



Supporting sustainable GP services in Brighton and Hove

NHS England South (South East) and NHS Brighton and Hove Clinical Commissioning
Group

20 July 2016

Update on local GP service changes and developments

Recent service developments and changes



- **Wish Park Surgery** moves into new build premises in summer 2015
- **New branch surgery opens in Whitehawk**, run by Ardingly Court GP practice (following closure of Eaton Place)
- 5 local practices led by Charter Medical Centre selected to **pilot use of clinical pharmacists**
- **Closure of Goodwood Court practice** and expansion of patient list at Charter Medical Centre

Local service developments and changes



- **Practice Group gave notice on their contract to provide services at 5 local GP surgeries in late December 2015.**
- **Broadway Surgery, Hangleton Manor and Hove Medical Centre placed into special measures by the Care Quality Commission (CQC).**

Practice Group – Update



- Decision taken to reprocur the service at Morley Street and to support patients from other 4 surgeries to get care from other local practices, to ensure ongoing and sustainable patient care
- Structured support given to a number of practices to enable them to grow their patient lists by expanding their teams/facilities
- The Practice Hangleton Manor will close on 15 July, The Practice North Street on 29 July, The Practice Willow House on 16 September, The Practice Whitehawk on 30 November 2016.
- Hangleton Manor patients will be transferred to Benfield Valley Hub GP practice (runs Burwash Road Surgery in Hove and County Clinic in Portslade)
- Willows patients will be transferred to Allied Medical Practice (runs Church Surgery on Lewes Road and a surgery on Hertford Road)

Practice Group – Update



- Whitehawk patients will be transferred to Ardingly Court practice (runs a Whitehawk surgery and a surgery in Ardingly Street).
- Patients at North Street are being supported in finding a new GP practice. Four practices in the city have confirmed they can re-register these patients (Albion Street Surgery, Ship Street Surgery, the Seven Dials Surgery and the Brighton Health and Wellbeing Practice)
- Support for patients to date includes working with Hangleton and Knoll Forum to run drop in sessions for Hangleton Manor patients, easy read letters, Practice Group working with Benfield Valley to support individual vulnerable patients

Key issues and challenges facing general practice

Key challenges facing general practice



- How to care for an ageing population and an increasing number of patients with complex care needs and long term conditions
- Significant workforce issues
- Infrastructure
- Complex operating environment
- Greater professional and organisational accountability



How these issues and challenges are manifesting

- Many practices are struggling to recruit to vacant partnership and salaried positions
- Some practices do not have the operational capacity to register new patients
- Some practices are closing branch surgeries and are looking to consolidate services on fewer sites
- Some practices are merging and coming together
- A small number of practices have resigned their contracts for service

Which practices are facing challenges?



- Those that have “Inadequate” or “Requires Improvement” CQC ratings
- Practices may be challenged for reasons other than their CQC rating and circumstances can change quickly
- Challenges for single-handed GPs and smaller practices, impact of partnership disputes, significant use of locums, finance and premises issues
- Some practices are known to be under considerable pressure and have asked for support



Improving the quality of services

Quality monitoring



- All GP practices must be registered with Care Quality Commission (CQC)
- CCGs have statutory duty to improve the quality of local GP services
- NHS England holds contracts and ensures compliance against regulations and minimum standards

Role of Care Quality Commission



- CQC – registration and regulation role which includes inspection, reporting and rating
- All practices across England to be inspected in 2 year period ending 30 September 2016, with reports and ratings published on CQC website
- Helps practices to identify where improvements need to be made, so as to ensure high quality care for all patients
- Practices rated as either being “Outstanding”, “Good”, “Requires Improvement” or “Inadequate” against 5 ‘domains’ and then in overall terms

Role of Care Quality Commission



- Domains – Caring, Effective, Well-led, Responsive, Safe and Well-led
- Practices rated 'Inadequate' overall can access tailored support (with NHS England funding) from Royal College of GPs to improve
- Action plans for improvement are submitted by practices to the CQC and practices re-inspected within six months if 'Inadequate'

CQC Reports and Ratings



- As of 30 June 2016, reports had been published on 30 practices across the City
- 24 were rated as “Good”, 3 as “Requires Improvement” and 3 as “Inadequate”
- ‘Requires Improvement’ rating given for The Practice Whitehawk Road, The Practice North Street, and Saltdean and Rottingdean Medical Practice.
- ‘Inadequate’ rating given for The Practice Hangleton Manor, Hove Medical Centre and The Broadway Surgery.
- Portslade Health Centre, whilst rated “Good” in overall terms received an “outstanding” rating for the domain of being “well-led”

CQC Inspections 2016



CCG Quality and Patient Safety Team with Practice Nurse and Practice Manager leads have/are:

1. Working with individual practices to support their improvement
2. Developing matrix to understand skill mix necessary to deliver primary care services
3. Developing an assurance tool to capture education and training
4. Developed an assurance document for use in all CCG contracts and assurance visits

Addressing the challenges facing general practice

What is being done?



- National programmes to stabilise GP practices and support GPs, as set out in the GP Forward View.
- Fairer and more secure funding for core GP services
- 10 point plan on workforce
- High impact initiatives to release capacity
- Estates and Technology Transformation Fund to invest in premises & IT
- New models of care; Five Year Forward View and pilots
- Shift towards Place Based Services – integration and localism

Ensuring local sustainability



- Supporting the expansion and development of existing practices
- Learning from the Brighton and Hove Primary Integrated Care Scheme (EPIC – GP Access Scheme)
- Piloting use of clinical pharmacists across 5 local practices, led by Charter Medical Centre
- 15 applications from local practices to the Estates and Technology Transformation Fund (4 for new builds, 9 for premises improvements and 2 for technology)
- GP Returners Scheme
- Resilience Forums and support to struggling practices

Ensuring local sustainability



- Six emerging clusters of GP practices - based around city wide coverage of Locally Commissioned Services (prevention and early identification of long term conditions)
- Proactive care – identification of those at risk of hospital admissions
- Federation of practices
- CCG membership is considering delegated responsibility for co-commissioning

Workforce development



Providing mentorship training for practice nurses so they can support student nurses- aim to attract these student nurses into primary care once qualified.

22 planned placements for student nurses within primary care during 2016.

CCG coordinates training and development opportunities to help attract/recruit workforce. Includes training placements for various professions;

- Student nurses
- Medical students
- FY2 doctors
- physician associate trainees,
- GP trainees
- pharmacy trainees
- paramedic trainees

Workforce development



Provided an Excellence in Reception Skills Programme

Developed a Health Care Assistant Band 1-4 Competency, Skills and Qualification Framework to support the role of Health Care Assistants (HCAs)

This gives guidance for reception staff wishing to become HCAs on the Care Certificate and initial skills, competencies and training required.

Supports HCA's to expand their role by achieving the Qualification and Credit Framework (QCF) Diplomas level 2 and 3 in Health and Social Care.

Workforce development



Training for practice managers to support them with transformational change and to embrace new models of working and provide leadership within clusters.

Provided training for new practice nurses transitioning into primary care - joint project across Sussex to fit with STP footprint and share costs. Resulted in 87% take up of training.

Developed a Preceptorship workbook/document to support nurses making the transition into primary care – aim is to provide added support to help with retention of new staff

