INTRODUCTION

The ambition for primary care is for people in Greater Manchester to live well and to their full potential, with more people in employment, living healthier lifestyles and with good mental health.

About Greater Manchester
Greater Manchester (GM) has many strengths as well as many challenges. With around 2.8 million people living in Greater Manchester, the population grew by over 170,000 in the last decade. However, there is a £7 million gap between public spend and tax income. Around 65,000 people are out of work, which includes a quarter of 16-19 year olds. Currently the average life expectancy of men and women in Greater Manchester is lower than the England average. Around 441,000 of Greater Manchester residents are aged 65 and over. That figure grew by over 50,000 in the last 25 years. 268 people are rough sleeping in Greater Manchester, with another 18,000 at risk of becoming homeless.

Across Greater Manchester we have 10 local authorities, 15 NHS trusts, a GM police service, a GM fire and rescue service, 10 Clinical Commissioning Groups, over 15,000 voluntary, community and social enterprise organisations and over 2000 points of primary care delivery (including general practice, community pharmacy, community optometry and general dental services). As the first city region with health devolution, we are able to remake the connection between health and other public services that has been lost over the years.
DELIVERING A TRANSFORMED PRIMARY CARE

There is still significant work to do. Although we are part way through the delivery of the existing primary care strategy, the NHS Long Term Plan, the focus of neighbourhoods and place-based working provides opportunity to renew the primary care ambition, build on what has already been achieved and continue to address challenges.

Across Greater Manchester we need the right number and types of organisations, in the right setting, as well as the right workforce to provide primary care. We need leaders who can work across Primary Care Networks (PCNs), neighbourhoods, localities and GM to develop systems and local responses fit for both current and future needs. We must also have the infrastructure in place to meet the changing demands of primary care provision as it evolves over time. This includes understanding the environmental impact of everything we do.

Primary care will be more responsive to people’s needs meaning people will experience more joined-up services and have greater involvement in decisions about their care. There will be better access to a wider range of professionals in the community, with different ways of accessing advice and treatment such as digital, telephone and physical services.

The GM primary care strategy and primary care workforce strategy provide an opportunity to redefine what we mean by primary care. Moving away from the traditional approach will enable people to access the most appropriate professional or service directly. This might include physiotherapy, work advisors, social care as well as the voluntary, community and social enterprise (VCSE) organisations. New and enhanced roles such as social prescribing link workers and community paramedics will help make sure people are always seen by the most appropriate person, in the most appropriate setting.

The primary care workforce in Greater Manchester will be able to concentrate on what they do best i.e. to provide high quality and accessible care for patients. This will provide not just better care for the population but offer the workforce more satisfying work and improve their work-life balance.

To make these plans a reality, our new strategies focus on:

- Developing a model of primary care based on a neighbourhood approach to provide care closer to home
- Supporting personalised care through trusted relationships developed over time
- Improving primary care quality across Greater Manchester, reducing unwarranted variation and supporting better health and wellbeing for everyone
- Making our system sustainable, so primary care provision can manage both current and future demand
Implementation Priorities

Across Greater Manchester a range of health and care colleagues came together to agree how the primary care strategy would be delivered. Together the group agreed that a focus on the following priorities would provide the biggest impact and make the best use of limited resources:

**Integrated neighbourhood working** – including the development of PCNs and primary care, estates and infrastructure, communications and engagement, organisational development and leadership

**Digitally enabled primary care** – including the roll out of online and video consultations and digital access to services

**Improving access to primary care** – including urgent and emergency care and access to routine care

**Identifying critical gaps workforce** – including collecting the right workforce information and planning across the whole of primary care

**New ways of working** – including development of new roles in primary care, employment models, blended roles and rotational working

**Development and sustainability of the nursing workforce** – including recruitment and retention, flexible employment models for both general practice and dental nurses

**Engagement of our temporary workforce** – including a review of the use of locums across all disciplines and roles, engagement and development

**Delivering the strategy**

Delivery of the primary care strategy will be managed by the GM Primary Care Strategy Implementation Group. The group will report into the Primary Care Provider Board and the Joint Commissioning Board. The Primary Care Workforce Strategy will report through the Primary Care Workforce Core Steering Group, which reports into the Strategic Workforce Collaborative Board.

Implementing the vision for primary care means people will be able to access a greater range of health services locally, including specialist consultation, diagnostics, urgent care and non-medical care. We will have a digitally-led primary care service developed as part of the refreshed strategy. The Greater Manchester primary care workforce will experience greater resilience and improved work-life balance. Across Greater Manchester there will be a wider range of services delivered in the community.
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England.primarycaretransformation@nhs.net
www.gmhsc.org.uk

@GM_HSC
@GMHSCPartnership
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