



**PRIMARY CARE STRATEGY FOR SOUTH YORKSHIRE**  
**SHEFFIELD HEALTH AND CARE PARTNERSHIP BOARD**

**September 23**

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<b>Purpose of Paper</b>	
<p>The HCP Primary and Community Care Delivery group will present an update on the work and challenges of the group to the HCP Board on 9<sup>th</sup> October.</p> <p>The work of the group sits within the context of the SY Primary Care Strategy which has been developed collaboratively through the Primary Care Provider Alliance for South Yorkshire with wide engagement across all PC provider groups, including local representative committees and each of the four places in SY. Primary Care colleagues from Sheffield have been integral to the development of the strategy.</p> <p>The strategy sets out the high-level priorities and ambitions for primary care in SY over the next 3 years and as such has significant implications for the approach we take in Sheffield, not only as providers of primary care but as wider system partners as well.</p>	
<b>Key Issues</b>	
<b>Why is the strategy important?</b>	
<p>The wider determinants of a healthy community go well beyond the scope of statutory NHS services however Primary care has a crucial role to play in supporting the wellbeing of our population and strengthening the role and impact of ill-health prevention. In future as a system, we will need to work across a broad range of partners to support health creation and underpin the building blocks of good health, investing our efforts ‘upstream’ in the community, reducing the need for more costly spend ‘downstream’ treating disease through the current highly medicalised model. Primary Care hasn’t always featured as prominently as other NHS partners within our system plans but nevertheless is a key component to the delivery of the Sheffield Plan and to the ICB Joint forward plan.</p> <p>Adequate investment into primary care is not an end in itself, but crucial to the whole system working more efficiently. Stronger Primary Care means better health outcomes; health systems that invest in Primary Care see more efficient, cost effective and equitable use of resources (WHO 2004).</p> <p>A strategic plan, designed and owned by primary care providers not only offers a road map against which we can hold ourselves to account in developing sustainable primary care across South Yorkshire but importantly it also outlines the need for commitment to</p>	



action from the ICB and system partners as we seek to develop sustainable health & care services for the future.

### **Integrated Primary Care**

Through the Primary Care Provider Alliance, with representation from each place and all 4 provider groups as well as AHPs, we have endeavoured to create an integrated strategy that sets out shared priorities across all provider groups. We have engaged widely so that the strategy reflects the needs of our population and colleagues on the ground. The three provider forums for Community Pharmacy, Optometry and Dental working alongside our PC Provider Alliance and our ICB place primary care teams will continue to work together to implement the strategy.

### **Consistency and coordination**

Primary care is a complex mix of multiple small providers, often seen as being fragmented, inconsistent and poorly coordinated. Underpinning the strategy is the fundamental principle of 'layers of scale'. Through interconnected and interdependent layers, primary care becomes a resilient provider with considerable potential to deliver. We will continue to develop our infrastructure across the layers to maximise economies of scale, develop resilience and coordinate services, whilst enabling individual providers to function effectively responding to the needs of local communities.

### **Priorities**

#### **Key priority areas within the strategy are:**

- Access
- Workforce
- Integrated neighbourhood working
- Enabling functions- contract transformation, Estates, Research & Design, digital and data.

### **Next Steps**

In our strategy we have identified high level priorities which we believe are the right areas on which to focus for our communities regardless of wider policy or political changes. We do however need to ensure that our delivery plans remain flexible to changes in planning guidance and contract reform and to changing needs of the system. We are now developing our detailed delivery plans that set key short, medium and longer term goals, describing tangible actions and the measurable milestones over the next three years.

### **Key risks to delivery**

There are considerable challenges to delivering the strategy, not least the complex nature of primary care and the ongoing mismatch of capacity and demand. As a local Health and Care Partnership we will also need to consider how the SY strategy fits with





our specific needs at place balancing these with the benefits of collaborating within a wider ICB. Specific risks to delivery include:

- Lack of dedicated programme management resource
- Lack of capacity (time) for primary care colleagues to fully engage in partnership working leading to primary care voice not being fully represented in work programmes and developments
- Limitations of existing Primary Care estate is a barrier to access, training the future workforce and to cross organisational working/co-location of services
- Lack of sustainability due to financial pressures in primary care settings with non-recurrent, short term funding streams
- National Contracts are a barrier to innovation & Integration eg dental contract
- Uncertainty around future contractual models undermines ability to forward plan & creates tension

**Recommendations:**

- Sheffield HCP Board recognises the SY primary care strategy and the implications for our local place plan and system partners

**Is your report for Approval/Consideration/Noting**

**Noting & Consideration**

**Recommendations/Action Required by the Sheffield Health and Care Partnership Board**

Sheffield Health and Care Partnership Board is asked to note the strategy as context for a wider discussion about primary and community care at Sheffield place and particularly that partners consider areas of integration and developing shared priorities.

**What assurance does this report provide to the Sheffield Health and Care Partnership Board in relations to the ambitions of the Health and Wellbeing Strategy 2019-2024**

	Please ✓
Every child achieves a level of development in their early year for the best start in life	
Every child is included in their education and can access their local school	
Every child and young person has a successful transition to independence	
Everyone has access to a home that supports their health	
Everyone has a fulfilling occupation and the resources to support their needs	
Everyone can safely walk or cycle in their local area regardless of age or ability	
Everyone has equitable access to care and support shaped around them	
Everyone has the level of meaningful social contact that they want	
Everyone lives the end of their life with dignity in the place of their choice	





<b>Are there any Resource Implications (including Financial, Staffing etc)?</b>
<b>Have you carried out an Equality Impact Assessment and is it attached?</b>
<b>Please attach if completed. Please explain if not, why not.</b>
<b>Have you involved patients, carers and the public in the preparation of the report?</b>

