

## Meeting of the BSW CCG Primary Care Commissioning Committee Report Summary Sheet

<b>Report Title</b>	Primary Care Risk Register						<b>Agenda item</b>	11
<b>Date of meeting</b>	10 December 2020							
<b>Purpose</b>	Approve		Discuss		Inform		Assure	X
<b>Executive lead, contact for enquiries</b>	Jo Cullen, Director of Primary care, BSW CCG							
<b>This report concerns</b>	BSW CCG	X	BaNES locality		Swindon locality		Wiltshire locality	
<b>This report was reviewed by</b>	The primary care risks are included on the CCG Corporate Risk Register and reviewed by the Risk Panel and Governing Body.							

<b>Executive summary</b>	This paper gives detail of the primary care risks on the corporate risk register and has been updated to reflect the current risks of demand and capacity across primary care in BSW.							
<b>Equality Impact Assessment</b>	N/A							
<b>Public and patient engagement</b>	N/A							
<b>Recommendation(s)</b>	The Committee is asked to <b>note</b> the report and the progress made to date on actions in place to mitigate risk.							
<b>Link to Board Assurance Framework or High-level Risk(s)</b>	This report is taken from the corporate risk register.							
<b>Risk (associated with the proposal / recommendation)</b>	High		Medium	X	Low		N/A	
<b>Key risks</b>	Detailed in the report.							
<b>Impact on quality</b>	Increased demands on GP practices and primary medical services with impact on the ability to maintain clinical safety and service standards.							
<b>Impact on finance</b>	N/A							
	<b>Finance sign-off: N/A</b>							
<b>Conflicts of interest</b>	None							

<p><b>This report supports the delivery of the following CCG's strategic objectives:</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> BSW approach to resetting the system</li> <li><input type="checkbox"/> Realising the benefits of merger</li> <li><input checked="" type="checkbox"/> Improving patient quality and safety</li> <li><input type="checkbox"/> Ensuring financial sustainability</li> <li><input type="checkbox"/> Preparing to become a strategic commissioner</li> </ul>
<p><b>This report supports the delivery of the following BSW System Priorities:</b></p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Improving the Health and Wellbeing of Our Population</li> <li><input type="checkbox"/> Developing Sustainable Communities</li> <li><input type="checkbox"/> Sustainable Secondary Care Services</li> <li><input type="checkbox"/> Transforming Care Across BSW</li> <li><input checked="" type="checkbox"/> Creating Strong Networks of Health and Care Professionals to Deliver the NHS Long Term Plan and BSW's Operational Plan</li> </ul>

Risk no.	Risk Category (for risk map)	Risk Appetite	Brief descriptor	Date risk entered on register	Risk Owner Director Accountable	Risk Manager Manager Responsible	Latest review date	Original risk score	Target risk score	Description of risk including event, cause and consequences	Existing controls and assurances	Proposed action (number each action)	Target delivery date for each action	Person delivering each action	Commentary on progress against action plans	RAG on progress against actions2	Movement in score (from previous updates since July 2019 or date of risk entry on register)	Current likelihood	Current impact	Current risk score
BSW 11	Capacity and capability	Moderate	Demands and capacity in Primary Care / GP Practices	14-Oct-20	Jo Cullen, Director of Primary Care	Tracey Strachan, Deputy Director of Primary Care	08-Dec-20	16	6	Increased demands on GP practices and primary medical services with impact on the ability to maintain clinical safety and service standards. Evidence of primary care activity impacted by different ways of working (triage and face to face) and increasing demand. National Standard Operating Procedures for General Practices set out 3 key priorities Ensuring that primary care can respond to continuing presence of Covid-19, including ability to respond to potential additional waves as well as winter pressures, ensuring that routine demand can be met safely and effectively and rapid implementation of integrated out of hospital care model across the Localities/PCNs. As of week commencing 14th December - delivery of PCN designated sites for Covid Vaccination programme through priority groups - under		1. GP retention programme for BSW being further developed through training hubs and other schemes 2. Mobilisation of population analytics and risk stratification tool for practices. 3. Work with Primary Care Networks to develop quantitative assessment of demands on primary care, taking into account learning from Covid. 4. Work with Communications Team to manage patient demands and expectations and launch change of services.	1. Ongoing review quarterly 2. Follow up with practices July 2020 3. July 2020 4. July 2020	1. Di Walsh 2. Sam Wheeler 3. Jo Cullen 4. Jo Cullen	Process in place in Wiltshire, being developed in BANES and Swindon. Slow progress. Need to link actions 2, 3, and 4 to the Primary Care Strategy. PCN development and workforce plans being drawn up. Support for vaccination programme delivery - estates, IT, meds optimisation, quality and IPC, primary care	Potentially Off target	→→→→→	4	4	16
BSW 13	Capacity and capability	Moderate	Primary Care Workforce	14-Oct-20	Jo Cullen, Director of Primary Care	Tracey Strachan, Deputy Director of Primary Care	08-Dec-20	12	6	The workforce age profile over the next five years indicates a number of GPs, practice nurses and practice managers will retire during that period which may threaten the resilience and sustainability of Primary Care.	CCG Board BSW Primary Care Strategy BSW Training Hubs Primary Care Commissioning Committee (PCCC) Primary Care Operational Group (PCOG) Primary Care Network Meeting / Forum	1) Obtain up to date workforce data for BANES including age profiles of all staff, with support from NHSE / HEE to develop STP led strategy. 2) Taking part in the International recruitment of GPs with Swindon, Wiltshire and Glos. 3) GPV Delivery Plan and BSW / CCG Primary Care Strategy. 4) Continued support of delivery at scale to support sustainability. Primary Networks approved with guidance and contract specifications released by BMA and NHSE.	30-Sep-20	Associate Director for Community Transformation	1) Primary Care Workforce lead assigned for BSW with plan and draft strategy completed. Alignment of CCG workforce activities across CCG and trajectories considered as part of operational plan submission. 2) Commissioning Alliance wide-bid submitted - 1 GP recruited in to BANES from Devon scheme, new prospectus updated for future recruitment rounds. 3) Regular meetings in place with Training Hubs regarding current future workforce needs. Longer term planning requiring further support from NHSE / HEE. Local funding to support training networks / GPsW and GP Integrators, along with GP Chambers model. 4) Local facilitation to support workforce / previous cluster visions and values PCN BSW Clinical Director meetings. PCN engagement and development of BSW support	Potentially Off target	→→→→→	4	3	12
BSW 33	Capacity and Capability	Moderate	Capacity in Primary Care	15/05/2020	Jo Cullen, Director of Primary Care	Tracey Strachan, Deputy Director of Primary Care	08-Dec-20			Ensuring sufficient capacity and capability in general practices to manage demand and deliver new operating model. Turning off 'cold' primary care work and not understanding risk to patients	Primary Care workstream established with two way communications to monitor issues	1. Develop a daily whole system capacity tracker to include care homes, hospice, community, and primary care capacity 2. Daily primary care bulletin; weekly locality BSW webinars - 2 way communications 3. Regular discussion across BSW with PCN CDs and managers and key leads	1. Commenced 06/04/20 2. Commenced 06/04/20 3. Commenced 06/04/20	1. Sam Wheeler 2. Jo Cullen / Comms 3. Jo Cullen / Locality Chairs / PCN CDs	Weekly sitrep in place; bulletin three times a week, fortnightly webinars chaired by Locality GP chairs, discussions across BSW with PCN CDs about operating models and additional services to support system response, 7 days to demand and new ways of working - including the reset and recovery planning (hot/cold/triage/F2F/via/ing) and focus on vulnerable - Care Homes, EOL and shielded. PCN workforce plans due October; flu planning work ongoing. Confirmed CCG support for next phase with funding streams and commitment for high trust, low bureaucracy. Letter sent 20.11.20 to all practices.	On target	→	3	3	9