

Primary Care Update

04 December 2018



We hope you enjoy this Primary Care Update – if you have any feedback, ideas or suggestions, please don't hesitate to contact Linda Wallace.

Tim's message


Hi everyone,

As we head into another winter, our thoughts go out to colleagues in primary care in the hope that we do not have a repeat of last year, when 'flu and cold weather resulted in phenomenal service pressures with over 50,000 excess deaths recorded in England and Wales, the highest since 1975/76. Such peaks, the Office of National Statistics informs us, are not that unusual, and with a rapidly aging population with increasingly complex healthcare needs, it is likely that we will see our equally elderly primary care system tested to its limits on a regular basis.



One of the proposed solutions to making primary care more resilient is to do it 'at scale', and in the NHS Long Term Plan (whenever it emerges) it is likely that we will see reference to 'primary care networks'. Primary care networks describe groups of practices coming together locally, in partnership with community services, social care and other providers of health and care services. As proposed by NHS England, networks, should be based on GP registered lists, typically serving communities of around 30,000 to 50,000, which experience has shown is the optimal size for integrated locality-based working. Networks should be small enough to still provide the personal care valued by both patients and GPs, but large enough to have impact and economies of scale through deeper collaboration between practices and others in the local health and social care system. Networks will provide a platform for providers of care being sustainable into the longer term.

The detail of these collaborative enterprises is still to be worked through with a host of considerations to be ironed out from agreeing size, scale and scope to negotiating the nitty-gritty of contractual incentives. What is clear though, from a series of national stakeholder events led by NHSE is that there is an urgent need for support if the network project is to be successful, with leadership and organisational development topping the list of priorities. If the Leadership Academy is to play an active part in supporting how primary care is organised and delivered in future, we will need to be responsive these seismic shifts and develop pragmatic and relevant



interventions that simultaneously support individual leaders, emerging systems of care and improvements to the services those systems provide. If we can pull that off, we really will have made a contribution, and who knows, perhaps avoided future winters of discontent.

Best wishes.

Tim

Tim Swanwick, Dean of Education and Leadership Development

(PS Oh... and a very Merry Christmas, one and all!)

Spotlight on...

Primary Care Talks is a series of [podcasts](#) produced by the Eastern AHSN that discuss innovative developments in the primary health and care sector. Hosted by Dr Hasan Chowhan, each podcast shows interviews with people working in primary care who are embarking on something new to deliver significant changes and increase efficiency.



Episode six features Nish Manek, who spoke at our last network meeting and has launched Next Generation GP, an unconventional programme of leadership training for future NHS leaders. Nish believes that leadership is non-hierarchical, and simply involves having the determination and skills to change the world around you for the better. She talks about her programme and how it has been giving early career GPs the confidence and skills to innovate.

Join the conversations at: [#PrimaryCareTalks](#)

Primary Care Networks

NHS England is hosting two webinars specifically for practice managers, focusing on the benefits, impacts and development of primary care networks. The webinars will provide an overview of what a primary care network is and an update on the support packaged that has been developed so far. Attendees will have the opportunity to ask questions of the national team and contribute to the content of this offer. Dates for the webinars are as follows, there is no need to register in advance, simply click on the link below at the start time. Content will be the same for both dates. Click on dates for more information.

[11 December, 3-4pm](#) and [14 January, 3-4pm](#)

If you have any questions, please contact Claire Parker Claire.parker10@nhs.net or Louise Harvey louise.harvey6@nhs.net



Sharing best practice



GP Practice Manager Programme

Jackie Kerr, Programme Co-ordinator, North East Leadership Academy

North East Leadership Academy

The NHS Leadership Academy North East collaborated with Health Education England (North East) in 2016 to provide a 4-day leadership development programme tailored to the needs of practice managers. The role of the practice manager in primary care is pivotal if quality of care standards and improvement programmes such as new models of care (e.g. community hubs), super practices and GP Federations, NHS Vanguard Programmes and the ambitions set out in the General Practice Forward View (NHS England, April 2016) are to be realised.

The programme is designed to help practice managers enhance their understanding of leadership behaviours, knowledge, skills and provide an opportunity to share good practice. The programme aims to equip practice managers to champion and lead change/service improvement in their workplace by developing an understanding of service improvement methods and delivery of a work-based service improvement project.

In the first year approximately 90 Practice Managers completed the programme which evaluated extremely well:

- 63% of all delegates reported they would change their behaviour as a result of attending the programme
- 54% of all delegates reported they will change their attitude.
- 100% of all delegates found the course materials useful and relevant.
- 78% of delegates would strongly recommend this programme to others.


To satisfy demand a decision was made to repeat the course in 2017 and 2018, and in response to participant feedback, the content was refreshed and a 3-tier approach was taken targeting 3 specific groups; Practice Managers new to the role or assistant PMs, experienced practice managers and finally Practice managers/business managers who have a strategic focus to their role or those with other roles in the CCG/Federation/Network.

The 2017 programme closed with a [celebration event](#) which gave the latter group the opportunity to talk about their experience on the programme and present their service improvement projects.

Case Study

Practice managers have an important role to play After completing the NHS North East Leadership Academy's GP Practice Manager Programme, Darren Berry is now looking forward to the challenge of a new role as business manager at a practice with multiple branches and three times the number of patients as his old practice.

The GP Practice Manager Programme in which Darren participated helps practice managers enhance their understanding of leadership behaviours, knowledge and skills, and provides an opportunity to share good practice. "Ninety per cent of all NHS patient contact is within a primary care setting therefore practice managers have an important role to play if quality of care standards and improvement programmes such as new models of care are to be realised," explains Darren. "The financial constraints of smaller organisations like GP practices means there are few internal



training prospects suitable to the needs of practice managers so I wanted to embrace this opportunity to learn in an environment with similar people looking to develop their skills.”

To get the most out of the programme and participate fully, Darren networked with other practice managers, and contributed to discussions and ideas in the room. He says that everyone on the programme shared the opinion that practice managers have wide-ranging roles and responsibilities, and says, “There’s a requirement to have specialist knowledge of what seems like everything in primary care, which at times can be overwhelming and you can struggle to delegate as you are ultimately accountable and responsible.” The course learning helped Darren understand that practice managers need to identify key staff who are capable and want to develop and gave him skills to better manage internal and external stakeholders and their requirements. He highlights that the programme had tangible benefits, which he was able to incorporate into his day job, “A reference toolkit included the programme’s fundamentals has been particularly useful when considering strategic options and how to get the most out of meetings with stakeholders.”

Having completed the programme, Darren recommends it to other practice managers looking to expand their skills. “It isn’t often you are provided with an opportunity like this,” he says. “You have the chance to learn and network with like-minded colleagues who all want to prepare for the future challenges faced by primary care. The programme has long term benefits for you as an individual and also for the NHS and patients as a whole.”

Partner offers and resources

NHS App

The [NHS App](#) provides a simple and secure way to access a range of healthcare services on your smartphone or tablet. Developed by NHS Digital and NHS England, it is now being tested by patients at 30 GP practices across England. The NHS App will be rolled out gradually across England from December 2018 to patients aged 16 and over.



Business Case Guidance

NHS England have refreshed their [guidance on business case development](#), assurance and approval processes enable teams to develop and assure business cases, which are properly constructed and have strong local ownership to aid timely and efficient approval decision making.



Primary Care Commissioning Community Interest Company (PCC)



PCC is a not for profit organisation that is passionate about primary care being the heart of health services. They work with all areas of the health service to support the effective commissioning and development of services to best meet the needs of local populations and to deliver services that deliver value for the individual patient, the population and the taxpayer. They offer various [newsletters](#), [events](#) and [subscriptions](#) to support the improvement services with the emphasis on quality of care and value for money.

They are running two one day events titled - Effective negotiation: tapping into your natural resources. Participants will discover how to make the best of a skill that we all possess naturally and yet rarely use to best effect – negotiation. The events will take place on the [29 January in London](#) and [7 February in Leeds](#)

Successful negotiation is a tool used by all successful professionals, not a skill for special situations. This workshop promises to increase awareness of negotiation, helping you to use it more effectively.

[An insider's guide to procurement for primary care providers](#) is running on the 6th December in London. Understanding procurement and how to prepare a bid are critical to the future of primary care providers. Changes in recent years have made them more important than ever. More and more services are subject to a procurement process, rather than being simply directly awarded by commissioners. These include many of the “enhanced” services that GP practices could once expect to win almost by default.

Primary care networks are starting to emerge across the country to meet the need for locally-determined solutions to the challenges of scale and collaboration.

General practice is suspicious of prescriptive one-style-suits-all models and PCC recognise that just as no two networks will be the same, the support they need will also vary. PCC is working with a number of networks to develop the right governance, support business planning and learn from the leaders of networks that are already up and running. In Wakefield they worked with the leaders of local groups of practices to understand the implications of different integrated care models and to develop the negotiating and influencing skills to help practices work with each other and with the wider system. Kate Brentley, managing director of Conexus, the overarching federation developed, said: “I have done a lot of development programmes and this has been by far the best.” To find out more about how PCC can support networks contact enquiries@pcc-cic.org.uk

A full list of all PCC events, including their leadership development offers, can be found [here](#).



Royal College of GPs launches innovation initiative for primary care

Five GPs who have come up with problem-solving ideas to help improve patients' experience of primary care have been selected to join the Royal College of General Practitioners' new [Innovators Mentorship Programme](#) (IMP).

The scheme is the first of its kind for the College and aims to encourage, empower and enable family doctors to find solutions to unmet needs in general practice, such as cutting patient waiting times or finding innovative ways to use technology in general practice to benefit patient care.



As well as generating ideas, the group will also form a peer support network for other entrepreneurial GPs. Doctors on the programme will receive mentoring, training and access to networks to accelerate innovative ideas in general practice, as well as professional development in non-clinical skills to support them to be successful entrepreneurs.

Core Cities Network

The Core Cities Network is a peer-led network representing clinical commissioning groups from the eight core cities in England outside London – Nottingham, Leeds, Sheffield, Bristol, Newcastle, Birmingham, Liverpool and Manchester.

This [case study](#) explores the value of clinical engagement and collaboration as well as the challenges of and benefits from working across different geographies.


Improving Continuity and Access to Primary Care services

A report by the Nuffield Trust sets out the evidence on continuity of care, its impact on clinical outcomes and wider health services, its importance to patients and GPs, and the relationship between improved access initiatives and continuity of care within general practice.

The report aims to help providers, commissioners and policy-makers maximise the opportunities to improve continuity provided by the additional investment in primary care to support improved access. It examines how to achieve the optimal balance between these two dimensions of care when redesigning services for local populations.

NHS England – General Practice Development Case Studies

The videos from NHS England's General Practice Transformation Champions events are now available to view on our YouTube channel which can be found at the [following link](#).



They are in the process of re-labelling the videos to make it easier for you to see at a glance which event they relate to but as a general guide the videos are currently listed in the following order:-

Videos 1 – 17 General Practice Transformation Champions event held on the 22nd November 2017

Videos 18 – 31 General Practice Transformation Champions event held on the 22nd March 2018

Videos 32 – 46 General Practice Transformation Champions event held on the 7th March 2017

Videos 47 – 59 General Practice Transformation Champions event held on the 18th September 2018

ICP GP Consultation

The Department of Health and Social Care has launched a [consultation](#) with GPs and others involved in the provision of primary medical services.

It set outs the draft directions for those providing primary care as part of an ICP and asks if the draft provisions for a new ICP contract are effective and sufficient, and whether there are any other impacts the government should be aware of.

Separately, NHS England consulted on the new ICP contract between 3 August and 26 October 2018. This would make a single organisation contractually responsible for delivering integrated care services and improved health outcomes for the population of an area.