

Welcome to Weston!

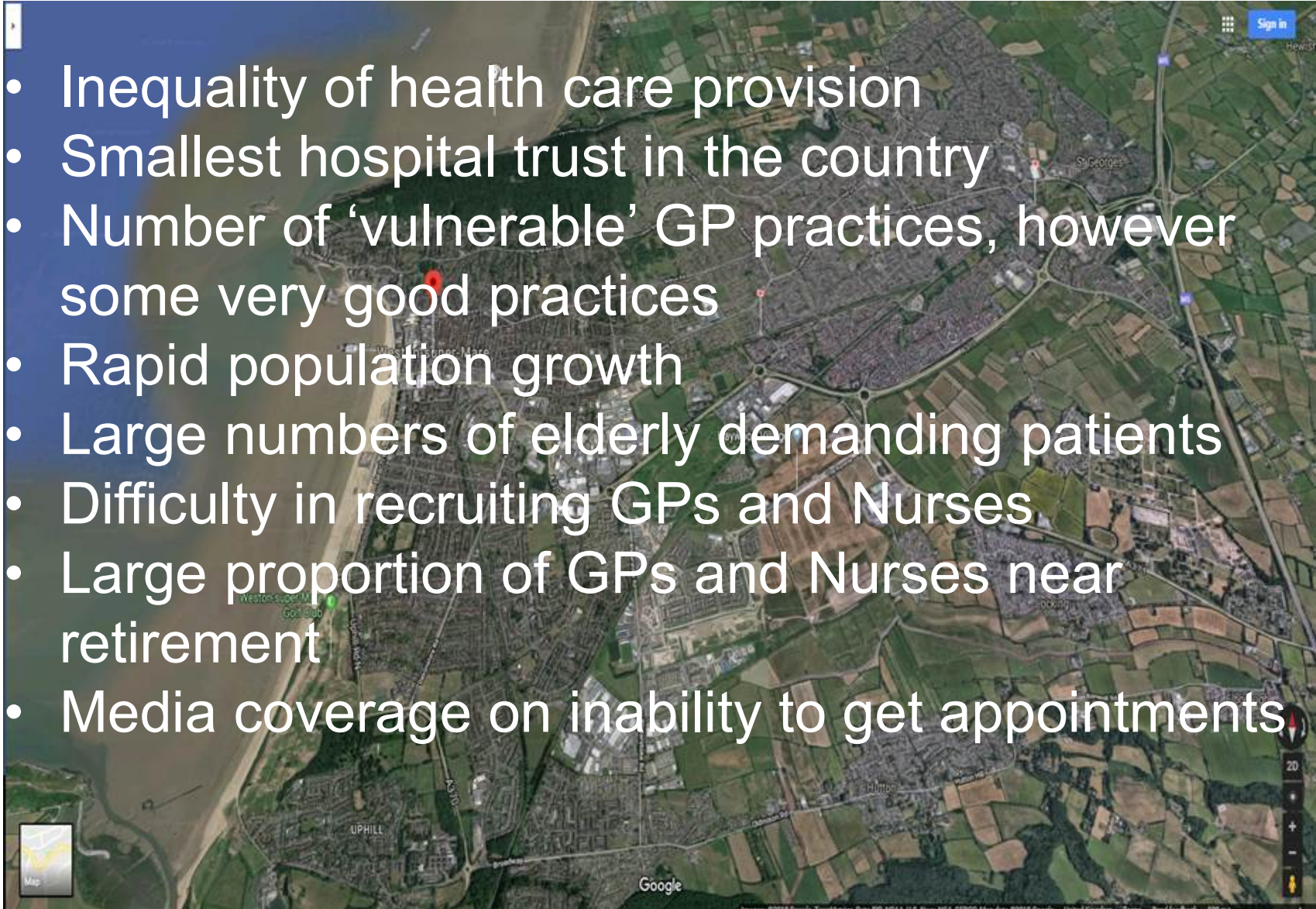
Making general practice a great place to work – GP retention whilst increasing patient satisfaction

ISS Project Update



Weston – Perfect Storm?

- Inequality of health care provision
- Smallest hospital trust in the country
- Number of ‘vulnerable’ GP practices, however some very good practices
- Rapid population growth
- Large numbers of elderly demanding patients
- Difficulty in recruiting GPs and Nurses
- Large proportion of GPs and Nurses near retirement
- Media coverage on inability to get appointments

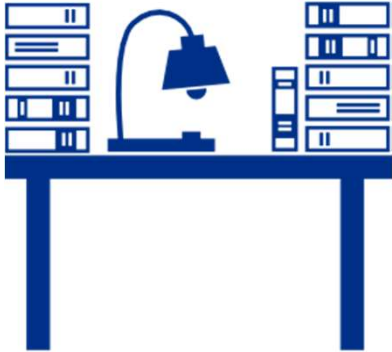


Birth of ISS

- ETTF funding for new surgery on 'Villages' site
- Inequality of patient outcomes
- Risk of the 'domino' effect
- Creation of the 'Weston Way'
- Shared vision
- Restoration of previous good working relationships
- Building of trust
- Acceptance that change is a necessity and practices cannot survive on their own



The perfect storm?



Workload



Workforce



Financial



Primary Care facing Climate Change



ISS National Context

- 7 sites chosen with Weston the smallest
- 5 of the sites were multi CCG areas
- Emphasis with other sites on working with GPs using coaching, linking first fives with final fives, recruitment initiatives etc.
- Required areas to support were:
 - Individual GPs
 - Practices
 - System wide interventions
- Weston clinical leaders wanted to treat the cause which they considered to be workload



Clinician Led Plan

- The strength of the plan lay in the fact that this was determined by clinicians and led by them – it was not a top down CCG/NHSE solution imposed
- The drive to implement was forced by the timescale however there was a period of over 2 years pre-work with the practices
- Significant practice resilience issues created added incentive to support the system
- Initially moving from a position of mistrust to recognition that collectively the practices were stronger together
- Passion and commitment by partners paramount



ISS Programme Objectives

- Reduce the workload of practice staff, and GPs in particular, by introducing more effective workflow management
- Lay the foundations for continuing collaboration and convergence between practices as a Locality enabling improved patient care and enhanced sustainability and resilience
- Provide a consistent & improved robust technology base to all Locality practices
- Movement in 'hearts and minds' from all staff with belief that things are getting better and a willingness to continue to work and learn in primary care
- Create a 'brand' as a Locality (Pier Health) to improve external recruitment
- Improve retention and recruitment of both GPs and Nurses
- By successful delivery of the objectives of this project produce a template for change for other Localities within BNSSG



People



- Significant part of the programme is focussing on support to GPs and other clinical staff
- A series of initiatives include:
 - Training in personal effectiveness and leadership for GPs
 - Coaching and mentoring for GPs
 - Change management support for practice teams
 - Apprenticeship scheme linked to new career structure
 - Creation of portfolio career opportunities
 - Development of a shared home visiting service
 - Care Home project
 - Develop plans for trainees to encourage them to feel welcome as part of the wider Locality
 - Develop a Locality wide recruitment campaign

Process



- Major thrust of the project has been to redesign the appointments process to both reduce workload on GPs and enable faster and easier access for patients
- All Locality practices committed to implement the new system over a three month period from January 2019
- The aim was to create a new approach to managing appointments which will be consistent across the Locality using the digital platform askmyGP
- Greater use of email and web based applications aim to reduce wait times for patients who have to currently phone in for information and appointments
- The new system includes revised processes to improve the efficiency of practice administration and reduce wait times
- A full patient communications programme will take place to help patients make the most of the new system

Technology

- Technology is the key to improving the performance of practices and we are implementing a raft of initiatives
- Development of a new website to support the individual Locality sites providing self care support and link to the forthcoming NHS app following the determination of the 'front door' provider
- Improving the administration systems of all surgeries through the implementation of workflow optimisation, consistent practice intranet (Team Net) and other technologies to provide Locality wide support to practices
- Review of telephony systems and implementation of Locality wide solution that enables improved call handling. Text solutions fully implemented amongst all practices
- The objective was to bring every practice capability to match the best and ensure that all staff are fully trained to optimise the technology



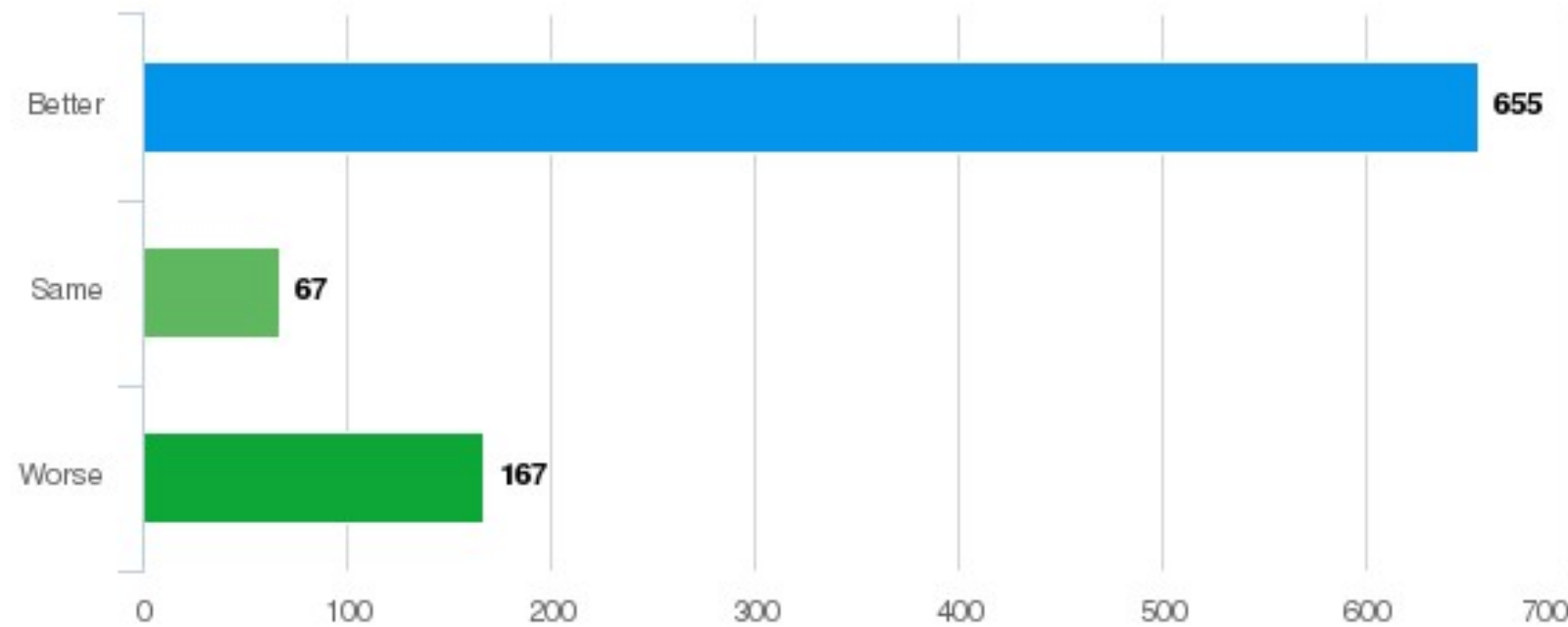
Key Risks – all experienced....

- Overload for practices at the worst time of year leading to burn out or inability to implement change
- Lack of consistency in take up by practices with each tweaking the process to suit their practice
- Practices ease back into old ways and get around system
- GPs don't invest in time in their training
- Too many deliverables in project and therefore loss of focus on priorities
- Benefits of reduced stress and workload are not delivered quickly enough
- GPs are turned off of the new process and potentially leave



Patient Reaction to new system

Overall is the new system



A few comments left by patients



I found this new service to be an excellent one. The problem was handled and resolved extremely quickly.

F 85

Excellent service, my own GP phoned me back within 10mins of me making an enquiry.

M 71

WOW what a service. Call made. Call responded to very quickly. Appt made and attended. Home within an hour - hopefully problem solved. Thank you.

F 65

Absolutely Amazing service, dealt with my problem very quickly, saves unnecessary Time going to see the doctor, or collecting the prescription from the surgery

F 50

Extremely satisfied, no need to queue on the phone, great system!

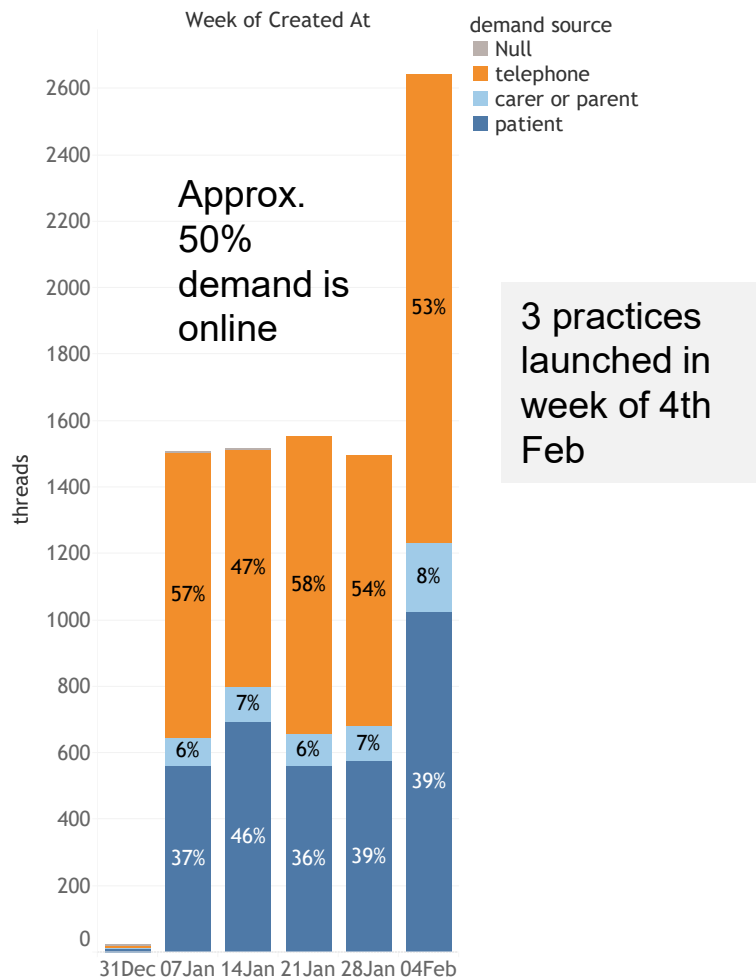
F 33

First time using the system and it was so easy, i needed my child to be referred and what would of been a difficult visit to the doctors for my child was completed in the comfort of my own home without any issues. Great!!

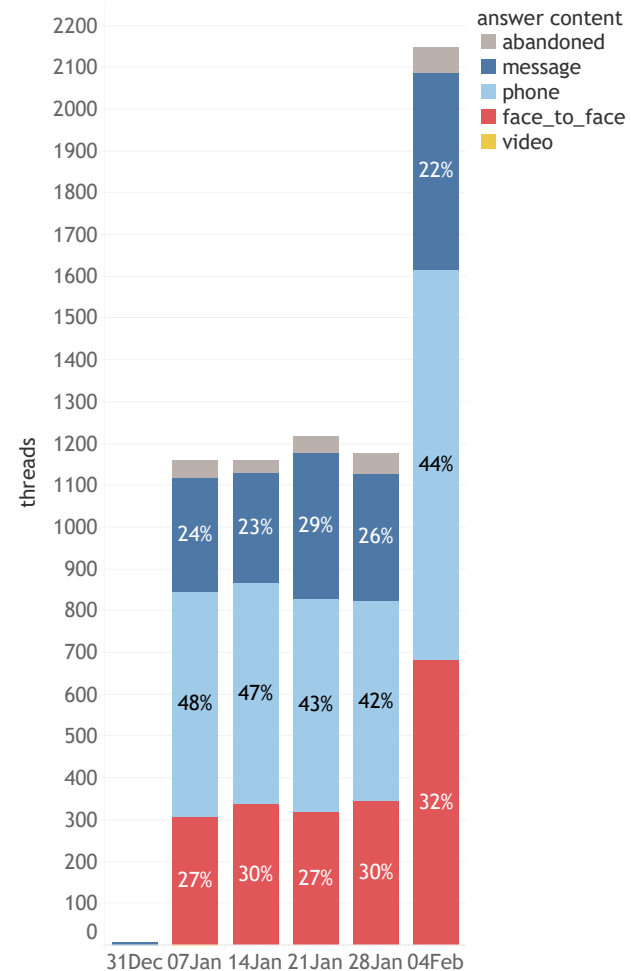
M 4 (by proxy)

Source and resolution of requests (all Weston)

source of demand latest 8 weeks
 Locality Health Centre, Longton Grove Surgery,
 New Court Surgery and 2 more



resolution of request at closure latest 8 weeks
 Locality Health Centre, Longton Grove Surgery,
 New Court Surgery and 2 more



6 months is too short....

A small number of deliverables have yet to be implemented due to:

- Length of time to procure services (3 months)
- Identification of certain solutions took time
- Delay in NHSE provision of coaching
- Complexity of the project
- Limited time and resources of practices and desire to not overload them
- Small part time project team rather than large programme resource



Deliverables to date

- 'askmyGP' system implemented in 6 practices
- Coaching provided to all practices to support change process
- Workflow and Team Net implemented and training delivered to all practices
- QOF and EMIS optimisation delivered to all practices
- Business Cases produced for Portfolio Careers, Home Visiting Service and Care Homes proposal finalised
- Apprenticeship programme created
- Group and 1 to 1 coaching commenced
- New branding for practices linked to Pier Health in place
- New websites agreed and construction almost complete
- Initial diagnostic and final evaluation completed (NHSE)



Outstanding Deliverables

- Finalisation and launch of Website
- Completion of GP and PM coaching
- Implementation of telephone training (training need subsequently identified)
- Recruitment project (later additional project)
- Implementation of business cases



Evaluation – still very early days....

- Six months in, and only 2-3 months with the new system, however patient response overwhelmingly positive
- Practice staff are happier although it has taken GPs a while to respond to the biggest change ever in their working day
- Expecting lower ED presentations, however out of hours statistics show significant reductions in volumes
- Practices have a new sense of direction and recognise that they are working to a longer term plan
- Recognition that there is a long way to go, as we are only laying the foundations, however the extent of the opportunity is visible
- Understanding that practices working together are better off than trying to survive on their own, whilst still retaining some autonomy
- Renewed optimism and belief that things can get better – and the new ways of working together perfectly position everyone for the new PCNs



Recognition – Major Change Programme

- Clinicians knew that they wanted to make things better and would try everything possible
- No stone was unturned and nothing rejected because it was too difficult
- Everyone had to be brave and we asked people to do the unthinkable
- Attempting this level of change during the peak months of the primary care year could be considered to be mad
- There is the potential to reinvent primary care following this programme
- Opportunity created to seek additional funds to do even more



Initial Learnings

- Partner lead is crucial
- Wholesale change is difficult and very time consuming
- Communication is essential and difficult
- All of the pieces of the jigsaw have to be in place:
 - People support
 - Process change
 - Technology
- Individual initiatives will not be as successful as whole jigsaw
- Commitment by CCG, NHSE, and Practices to work cohesively together – all on one side



Primary Care in the Future?

What we have learned so far using the new system is that the make up of Primary Care practices needs to be very different to reap the benefits of the opportunity

- GPs should lead small teams of multi-discipline professionals delivering continuity of care to groups of patients of up to 3,000
- New roles should be developed for reception teams using enhanced care navigation skills to better guide patients
- Optimising the opportunity of Primary Care Networks to work with community partners to provide a more joined up proposition
- Technology has a real place to assist communication between patients and their surgeries providing considerably improved access
- Practices working together and providing a consistent service will improve both patient provision and greatly enhance their own resilience and sustainability



There is still a long way to go...but there is hope!



Shaping better health

