine its overall Strategy for Primary care.

In addition the provider landscape is changing. Primary care services are increasingly looking to be delivered at scale, rather than solely through the traditional independent contractor model. For example, for Primary Medical care, each one of Manchester’s 92 GP Practices is a member of a Federation, of which there are three in Manchester, one each in North, Central and South; and the 3 Federations come together to form the Manchester Primary Care Partnership which provides the City’s

extended access services. Provider Federations have also been formed across Greater Manchester to bring together Pharmacy and Optometry services.

### 3.0 Manchester's Commissioning vision for Primary Care

The commissioning vision for Primary Care in Manchester is

*Consistent high quality care for the whole population.*

To achieve this vision we have started to describe

- The key components of the 'population offer'
- The standards of quality expected
- The way in which Primary care will be delivered; through integrated working at the level of the neighbourhood
- The elements which need to be in place in order to support this vision, in relation to
  - Workforce
  - Resources
  - Estates
  - Information management and technology (IM&T).

### 3.1 The population offer

The key components of the vision in relation to the offer for the population include the following:-

- **Access** – This has been consistently identified as the highest priority for patients and the public. Primary care is now available across Manchester 7 days per week, and through additional hours, as a result of the service provided by the Manchester Primary Care Partnership (see section. In addition, the Manchester Standards for Primary care set out standards of access which state that patients should be able to access their GP practice in core hours; and be seen on the same day if needed. Longer term there will be a single point of entry with appropriate services available 24/7, to offer a viable alternative to A&E outside of core hours. In addition, Community pharmacy will be available to triage and treat minor ailments and injuries, as well as any medication queries, on a more local level.
- **Proactive management of people with long term conditions** – Care for people with Long Term Conditions is a key priority within the Health and Social Care system. In Manchester, we will deliver this on a large scale, at an early stage, to reduce disease progression with both holistic and specific health education. Vulnerable and at risk patients will be identified and managed using risk stratification and predictive modelling, which will take into account the whole person rather than just the condition, resulting in coherent and effective intervention. Community pharmacy will work collaboratively with General Practice, to assist in supporting patients to manage their condition in the community. These actions will result in reduced hospital admissions and improved health outcomes for people with long term conditions. The Manchester system is currently working on a GM Transformation Fund bid, focused on

Primary Care based prevention. The key areas for this proposal include finding patients who are at risk of developing conditions or who have developed a condition but it has not yet been diagnosed, to ensure early intervention. This will then be maximised by ensuring local services deliver optimum, proactive care to all patients, regardless of GP registration, resulting in improved health and wellbeing outcomes related to reducing health inequalities, unplanned admissions and mortality.

- **Specialist services in primary care**– The range and scope of services provided in primary care will be increased. The establishment of Federations by General Practice, Community Pharmacy and Optometry, coupled with increased collective working across primary care within neighbourhoods, will provide an opportunity to better meet the changing needs of patients within the community. Advanced diagnostics will be made available within the community in designated neighbourhood locations, allowing the provision of urgent care services closer to home. Specialist services also need to adapt to the needs of the communities they are serving. Therefore, primary care will work closely with care and nursing home teams, to ensure residents are receiving proactive, appropriate care in a setting they are comfortable with, which will result in reduced hospital admissions and improved outcomes for patients.
- **Empowerment of patients** – Patients will be at the heart of their care, with involvement in every stage and every decision. Where the patient deems appropriate, this will be extended to their family/friends to support them at their time of need. Primary care will actively promote self care for patients, and will ensure that they are provided with tools to ensure this is effective. This will be enhanced and brought to the fore through the GM Transformation Fund Primary Care based prevention bid. This includes the introduction of “Social Prescribing Plus”, based on the inclusion of a coaching element for patients to access, and enabling of self care across Manchester. Patients will have access to their care records, and be encouraged to input into their care. Patients who are nearing the end of their life will be empowered to make a decision about where is the right place for them to die, and will be supported in this decision.

### 3.2 Quality and standards

As previously reported, the Manchester CCGs have agreed a set of standards for primary care, known as ‘Enhanced Standards for Manchester people’. These enhanced standards are designed to go beyond, but not replace, the core Quality Outcomes Framework (QOF) currently used in General Practice. These standards are consistent with the Greater Manchester standards, and are statements of best practice in the areas highlighted. The aim of the standards is to improve health outcomes for patients, optimise resource utilisation and reduce health inequalities. The vision for Manchester is that all 92 practices are signed up to deliver the standards on either an individual, locality or Federation footprint.

The standards cover various priority areas in primary care including improving access to general practice within core hours, as well as improving outcomes for people with long term conditions, which underpin components of the vision. Similar areas include improving health outcomes for patients with mental illness and learning

disabilities, which will ensure parity of esteem is achieved within Manchester and importantly, improving the health and wellbeing of carers. Overall, the main focus of the standards is to improve quality of care and outcomes for various conditions, ensuring the patient has a positive experience of primary care within a safe environment. All of the standards are underpinned by engagement of GP practices in a review process to help with understanding where improvements could be made.

Across Manchester, we are undertaking a phased approach to the implementation of the Standards, with an initial focus in 2016/17 on Standard 1 – Improving access to General Practice and Standard 6 – Improving outcomes for people with long term condition(s), which will be underpinned by Standard 9 – Peer Review and Practice Engagement. This will ensure that the standards are implemented appropriately, with the greatest benefit for patients. The standards will form a key part of the transformed model of primary care, to ensure that patients are receiving consistent, high quality care everywhere in Manchester.

#### **4.0 Integration – One Team at a Neighbourhood Level**

Primary care in the future will be working as a whole sector of care, greater than the sum of its individual constituent parts or practices. Primary care will be an integral part of 'One Team' - community place based care, which is outlined in the Living Longer Living Better (LLLBB) programme.

The vision is that primary medical care services will be co-located with Community Pharmacists, Allied Health Professionals, Community Nurses, Social Care staff, Intermediate Care teams, Leisure and Health Promotion teams, ambulance teams and Third Sector teams to allow cross boundary, multi-skilled care for patients close to home on a neighbourhood footprint. GPs will have a leading role within the neighbourhood based teams, to ensure co-ordination between services and to enable lead workers with integrated teams to shape services around the bespoke needs of individual patients and their families and carers.

#### **5.0 How do we make the vision a reality?**

Having outlined the longer term vision for primary care, we are developing our plans for how we make this a reality for the people of Manchester. Key enabling programmes for primary care transformation are:

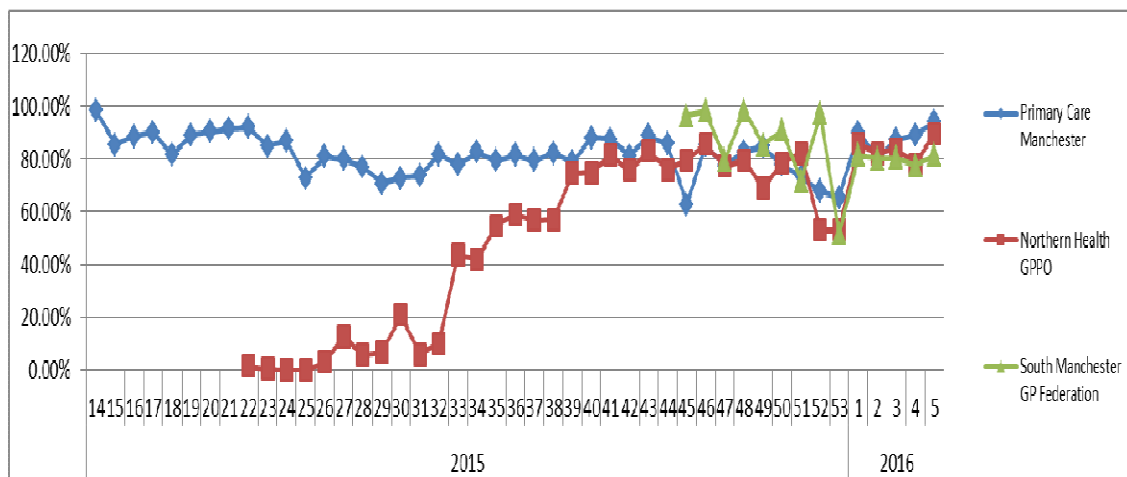
- 1) New models of primary care – Work is ongoing to develop a new model for primary care, which will facilitate commissioning and contracting for the whole population. This will involve developing new forms of integrated accountable organisations, known in Manchester as a Local Care Organisation (LCO). This will allow for delivery of primary care at the level of the locality/neighbourhood.
- 2) Primary Care Standards – These will ensure a consistent, quality population offer within primary care.
- 3) Workforce – There is a workforce strategy for primary care in development, which will be realised over the next few years. This will assist in building the primary care workforce, and ensuring development in all areas, including GPs and nursing staff. There are opportunities to trial new roles within primary care, such as Clinical Pharmacists and Assistant Practitioners.

- 4) Estates – Existing estate will be rationalised to enable the formation of multi-specialty hubs, with integrated and co-located teams at the level of the neighbourhood, aligned with the ‘One Team – Place Based Care’ specification across Manchester.
- 5) Finance – Primary care will be resourced at scale, to facilitate transformation, quality and safety improvement and enabling infrastructure.
- 6) IMT - Technology which enables the public to have better access to services; for example to enable electronic prescribing, new forms of clinical consultations, via email, webcam, telephone or clinical decision support, or to access clinical services better within a local community setting instead of at hospital.

## 6.0 Manchester Access

6.1 At the October and December meetings, the Committee received updates about the Manchester Access project which was funded to deliver extended GP opening hours across the city. The following has been written by Manchester Primary Care partnership, the organisation set up between the three GP federations in the city, and provides a further update.

## 6.2 Utilisation

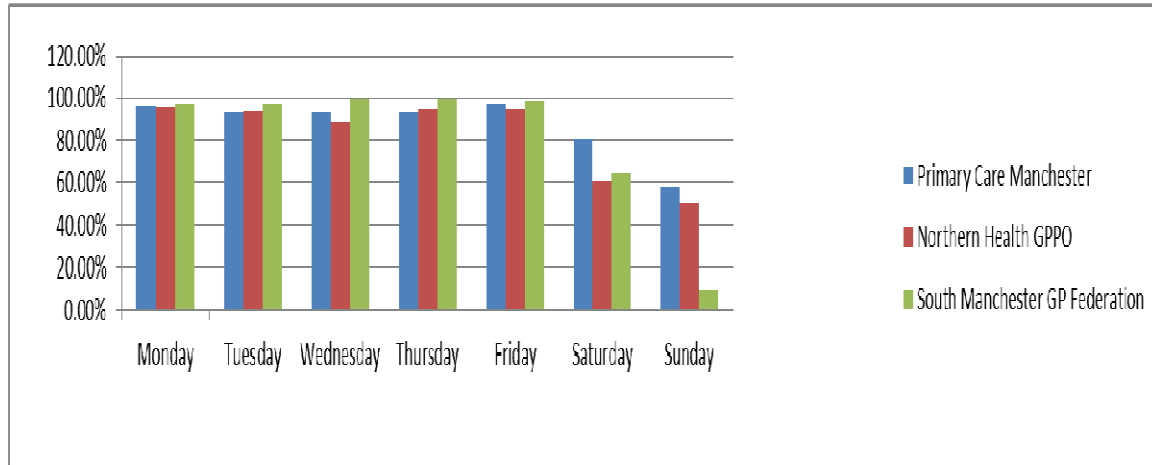


From the details above, it can be seen the utilisation of extended access appointments continues to increase. Our data shows that 83 of the 91 practices (91%) have booked their registered patients appointments at either the 12 community hubs or 3 A&E GP hubs.

Additionally, 944 patients during the first five weeks of 2016 have been transferred by A&E staff to the our Extended Access GP Hubs houses within or co-located adjacent to the 3 A&E departments across the city, as their clinical need were more appropriate to General Practice than Urgent Care. However, because of the way these patients presented, these appointments are not included in the booking practice data set. Patients who are seen via this deflection mechanism are provided with information leaflets pertaining to the service, so that they can continue to access the service in the future by contacting their practice and booking direct.

## Utilisation by Day

Maximisation of appointments during the week days as the tables below shows are consistently exceeding 90% , Saturday utilisation is improving , Sunday appointments are being utilised more in the Central and North than in the South of the city , which has pulled the overall Sunday percentages down.



Monday	Tuesday	Wednesday	Thursday	Fridays	Saturday	Sunday	Average
96%	95%	94%	96%	97%	68%	39	84%

## Carers Pilot

Conscious of our capacity on a Sunday, we have been working closely with the Manchester Carers Forum to provide dedicated appointments for carers on a Sunday afternoon. These appointments are booked via the Carers Forum. The pilot went live in the North on the 17<sup>th</sup> January and will be replicated in Central and in the South of the City commencing Sunday the 21<sup>st</sup> February. The Manchester Carers Forum, like us, are very excited by this initiative and will also provide ( resource permitting ) an expert carer at each location to complement the clinical interaction, by being on hand to provide social and general information as required.

## Patient Satisfaction Results

Whilst the intention is to include questions pertaining to Extended Access in the National GP survey to capture feedback and patient satisfaction levels, locally we have developed our own patient questionnaire.

The questions asked on the questionnaire are as follows:

- The name of the GP practice where you are registered as a patient?
- Did you find today's appointment convenient for you?
- Please briefly explain your response

- How likely are you to recommend this service to friends and family if they need similar care or treatment?
- Please tell us why you feel that way about the service
- What would you have done today if the appointment had not been available?
- Please share any additional feedback.



The responses so far are summarised below:

## Key Finding

Based on 342 respondents



- Q3 97% of patients found the appointment to be convenient
- Q4 Briefly explain your response

Good service at short notice	I was not aware of this service	Excellent, very helpful	Suitable for van driver	Quick & Easy
After Work	Brilliant	Waste of resources	Appointment offered straight away	Local
Very Helpful	Only able to attend after work	Convenient & available when needed	Different work shift each week	Surprised / Good
don't have to take time off work	Good to have GP on weekends	Got appointment as soon as referred	No time off from work	Practice happy to help
Happy to travel a mile	Happy to get same day appointment.	Good as I work late	Excellent	Men problems!!!
My GP had no appointment until next week	No appointment available for workers at own GP	Pleased the option is available	Very helpful being at weekend due to working all week	Very impressed with service
Very Quick	It is a life saver	good hours	Excellent, quick, friendly & efficient service	Not much waiting

## Key Finding

Based on 342 respondents

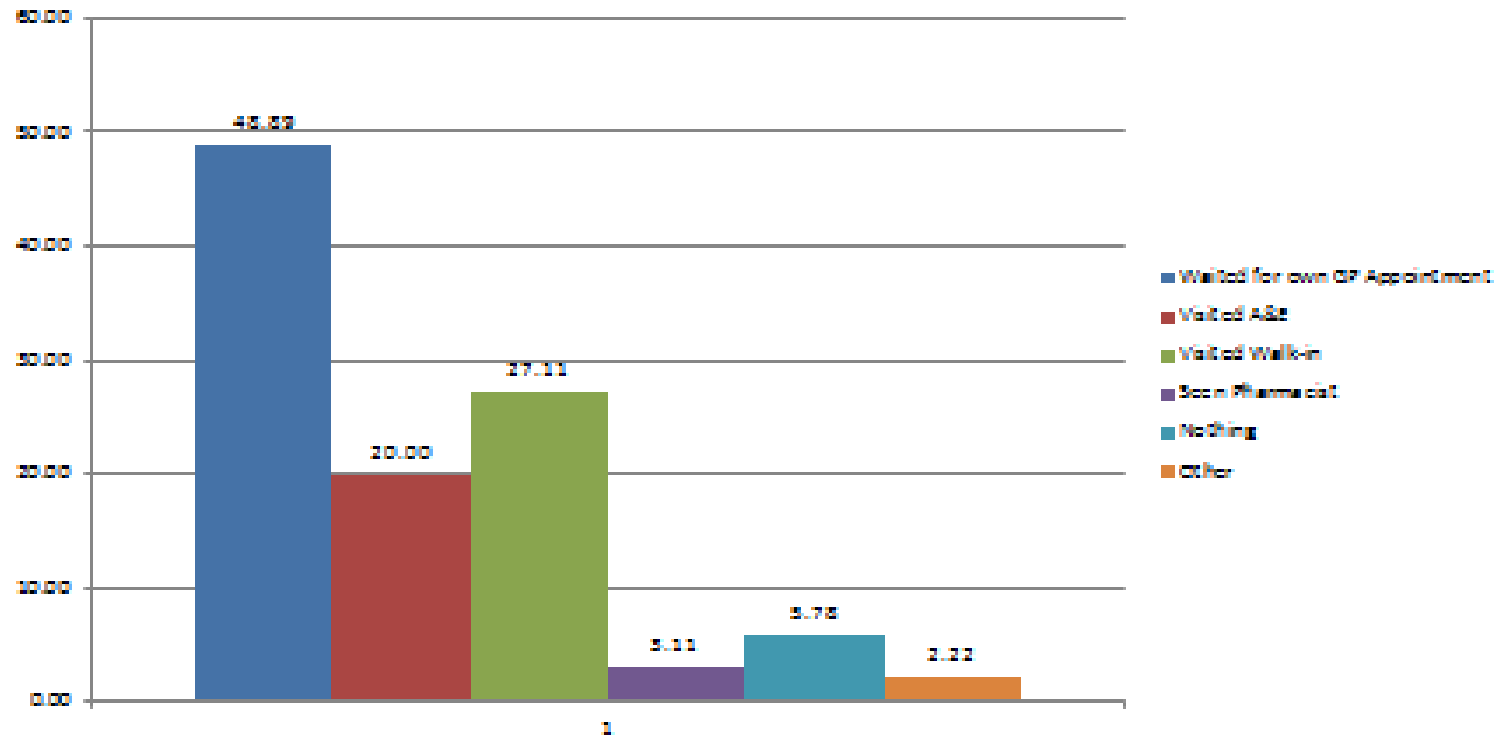


- Q5 95% of respondents said it was very likely or likely that they would recommend the service
- Q6 Please tell us why you feel that way about the service?

Daughter needed it	Easy to get contact	Convenient & flexible	Cancer scare	Very good service
Impressed with convenient service	Friendly staff/ had my records	The alternative was to wait	Nice & pleasant staff	Very Useful
Dr Munebil is excellent	Great as I work away all week	Fits with work schedules	Happy & should be continued	Seen quicker & less stressful
Needed urgent same day advice	Trying to get an appointment is a nightmare	Took time to listen, explain problem	I was given the help I need	Good to see the GP on the weekend
Great for last minutes emergencies	Convenient & very accessible	We all need last minute appointment	Hard to get appointment because of work	Out of the way
Good doctors	Convenient & lovely modern building	First time I have been, Good	Convenient time slot	Great saved visit to A&E



## Q : What would you have done if todays appointment had not been available ?





## Q8 Please share Any Addition Feedback

Fantastic service, great GP	Dr Munshi very caring	Fantastic service at weekend	Every practice should have this service	Keep longer opening times
Lovely GP referred me to hospital for breast lump check	Would be good to book in advance weekend appointment	Appointment unnecessary as it was just a repeat prescription	Great	Put my mind at ease seeing the Doctor
GP very considerate & helpful	Easy location, good environment	Working mum with a toddler frequently ill	Fantastic service as part-time worker	Appointment made available quickly, great service
Helped in not seeking emergency appointment at A&E	Dr Munshi very caring	Excellent service for shift workers means no time off work	Happy with the service	This is what working people need
Appointment in less than 1hr of calling	Great service, quick appointment	Great service for workers	Very convenient & a good idea for people who can't always make it at given times	Good help & advice
Friendly, Caring & professional GP	Welcoming staff, nice GP, good surgery	Don't have to wait too long	useful for working and people with family obligations	would have made a weekday appointment

## **7.0 Recommendation**

The Committee is asked to note the report.