



REPORT TO ABERDEENSHIRE INTEGRATION JOINT BOARD 11 OCTOBER 2023

Grampian General Practice Vision Programme

1 Recommendation

It is recommended that the Integration Joint Board (IJB):

1.1 Consider and comment on the progress of the NHS Grampian General Practice Vision Programme

2 Directions

- 2.1 No direction requires to be issued to Aberdeenshire Council or NHS Grampian as a result of this report.

3 Risk

- 3.1 The following risks are relevant to this programme of work.
- 2608 Primary Care Improvement Plan - funding & staffing
 - 2633 Sustainability of GP services in North Aberdeenshire
 - 3001 Pressure on GP services
 - 3002 Return of GP contact to HSCP

4 Background

- 4.1 In Grampian, the delivery of the 2018 GMS contract and the Memorandum of Understanding (MoU) has been challenging. This is due to a number of factors, including, recruitment and retention, the application of multi-disciplinary teams across a wide and rural geography resulting in teams being spread too thinly, and a large region with diverse populations, communities and needs. Whilst the number of practices and General Practitioners (GPs) has reduced in number during the last ten years, the list size per GP has increased by approximately 10%.
- 4.2 General practices in Grampian also share national pressures including:
- high patient expectations.
 - newly qualifying GPs not wishing to commit to the traditional partnership model.
 - a decreasing gap in earnings between partner and salaried GPs.
 - restrictions around the work that locums can do.
 - increased premises and energy costs.
 - liability for premises which are not conducive to a modern practice and which exist in a poor commercial property market impacted by the oil & gas downturn and the lasting impact of Covid-19 restrictions; and
 - Agenda for Change uplift to NHS staff not been mirrored in the uplift to staff within general practice.
- 4.3 The three Health and Social Care Partnerships (HSCPs), NHS Grampian, Local Medical Committee and GP Sub Committee have recognised that continuing to

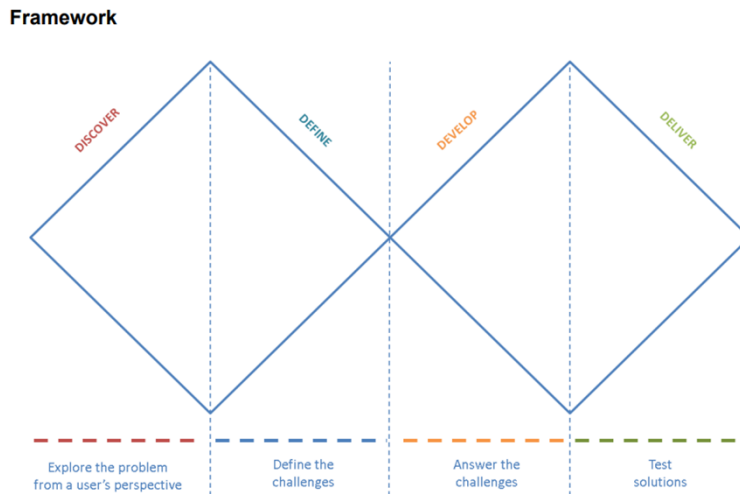
seek to implement the 2018 GMS (General Medical Services) Contract as instructed in the MoUs will not be possible within the PCIP (Primary Care Improvement Plan) resources nor necessarily deliver optimal results for Grampian's residents.

- 4.4 In light of the challenges set out above and given the critical role that General Practice plays in the wider health and care system, the Grampian Health and Social Care Partnerships Chief Officers have committed to working collaboratively and innovatively to develop an approach to General Practice and PCIP which will work for our communities and geography.
- 4.5 The aim is to develop a local vision with strategic objectives and an associated implementation plan to address the above challenges with a view to creating a more resilient and sustainable sector. It is anticipated that these preventative measures will contribute to the resilience and sustainability of the wider health and social care system in Grampian.

5 Summary

- 5.1 In July 2023 a Programme Board was set up for the General Practice Vision Programme, this includes representation from NHS Grampian, the HSCP's, GP Sub and LMC.
- 5.2 The role of the Programme Board is to oversee the progress of the programme, ensure timely progress on actions including the development of the shared vision, and to ensure that the strategic direction of the programme remains on track. A programme register is maintained and reviewed, when necessary, by the programme board.
- 5.3 Programme management and project support has been resourced from within the Aberdeen City HSCP Primary Care team. This will be in place until the vision, strategic objectives and implementation plan has been formalised, and presented to the NHSG Chief Executive Team (CET) and three IJB's.
- 5.4 A working group was established to progress actions on behalf of the programme board. This group consists of key stakeholders from the HSCPs, NHSG, GP Sub and LMC. This includes communications and change management professionals.
- 5.5 A series of facilitated workshop sessions have been organised to develop the vision and strategic objectives. The first workshop is for General Practice staff whilst the second and third will include wider stakeholders such as other primary care services (pharmacy, dental, ophthalmology), acute and secondary care representation and patient representation. These will be held on:
 - Wednesday 27th September
 - Wednesday 8th November
 - Wednesday 22nd November

5.6 The guide the development of the vision and strategic objectives the Double Diamond framework will be utilised, this can be seen in the diagram below¹.



5.6.1 Discover. The first diamond helps people understand, rather than simply assume what the problem is. It involves speaking to and spending time with people that are affected by the issues

5.6.2 Define. The insights gathered from the discovery phase can help you to define the challenge in a different way

5.6.3 Develop. The second diamond encourages people to give different answers to the clearly defined problems, seeking inspiration from elsewhere and co-designing with a range of different people

5.6.4 Deliver. Delivery involves testing out different solutions at small-scale, rejecting those that will not work and improving the ones that will

5.7 General Practice Engagement

5.7.1 A Service Level Agreement (SLA) has been created to enable practices to ensure appropriate staff engagement in this project. The SLA aims to ensure Participation in events to help set the strategic direction and vision of General Practice across NHS Grampian. As well as promoting engagement with practice staff, community staff, cluster, HSCP, PPG, relevant 3rd sector parties where appropriate to feed in a broad spectrum of community voices into the process.

5.7.2 The Practices will be expected to supply a nominated practice lead for the NHS Grampian Vision; Participation at a minimum of two out of three workshops unless extenuating pre-agreed circumstances; as well as holding local meetings to discuss the vision, i.e., at cluster meetings.

5.8 Patient engagement

¹ Source: The Design Council, 2019



5.8.1 A Patient engagement plan has been developed to ensure that a co-production approach is being used, and patients from across the Grampian area to be involved in the development of the vision and strategic objectives. By adopting a Co-production approach, decisions affecting people are made with them, not for them.

5.8.2 The patient engagement plan follows the National Standards for Community Engagement, and the NHS Grampian Engagement team have been consulted.

5.8.3 The patient engagement plan will be approved by the programme board in September 2023; however, it is anticipated that it will include:

- the creation of a patient stakeholder group that will attend the facilitated stakeholder events
- Wider patient engagement via what matters to you survey which will be circulated via multiple sources including locality Engagement Groups; PPG's; social media and GP practices

5.9 Reporting

Following the outcome of the facilitated events, a Grampian Vision and associated Strategic Objective's will be drawn up and reported to the three IJB's and the NHS Grampian CET in January 2024.

5.9.1 The Scottish government

It has been agreed that there will be quarterly meetings arranged with the Scottish Government to update in progress.

5.10 The Chief Officer, along with the Chief Finance Officer and the Legal Monitoring Officers within Business Services of the Council have been consulted in the preparation of this report and their comments have been incorporated within the report.

6 Equalities, Staffing and Financial Implications

6.1 An EQIA (Equalities Impact Assessment) Checklist has been carried out by Aberdeen City Health and Social Care Partnership as part of the development of the proposals set out above. It is included as Appendix 1 and no impact has been identified at this time.

6.2 As described in the EQIA Checklist Any workstreams agreed by the IJBs and Scottish Government will ensure an EQIA specific to that workstreams will be completed

Pam Milliken, Chief Officer

Aberdeenshire Health and Social Care Partnership

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Appendices

Appendix 1 – NHS Grampian EQIA Checklist