

DIRECTION FROM THE SHETLAND ISLANDS INTEGRATION JOINT BOARD (“IJB”)

ISSUED UNDER SECTION 26(1) OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT 2014

Direction: Primary Care		Direction to: NHS Shetland		Overall Budget allocated by IJB for Direction: £6,475,259 Including £754,044 through Primary Care Improvement Fund)	
Reference Number: 2.11		Relevant Function(s): Primary Care – GP Practices and Optometry Functions		Review Date: September 2022	
IJB Report(s) Reference Number: CC-07-22-F					
Date Direction issued/authorised by IJB: 9 th March 2022		Date Direction takes effect: 1 st April 2022		Does the Direction supersede, amend or revoke an existing Direction? If yes, include reference number of existing Direction: Yes, supersedes Direction DIR002.11/16.07.20/CC-15-20/01	
How does the Direction link to:	Strategic Plan Actions and Outcomes: 1-5	IJB Key Priorities: 1-16	National Health and Wellbeing Outcomes: 1-9	National Planning and Delivery Principles: Aligns with Scottish GP Contract and 1-12 of planning and delivery principles	
Purpose of Direction					
<p>Provision of the Primary Care Service which currently comprises the following:</p> <p>10 Health Centres in Shetland providing GP services together with 5 non-doctor islands which are staffed by community nurses and receive GP services from a local health centre.</p>					

Of the 10 GP practices 8 are currently salaried to NHS Shetland (all staff are employed by NHS Shetland). The other two are independent practices which means they contract with NHS Shetland to provide core GP services funded through a national contract.

In addition, Primary care provides Ophthalmic Services with three providers of ophthalmic services based in Lerwick. To

ensure support training and governance in medicine use and administration in community care settings.

To support a multidisciplinary approach within GP Practices providing pharmaceutical input.

Overarching Directions to Function(s)		
Directions:	Performance / Objective(s):	Progress at Jan 22
Plan, develop and implement Year 3 of the Primary Care Improvement Plan, in line with Scottish Government Directions. This is an overarching plan which covers six key areas, as outlined in the 2018 Scottish GP Contract.	Contribute to the delivery of local priorities that support the community to have improved health and wellbeing, lead healthy, active lives that maintain independence and allow people to contribute to society in a positive way.	Plan is agreed and actions are underway, which includes recruitment of additional MSK physiotherapist. Recruitment was delayed due to covid issues.
Improve the recruitment and retention of GP's in Shetland through leading on the "Discover the Joy" recruitment campaign, for which Shetland is the recruitment hub. This is an ongoing project, based in Shetland, which has already seen reduction in locum usage within Primary Care.	Improved continuity of Care to Shetland residents, through reduction of short term locums. Reduction in locum usage has positive financial implications for the IJB.	GPs have been recruited to Unst on a rotational model; Scalloway, Brae and Bixter have also had successful recruitment.

<p>Actively pursue Schemes such as Remote and Rural Fellows Scheme. Shetland has noted interest in the 2020/21 - NB owing to Covid19 these schemes are currently suspended.</p>	<p>Contribute to the delivery of local priorities that support the community to have improved health and wellbeing, lead healthy, active lives that maintain independence and allow people to contribute to society in a positive way. Improved recruitment to vacant posts.</p>	<p>Scheme for 2022 has restarted and Shetland has submitted a note of interest. NES take forward the recruitment of these posts.</p>
<p>Development of local primary care team to include GP roles as envisaged in the new GP contract, pharmacy and other health improvement practitioner time working with community nursing, social care and other professionals such as OT to develop a more integrated model of health and social care – this ties in with the Primary Care Improvement Plan, which holds more information.</p>	<p>Contribute to the delivery of local priorities that support the community to have improved health and wellbeing, lead healthy, active lives that maintain independence and allow people to contribute to society in a positive way. The expansion of the overall Primary Care Team enables more choice for patients, enhanced access to Allied Health Professional functions and links to the Primary Care Improvement Plan.</p>	<p>As above, 1 full time MSK physiotherapist now in post, with second due to be recruited. Extended pharmacy roles in primary care now in place (albeit with some recruitment issues ongoing due to the pandemic) and Community link worker roles being extended.</p>
<p>Develop service models for Shetland to suit the local context, to include different staffing models, within the funding received.</p>	<p>As above</p>	<p>As above; new ANP roles in Brae and Scalloway now in place. Additional HCSW also in place across Shetland practices.</p>
<p>In partnership with IT, implement Primary Care Digital Transformation Plan, to ensure all practices have suitable web presence, ability for patients to order prescriptions, book appointments on line etc.</p>	<p>Enables patients to access services through digital platforms. Standardised websites will be in place across Scotland, to ensure all patients can have a similar high level of information available regarding local services. There is a Primary Care Digital Transformation Plan, with Project Initiation Document, which details timelines.</p>	<p>Website work has been delayed due to the pandemic but this is restarting. New servers and telephone systems being upgraded across all practices, which will aid the digital plan.</p>

Improvement Plan

Expected Outcomes	Actions	Forecast on performance	Interdependencies (i.e. between performance, funding, workforce, partners)	Risks and steps to mitigate	Project reference number	Budget breakdown – list source and amount of funding / savings	Milestones; deadlines; and/or review dates	Update/ Progress Jan 22
Reduction in locum costs, increased continuity of care.	Increase usage of GP Joy Project to cover vacancies and/or leave.	Reduction in locum costs, increased continuity of care.	Linked to ongoing GP Joy project.	Recruitment challenges; requires GPs willing to work in Shetland.		Funding- GP Joy clinicians are paid a salary within NHS funding scale, so reduces locum costs.	31/03/23	Ongoing – new GPs have been successfully recruited to Shetland in 21/22
2% reduction in admission to care homes for mainland Shetland Residents; 24/7 Community Nursing Support.	Introduction of scheduled overnight care at home across mainland Shetland – in conjunction with Community Nursing and Community Care Resources.	2% reduction in admission to care homes for mainland Shetland Residents; 24/7 Community Nursing Support.	Linked to future planning in relation to unscheduled overnight care to reduce unnecessary admission to hospital.	Recruitment challenges. Financial challenges in relation to ‘scaling up’ from savings achieved elsewhere.		Proposed £50k saving from existing GP Out of Hours Model – note that some redistribution of funding will be required to support new service.	31/03/23	Ongoing

Improved patient access	Roll out "AskmyGP" to other practices (dependent on satisfactory outcome for LHC).	Improved patient access, potential to reduce/share backroom staffing, sharing of workload across practices.	Linked to recruitment and performance	New way of working which will require communication to patients and wider staff groups – risk of dissatisfaction or unhappiness with new process.		Costs to be determined; minimum £2500 per practice to undertake pathfinder route, additional costs to fully implement based on £1.95 per patient	31/03/23	Askmygp now in place in both Scalloway and Levenwick practices
Improved patient access to services in line with Primary Care Improvement Plan	Establish Community Treatment Access Centre (CTAC) as per Primary Care Improvement Plan	Improved patient access, potentially Reduce patient travel time and time away from work, sharing workload across practices	Linked to Community Nursing recruitment	New way of working which will require communication to patients and wider staff groups – risk of dissatisfaction or unhappiness with new process.		Funding agreed from PCIP monies	31/03/22	

Accountability and Governance

NHS Shetland is accountable for the delivery of the primary care services commissioned by the IJB