

Personalised Care in Action

Learning through the experience of 2 PCNs in Waltham Forest

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Context

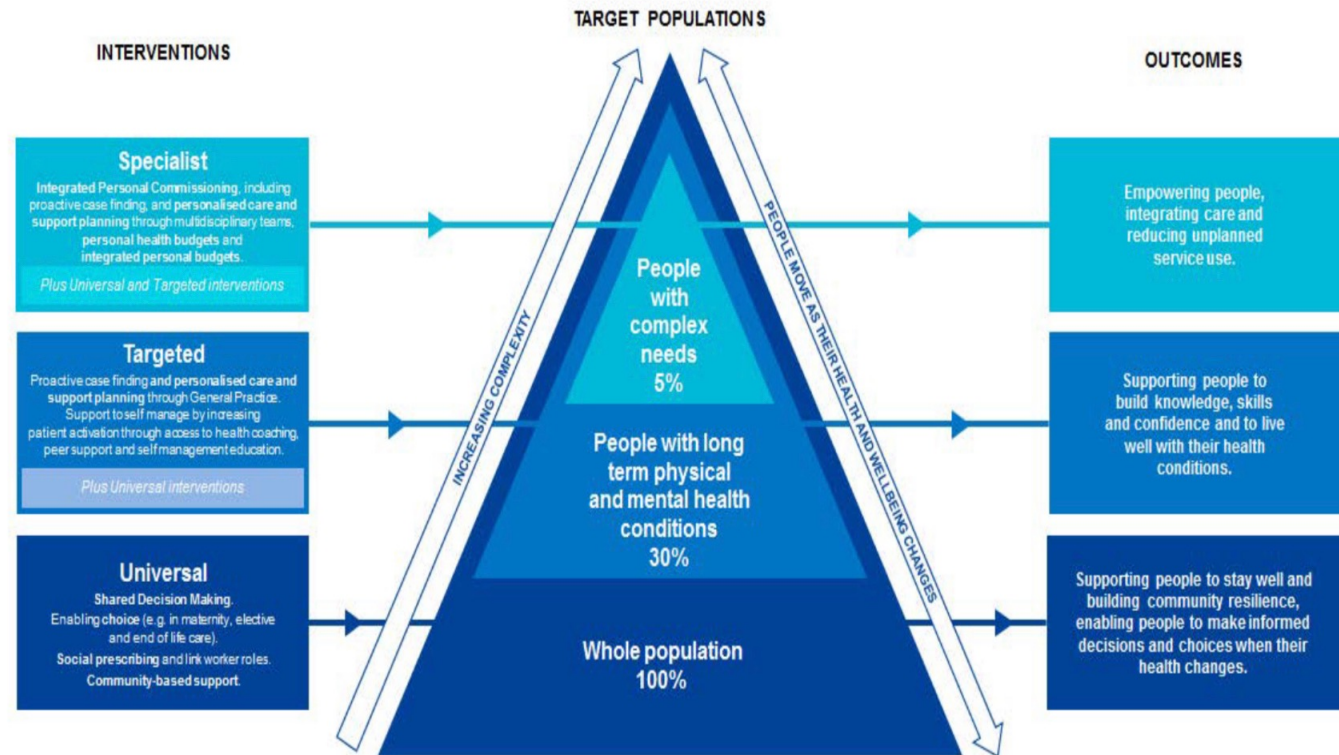
Figure 1: Comprehensive Model for Personalised Care

Comprehensive Model for Personalised Care

All age, whole population approach to Personalised Care



Personalisation is a spectrum



Context - 6 interrelated components



The 6 components of personalisation

1. Shared decision making
2. Personalised care and support planning
3. Enabling choice, including legal rights to choice
4. Social prescribing and community-based support
5. Supported self-management
6. Personal health budgets and integrated personal budgets

Introduction

- Commissioned by Waltham Forest Social Prescribing
- Small scale study over 6 days
- Supported by NEL CCG
- Focus: on 2 PCNs with all 3 personalised care roles in place
- Presentation summarises approach, key findings, conditions for success, assumptions and challenges for integration of personalised care agenda and workforce
- *Crucial role for primary care and PCN leaders and managers*
- Learning and recommendations at place and system

Qualitative methodology

- Semi structured online learning conversations with two Clinical Directors and a GP
- Focus groups with the PCN personalised care workforce 'teams' (SPLWs, CCs & HWbCs)
- Interviews with three Health & Wellbeing Coaches (HWbCs)
- Interviews with five Care Coordinators (CCs)
- Insight conversations with Waltham Forest Social Prescribing Manager
- A survey.

Findings (I)

Success features in brief

- Clinical Director leadership in PCNs
- Securing consensus and buy in from member practices
- SPLWs support to HWBCs and CCs during induction
- Multidisciplinary ways of working and sense of team (beyond personalisation workforce)
- Optimum impact – CCs in purposeful work with patient cohorts

'It's great to have a bigger team, we've all gelled really well, and we all support each other. And it's working. For example, the HWbC is now giving us referrals and will give us good insight into someone before we speak to them.'

Findings (II)

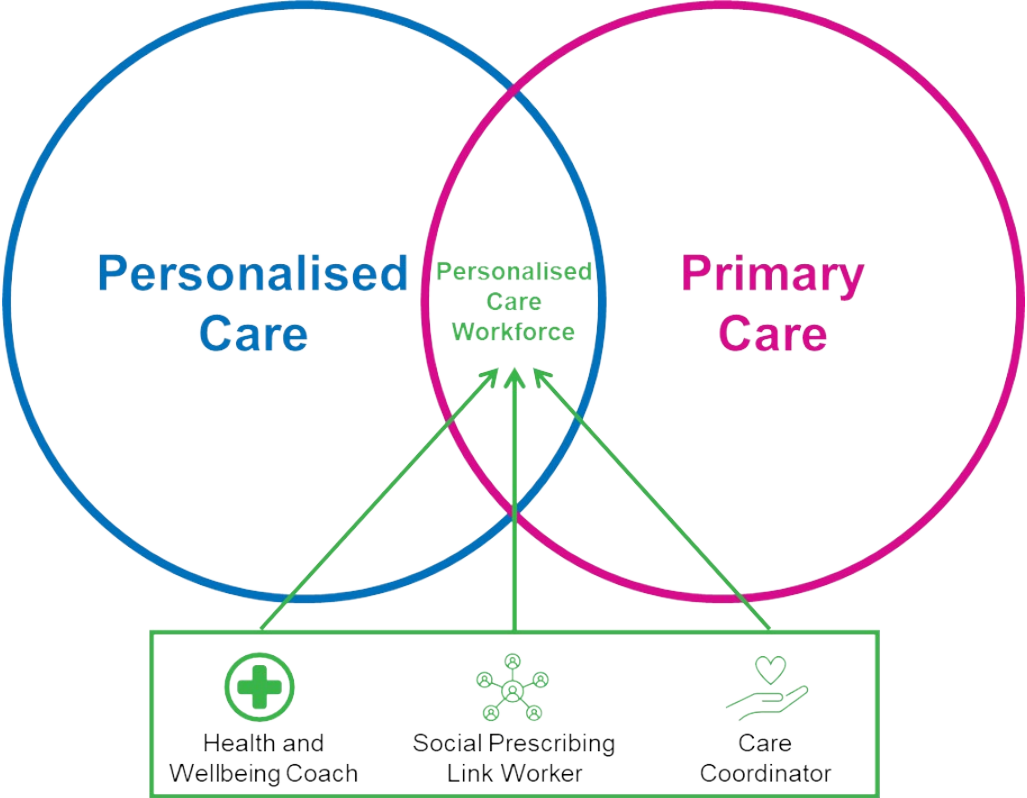
Challenges in brief

- Patchy understanding of role function and remit by member practices
- Little advocacy/support to unblock challenges in practices
- Inadequate access to training and learning (see DES)
- Variable supervision and support
- Care Coordinators used as practice capacity and administrative support. Is this meeting population need?
- Who is responsible for PCN linked roles – PCN or practice?
- Isolation and variable sense of belonging and identity
- Variable commitment to personalisation

Tips and advice for PCNs – from respondents

- Recognise that these are highly skilled and qualified professionals in their own field or come with extensive experience.
- Build on the scope and expertise of the practitioner, support, and nurture it
- Understand population health requirements: do population health needs assessments, and understand where there is unmet needs?
- When recruiting new roles: make sure there is a named manager and lead.
- Ensure primary care staff, (Practice Managers and reception staff) know the remit of the Personalised Care roles, build in any training requirements engaging with the local NHS Training Hub
- Invest in the whole PCN team development, not just the individual roles
- Make sure all Personalised Care staff can participate in PCN meetings, to talk about issues and learning points

The personalised care workforce sit at the nexus of 2 policy areas



Discussion points (Analysis)

- Personalisation in primary care settings – how well is it truly understood?
- This is about a different way of working – strengths-based, person centred, giving time and asking insightful questions
- Initial CD leadership but how is this sustained at practice level?
- Is there an enabling environment to integrate new roles in PCNs?
- Training, support and appropriate regular supervision
- A personalised care team or part of PCN linked team
- Taking the learning from the SP experience
- What is the collective Waltham Forest approach? Can you afford workforce turnover?

Call to action in Waltham Forest

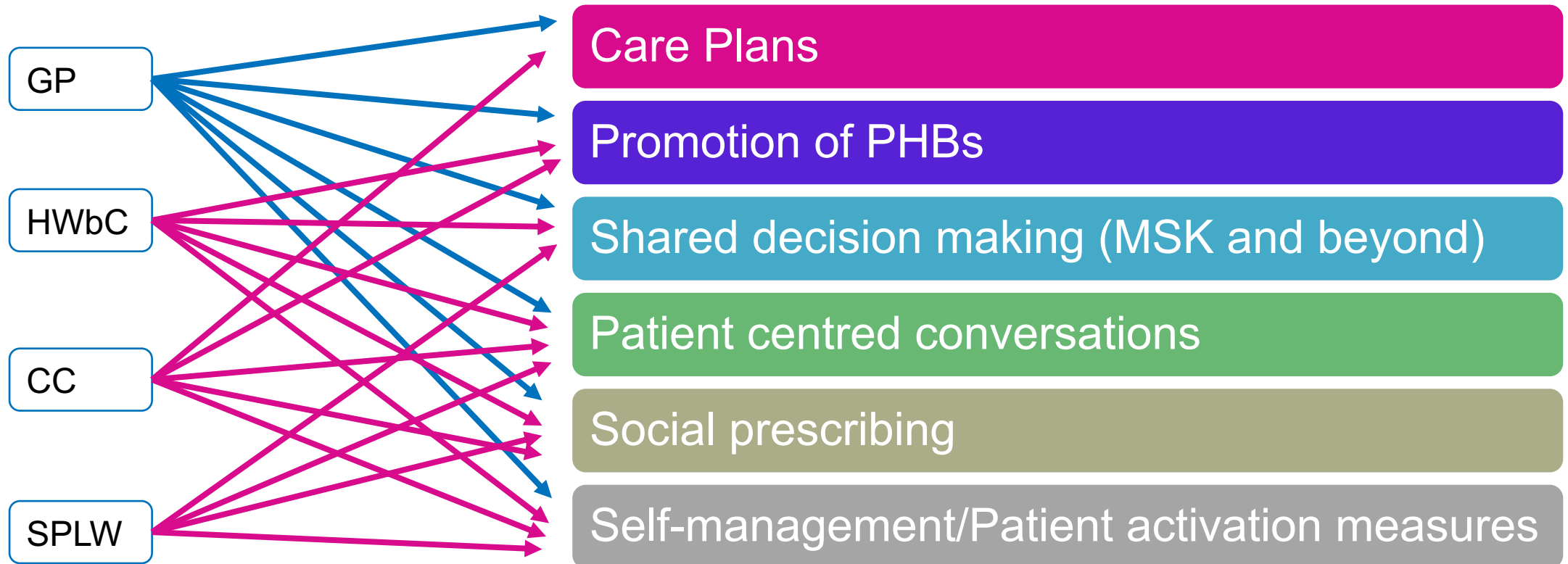
- Recognise this is a workforce often new to primary care and sometimes new to health
- Personalised care workforce is not just here to deliver QOF and IIF
- Network ways of working is challenging – how is this being supported?
- **All 3 roles** work to person centred principles, giving time and what matters to the patient – **more than signposting**
- Protected time to access
 - Peer support
 - Training and skills development
 - Supervision
- A single line manager & point of contact for roles at both PCN and practice
- Enabled to attend regular MDT, practice and PCN meetings and have parity with clinical workforce – supporting integration, belonging and team development
- Good induction, smart objectives, appraisals, support and supervision plus PCN leads for advocacy / unblocking challenges with member practices
- Recognition of the emotional labour and complexity of patients they are seeing – pastoral care / check ins – this is about a **different way of working**

'You know if you do the same thing again you just completely get the same results. Try a different approach in a different way, that we haven't done before, you might just surprise yourself and patients will benefit (...) it can't all be about QOF targets' **CD**

Imperative for Waltham Forest PCNs to engage in personalised care

- Recognise personalisation is everyone's business and is here to stay
- PCN Health Inequalities programme and personalisation
- 2022-23 DES Personalised Care requirements
 - Proactive social prescribing
 - Shared Decision Making for all clinicians
 - PCNs remit to promote PHBs
- Support placed based peer support networks
- **Expand your personalised care workforce** 277K population with 9 SPLWs, 2 HWBCs and 5 CCs – **is this enough to meet need?**
- ICS working – WF place-based approach rather than single PCN. Offers scale, efficiency, standardisation for quality

PCN DES Planning ahead –how personalised care workforce support delivery



NEL personalisation programme – opportunities for Waltham Forest to connect



- NEL wide HWBC network
- King's College London evaluation of NEL HWBCs
- NEL GP Fellow for Personalised Care
- Talent management and leadership programmes
- Establishing CC system programme of work – *ensure all Waltham Forest CCs are enabled to engage*
- Supporting PCNs with PCI Training to meet your DES
- Borough based PHB work programme
- Partnership with NEL Training Hub to support NEL personalised care agenda
- Resource and communications development for personalisation

*"You've done the same thing – you've spoken to these patients, you've counselled them in your rooms for 20 years, you've discussed the same things to a certain level – you may not have got very far, so it's got to be worth trying a different approach for once. We did and we've seen the impact on our patients and it's quite amazing." **GP***