

# Weston & Worle Intensive Support Site Project

Programme Update

# Background

- £10 million fund created in June 2018 to support regions in their recruitment and retention of GPs, concentrating on greatest need
- Seven ISS sites created, one for each region, with £400k allocated to generate activities to improve the situation within a very tight timescale: September 2018 to March 2019. Regions had to submit bids.
- The Weston and Worle bid was successful for the following reasons:
  - Greater number of GPs and Nurses nearing retirement age
  - High number of patients to GPs
  - Long term recruitment and retention problems
  - Practices in a position to actively work together and thereby ‘hit the ground running’

# Locality Practices



# 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 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

# Project Constituents

- Project design linked into initial diagnostic to understand the issues. Confirmed that the major concern for clinical staff was the high levels of workload
- Deliverables then divided into three elements:
  - People
  - Process
  - Technology
- Focussed primarily on reducing workload by process and technology improvements
- Significant coaching and mentoring programme in place to support practice teams through the change process
- All practices within the Weston and Worle Locality have committed to the programme

# People

- Significant part of the programme will concentrate on the support to GPs and other clinical staff
- A series of initiatives will include:
  - Coaching and mentoring for GPs
  - Training in personal effectiveness and leadership for GPs
  - Change management support for practice teams
  - Apprenticeship scheme linked to new career structure
  - Review of roles and competencies of all practice staff
  - Creation of portfolio career opportunities
  - Development of a shared home visiting service

# Process

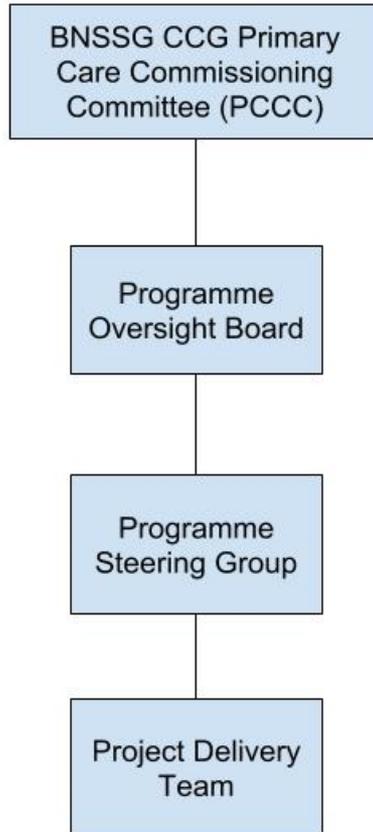
- Major thrust of the project is to redesign the appointments process to both reduce workload on GPs and enable faster and easier access for patients
- All Locality practices have committed to implement the new system over a three month period from January 2019
- The aim is to create a new approach to managing appointments which will be consistent across the Locality
- Greater use of email and web based applications will aim to reduce wait times for patients who have to currently phone in for information and appointments
- The new system will also include 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

- Development of a new website to support the individual Locality sites providing self care support and link to the forthcoming NHS app
- Improving the administration systems of all surgeries through the implementation of workflow, consistent practice intranet 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
- The objective is to bring every practice capability to match the best and ensure that all staff are fully trained to optimise the technology

# Governance

## PROGRAMME HIERARCHY



## MEMBERSHIP

Independent Clinical Member, Independent Lay Members, CCG Chief Exec & appropriate Directors, Director of Public Health, others are appropriate
Locality Practices, CCG Primary Care Dev lead, BNSSG NS Area Director, NHSE Transformation Programme Manager and ISS Programme Manager.
Clinical Leads, Head of Locality Dev, Locality Dev Manager W&W, NHSE Transformation Programme Mgr., ISS Programme Mgr., One Care, Workforce Planning Mgr. and others as appropriate.
NHSE Transformation Programme Manager, CCG ISS Programme Manager & CCG Locality Dev Manager, with others as appropriate.

## ROLE

To provide sign off where required for relevant decisions unable to be made by Oversight Board (e.g. financial). Meets monthly.
To determine the overall programme plan, monitor progress and provide sign off for programme changes and to identify decisions to be made by the PCCC. Meets monthly.
Develop ideas and proposals. Monitor and manage progress of all projects, identify and manage risks and escalate any issues. Meets weekly.
To drive the project, co-ordinate activities and manage reporting and communications. Meets weekly.

# Progress to Date

- Programme commenced in September with a diagnostic to understand the issues and potential solutions facing practices
- Feedback from diagnostic led to development of a comprehensive project plan to address the issues
- Creation of a new Oversight Board comprised of all Locality practices, NHSE and CCG members
- Design of new appointments approach and agreement in principle to the implementation of this by end of March 2019
- Commencement of new administration improvements by OneCare
- Design of new apprenticeship scheme and career structure project
- Development of Pier Health
- Design of coaching and support for GPs and other clinical staff