



NAPC | National Association
of Primary Care

Primary care network support

Transforming primary and
community healthcare

Offering system-wide support across ICSs, STPs, PCNs





Operating on a small enough scale to make relationships work is an essential facet of the 'primary care home' sites, whose experiences have informed these plans.

Investment and evolution: A five-year framework for GP contract reform to implement the NHS Long Term Plan, January 2019



How we can support you

We offer primary care network development support to organisations across the health and care system from individual PCNs to CCGs, STPs and ICSs.

Our support is co-designed with you with the aim of rapidly progressing your primary care networks to improve patient care based around your population's health needs.

Whatever level of maturity you have reached, our experienced teams can help you provide personalised integrated care – whether you are at the start of your journey or further ahead and looking to achieve step three of NHS England's PCN maturity matrix.

Ahead of the game

NAPC is the architect of the primary care home (PCH) model – the original primary care network which was launched in 2015 by NHS England Chief Executive Simon Stevens.

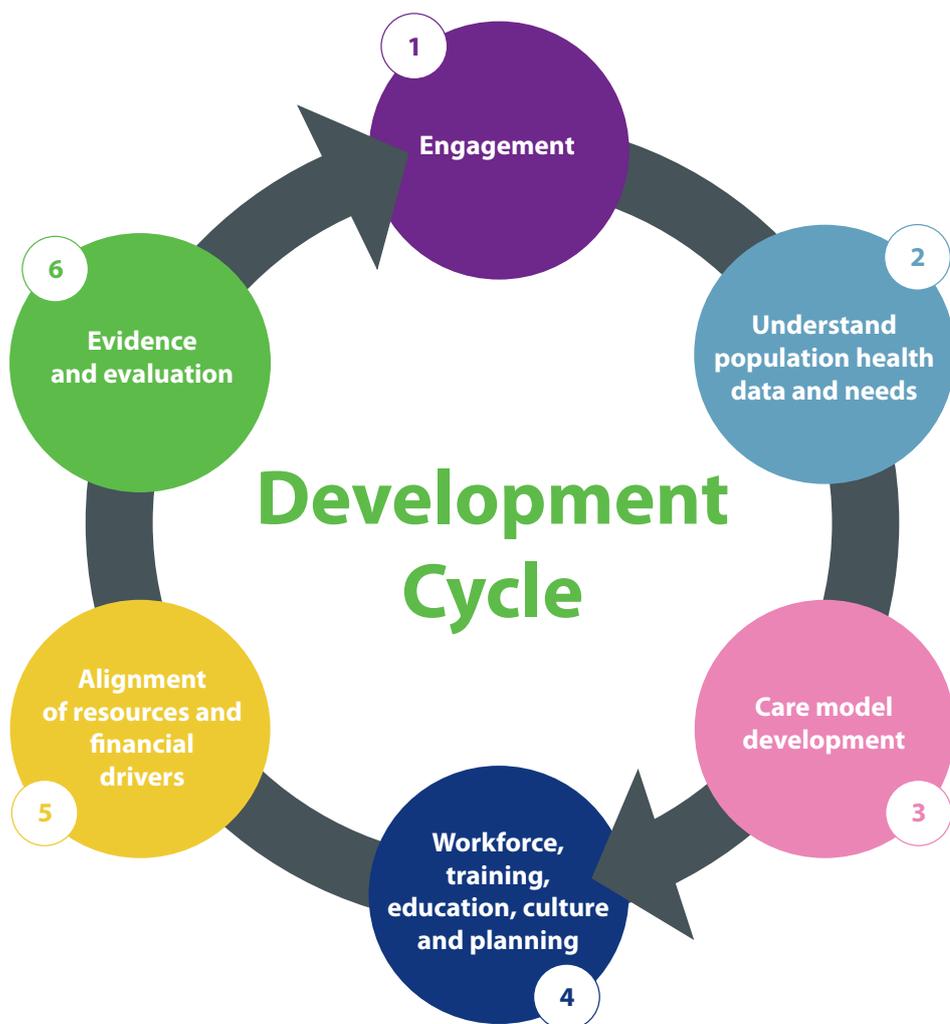
NAPC has worked with ICSs and STPs across England – bringing the total number of networks that NAPC has been involved with to more than 300 across the health system.

NAPC's thinking and implementation has been at the forefront of integrated care in England and has informed the development of national PCN policy as set out in the *NHS Long Term Plan and Investment and evolution: the five-year framework for GP contract reform*.

Our approach

Our organisational development approach for PCNs is based around six enablers which together form our development cycle. We have learnt from our experience that the six are crucial to successful PCN development. They are underpinned by national and international best practice including the experience of the patient centred medical home in the US and other global exemplars like the healthcare home model in New Zealand.

The development cycle is aligned to NHS England's PCN maturity matrix – enabling you to progress through the stages and ultimately to drive towards achieving step three of the matrix.



Building the energy, commitment and capability

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We absolutely wouldn't be anywhere near where we are if it wasn't for your focus, dedication and the incredible amount of work you produce to keep us on track.

*Paul Lindars,
Primary Care Lead
Luton CCG and PCN
Development
Programme Lead,
Bedfordshire, Luton
and Milton Keynes
(BLMK) ICS*

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The event was really good... and has provided some valuable information to networks to begin to map out their population health needs.

Clare o'Toole, Primary Care Newton and Haydock/South Network Manager, NHS St Helens CCG



Our people

NAPC has a wealth of knowledge and experience – leading innovation and NHS reform for the last 20 years.

We have a growing NAPC Faculty of more than 50 primary and community care experts with hands on expertise of delivering primary care at scale. Through this unique faculty, we can share and spread best practice from around the country.

Our services

We offer bespoke support according to your needs and ways of working. Our aim is to coach your teams in all areas of our development cycle. Here are examples of how we can help you, based around the six enablers – all our services can be tailored to meet your requirements.

1 Engagement

A primary care network's success is dependent on building strong relationships and trust among its stakeholders. The way organisations engage and co-design integrated services from the beginning plays a critical part in its overall success – setting the foundations for culture change, empowering colleagues, listening and working in partnerships with patients and ultimately leading to better outcomes. We offer workshops and coaching on:

- Building collaboration, vision and priority setting – including facilitating conversations with partners and leaders across the health system
- Developing collaborative leadership (further information under *Workforce, training, education, culture and planning*)
- Innovative approaches to community engagement – enabling networks to take the first step in creating health empowerment through effective engagement
- PCN communications and engagement strategy – using our engagement tool and toolkit

2

Understanding population health data and needs

Population health management (PHM) is a proactive approach to improving the health and well-being of a population. It aims to incorporate the total care needs, costs and outcomes of the population. Taking a whole PHM approach is integral to the NAPC model but it can be challenging to know where to start. We offer workshops and coaching on:

- **How to get started** – our approach starts with supporting you to understand your population's health needs using our population health management framework which you will use as a basis to design your services and the teams required. We can advise you on the different approaches to gathering the data you need.
- **Analysis** – our team can help you interpret the data to segment your population into groups and improve your understanding of their care needs and risks enabling you to design personalised services and new care models.

3

Care model development

Once population health needs are understood, the next step is to engage with the community and other local stakeholders to progress ideas for redesigning services. Insight from our NAPC community of practice shows 25% of all initiatives are focused on redesigning existing models. The top five are focussed on mental health, care of older people, complex long term conditions, wellness and diabetes and MSK. Our support includes:

- Facilitating engagement sessions for co-production with service users and carers
- We have developed our session to be delivered with your teams virtually in the current pandemic
- Reviewing existing models to identify gaps and areas for improvement
- Sharing insight from NAPC's new models of care
- Cost and spend analysis of current service provision

It was an inspiring and memorable day – well organised, well facilitated, well attended by everyone we hoped would come and well ignited by experienced and charismatic colleagues from near and far.

*Dr Greg Connor,
Executive Clinical
Advisor, Wakefield CCG*



A huge thank you for all of your support planning and delivering the event yesterday – the time investment and hard work paid off and I think practices had a really good opportunity to start conversations about networks.

Julie Bailey, Partnership and Health Inequalities Manager, NHS South Tees CCG



4 Workforce, training, education, culture and planning

An effective health and care system has an engaged and capable workforce. As new care functions are agreed based on population health needs, a picture of the network's current skill mix is needed and plans prepared on how to develop the workforce over time.

NAPC's approach enables local leaders and clinicians to engage and empower their workforce to design, develop and embed new models of care which they own. Our workforce solutions include:

- Designing your workforce – understanding the current skills profile of your PCN, strengths and gaps of the multidisciplinary team and assisting with future workforce planning
- Leadership and team development – bespoke 12–18 month leadership programme and coaching support, board development, one-to-one coaching and how to develop high performing teams
- One-year Diploma in Advanced Primary Care Management – for NHS professionals to gain the skills to develop and manage primary care at scale
- Digital solutions – considering how technology can support your needs, for example, for recruitment

5 Alignment of resources and financial drivers

Making decisions with new people and organisations can be difficult, influenced by levels of understanding, relationships, clarity of purpose and many other factors. For a network to be successful, the decision-making infrastructure must be clear and fair. It should bring all organisations together to constructively work towards a shared set of objectives. NAPC's community of practice have tried and tested models, our insight can inform new networks on what has worked. Our support includes:

- Developing a framework for decision making and the collective management of resources
- Analysis to promote better use of resources – cost and spend reviews, lean thinking and process improvement methodologies
- Developing incentives to promote network development

6 Evidence and evaluation

Our experienced evaluation team have been supporting Primary Care Networks and the wider health system to develop and use better information and make more informed decisions, enabling them to learn quickly from their experiences. We know some networks have found it difficult to know where to begin and to find the best measurements for evaluation to demonstrate impact. Our support includes:

- **Carrying out a PCN maturity assessment** – using our development grid (which is aligned to NHS England's maturity matrix) to assess where a primary care network is on its journey and plan its route to ultimately achieving step three on the matrix
- **Understanding the effectiveness of specific initiatives** – our team can recommend the right metrics to monitor and evaluate change to support your objectives
- **Developing a dashboard to review impact** – using national and locally available data to develop a dashboard that provides comparative information against, for example, national indicators and impact on the wider health system

Get in touch

For further information on how we can support you, please contact us:

Tel: **020 7636 7228**

Email: **napc@napc.co.uk**

More information is available on our website: **www.napc.co.uk**



*It was one of the best events
I have been to in 11 years!*

*Liz Blythe, Head of Primary Care
Development, Wakefield CCG*



*The facilitators
had a wealth of
practical
experience.*

*Dr Nicola Kirby, GP
Partner Longcroft Clinic
and Epsom Locality
Chair*





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