

PCNs are relatively new collaborations of practices, which have grown rapidly since 2019. We are providing support to a significant transformation effort

'The ARRS represents a huge scale of ambition and requires the implementation of significant and complex change across general practice..... The cultural change required by the introduction of additional roles, and new approaches to teamworking, requires extensive organisational development, leadership and service redesign expertise.'

[Integrating additional roles into primary care networks](#), King's Fund, 2022

- Primary Care Networks (PCNs) were established in 2019. They bring together individual practices to serve larger populations, provide increased capacity through the Additional Roles Reimbursement Scheme (ARRS) and improve patient care through the introduction of new, proactive, services in the community.
- PCNs have made excellent progress in transforming services and recruiting additional roles, as part of expanded multidisciplinary teams. Over 19k additional roles have been recruited to date, and PCNs are on track to recruit over 26k by 2024. For the average PCN, this will mean a new team of 20+ members of staff.
- This change has taken place at a time of unprecedented demand in general practice. A recent report from the King's Fund highlighted that PCNs would benefit from dedicated transformation support.
- Digital and Transformation Leads were introduced as reimbursable roles via the ARRS in October 2022 to support transformation activities in PCNs, including the adoption and effective use of technology.

Digital and Transformation Leads support the design and delivery of change programmes, and the adoption of initiatives to improve the care offer

Background

- Introduced into the Additional Roles Reimbursement Scheme in October 2022.
- Currently restricted to one FTE per PCN.
- Max reimbursable rate set at equivalent of Agenda for Change band 8a.
- Can be employed directly by PCNs, or commissioned by PCNs as a service from other providers.
- Flexible role description, allowing for local definition of responsibilities.

Intended to:

- ✓ Support PCNs to identify, scope and plan improvements
- ✓ Deliver quality improvement projects, and support staff at all levels in the PCN to take forward change
- ✓ Work with ICSs to align strategy and approaches to improvement
- ✓ Improve the adoption and optimise use of existing functionality and new technology to deliver benefits for patients and staff.
- ✓ Support integration within the PCN, with other PCNs and with the wider system
- ✓ Use data to support population health management, workforce and estate planning, and to identify opportunities to drive improvements in care quality and experience

Not intended to:

- ✗ Deliver IT support.
- ✗ Manage the procurement or contracting of IT systems
- ✗ Manage administrative functions.
- ✗ Replicate the role of practice/PCN managers.
- ✗ Operate in isolation of, or duplicate, existing system functions.
- ✗ Deliver all possible responsibilities outlined in role description.

Areas that Digital and Transformation Leads could support improvement in:

- Effective use of triage and navigation, alignment and communication of patient access routes (including digital routes), at-scale or hub working at PCN level, developing effective pathways between the PCN and other local services, supporting self-service by patients and remote monitoring where appropriate, effective embedding of other ARRS roles, long term condition management and proactive care, collaborative problem solving with system partners.

A specific programme of support is being developed

In the interim there are existing resources and training which are relevant to Digital and Transformation Leads' roles

Resource	Description	Existing / in development
'Digital Journey Planner'	Live modules on communications, GP Online and digital inclusion, with other modules in development. Supports practices to understand their current use of digital tools and where to focus improvements.	Existing
Quality Improvement training and development (building QI capability)	A suite of offers to support delivery of transformational change inc. topic-specific webinars e.g. demand and capacity, reliable design; written guides e.g. redesigning the appointment system, active signposting; accredited development programmes e.g. General Practice Improvement Leads programme. Forthcoming training and events - Primary Care Improvement Connect - FutureNHS Collaboration Platform	Existing
Primary Care Improvement Community	Online community to share resources and best practice in primary care transformation and improvement. https://future.nhs.uk/PrimaryCareImprovementCONNECT/ . To join, contact: england.si-pcic@nhs.net	Existing
Digital Primary Care workspace	Digital Primary Care - FutureNHS Collaboration Platform , includes resources on a range of topics, e.g.: <ul style="list-style-type: none"> - Online consultation toolkit - e-learning for general practice reception and admin staff - How to develop a highly usable practice website guidance - Good practice guidance on digital primary care topics. 	Existing
PCN data	Population health, RightCare and PCN/practice data can be found on the Primary Care Data Hub .	Existing
Primary Care comms	Primary Care Bulletin , general practice webinars, communications resources from national and ICS teams.	Existing
PC Transformation 'play book'	A collection of the most used and well evidenced resources on how to deliver transformation in general practice.	In development
Primary Care Transformation Support Level Framework:	The Primary Care Transformation Support Level Framework aims to provide ICSs and PCNs with a structured and systematic approach for understanding their transformation maturity and current support needs in relation to improvement and transformation, so that a tailored action plan can be developed	In development