

MKGP
LIMITED

Strategy and Plan
2019 - 2024

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The Primary Care landscape is changing, and changing fast. The NHS is investing more funding and resources into Primary Care but with this comes a greater ask. There is high expectation on GPs and their teams to develop new services and solutions to meet demand and capacity issues across the system. Primary Care Networks will deliver across integrated care systems and be better able to manage demand. We will therefore work with our members and PCNs to support these changes.

The new money is welcomed. The opportunity to work differently, take control of local service planning and delivery, and the strategic leadership GPs can bring is exciting. Primary Care Networks (PCNs) and their leaders will need support; practical and operational. The Federation Board believe that the only way we can all meet the challenge is by working together with and for our members – 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. We all know that life is very difficult in General Practice. The workload has grown to an extent that many are struggling to cope. The pressure feels relentless and at the same time recruitment is increasingly difficult. The constant pressure means all of us are now more vulnerable (mentally, physically and – as a small business – financially) than we have ever been before.

Our Federation recognises that the system around us is changing, this change is here to stay; integrated working at scale. PCN and Integrated Care Partnership development is key to Milton Keynes, and the wider NHS. 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.

Our Federation was founded (in April 2017) by members for members and directed by members, in order for us to face these challenges. We have always worked with and on behalf of our members and represented all of Milton Keynes.

Together we will tackle the challenges Primary Care faces, provide support for those struggling, work to reduce variation and where able reduce costs, to support a strong united voice, and above all, to find ways of making the workload manageable again.



Dr Thao Nguyen
Chair
MKGP Limited

Introduction

1.0 Our Strategic Aims:

- Support a sustainable, strong effective General Practice
- Support the delivery of high quality care
- Respond to local needs
- Support members workforce development

2.0 Strategic Objectives:

We support our member practices by:

- Planning and providing Training and Education, through PLT delivery and clinical forums.
- Helping with the preparation of their CQC inspections.
- Talent management / workforce planning

We support Primary Care Networks by:

- Network development (e.g. project support, meeting facilitation, finance & HR support).

- Identifying areas where greatest cost efficiency can be achieved by delivering services at MK-wide level rather than network level.
- Providing services on behalf of networks (via the Federation provider arm MKGP Plus Ltd.).

Reduce the administrative burden on member practices by:

- Enabling communication and engagement in order for there to be fewer meetings across MK and ensuring that these meetings are higher value.
- Communicating and engaging with members in a clear, concise manner via ClarityTeamNet, email, website and newsletter.
- Fostering and maintaining relationships with key stakeholders including, but not limited to, the CCG, MKUH, BLMK STP, Health watch, CNWL.

Improve the availability and use of digital communications by:

- Continuing to provide at scale digital support (e.g. Bluestream and Clarity TeamNet) so that this is available to practices at the most cost effective price.

Maximise resources by:

- Seeking income through the provision of services (via the Federation provider arm MKGP Plus Ltd) in order to maximise income
- Operational productivity

2.1 Our Federation is constantly striving to maximise opportunity and effectiveness. As such the Board have set KPIs that are evaluated every six months, to measure our success.

2.2 The Board is accountable to our members via the shareholders. The Board meets quarterly with shareholders and presents performance annually via the Annual General Meeting.

1.0 Our Strategic Aims 2.0 Strategic Objectives

3.0 Our Federation

3.1 MKGP Ltd was set up in April 2017 in order to:

- Be the vehicle for Milton Keynes General Practices to bid at scale
- Represent Milton Keynes General Practices as an at scale provider
- Support our members to thrive, sustain and become resilient

3.2 Our ongoing Purpose: "Evolving and Energising Primary Care"

3.3 Our Mission:

"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"

3.4 Our Aims:

3.4.1 *In order to support a sustainable, strong and effective General practice we will:*

- Support our member practices to develop as businesses.
- Bring care closer to home with sustainable resources.

3.4.2 *In order to support the delivery of high quality of care we will:*

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

3.4.3 *In order to become responsive to local needs we will:*

- Represent Milton Keynes General Practice as an at scale provider locally and nationally. Ensuring the voice of General Practice Providers is heard.
- Build robust and productive provider alliances to ensure patients and members benefit from joint working.
- Support our local community to sustain itself and become resilient through self-care and wellbeing initiatives.

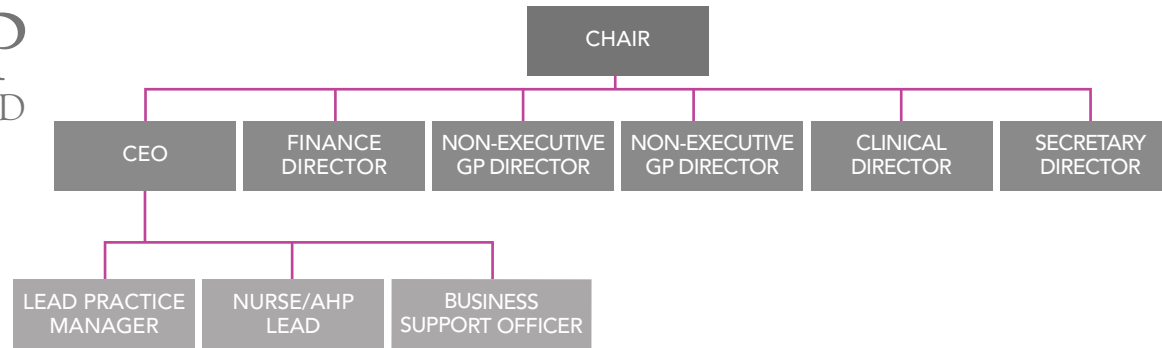
3.5 Our Principles

- Ensure General Practice is at the heart of system change with appropriate resources.
- Ensure General Practice is abreast of local and national changes.

3.6 Our Structure

- MKGP Ltd is directed by a Board of elected General Practice business owners (Partners) and appointed competent professionals (CEO and Company Secretary)
- MKGP Limited is a membership owned company that solely owns and oversees MKGP Plus Ltd; a provider of health and care related services
- Our Federation has also established the MKGP Charity – which safeguards a pool of money from which our members can draw in order to provide services for our patients, ensuring that money is kept within local General Practice where it can be used to best effect. MKGP Ltd has three trustee positions in the Charity

3.0 Our Federation

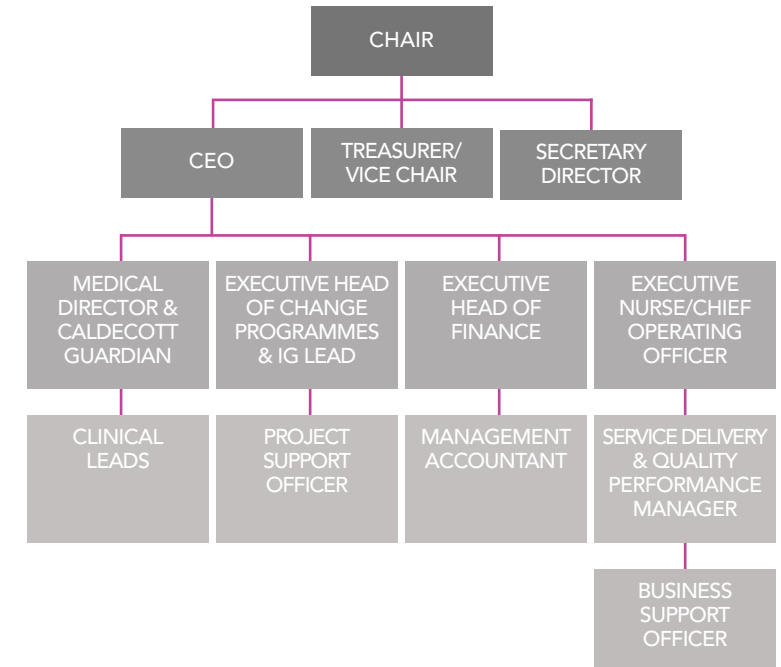


3.7 Our Services

MKGP Ltd currently offers the following services to its members:

- ClarityTeamNet - an IT platform for information sharing and communication.
- Training and Education - Protective Learning Training events (5 pa) and other / bespoke learning opportunities.
- Bluestream - a discounted rate for all members to purchase Bluestream online training and education.
- Supporting the voice of GP providers – representation at local and national meetings, response to local and national publications / reports, and supporting members in order to ensure the voice of MK GPs are heard.

- Is a member of the Milton Keynes Homeless Partnership.
- Is signed up to the Armed Forces Covenant.
- Is part of the MK Self-care group.
- Communication – sharing of information and publications to members to keep them updated on local and national issues affecting General practice.
- NHSE Pharmacy Pilot – ends March 2020.
- Research development – we engage with VCRN and pharma companies to maximise research opportunities for members.
- Project and practical support to members for CQC preparedness.



4.0 Members and Stakeholders

4.1 Shareholders

Any Milton Keynes General Practice can become a shareholder, after paying the appropriate shares. MKGP presently has 26 shareholders (25 once Drayton Road surgery closes).

4.2 Stakeholders

The key stakeholders in Milton Keynes are:

- Primary Care Networks
- Milton Keynes Clinical Commissioning Group (MKCCG)
- Milton Keynes University Hospital (MKUH)
- Milton Keynes Council (MKC)
- Central North West London (CNWL)
- Milton Keynes Urgent Care Services (MKUCS)
- Bedford, Luton, Milton Keynes (BLMK)
- Local Medical Committee (LMC)
- Public Health
- Political Parties (Local Councillors)
- Healthwatch
- Milton Keynes Residences
- Third Sector

5.0 The Future for General Practice

5.1 The GP Partnership review

(Jan 2019) showed that :

- The Partnership model is still the best General Practice model
- The NHS is too dependent on hospital based care and the Partnership model is still recommended.
- It recommends a more flexible Partnership model and more resources Into General Practice.
- Primary Care Networks may well be a route to developing new partnerships and business models.
- There is a real need for comprehensive and cost effective services to be provided in primary care.

5.2 The 2022 GP (RCGP May 2013) envisions an enhanced General Practice with more resources and enhanced skills in General Practice (funding for this is now likely to be routed via PCNs)

5.3 The NHS Long Term Plan (Jan 2019) commits more Primary Care funding and resources to:

- Develop new service models - in which patients get more options, better support, and properly joined-up care at the right time in the optimal care setting
- Improve Health Promotion and Prevention and Health Inequalities
- Focus on care quality and outcome based performance
- Tackle workforce crisis
- Improve the digitalisation of the NHS
- Ensure the NHS moves towards a sustainable financial pathway

4.0 Members and Stakeholders

5.0 The Future for General Practice

6.0 Finance

6.1 MKGP Ltd must ensure financial balance, sustainability and profitability.

6.2 The Board oversees a financial plan to achieve balance, and where able profit.

The Board's aim is to eliminate the need for any membership levy; recognising that members would prefer no fees to be charged.

Therefore, MKGP LTD must:

- Ensure MKGP Plus Ltd maximises and makes efficient all its services and offers.
- Source external sponsorship for training and education support and other resources for the Federation and members.
- Ensure financial governance and reporting of the company through the Finance Committee as per the MKGP Governance policy.
- Maximise of the operational efficiency of our company.
- Seek other opportunities for our Federation and our members.

- Use advertisement as a source of income for resources.

- Switch from high contract costs.

6.3 MKGP should aim to be financially self-sustaining.

6.4 Funding revenues will include but be limited to:

- Training and Education fees
- Sponsorship
- Advertisement fees
- Membership fees for services provided
- Bank loans
- MKGP plus profits
- Membership subscription – a levy for each practice to be a member
- Other

6.5 MKGP will monitor the financial forecast at every Financial Committee meeting and Board meeting.

6.6 If the financial viability risk is elevated the Board will convene an emergency Shareholders' meeting to review and, if necessary, approve a recovery plan which

may include but not be limited to:

- Restructure of management to bare minimum
- Merging with a likeminded organisation to provide member services at a greater scale.
- Hibernation - reduce company staffing and costs to a bare minimum to run minimal services.
- Close the company – as a last resort the Company will completely close down.

7.0 Communication and Engagement

7.1 Relationships and partnerships:

The Chair will take personal overview of the communication and engagement strategy. They will ensure MKGP builds relationships and partnerships with members, stakeholders and the public.

7.2 The Communication and Marketing plan will be managed and Governed by the Communication Team, led by the Chair.

7.3 Technology:

We will use technology to maximise communication, training & education and marketing. These may include but not be limited to:

- Website
- Emails
- I.T. Portals (E.g.: ClarityTeamNet)
- Social media (e.g.: Radio, Newspapers, Facebook, Instagram, Twitter, etc.
- The governance of the use of technology will be governed by the Federation Communication and technology policy.

7.4 Our Communication Objectives are:

- To provide clear and accurate information about the Federation, our priorities and our services.
- To keep members and staff informed and engaged; feeling valued, involved and clear about how their work connects to the strategic priorities of the Federation vice versa.
- To increase recognition and raise profile of the Federation among our key audiences and support our wider engagement strategies to build our reputation as a partner and provider of choice (Accountable Care System).

7.5 Our Key messages are:

- We are a clinically-led organisation, founded by local GPs working together to improve the health and wellbeing for people of Milton Keynes.
- We will work to improve the quality of health services including bringing care closer to home, right care, first time and improving standardisation of care.

- We are committed to working collaboratively across the health, social and third sector parties to improve the quality of health services.
- We aim to seek ways to reduce primary care workload and improve the working environment within primary care.

7.6 Public relations:

Effective public relations will ensure the reputation of our Federation and foster good relationship with the public and the media. Examples include press releases, newsletters, public appearances, etc. as well as utilisation of the internet. The Federation will actively engage with Healthwatch and the Patient Participation Network. Patient involvement will be sought in project development as appropriate.

7.0 Communication and Engagement

8.0 Plan

8.1 Member Practices

Our main effort is to support our member practices to grow, sustain and become resilient. Therefore MKGP will:

- Support training and education of member practice staff including:
 - Partners
 - Doctors
 - Nurses
 - Other Health Care professionals: Clinical Pharmacists, Paramedics,
 - Administrative staff
 - Reception staff
 - Role specific needs e.g.: Caldecott, infection control, SIRO, IG etc.
- Support standardisation of care

8.2 Primary Care Networks

MKGP recognises and supports the development of Primary Care Networks as the new service model to deliver the NHS Long Term plan. We will work with the six clinical directors to best understand how we might support, guide and provide for them as they focus services around

local communities and reconnect Primary Healthcare teams with other teams across the system.

Our Federation will ensure the MKGP Plus Ltd develops and offers to PCNs the best support to enable them to deliver seven PCN national service contracts:

- Extended hours
- Medication Review and optimisation
- Care Home Service
- Anticipatory Care
- Personalised Care
- Supporting Early Cancer diagnosis
- Cardiovascular disease Prevention and Diagnosis
- Inequalities

8.3 Public Health and Prevention

- Self-care and prevention is key to the future sustainability of General Practice.
- MKGP will support Self-care initiatives.

8.4 Care Quality

- Contracts - MKGP Ltd will support practices to better understand contracts and contract management through education and training.
- Care Quality Commission (CQC) -

MKGP Ltd will support practices with CQC inspection readiness.

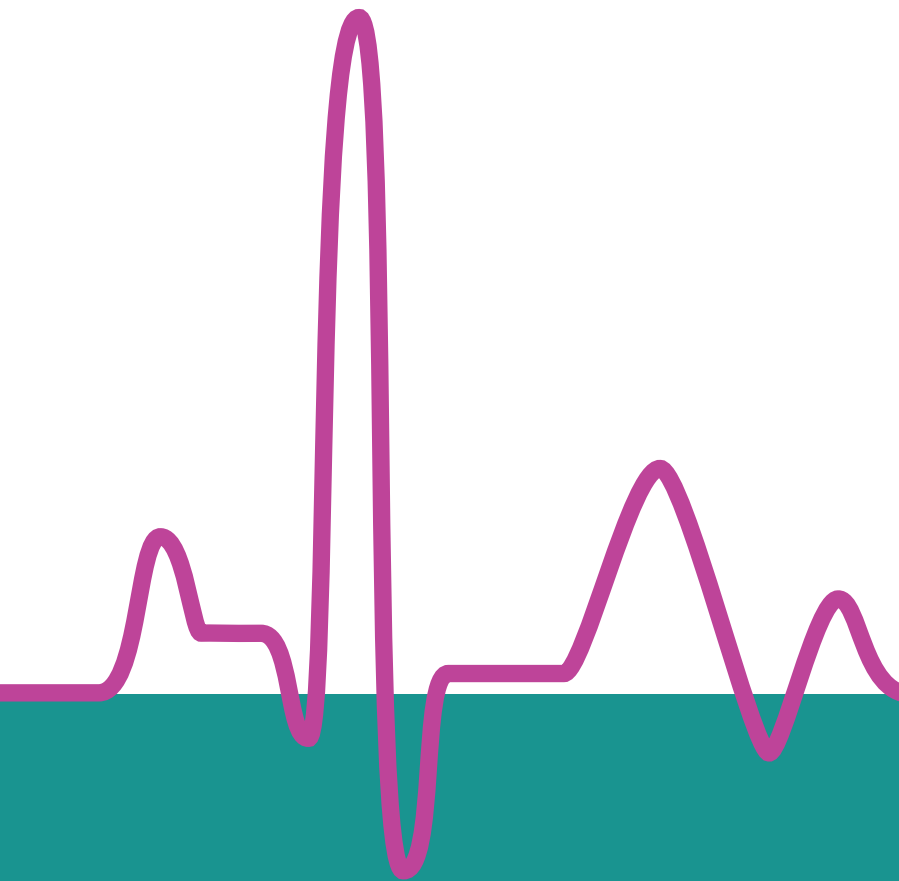
- Awards - MKGP Ltd will support Practices to promote their good practice through promoting award opportunities.

8.5 Work Force

- Training and Education:
 - MKGP Ltd will deliver training and education for our member work force through PLT and other training initiatives.
 - MKGP Ltd will promote other training opportunities to our members
- Talent Management - MKGP Ltd will listen to member's requirements and develop HR and workforce offers to best meet their needs.

8.6 Digital

MKGP will support PCN Clinical Directors in the improvement of digitalisation of General Practice through the use of digital platforms and companies (eg: ClarityTeamNet). We will explore other technology to support members to maximise their business and clinical services.



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