



**Business
Plan**
2020/21

Contents



We Will...

Throughout this year's business plan we have highlighted our focus areas using a series of 'we will' statements. The full list of these are listed on page 27.

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Chief Executive's Foreword

As PCS continues to develop and grow I'm sure shareholders will recognise some common themes and ongoing priorities reflected in each year's business plan.

Our approach to developing this plan has been far more inclusive than in previous years and we've engaged widely in order to ensure that our priorities reflect the needs of our shareholders, our Primary Care Networks (PCNs), our patients and service users.

The recent changes to the GP contract and the latest Network DES signal a significant cultural shift in the way practices will need to work in the future. As your organisation, PCS is committed to delivering ongoing support to PCN development through the provision of a range of functions whether simple administrative support for the PCN Clinical Directors, the provision of back office functions or holding of funds, training and development, to the delivery of at scale workforce services. We will work collaboratively with the Clinical Directors to ensure a single agenda for the developing Networks and the services within them.

As national strategy seeks to drive integration through the alignment of NHS operational planning guidance with elements of the GP contract, PCS will continue to assert its influence at the Accountable Care Partnership locally, through the Integrated Care System in South Yorkshire and Bassetlaw, and through our national profile on behalf of our shareholders. Over the coming year we will look to strengthen existing partnership working with the Clinical Commissioning Group to maximise and co-ordinate our joint support for practices and steer primary care strategy. We will also seek new ways to work in partnership with other providers in the city such as Sheffield Teaching Hospitals, Sheffield Health and Social Care Trust and the Children's Hospital to develop more integrated services that are responsive to the needs of primary care and its patients.

With an eye on financial sustainability we will continue to develop an ambitious commercial strategy that strives to expand the range and breadth of our services thereby increasing our diversity of income streams and hence resilience; in doing so being well placed to meet the ongoing needs of our shareholders.

Addendum August 2020: During the pandemic we have made a significant contribution to the system's response to the crisis, whether through changes to our existing services or the rapid deployment of new ones; or through our ongoing support to practices. Throughout we have demonstrated our credibility as a system leader, not least in our coordination of the testing service for primary and social care staff and the testing response for outbreaks. As we all re-adjust to living and working with the background threat of covid-19 we will:

- Continue to support practices and networks by adapting our delivery models depending on the prevalence of infection at any given time.
- Work with health and care partners to ensure that the system is well co-ordinated, has a strong voice for primary care and that there is clear communication and engagement with practices.
- Play a key role in supporting the City Council with local outbreak testing and continue to provide a testing service (antigen and antibody) for community based health and social care staff.
- Continue to influence strategy whether at ACP, ICS or national level in the interests of our shareholders.

I'd like to thank all of the GPs, Managers and PCS staff who contributed to the development of this plan and hope that having widely engaged on its formation that shareholders will adopt it as a summary of our shared priorities for the coming year.

Dr Andy Hilton
Chief Executive Officer

Our Vision, Mission and Values



Our Vision

'As a GP-led organisation, to place **consistent, high quality** primary care services at the heart of patient care'.



Our Mission

1

To grow a **socially-responsible** business that is at the forefront of primary care development and provision.

2

Through our scale and through our network of member practices we will be a **market leader** in the delivery of **high quality** and **safe services** that are **accessible, personally responsive, caring** and **inclusive of all**; and that contribute to the wider wellbeing of the communities they serve.

3

As a system leader we will build relationships with wider primary care teams and other system partners in order to **positively influence system transformation**, placing **general practice** and **wider primary care** at the heart of patient care.



Our Values

During autumn 2019, we undertook a review of our organisational values to assess whether they still reflected the organisation and our people. A series of workshops, interviews and a survey were undertaken with a wide range of stakeholders including staff, shareholders and system partners. The values have now been adopted, and are being embedded throughout everything we do.

Open

Innovative

Ambitious

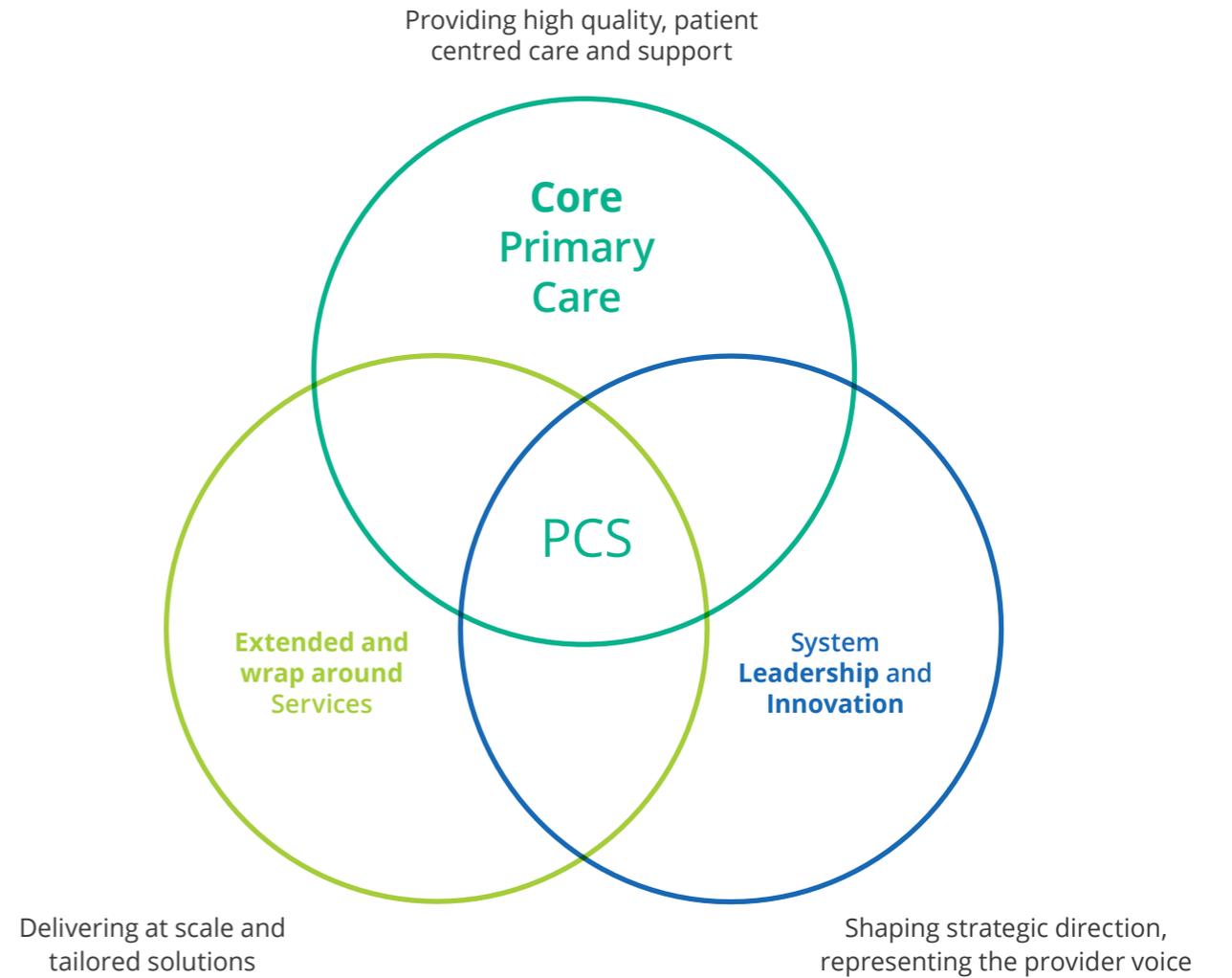
Empowering

Person-centred



Maintaining a balance

PCS's key role and functions can be broadly divided into three distinct but overlapping areas we recognise the importance of getting our focus right and ensuring our contribution to all three is balanced and represents value to our shareholders.





Our Practices And Priorities

A stronger offer to practices

In 2020/21 our principal priority is to strengthen the support we offer to our shareholders, practices and Primary Care Networks.



We will ensure that we clearly and consistently demonstrate the added value of their organisation, and that we help to create a supportive environment that enables greater resilience in Sheffield's general practice.

Our areas of focus

As part of our planning process this year we have actively engaged with practices, Networks and wider system partners to seek a view on what is important. As a result we have been given a clear message that what we offer needs to focus on delivering services that make a tangible difference and reduce front line pressure in primary care.

In order to do this we have been asked to focus on the following five key areas:

01

Workforce at Scale

Expand our offer with regards to workforce at scale and do this in a timely way.

02

Additional Services

Look at what additional services could be provided that directly support primary care.

03

Primary Care Networks (PCNs)

Continue with our support for Primary Care Networks and help with their development where this is requested.

04

Practice Resilience

Develop a structured approach to practice resilience.

05

Research in Primary Care

Continue to support and embed research in primary care.

Read more about these five areas on page 12.

01

Workforce at Scale

Working with Primary Care Networks, we will align our workforce offer to what PCNs across Sheffield want in terms of additional roles. We will do this in a timely manner, minimising the gap between resources being available and staff being in post wherever possible, to ensure that they continue to ease the workload within practices.

➔ We will develop our workforce services

Based on feedback, we will explore opportunities for developing the provision of long term condition clinics within our Clinical Pharmacy Service and look to develop our First Contact Physiotherapy Service, once both services are fully established and embedded successfully within Networks.

We also recognise the value of the Primary Care Mental Health Worker being added to the Network DES from April 2021 so will work with PCNs as part of our programme of transformation to be in a position to roll this out without delay.

02

Additional Services

We have been asked to explore the potential to provide additional in hours capacity and phlebotomy services in the Extended Access Hubs to create time and opportunity for Networks to develop. We will work with the CCG to explore the potential for this to be implemented in the coming months.



➔ We will save them time

We will also develop a comprehensive online Resource Area on the PCS website which will provide information, guidance, advice and template policies and procedures for Practices, aimed at saving them time.

03

Primary Care Networks (PCNs)

With the publication of the PCN Network DES for 2020/21 we will work with PCNs across Sheffield to offer support with implementation, where Networks would value this.

We have also implemented centralised administrative support for Clinical Directors and are keen to expand this offer further where PCNs would value help with the management of their Network or Network development.

➔ We will cut workload

We will be guided by what is important to Networks and Practices within them, and minimising the workload at Network level as much as possible through working in this co-ordinated and supportive way.

04

Practice Resilience

PCS and the CCG have been working together recently to develop a structured, commissioned approach to practice resilience.

➔ We will support resilience

We will refine and offer a support package covering different levels in the coming year. The support offered will depend on the specific circumstances and needs of each practice. For example, advice and guidance, with access to useful tools and resources; management consultancy and support, with direct input from an individual or team; at scale services for the day-to-day management of processes, such as clinical coding and document management; workforce support providing access to a pool of short term clinical and non-clinical practice staff; and development of digital support such as self-care resources and access to support to overcome language barriers.



We have also been asked to explore the potential to create a PCS Bank/Locum agency where practices can draw on a central bank of primary care staff which will be incorporated into the wider practice resilience offer.

05

Research in Primary Care

We have already begun to establish a research function within PCS. This work aims to set Sheffield as a centre of primary care excellence and draw funding into general practice, opening up opportunities to progress into commercial studies in the future.

➔ We will research and innovate

We will continue to implement and embed our research function in the coming year. Dr Jon Dickson has been recruited as the clinical lead for research and we are in the process of signing a collaboration agreement for the delivery of the CAN assess study and are actively involved in refining the approach to the iBEAT study, in partnership with the University of Sheffield and Sheffield Teaching Hospitals NHS Foundation Trust. Dependent upon the funding available, we will recruit a research nurse and programme manager to support this work.

System Leadership



Redesigning our system

Our system leadership role and influence spans across local, regional and national level, shaping strategic direction, representing the provider voice and placing us at the very heart of system redesign.

➔ We will strengthen connections

We will continue to strengthen these connections, seeking out opportunities for collaboration where this benefits our core aims and ensuring that system level communications promote primary care as the first point of contact for healthcare.

“Our system leadership role and influence... placing us at the very heart of system redesign.”

We are a member of South Yorkshire and Bassetlaw Integrated Care System and South Yorkshire and Bassetlaw Primary Care Workforce Group. PCS are a key partner of Sheffield’s Accountable Care Partnership and lead specifically on Primary Care and Elective Care seeking to support resilience, new service models and care out of hospital.

We also recognise the importance of being able to influence how primary care is shaped at a national level and do this by chairing a national group of the country’s largest GP federations, Strategic Primary Care Providers.



Our Strategic Partners

With the drive towards greater integration across the health and social care landscape in response to the NHS Long Term plan, we will continue to work in collaboration with our Sheffield system partners, exploring opportunities for aligning key functions and transferring resources, where there is a clear benefit to doing so.

NHS Sheffield Clinical Commissioning Group (CCG)

PCS and the CCG have long recognised the shared space that both organisations occupy and the need for a robust and resilient primary care infrastructure to support the shift of activity from secondary care to primary and community care. This will be an important year for our strategic partnership and we will work collaboratively to identify the specific ways in which we align our roles, functions and resources more closely to support the delivery of the NHS Long Term Plan and support our PCNs and Practices.

Sheffield Teaching Hospitals NHS Foundation Trust (STH)

We recognise the importance of building a clear strategic partnership with STH as the landscape with regards to provider alliances continues to strengthen. This will enable us to move forward with key programmes of transformation and change that will benefit our practices and will be aligned to supporting the specific outcomes outlined in the GP contract and Network DES, along with the potential for other areas of joint work such as looking at pathways for frailty, workforce and elective care.

Sheffield City Council (SCC)

Through our successful bid to provide Sheffield's Sexual, Reproductive Health and Gynaecological Service, and delivery of the NHS Health Checks contract, we continue to strengthen our strategic partnership with SCC. In the coming year, we will explore the potential for additional partnership working across a range of areas, including integrated commissioning and delivery, neighbourhood development and social prescribing.

Sheffield Health and Social Care NHS Foundation Trust (SHSC)

Our established strategic partnership with SHSC continues to mature and evolve. The APMS contracts for the practices which PCS run in partnership with SHSC reach five year break point in March 2021 and we will work with SHSC over the next 12 months to review the existing partnership. During the first five years the partnership has been equally split, however the operational management of the practices, from April 2019, moved directly under PCS. SHSC have stated clearly that they are happy to reset the partnership to consolidate PCS as the lead provider and the most appropriate means for achieving this will be agreed in the next 12 months with the support of the CCG.



“The first phase of the Primary and Community Mental Health Transformation programme... will continue to embed in the coming year.”

The first phase of the Primary and Community Mental Health Transformation programme, which we lead jointly with SHSC, the CCG and the voluntary sector, will continue to embed in the coming year. We look forward to sharing the learning from this work as the programme extends to cover the remaining Primary Care Networks.



Developing resilience

To support our principal priority of supporting and developing resilience for Sheffield general practice we will continue to explore opportunities for growth and diversification that work towards long term financial sustainability.

➔ We will continue to build sustainability

Elective and urgent care services

Working with wider system partners we will develop a new model of integrated urgent care in readiness for the recommendations from the GP Access Review and GP Network Enhanced Access 2021. Recovery from the impact of covid will also require primary and secondary care doctors to manage consultations in a different way. Access to community diagnostics and testing will increase significantly and we will be at the forefront of ensuring this is done for the benefit of patients and our shareholding practices.

➔ We will...

Seek to maximise opportunities to align existing urgent primary care services (including Extended Access, Walk In Centre and GPC) and integrate the pathway.

➔ We will...

Maximise opportunities for growth across our elective services, including sexual health, 24 hour ECG and Vasectomy. We will also explore opportunities to expand on the first phase of CASES to cover additional specialties and geographical footprints.

➔ We will...

Implement a new at scale model of ENT and four Skin Hubs across Sheffield through the Accountable Care Partnership work programme.

➔ We will...

Build on the early successes of the Primary and Community Mental Health Transformation programme, working alongside our Practices and Primary Care Networks to lead the roll out the programme across the city in the next 12 months. This accelerated roll out will address previously unmet need for patients with serious mental illness and put Sheffield at the forefront of responding to the Department of Health and Social Care's Community Mental Health Framework.



PCS managed practices

→ We will continue to build sustainability

We will continue to work towards securing long term financial sustainability for the group of seven practices we run in partnership with Sheffield Health and Social Care NHS Foundation Trust. Through an internal Cost Improvement Plan we will focus on reviewing minimum staffing levels (clinical and non-clinical), and assessing opportunities within each Primary Care Network that the practices sit within for efficiency and improving income from LCS' and other local incentive schemes. We are also working with the CCG to ensure that income for the Violent Patient Scheme, the Asylum Seeker Service and Special Case patients in each practice is maximised.

“we will seek to use the opportunity to test new models of care and share the learning.”

The practices sit in five of Sheffield's 15 Primary Care Networks. Whilst the PCNs will face increasing challenges from the contractual changes with the DES from April 2020, we will seek to use the opportunity to test new models of care and share the learning that will further develop integrated working with wrap around services, the use of digital technology and the way each practice could share core functions.



Commercial development and growth

Our commercial strategy focuses on creating resilience and long term financial sustainability by establishing additional income streams from a range of sources, as well as developing and expanding our current portfolio of products and services.

→ We will be proactive and responsive

We will take a proactive and responsive approach that involves systematically scanning for opportunities that arise, aligned to our organisational values and commercial principles.

Primary Training Solutions, the training company we set up in partnership with an experienced partner in June 2019, has been delivering a rolling programme of CPR and fire safety training courses for GP practices to book onto since August 2019. Building upon this core offer, we will continue our reach into additional sectors and geographical footprints and extend our range of courses through an effective sales and marketing strategy.

→ We will explore ownership models

We will continue to explore primary care estates ownership models and funding routes in collaboration with key partners, providing equitable and cost effective options for general practice.



home care providers
in 2017

Care homes and support

In 2017 PCS purchased domiciliary care provider Intercare Services, adding two further home care providers: Home Alternative and Serenta Homecare in 2019. The group now deliver around 3000 hours of care per week and employ 150 staff who care for 180 service users.

→ We will develop complementary services

We will build upon the existing domiciliary care offer delivered by these subsidiary companies and scope the potential to offer additional and complementary services. These may include for example allied services such as repairs, chiropody and transport, as well as exploring opportunities within care homes.

Enabling Corporate Infrastructure

The effective delivery of our annual business plan is underpinned by an enabling corporate infrastructure, which runs through all areas of our work, and includes our Annual Financial Plan, Workforce and Organisational Development and Communications, Engagement and Marketing Plan.

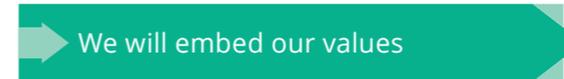
Annual Financial Plan

The budget for 2020/21 was approved by PCS Board in March 2020 and is shown in the table below.

	Extended Access Services £'000	CASES £'000	Mental Health Transformation £'000	Sexual Health £'000	PCS Practices £'000	Additional Roles £'000	Other £'000	Corporate costs £'000	Total £'000
Income									
Contract	3,551	628	367	1,789	5,584	3,126	460	130	15,635
Contribution from SHSC					182				182
Deferred Income brought forward / (repaid)	323						-65	452	710
Expenditure									
Scheme	3,404	530	319	1,658	5,744	2,983	334	1,555	16,527
Contribution to PCS costs	470	98	48	131	205	143	64	-1,159	0
Balance	0	0	0	0	-183	0	-3	186	0

Workforce and organisational development

Based on an understanding of the wider workforce challenge for primary care at scale and PCS as a provider, an appropriate delivery plan will be put in place to address the workforce gap and develop solutions for practices, Networks and within our corporate infrastructure.



We will seek to embed our renewed, strong organisational values throughout all areas of our work, beginning with our staff recruitment and induction processes, policies and procedures and running through our employee benefit and support programmes. We will also work with partners from the Accountable Care Partnership to ensure that staff are linked into effective and timely wellbeing support.

Communications and engagement

In the coming year we will strengthen relationships with all key stakeholders through an improved communications and engagement approach. We will ensure our communications are clear, consistent, accurate and offer opportunities for active engagement and involvement.

Through this approach we will ensure that all communications opportunities are maximised, resources are used to optimal effect and stakeholders feel connected to and involved in who we are and what we do.



Key to this will be:

- Ensuring greater visibility and accessibility of representatives of PCS at stakeholder meetings, building upon the positively received approach taken to support Primary Care Networks.
- Evolving and adapting to the changing needs of shareholders in how we approach the Annual General Meeting, shareholder resolutions and business planning process.
- Involving stakeholders in the co-production and development of products and services.
- Extending our reach to ensure messages are received by the intended audience, thereby increasing visibility and relevance.

Chair's Summary



As you will now have read, our business plan sets out another ambitious programme of work in the coming months with our key goal being to strengthen and consolidate what we have already achieved over five years of successful

operation.

The principal reason for PCS to exist still holds true, indeed there is probably more need now than ever for primary care across our city to work together for the benefit of the public, patients, practices and the staff who work in them.

The pace of change continues unabated and the demands on the NHS in general and primary care in particular will not lessen. More than ever primary care colleagues need to work closely together as clinical teams, in practices and Networks and through PCS as the citywide vehicle for collaboration.

In every aspect our plan aims to do this as well as strengthening the vital connections with every other part of the health and social care system in Sheffield and beyond.

As the organisation owned by all general practices in Sheffield we will continue our commitment to work on your behalf to not only cope with change, but always to try to use it to the best advantage of all concerned.

Our plan is challenging, but these are challenging times! We may not manage to achieve everything that we have set out in these pages but it will not be for the lack of trying.

Thank you for your continuing support.

A handwritten signature in blue ink, reading "John Boyington, CBE".

John Boyington, CBE
Chair

“

As the organisation owned by all general practices in Sheffield we will continue our commitment to work on your behalf to not only cope with change, but always to try to use it to the best advantage of all concerned.

”



We Will...

We will demonstrate value

We will strengthen connections and seek opportunities for collaboration

We will develop our workforce services

We will continue to build sustainability

We will save time for practices

We will explore estates ownership models

We will cut workload

We will develop complementary services to domiciliary care

We will support practice resilience

We will embed our values

We will research and innovate

We will communicate better



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