

Suffolk Health Scrutiny Committee: 14 March 2017

GP Forward View: Examples of Good Practice

1. **Wider integration of health and social care - Sunderland (Multispecialty Community Provider (MCP) vanguard)** Through the Better Care Fund all of Sunderland's resources for out-of-hospital care from both the CCG and local authority are now contained within a single pooled budget of over £160 million. From April 2015, a Provider Management Board took on the leadership for redesigning existing services and investing new funds in additional GP and nursing sessions in integrated teams and a 24/7 Recovery at Home service. Co-located multidisciplinary teams, working across several practices, provide an enhanced level of care to patients with complex needs. These are often frail older people and/or people with multiple co-morbidities both at home and in supported housing, including care homes, identified via a risk stratification approach.
2. **Multidisciplinary workforce - West Wakefield Multispecialty Community Provider (MCP)** West Wakefield Health and Wellbeing Ltd is a GP Federation in West Yorkshire serving a population of 65,000 and is a wave one GP Access Fund site. It is now leading one of the new care models MCP vanguard sites with two other GP networks covering a total population of 152,000 people. Among a series of initiatives designed to relieve pressure on GPs, they are training care navigators to break down the automatic assumption that a GP appointment is the best first place to go for any problem. As well as reduce the number of patients needing to access their GP, care navigators are able to 'queue bust' at reception by offering patients who arrive at the practice advice to signpost them to the most appropriate solution for their needs. Over 70 staff have received training on available resources, services and innovations within the practice and MCP programme, and in the wider voluntary and third sector.
3. **General practice and community collaboration managing patient demand and making a difference to people's wellbeing - Robin Lane Medical Centre MCP** Robin Lane Medical Centre in Leeds has nine doctors, employs 50 people, has 13,000 patients and is growing. It also has a wellbeing centre, a cafe and 19 groups run by over 50 volunteer champions every week. By taking a new approach they have seen no increase in demand for primary or secondary care consultations despite patient lists increasing by 4,500 people. The practice has now established a charity to support the wellbeing centre which is run by a board of volunteer champions.
4. **Redirecting administrative tasks away from GPs to release capacity - Brighton and Hove** In Brighton and Hove some practices have developed a robust protocol to allow clerical staff to read, code and where appropriate take action on incoming clinical correspondence, rather than the GP having to deal with every letter. Forty eight practices have now been trained and implemented workflow redirection with substantial changes demonstrated. On average, only 20 percent of letters previously directed to a GP required their direct input. This is saving an average of 40 minutes of each GP's time per day, with no significant events in the first 15,000 letters to be processed. Feedback clearly demonstrates reduced workload pressures and with the time savings generated, increased opportunity for activities related to direct patient care. Training includes clear mechanisms to provide internal governance and auditing of activity. GPs report being satisfied with the safety of the approach, the improved quality of coding and the release of their time. Clerical staff report that they are confident to run the new process and describe renewed job satisfaction.

5. **Redesign of space to enhance capacity for clinical consultation - St Helen's, Merseyside** NHS England has provided a £63,790 contribution to support the development of St Helens Rota, Albion Street. The development, which included an extension to the existing building, will allow the practice to create an additional consulting room plus additional office / meeting room space. The project will also create an additional Skype triage room within the current patient waiting room. This will allow clinicians to undertake more urgent care such as children's clinics and general clinics especially during the day-time, for example, in hours, particularly during times of increased winter demand, when urgent care services such as A&E are under most pressure.
6. **Major expansion to practice buildings offering a wider range of treatment areas and access to care - New Hayesbank Surgery, Kennington** NHS England funding is being used to fund a major extension of the practice building, adding seven clinical rooms, a theatre for minor operations, along with recovery rooms and a larger reception area. The additional treatment areas will enable the practice to offer more appointments and provide more vital local treatment. Building work started in November 2015 and the new premises are to be open to patients later in 2016.
7. **Digital services - Modality** Modality MCP, recognising that Birmingham has the highest proportion of smartphone users in the UK and that more than 80 percent of people make transactions on broadband, developed an app through which people can book appointments, send messages to clinicians and provide real-time feedback. Individuals with long term conditions who previously might have attended A&E at the weekend and been admitted to hospital are often now able to avoid a crisis by 'sending a quick message to their doctor'. Modality's call centre handles up to 1,300 calls per day, with most patients now given advice or treatment without visiting a surgery. Around 90 percent of both Skype consultations and call-backs by GP partners are closed without a surgery visit. Salaried GPs and advanced nurse practitioners close nearly half of their telephone consultations in the same way. Modality's work to improve access has seen: • a 72 percent fall in 'did not attends' (because fewer patients book well in advance as they are confident of speaking to a clinician when they need to) • the ability to meet increases in demand within existing resources • average remote consultation times falling to under five minutes • 70 percent of patients say the new system has improved access • 100 percent of clinicians agree they would not go back to the old system.
8. **My Healthcare' - Birmingham South and Central** My Healthcare is extending GP opening hours and reshaping how over 120,000 patients, from 23 practices, access health services. The scheme joins up primary care, community based services and urgent care providers, including local walk in centres, via a single point of contact. Services can be accessed and delivered physically and virtually through a hub system, across three sites, seven days a week, from 8am – 8pm by a multi-disciplinary team, including an advanced nurse prescriber, GPs, community nurses, pharmacists, a roving doctor and an out-of-hours doctor. Using digital technologies (once patient consent is obtained), clinicians working within any hub, have access to patient records from all of the member GP practices. Interoperability, across the system, enables staff to access clinical records and send an electronic summary of the consultation to the patient's registered practice, enabling continuity of a fully informed healthcare record. With a variety of choices for patients, including booking appointments and ordering prescriptions online and telephone or video consultations, the services suit different lifestyles, health needs and personal circumstances. A roving doctor service, designed to see patients within two hours of contacting their GP, has helped reduce the number of patients needing emergency care. The service, triaged by an on-call GP, is for

patients who need a home visit but are not at the point of needing hospital care. This model of service delivery, when in full operation, is expected to create over 90,000 additional appointments per year, with no patient in the area being more than three miles from a hub. Other future improvements will include a click and collect prescribing service for prescriptions and a lifestyle app to help GPs gain a holistic view of patient health. Patients using the app will benefit from video consultations via the app, instant messaging, a symptom checker, and feedback to/from patients. Patients and clinicians who have used the service have provided positive feedback. NHS Birmingham South and Central CCG has already commissioned two extra hubs, in response to the success of My Healthcare so far. The CCG is now working to expand the scheme to include all of its 55 member practices.

9. **Same day access - Southern Hampshire** In the Better Local Care (Southern Hampshire) vanguard, four practices have created a Same Day Access Service (SDAS) which pools the same day primary care workload and workforce for the four practices into a single service, operated from a central location at Gosport War Memorial Hospital. The SDAS operates from 8am-7pm, Monday – Friday. Patients call their own surgery and those who require same day advice or care are managed in the SDAS. Of 5,500 patients referred to the service in its first six weeks of operation, 3,350 (61 percent) were able to have their needs met on the telephone. The remaining 2,150 patients attended a face-to-face SDAS consultation. The face-to-face consultation service is staffed by GPs, emergency nurse practitioners, paediatric nurses and practice nurses. The initiative has contributed to greater GP availability in the practices; better working conditions for practice staff; longer appointments available for patients with complex needs; and reduced waiting time for routine appointments.
10. **Providing 8am-8pm access to GP services - Morecambe** This involved five pilot practices where patients at all sites have access to a GP triage service between the times of 6.30pm-8pm during the week (above usual offering of until 6.30pm) and 8am-8pm on the weekend. Both the weekday telephone triage and pre-bookable weekend services are provided at a central site at Morecambe Health Centre, chosen because of its co-location with the same day service (SDS) and the out of hours (OOH) service. The service is staffed by existing GPs from the participating practices and is supplemented by an Advanced Nurse Practitioner (ANP) at weekends. Since the 8am-8pm service has been operational, an additional 31 hours of non-core GP time has been made available per week to provide both access to GP triage calls or face to face appointments at weekends. Over this period, an additional 16,400 appointments have been made available of which 79 percent were by telephone. Over the Easter bank holiday weekend, over 400 calls were received by the service. Of these, 300 were triaged and resolved and only 5 percent were required to be booked in elsewhere in the system (SDS or their own GP practice for example).

