

Consolidating Primary Care

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General Practice is a huge success story in the NHS

- The envy of the world
 - Commonwealth fund evaluation of outcomes
- Holistic practice
- Continuity of care
- Registered list
- Gatekeeper to expensive secondary care services
- Vocational Training Schemes

Two drivers for change

- GP business model is failing
- Population commissioning

GP as a Service Model is failing

- Variability in clinical performance
- Escalation in patient and public expectations
- Increasing focus on immediate access

- Falling share of NHS budget (10% down to 8% nationally over 10 years)
- Regulation increasing exponentially
- Quality of management systems increasingly unaffordable by individual practices
- Profitability falling across the UK

- Large practices more affected than small ones because of greater infrastructure

Transforming Primary Care in London: A Strategic Commissioning Framework



Policy context is driving commissioners and GP providers to “scale up” to population level

The new deal for GP

- Stabilise core funding pending review- expected to recommend a 2-5% shift in NHS budget toward primary care
- Co-commissioning by Clinical Commissioning Groups
- New short term funding to pump prime initiatives (PMCF, Vanguard)
- Expand GP numbers and promote skillmix (including pharmacist role). HEE report awaited end of June 2015
- Fund new primary care infrastructure (1bn)
- Targeted resource at under-doctored areas

But ...

- Expectation of practices working at scale, ie mergers and collaboration with other health and social care providers
- Capitated budgets and risk share
- Population commissioning not practice level contracts

Context: the Five Year Forward View

- Drive for efficiency
- Drive for increased capacity and capability

Nurturing and giving a mandate to change

- Alternative models: MSCP, PACS
- Test Beds programme

The National Picture 1, Federations

Over 70 “federated” GP organisations

Various models, and a variety of focus

Provide incremental services around GMS

Enable population-level service improvement

The National Picture 2, Multi-site partnerships

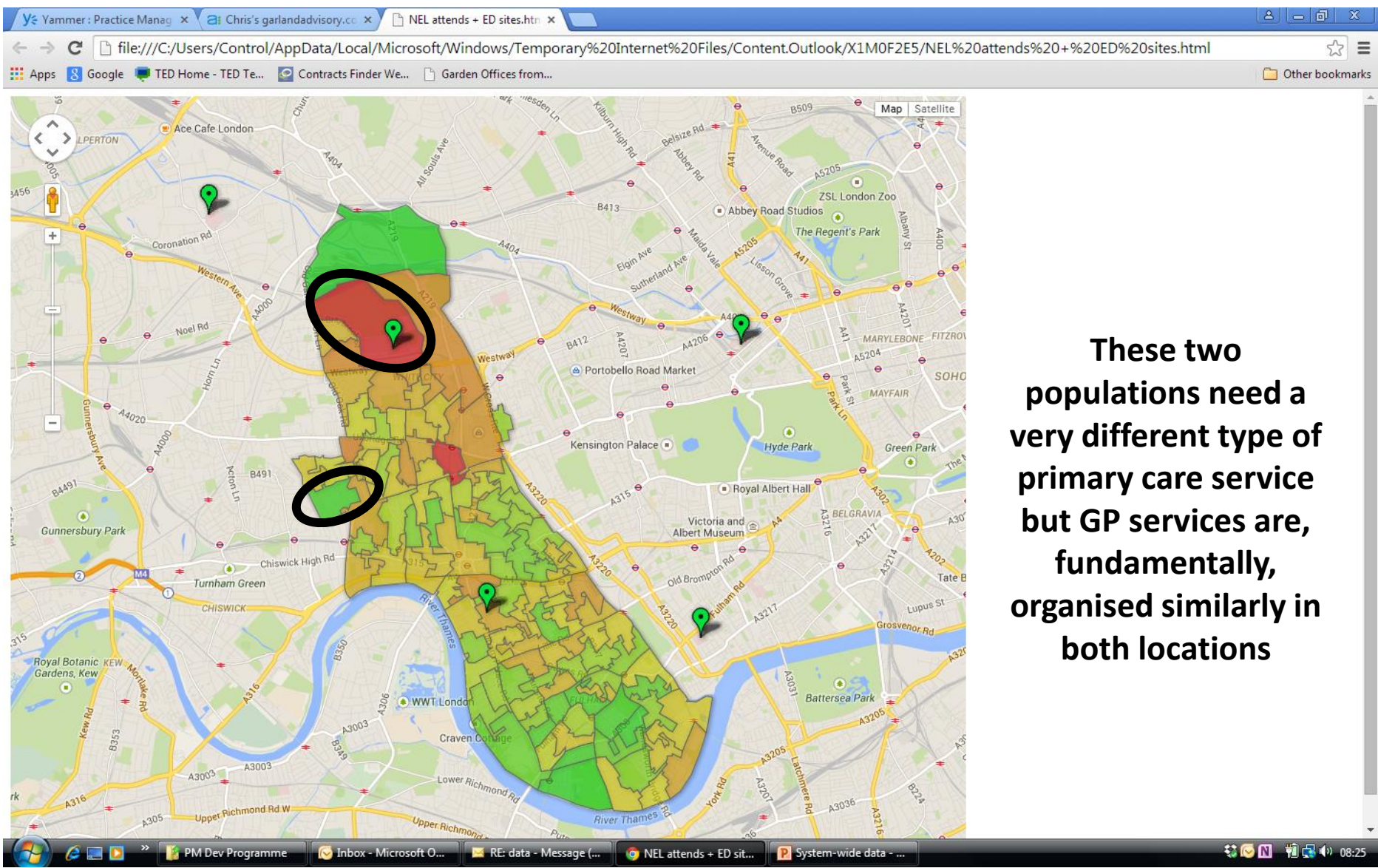
- Vitality
- AT Medics
- Hurley Group

The National Picture – Corporate GP vehicles

- The Practice PLC
- Malling Health
- Greenbrook

The Hammersmith & Fulham Picture

- **Federation of 30 GP practices, 200,000 residents**
- **Formed November 2014**
- **Key workstreams:**
 - Out of Hospital Services contract
 - Prime Ministers Challenge Fund, developing access and building infrastructure
 - Workforce development – GP, nurse, HCA, physicians assistants etc. Event planned on 9th Sept
 - Research network
 - Consolidation of General Practice – the engine room for service delivery at scale.



These two populations need a very different type of primary care service but GP services are, fundamentally, organised similarly in both locations

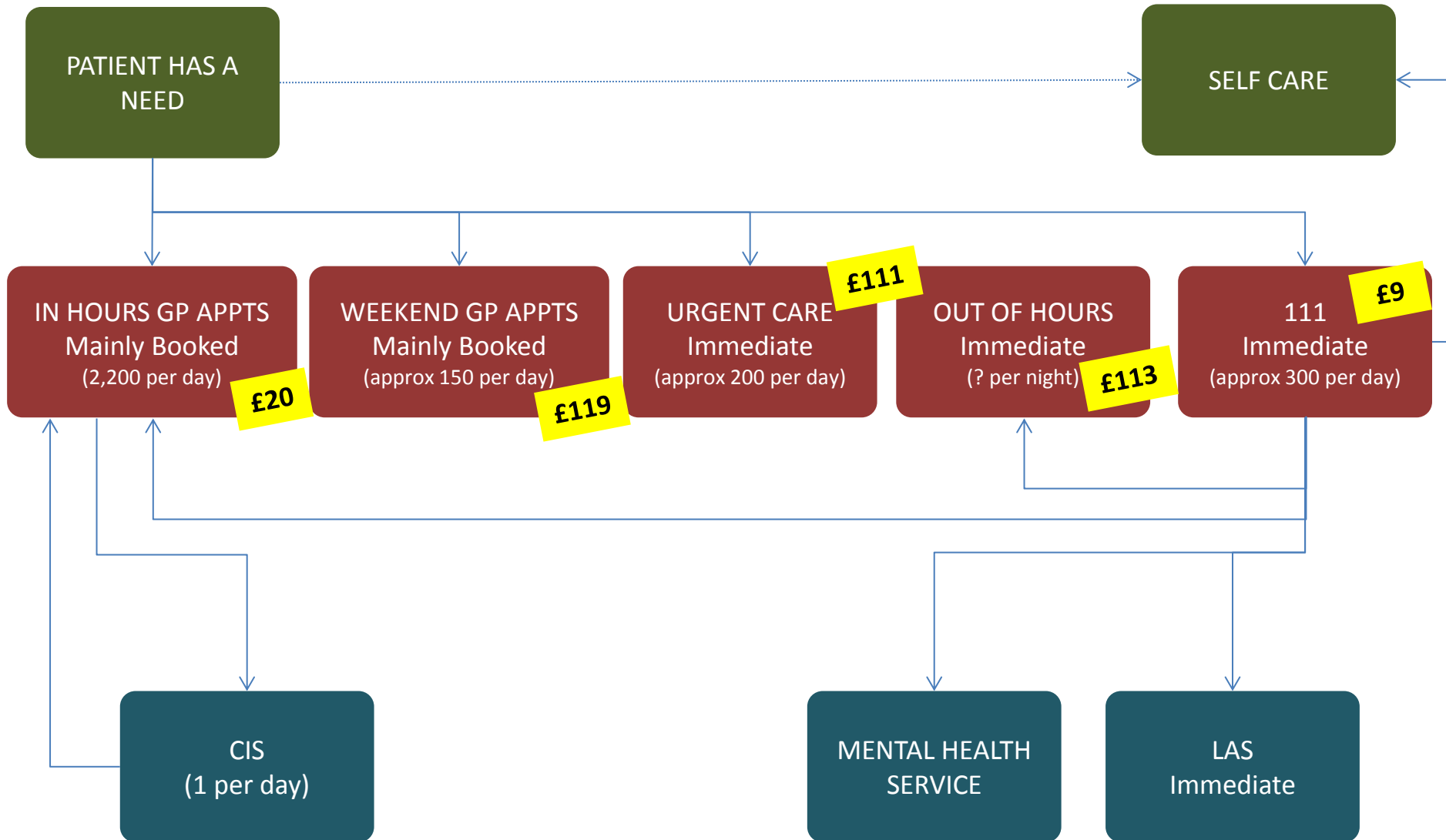
	Population	>75s	Admissions
Ravenscourt Park	1,503	86	74
Acton Border	1,898	76	414

C131 : fx The Bush Doctors

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO
				Register	Care Processes																	Complications				Hypos		Urgent care	Outpatient												
		Network	Practice name	List size	Diabetes register	% Diabetes prevalence	% Uncoded diabetes	% 9 key care processes in 15m	% HbA1c in 15m	% BP in last 15m	% Cholesterol in 15m	% BMI in 15m	% ACR in 15m	% eGFR in 15m	% foot risk in 15m	% Retinal screening in 15m	% Smoking status in 15m	% Care planning in 15m	% HbA1c ≤ 58	% HbA1c ≤ 53	% BP ≤ 140/80	% Chol ≤ 4	% LDL ≤ 2	% with proteinuria on ACE/ARB	% CDF Exception reporting in DM	% newly diagnosed referred to DS	% CVD4/5	Amputations/1000	Footcare/1000	% CVAT/TA in 4y	% CHD in 5y	% MI in 4y	% Hypoglycaemia monitoring	% Hypoglycaemia admissions	% Patients with target HbA1c	UCC attendance/1000	Unscheduled admissions/1000	OPFA/1000	OPPU/1000	Uncoded high risk of diabetes	
131	H&F	Network 1	The Bush Doctors	12201	535	4.4	0.2	54.0	95.9	97.0	95.0	89.9	63.2	94.8	90.1	85.4	93.8	4.9	66.5	53.6	74.0	49.5	38.3	71.0	1.5	31.0	2.1	3.7	37.4	0.7	4.3	1.1	18.6	2.4	8.0	0.0	0.0	29.9	86.0	230	
132			Richford Gate Medical Centre	10597	412	3.9	0.4	35.4	94.9	95.9	93.9	88.6	69.4	93.0	86.4	71.4	64.8	4.6	66.5	54.4	75.7	48.8	45.4	77.6	14.3	55.0	1.9	9.7	99.5	1.7	5.6	0.2	39.5	1.9	38.1	0.0	0.0	31.6	104.4	193	
133			The New Surgery	5450	219	4.0	0.3	26.9	87.7	95.4	87.7	73.5	48.4	85.4	84.5	86.8	80.4	0.5	56.2	42.5	72.1	42.0	29.2	57.6	2.7	63.6	6.0	9.1	68.5	0.5	9.1	0.5	9.3	3.2	27.1	0.0	0.0	32.0	150.7	162	
134			Park Medical Centre	8929	278	3.1	0.4	18.7	90.3	93.5	87.1	64.0	54.3	88.8	76.6	61.9	64.0	0.4	56.5	43.2	64.0	38.5	33.1	70.4	0.7	12.5	2.9	0.0	39.6	3.2	6.5	0.0	2.4	3.6	10.4	0.0	0.0	25.2	122.3	114	
135			Ashchurch Medical Centre	5486	255	4.6	0.6	11.8	89.0	91.8	83.5	61.6	37.6	85.5	73.7	33.3	71.4	0.0	58.8	49.4	66.3	33.7	25.1	60.3	0.8	15.8	3.5	0.0	19.6	2.4	2.0	2.0	0.0	1.2	5.1	0.0	0.0	27.5	125.5	88	
136			Network 1 Total	42663	1699	4.0	0.3	33.9	92.6	95.2	90.8	79.0	57.5	90.8	83.8	70.5	76.8	2.8	62.4	50.0	71.4	44.2	36.0	68.9	4.5	33.3	2.8	4.7	54.1	1.6	5.2	0.8	16.5	2.4	14.6	0.0	0.0	29.4	110.7	787	
137		Network 2	The Hammersmith Surgery	9442	321	3.4	0.2	43.9	96.3	97.2	96.9	89.7	69.5	96.0	91.6	61.7	88.8	15.3	67.9	54.5	78.2	46.1	44.5	74.0	4.7	77.3	4.0	3.1	34.3	2.2	6.2	0.9	28.9	4.4	36.8	0.0	0.0	18.7	84.1	106	
138			Brook Green Surgery	4513	100	2.2	0.2	40.0	83.0	89.0	84.0	83.0	60.0	84.0	78.0	71.0	79.0	3.0	53.0	46.0	60.0	35.0	28.0	81.0	21.0	40.0	3.0	0.0	70.0	0.0	10.0	0.0	39.1	2.0	22.0	0.0	0.0	80.0	380.0	175	
139			Brook Green Medical Centre	12829	414	3.2	0.3	31.4	89.4	91.8	88.6	76.1	68.1	87.7	77.5	89.1	52.7	0.0	64.7	54.3	64.7	43.2	31.4	72.8	15.5	50.0	2.9	4.8	31.4	0.2	4.8	1.2	2.0	3.1	5.8	0.0	0.0	16.9	96.6	307	
140			Dr Joffers & Partners	14565	580	4.0	0.2	25.0	90.5	96.0	91.7	64.0	41.9	90.9	83.8	80.9	82.2	0.9	67.1	59.5	69.1	34.0	26.7	77.6	4.3	20.5	3.1	10.3	37.9	1.7	13.3	0.3	2.2	2.4	13.1	0.0	0.0	20.7	94.8	258	
141			Lillie Road Health Centre	2867	136	4.7	0.4	22.1	86.8	97.8	92.6	64.7	33.8	89.0	76.5	72.1	80.9	2.2	60.3	48.5	66.2	36.0	30.1	81.1	4.4	0.0	3.7	22.1	58.8	0.0	6.6	0.0	5.5	15.9	0.0	0.0	14.7	95.6	51		
142			Network 2 Total	44216	1551	3.5	0.3	31.3	90.6	94.8	91.6	73.8	55.1	90.5	82.7	77.7	75.4	3.9	65.1	55.3	69.0	39.2	32.0	75.8	8.4	39.8	3.3	7.7	39.3	1.2	8.8	0.6	10.9	2.9	17.2	0.0	0.0	22.6	111.5	897	
143		Network 3	Sands End Health Clinic	8062	215	2.7	0.4	27.0	92.6	94.9	92.1	72.1	48.8	93.5	84.2	65.1	73.5	0.0	62.3	50.2	70.2	40.5	34.0	73.7	6.5	50.0	1.9	18.6	37.2	1.4	10.2	0.0	15.1	2.8	14.0	0.0	0.0	23.3	130.2	182	
144			Cassidy Road Medical Centre	5117	165	3.2	0.4	20.0	85.5	89.1	86.7	57.6	37.0	86.1	72.7	61.8	70.9	0.0	58.8	46.7	64.2	38.2	32.1	80.9	16.4	18.2	1.8	12.1	42.4	0.0	6.7	0.6	30.7	1.2	1.2	0.0	0.0	30.3	133.3	109	
145			Ashville Surgery	10790	187	1.7	0.0	16.0	86.1	89.8	86.6	63.1	34.8	81.3	72.7	74.9	67.9	0.0	64.7	51.3	55.1	34.2	23.5	71.8	20.9	42.9	0.5	0.0	26.7	0.5	10.2	0.0	4.1	0.0	2.7	0.0	0.0	64.2	155.1	90	
146			Lilyville Surgery	8198	220	2.7	0.2	10.5	95.5	97.3	94.5	41.8	57.7	91.8	88.2	60.5	73.2	0.0	74.1	55.9	75.0	49.5	40.0	73.1	10.9	87.5	2.3	0.0	63.6	1.4	8.6	0.5	0.0	4.1	5.9	0.0	0.0	36.4	190.9	91	
147			The Fulham Medical Centre	7031	187	2.7	0.3	9.1	90.9	94.7	90.9	36.9	36.4	89.8	86.1	75.9	63.6	0.0	67.4	56.1	83.4	34.8	28.9	71.4	2.7	53.8	3.7	0.0	21.4	0.5	4.3	0.0	9.9	1.6	7.5	0.0	0.0	53.5	128.3	56	
148			Network 3 Total	39198	974	2.5	0.2	16.5	90.5	93.4	90.5	54.3	43.7	88.8	81.3	67.5	70.0	0.0	65.8	52.3	69.9	39.8	32.0	74.1	11.2	49.0	2.1	6.2	39.0	0.8	8.1	0.2	11.3	2.1	6.6	0.0	0.0	41.1	148.9	498	
149		Network 4	Hammersmith & Fulham Centres For Health	7354	141	1.9	0.1	24.8	88.7	94.3	87.2	66.7	49.6	81.6	85.1	58.2	87.9	0.7	56.7	46.1	63.1	27.0	17.0	63.8	14.2	44.4	2.8	0.0	21.3	0.7	8.5	0.7	10.9	1.4	7.1	0.0	0.0	70.9	184.4	87	
150			Old Oak Surgery	3314	183	5.5	0.8	24.0	85.2	81.4	84.7	67.2	44.8	85.2	59.0	63.4	59.0	0.0	53.6	49.2	40.4	34.4	23.0	75.8	0.0	23.1	2.7	5.5	21.9	1.1	6.0	2.7	0.0	1.6	0.5	0.0	0.0	21.9	125.7	132	
151			White City Health Centre	1867	96	5.1	0.7	20.8	76.0	88.5	78.1	47.9	41.7	78.1	84.4	66.7	80.2	0.0	47.9	35.4	75.0	32.3	20.8	70.0	0.0	20.0	4.2	0.0	31.3	4.2	8.3	1.0	2.0	9.4	1.0	0.0	0.0	47.1	250.0	80	
152			Dr's Uppal & Partners	6704	524	7.8	2.1	18.9	88.5	92.4	87.8	55.9	36.8	85.5	84.4	76.5	65.3	0.2	48.9	33.8	69.8	46.4	40.5	76.9	9.7	25.0	3.2	3.8	34.4	1.3	8.8	2.3	0.0	2.5	1.5	0.0	0.0	26.7	78.2	574	
153			The Medical Centre - Dr Kukar	6597	185	2.8	0.3	17.8	81.1	88.6	80.0	51.4	39.5	78.9	87.0	71.9	73.5	0.0	41.6	36.2	77.8	30.3	24.3	66.0	1.1	50.0	2.7	0.0	27.0	3.8	6.5	1.6	0.0	1.1	1.1	0.0	0.0	16.2	124.3	170	
154			Dr Dandapat & Partners	4271	257	6.0	0.8	11.3	83.3	94.6	84.0	48.6	40.9	83.3	85.6	50.2	77.8	1.2	51.0	41.2	68.5	38.1	25.3	70.9	15.2	11.1	1.9	3.9	35.0	2.3	8.2	0.8	11.1	3.5	2.3	0.0	0.0	7.8	73.9	192	
155			Palace Surgery	5504	139	2.5	0.3	10.8	89.2	92.8	87.8	52.5	54.7	82.7	86.3	66.2	47.5	0.0	62.6	47.5	79.9	38.1	30.9	84.3	1.4	50.0	1.4	0.0	28.8	0.0	4.3	0.7	0.0	0.0	1.4	0.0	0.0	43.2	179.9	49	
156			Fulham Cross Medical Centre	2949	121	4.7	0.8	9.1	96.7	97.5	95.0	36.4	45.5	83.5	66.9	25.6	72.7	0.0	81.0	68.6	93.4	47.9	40.5	75.0	0.0	33.3	4.1	0.0	24.8	0.8	4.1	0.0	0.0	6.6	0.0	0.0	10.7	9.4	172		
157			The Westway Surgery	3562	166	4.7	0.7	9.0	92.8	99.4	89.2	34.9	42.8	83.7	91.0	63.9	81.3	0.0	63.3	53.0	80.7	34.3	25.9	72.4	19.3	36.4	1.2	0.0	66.3	3.0	10.8	0.0	1.5	2.4	1.8	0.0	0.0	24.1	156.6	97	
158			The Surgery, Dr Das & Partners	3147	141	4.5	0.4	5.7	83.7	89.4	85.8	44.0	36.2	85.8	71.6	36.9	58.9	0.0	50.4	40.4	52.5	30.5	27.7	69.9	0.0	20.0	2.1	0.0	0.0	0.7	6.4	0.7	0.0	2.1	2.1	0.0	0.0	0.0	92.2	42	
159			Shepherds Bush Medical Centre	3257	261	8.0	1.0	5.0	82.0	87.7	83.1	22.2	62.5	82.4	75.9	72.8	31.0	0.0	45.6	33.7	66.3	35.6	26.1	63.9	0.8	0.0	2.7	0.0	19.2	0.4	6.9	1.1	0.7	0.4	1.5	0.0	0.0	84.3	157		

Main Patient Access Points

Hammersmith & Fulham registered patients only



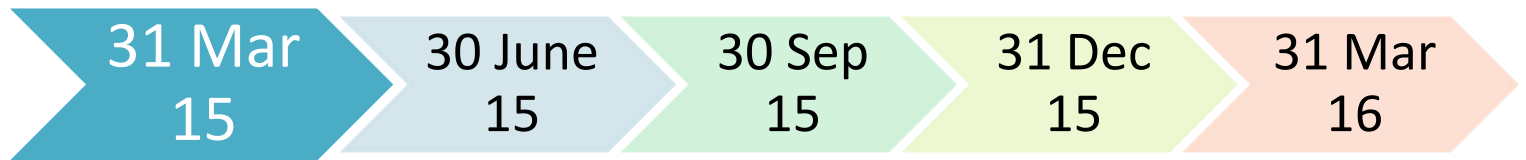
80% of overall supply is “in hours” surgery appointments. When demand exceeds supply for these “booked” appointments (or they are perceived to be unavailable), patients switch to the “immediate” routes

Workforce development

- Build on the attraction of GP as a career
 - Clinical variety
 - Long term patient relationships / clinical ownership
- Bringing structure to postgraduate careers
 - Conference with Imperial HFFED and HENWL **9th**
September
- Developing a systematic approach to skill mix in primary care – HCA, practice nurse, physicians associate.

Research network

- Currently sub-scale for many commercial studies
- The potential exists to make all practice registered lists available for research studies and to build a research capability managed by the Federation in conjunction with the CRN
- Our ambition is to get to all practices being research active within 1 year, centralising administration and employing research staff on trials as required.



OOHS

Sign OOHS contract

Implement¹

CQC accredited
Implement²
6 month review

Implement³

CIS

Influence CRG &
clinical model

Ramp-up

Pre-bid preparation

Bid

New funding

Potential WSIC support
CCG transition funding

CIS development fund
held by Imperial
Triborough innovation
grant

HENWL

Service Development

Weekend opening
further integration

Memory
Ophthalmology

Minor surgery?
Dermatology?

1st clinical trial

Organisation Development

Board established
Governance established

Core GP service model
Patient engagement
Fed resource model

Clinical summit event
Members engagement event

Shareholders

1st quarterly written
update

Shareholder meeting
OOHS implementation
distribution

2nd quarterly written
update

AGM and director re-election

3rd quarterly written
update

Implement¹ - all training completed and all service commitments started except MH, referring out working, data quality good, PMCF programme delivery

Implement² - majority of services achieving population coverage

Implement³ - population-wide on all services, good progress on diabetes performance

Key goals we are striving to achieve:

- Reducing unscheduled admissions and creating an in-hospital-GP practice dialogue
- Improved and consistent quality of Long Term Condition Management
- Shifting from passive to dynamic demand management
- Population Health Management, eliminating 'the postcode lottery'
- Making Hammersmith and Fulham the place of choice for primary care professionals to work.

MCSP application

- Vanguard application in February unsuccessful
- In discussion with NHSE and CCG over next steps
- Expectation of further bid aiming
 - To integrate all intermediate care eliminating fragmentation of primary care
 - To bring together all contacts contributing to 24/7 primary care (GP, UCCs, OOH, and 111)
 - To build Practice level integrated structure to deliver expanded primary care services

Thank you

Q&A