

The Milton Keynes GP Federation

STRATEGY 2017-2021



MKGP
LIMITED

MKGP
PLUS



**Dr Thao Nguyen,
Chair**

Foreword from the Chair

Life has become very difficult in general practice. The workload has grown to such an extent that many of us struggle to cope with it. The pressure feels relentless. At the same time recruiting GPs to help us meet these challenges is becoming increasingly difficult. Adverts are attracting little or no interest, and practices are forced into competition which in turn is pushing the cost of salaried and locum GPs higher and higher.

We know that for some practices in Milton Keynes these pressures have become too much, and in the last few years we have seen practices closing and being put out to tender. The constant pressure means all of us are now more vulnerable than we have ever been before.

The only way we can meet these challenges is by working together – by supporting each other, joining up service delivery across practices where it makes sense, and building the voice and influence of general practice across the system. Only by working together are we going to be able to meet the challenges we face, both as individual practices and as general practice as a whole.

The system around us is changing, this change is here to stay; integrated working at scale. All new CCG and STP funding will be targeted at work to support "at scale integrated working". Our federation was founded by members for members, and is directed by members in order for us to face these challenges.

MKGP Federation is now the single organisation representing all of Milton Keynes General Practices. It represents an opportunity for general practice to tackle the challenges it currently faces by working together to secure funding, to reduce costs, to create a strong united voice, and above all to find ways of making the workload manageable again.

A handwritten signature in black ink, appearing to read 'Thao Nguyen'.

Our Aims:

“Create a sustainable, strong and effective local general practice”

We aim:

- To support our member practices to develop as businesses.
- To bring care closer to home with sustainable resources.

“Delivering high quality services”

We aim:

- To support the development of integrated, high-quality, standardised and equitable Primary Care Services.
- To support business, clinical and financial governance and safety across our federation.

“Responsive to local needs”

We aim:

- To represent general practice at local, place and system wide forums. Ensuring the voice of general practice is heard by key decision makers.
- To build a robust and productive provider alliance across Milton Keynes to ensure patients, citizens, and all partners benefit from this joint working
- To support our local community to sustain and become resilient through health and wellbeing.

Our Federation’s Vision for General Practice

“Collaboratively we will create a sustainable, strong and effective local general practice in Milton Keynes, delivering high quality services for patients that are responsive to local needs.”

How does our Federation Operate?

Members

Our federation is a membership organisation. All 27 practices in Milton Keynes are shareholders of the company.

Members will be engaged in the business of our federation. We will actively seek member support in change programmes and service developments.

An Annual General meeting will be held for members to review our federation’s business plan delivery.

The Board of Directors

The Chair and Directors are elected by members to serve a minimum of three years.

Directors each take on a role of leadership for our federation and each aligns with a Primary Care Home / Cluster. The elected board members are:

- Dr Thao Nguyen – Chair
- Dr Adam Staten – Clinical Director
- Dr Nina Bursell – Communications, Education and Membership Engagement
- Dr Neil Douse – Treasurer
- Dr Saba Sheikh – Stakeholder Engagement
- Dr Darren Moore – Company Secretary

The Chair has an active role in system leadership and as such will represent members at key forums and decision making meetings.



The Management Team

Directors of our federation will appoint a Chief Executive (CEO) who takes responsibility to run the business, actively engaging with system leaders, and build opportunity and capacity to deliver change across Milton Keynes.

The CEO is supported by a management team that will ensure that the quality of services delivered is maintained, has robust financial control, and patient and membership engagement in change programmes.

Our federation will operate in the following ways:

- We will provide opportunities and support for practices to reduce workload and costs e.g. developing shared services, supporting work at scale, and building opportunity for research and education.
- We will always engage our members in the development and delivery of services; giving



- primary care opportunities to increase income by delivering additional services if they want to.
- We will identify and create opportunities that practices can choose to bid in partnership or solely for e.g. vaccinations, community / primary care services, and enhanced access.
- We will ensure our federation has a strong reputation with our provider and commissioner colleagues. This will then enable us to take opportunities to bid for and on behalf of our members e.g. integrated urgent care, enhanced access, and pilots of change programmes.
- We will directly deliver at scale primary / community care services across Milton Keynes on behalf of members where it is appropriate to do so.
- We will work in alliance with other providers when it is appropriate to do so.
- We will create a strong voice for member practices with commissioners.
- We will represent the views of members and lobby for nationally promised funding for general practice to be delivered locally.

What our federation needs from members:

To ensure success, we need the following from member practices:

- Regular feedback on our plans.
- Support for our messages with the CCG.
- Rapid response to opportunities as they arise.
- Willingness to share with each other to reduce duplication and costs.
- Ideas for future federation activities.
- Clinical leadership for programmes.



Our Business Plan

2017-2018

The creation of our federation was accelerated to put it in a position to bid for the delivery of the GP Access service. This bid was successful and in line with our vision to create a sustainable, strong and effective local general practice in Milton Keynes, our federation sub contracts the adult's Access service to five member practices. The Children's Access service is sub contracted to MKUCS.

We analysed the long list of opportunities our federation could undertake in its first year and prioritised a small number to focus on to ensure success. The first year of trading has been successful on many fronts. We have brought new business opportunities to our members, engaged across the system to ensure monies for development came to members and have firmly placed Milton Keynes General Practice centre in place based change.

Work undertaken:

- **Membership Engagement**
 - We have held membership events.
 - We have created a newsletter for members.
 - We have set up a Practice Managers forum.
 - We have set up a Practice Nurse forum.
 - We plan to set up a Practice Pharmacist forum.
- **GPAF (Enhanced Access Service)**
 - We have sub contracted to members to deliver aspects of this service.
 - We have funded a clinical lead role for access. This is provided by a member GP.

- **Respiratory / COPD Home Support Services (pilot for six months)**
 - We have sub contracted to members to provide this service.
 - We have funded a clinical lead for Respiratory. This is provided by a member GP.
- **Home Oxygen Service**
 - We have sub contracted to members to provide this service.
- **Cluster Development**
 - We actively engaged with the CCG, STP and others to ensure funding for developing primary care home was sourced. All members signed up to the scheme and as such will receive additional funding to support their projects / change programmes.
 - We have aligned the Board Directors to clusters to support them to thrive.
 - We have sourced funding for cluster clinical leads. Members' GPs will be asked to step in to these roles.
- **Children's Community Services**
 - We have actively engaged with the CCG review programme.
 - We have funded a clinical lead for children. This is provided by a member GP.
- **Primary Care Mental Health**
 - We have created opportunity for CNWL to engage with members re Primary Care Mental Health services. We are developing a plan for a pilot in GPAF in 2018-2019.

- **System engagement**
 - The Chair and CEO have firmly embedded our federation in STP and Place Based forums.
 - We have a seat on the MK Integration Board and the STP Priority Two programme board. Thus ensuring general practice and our members' voice is heard.
 - We have started to form strong alliances with the directors of the Council, NWL, MKUHFT and CCG.

2018-2019

Our federation continues to manage and develop the services described above. We will seek new opportunities for income and service development for and on behalf of our members. We have created good relationships with local commissioners which have led to discussions on how best to develop primary care led community services going forward.

Our federation will continue to represent members in the STP programmes of change and at the Milton Keynes Integration Board. Our MK provider Alliance is working on several projects and we are confident this will bring care closer to home, opportunities for members to increase income and improve the lives of our patients and the citizens of Milton Keynes.

Programmes and Service Developments in train:

- **Primary Care Home (PCH)**
 - A cluster steering group has been developed for all clusters, our federation, CCG, CNWL, The Council, and MKUHFT to work in partnership to identify opportunities for primary and community service developments.
 - The clusters each have a work plan and are being supported by our federation and CCG to deliver these.
 - The CCG has confirmed that Primary Care Transformation monies (the "£3 per head") will be allocated to cluster programmes over 18/19. We will ensure that the CCG delivers on this commitment.
 - We have secured NAPC registration for all members, at a much reduced cost to individual practice membership.
 - The NAPC will be actively supporting PCH development in Milton Keynes over the next 18mths.
- **Care Home Visiting Service**
 - Our Federation has been given funding to support CNWL in providing enhanced services to Care Homes in MK.
 - This is a pilot for 6 months.
 - We have funded a member GP to undertake this work.
- **Integrated Urgent Care (IUC)**
 - We are part of an alliance with CNWL, MKUHFT, MKC and the CCG for integrated care. CNWL and the Federation are collaborating on a joint bid to provide integrated urgent care; enhanced access, walk-in, 00 hrs, and minor illness services.
 - We have funded a clinical lead for IUC. This is provided by a member GP. This GP will lead the service redesign of urgent care across MK.
 - Our alliance bid team have commenced work to

ensure we collectively are ready to provide a high quality bid to ensure these services are provided by Milton Keynes providers.

- **Training and Education**
 - We have secured funding to provide education opportunities for our members.
 - We have set up a practice nurse forum and will seek to set up a primary care pharmacy forum.
 - We have funded a Clinical Lead for Education – advert out to recruit a local clinician to this role.
 - We have funded a Lead Practice Nurse for Education.
 - We will create a Training Board to oversee education and training events and opportunities for members to access.
 - We plan to provide training events locally at least bi-monthly.
 - We will explore with members opportunities to undertake mandatory training at scale, therefore reducing costs to member practices.
- **Clinical Advice and Navigation Services**
 - We will be working with member practices, the CCG and MKUHFT to redesign clinical pathways and existing referral management services.
 - Our aim is to enhance the clinical advice GPs can access before referral to secondary care services.
 - We will plan to augment the existing RMS booking service with robust clinical oversight and the development of clinical pathways that make sense for all.

Other areas of opportunity that will be explored:

- **High Impact Actions.**
 - There are 10 actions that have been identified nationally that can support practices to manage their workload: actions such as introducing new clinical roles to reduce the GP workload, developing systems to reduce paperwork for GPs, and using services available in the local community. National funding is available to support the introduction of these changes, and our federation will support and accelerate local implementation.
- **Medicines Management**
 - Primary Care Pharmacy Support to member practices to review prescriptions and patient compliance. This will not only deliver savings on FP10 but reduce work load of members.

2019-2020 Business Plan

The 2019-2020 Business Plan will be presented to members at the 2018 AGM for discussion and finalised by December 2018.

