

Title of Report:	Primary Care Network Development Support Fund	
Status:	TO NOTE	
Committee:	Primary Care Commissioning Committees in Common Part One	Date: 08/11/2019
Venue:	Martineau Hall, Dorking Halls, Reigate Road, Dorking, Surrey, RH4 1SG	

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Executive Lead sign off:	Colin Thompson Integrated Care Partnership Director of Surrey Downs and Executive Lead for Primary Care Commissioning and Delivery – Surrey Heartlands CCGs	Date: 21/10/2019
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Governance:

Conflict of Interest: The Author considers:	None identified	✓
Previous Reporting: (relevant committees/forums this paper has previously been presented to)	<ul style="list-style-type: none"> • Primary Care Operational Group (PCOG) Meetings • Surrey Heartlands CCGs Primary Care Transformation Board 	
Freedom of Information: The Author considers:	Open – no exemption applies	✓

Executive Summary:

Implementing the NHS Long Term Plan requires the development of effective Primary Care Networks (PCNs). As such, Surrey Heartlands ICS has been allocated funding to:

- (a) enable PCN development
- (b) the development of a specific Clinical Director programme

These funds are intended to support PCNs to make early progress against their objectives including preparatory activity for the forthcoming national service specifications. The development support fund will be available over five years of which PCNs are expected to make progress in all areas over the five years. For 2019/20 £760,000 has been made available across Surrey Heartlands (including East Surrey). Following a number of local

Working together across Surrey Heartlands

East Surrey CCG | Guildford and Waverley CCG | North West Surrey CCG | Surrey Downs CCG

discussions, the funding has been allocated to PCNs according to their weighted population size.

The Primary Care Team in Guildford and Waverley, North West Surrey and Surrey Downs CCGs, prior to East Surrey joining Surrey Heartlands, have also worked with the National Association of Primary Care (NAPC) to support PCN Clinical Directors to complete a maturity matrix and identify key areas to progress as a PCN. This work has provided a baseline against which to assess PCN progress. The funding committed to the NAPC for this activity is currently underspent by £200,000. It is proposed to utilise the remaining funding to complete the same exercise with East Surrey PCNs, and to carry out some further work across Surrey Heartlands PCNs to identify their priorities and support actions to develop against the national maturity matrix. This work will include building capability within the primary care team to take this forward in future years.

In addition, NAPC will support the reporting to the ICS on programme delivery as part of the Surrey Heartlands response to the Long Term Plan deliverables.

Along with the NAPC offer, there are a number of areas of support have been identified for the PCNs to access. The purpose of this paper is to present the support identified for PCNs, the funding available to access this support as well as the planned assurance against the NHSE/I Prospectus (Appendix 2).

Surrey Heartlands will assure the PCNs against this money in the following areas:

- ICS support PCNs to self-assess against the maturity matrix
- ICS support initial areas of identification
- ICS support to determine support needs

Implications:

What is the health impact/ outcome and is this in line with the CCG's strategic objectives ?	Please select a corporate objective from the below and delete others: <ul style="list-style-type: none"> • Objective 1: Achieving a sustainable system • Objective 2: Development of collaborative working • Objective 3: Developing Integrated Care at a local level • Objective 4: Primary Care development
What is the financial/ resource required?	N/A – This is part of the national funding available for PCN Support
What legislation, policy or other guidance is relevant?	<ul style="list-style-type: none"> • NHS Long Term Plan • GP New Contract 2019/20
Is an Equality Analysis required?	N/A
Any Patient and Public Engagement/ consultation required?	N/A
Potential risk(s) ? (including reputational)	None identified

Recommendation(s):

PCCC are asked to approve to proceed with the Development Funding approach as set out in the paper to work in partnership with NAPC to support the primary care team in the delivery of the Development Fund outcomes

- (1) PCCC are asked to note the breakdown of funding of which has been allocated to PCNs (both national funding and with the NACP underspend) to support development against the PCN Maturity Matrix
- (2) PCCC are asked to note the available support that has been offered to PCNs
- (3) PCCC are asked to note the assurance on how the funding will be utilised

Next Steps:

- (1) The Primary Care Team will seek assurances from PCNs that the funding is being spent for its intended purpose and will provide regular updates to PCCC and to NHSE.

Primary Care Network Development Support Fund

1. Introduction

NHE England and NHS Improvement (NHSE&I) has made £43m available funding to support PCNs in their development. For 2019/20 £760,000 has been made available across Surrey Heartlands ICS (ES, G&W, NWS & SD). In addition to these monies, Surrey Heartlands have an underspend of NAPC monies of £200,000 which is also available to support PCN development.

2. Funding breakdown by PCN

In early September, the Clinical Directors at the Surrey Heartlands Primary Care Transformation Board suggested that for this year each CCG footprint would vote on the best way to split the funding between PCNs. Following a number of local discussions, each footprint has agreed to split the funding by weighted population, as it was originally devolved to the ICS. This took place in advance of the conversations with East Surrey colleagues, whose decision will be reported in due course. Therefore, the following allocations are available this year:

PCN	Weighted list size	Funding split by weighted list
North West Surrey		
CoCO	42,653	£30,759.00
WHAM (Weybridge and Hersham + WPC)	61,365 (41,397 + 19,968)	£44,254.00 (£29,854 + £14,400)
West Byfleet	28,655	£20,665.00
SASSE 1	52,330	£37,738.00
SASSE 2	37,937	£27,358.00
SASSE 3	37,929	£27,348.00
WISE 1	31,171	£22,479.00
WISE 2	33,973	£24,499.00
WISE 3	31,407	£22,649.00
TOTAL NWS		£257,753.00
Guildford and Waverley		
North Guildford (GRiP)	53,148	£38,328.00
West Waverley	52,574	£37,914.00
East Waverley	56,366	£40,648.00
Guildford East	53,187	£38,356.00

TOTAL G&W		£155,246.00
Surrey Downs		
Banstead	46,860	£33,793.00
Dorking	45,151	£32,561.00
East Elmbridge	53,351	£38,474.00
Epsom	54,723	£39,464.00
ICP	31,337	£22,599.00
Leatherhead	62,553	£45,110.00
TOTAL		£212,001.00
East Surrey		
Reigate and Horley Network	27,457	<i>*Awaiting confirmation from East Surrey for the local agreement on funding breakdown</i>
North Tandridge Network	46,845	
South Tandridge Network	34,681	
Care Collaborative	43,840	
Phoenix	25,822	
TOTAL		£135,000.00
TOTAL ACROSS ALL PCNs		£760,000

3. Support

In advance of agreeing the split of funding, a number of discussions had been taking place about what support would be available for PCN CDs to access, and are detailed below.

In August, the Surrey Heartlands Primary Care Team presented a paper to all PCN Clinical Directors at the Primary Care Transformation Board detailing both the financial and development support which included utilising leadership opportunities such as the FMLM, Kings Fund, Surrey 500, Population Health and GP Masterclasses, all of which could be used to support the offer from Surrey Heartlands to Clinical Directors & PCN members to ensure that Surrey Heartlands can create a “pool” of talent within each network. The Primary Care Team reviewed the ‘items’ within the national prospectus and mapped each item to any local & national work that is already in train to see where the offer of support could be strengthened. It was felt to be important to ensure that leadership/learning is wider than the nominated Clinical Director to create a ‘pool’ of talent within each network.

Modules of support are:

1. PCN Set-up
2. Organisational development support

3. Change management quality & culture
4. Leadership development
5. Collaborative working (MDTs)
6. Social prescribing and asset-based community development
7. Population health management
8. PCN Clinical Director development support

Following the release from NHSE/I of the final 'Prospectus' in (Appendix 1) in late September, which gave guidance on the information requirements on how the CCG will be required to report against the progress of PCNs and the use of the financial allocation, the Primary Care Team wrote to the Clinical Directors (Appendix 2).

In addition, the Primary Care Team met with the NAPC to discuss PCN engagement for East Surrey to support the PCNs in working through the Maturity Matrix (Appendix 3) to create a baseline position of maturity and identify likely development areas. In addition, NAPC will facilitate conversations with the PCNs on their vision and ambitions and working through the delivery priorities. The Primary Care Team have also discussed options with the Kings Fund as to their proposal to support PCNs (Appendix 4).

4. Assurance

It should be noted that the Heads of Primary Care in each CCG will be working with the PCNs to determine which areas of the prospectus they would like to focus upon this year.

It is planned that the PCN Clinical Directors will be asked to complete an assurance template setting out how the funding is being spent, and will be asked to reassess their PCN against the maturity matrix at the end of the financial year. This template is currently in the process of being drafted, however it is thought that an initial submission from all PCNs will be required by the ICS to share an aggregate picture of the following:

- PCN Baseline position
- Maturity Matrix position measured on an annual basis
- PCN 5 Year development plans
- Service Delivery Areas
- Funding Accountability

These areas will be achieved by Surrey Heartlands supporting PCNs in the following modules:

5. Next Steps

Once priorities have been identified within each PCN, the Primary Care Team will seek assurances from each PCN CD that the funding is being spent for its intended purpose. It is proposed that the Primary Care Team provide regular updates to PCCC and to NHSE following the submission of quarterly assurance templates.

Appendix 1 - NHS E/I Final Prospectus



PCN Development
Support Prospectus

Appendix 2 – Letter to Surrey Heartlands PCNs – October 2019 (Example - North West)

Dear PCN Clinical Director,

Letter on PCN Development Support Funding

NHE England and NHS Improvement (NHSE&I) has made £43m available funding to support PCNs in their development. For 2019/20 £760,000 has been made available across Surrey Heartlands ICS (ES, G&W, NWS & SD). The money was followed by a release of the 'Prospectus' in August and in late September, we received further guidance on the information requirements on how we will be required to report against the progress of PCNs and the use of the financial allocation.

In terms of assurance the ICS, working with the PCNs, will be required to share an aggregate picture of

- PCN Baseline position
- PCN development plans
- How the funding has been utilised

The Primary Care team will work with you to ensure the assurances outlined are actioned. Please see their contact details at the bottom of this email.

Clinical Directors at the PCN Transformation Board suggested that for this year each CCG footprint would vote on the best way to split the funding between PCNs.

As there was no consensus reached in North West Surrey CCG on how to split the funding, the CCG has taken LMC advice and will split the funding by weighted population, as it was originally devolved to the ICS. Therefore, the following allocations are available this year:

PCN	Weighted list size	Funding split by weighted list
CoCO	42,653	£30,754.89
WHAM (WEYBRIDGE AND HERSHAM + WPC)	61,365 (41,397 + 19,968)	£44,247.40 (£29,849 + £14,398)
WEST BYFLEET	28,655	£20,662.00
SASSE 1	52,330	£37,732.49
SASSE 2	37,937	£27,354.37
SASSE 3	37,929	£27,348.61
WISE 1	31,171	£22,475.64
WISE 2	33,973	£24,496.08
WISE 3	31,407	£22,646.01

We have attached the supporting documentation from NHSE&I that the Primary Care team will go through with you to identify which parts of the matrix your PCN wishes to progress in year 1. The approach will be to use the outputs from the NAPC Development Grid to set the baseline and then once discussions have taken place with each PCN the team will complete a template to support the assurance process that is required.

Kind regards

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Appendix 3 – NHS E/I Maturity Matrix



PCN Maturity matrix
19-20 Final.pdf

Appendix 4 – Kings Fund Proposal



Kings Fund
Proposal.pdf