

Case Study

Defining a GP Practice Model for Success

Background

Our client, a teaching PCT, serves a rural county with dispersed centres of population, totalling 696,000.

The PCT has 102 GP practices, 5 of which are managed by the PCT.

The issue

Having restructured the organisational management and support of the managed GP practices, the PCT was considering options for service improvement and development. WCI was engaged to review practice operations to support the operational planning process and, by extension, assist the newly appointed Head of GP Practices with identifying service opportunities.

What we did

Having undertaken GP practice assessment for another PCT, WCI customised an operational services questionnaire, completing it in each practice to provide an overview of strengths and relative weaknesses.

Adding to this overall assessment, a more detailed investigation was undertaken into 4 facets of the operations:

- Financial planning
- Contract management
- Quality Outcomes Framework (QOF) results
- Staffing

These focused reviews were completed by working closely with the Head of GP Practices, Chief Financial Officer, GPs, the Lead Nurse and Practice Managers.

To provide the PCT with indicative feedback on their relative performance in the 4 areas WCI benchmarked the income per patient against another PCT managing GP practices and used both the PCT and national QOF results to benchmark individual practice performance. Staffing levels were assessed against the GP Practice Workload Survey published by The Information Centre & Royal College of General Practitioners, July 2007.

Case Study

Additional analysis was undertaken on the QOF data comparing each practice to all those in the group. This analysis highlighted variances in reported performance and helped to define an action plan for improvement. The data was used to identify increases in income if all practices performed at the level of the best in the group.

Outcome

WCI was able to report that overall the operational organisation of the practices was good with relative weakness in just one domain, Practice and Services Promotions (Marketing).

To support development the review recommended the implementation of a model for success based on 4 domains of change:

1. Operating the 5 practices as one
2. Planning capacity to meet demand
3. Supporting staff performance
4. Planning services to meet local needs

The model for success benefits include:

- Patient demand for same day appointments reducing by 30%
- Did Not Attend (appointment) rates reducing to at least the national average
- Records management productivity increasing by a factor of 6
- QOF returns reducing from 5 to 1

To provide the PCT with a plan for action WCI developed a high-level 6 month plan and actions in 5 workstreams. At the time of writing the PCT has completed a number of actions and is continuing its GP practice development planning, aiming to see the benefits and results by the middle of 2009. Plans to strengthen Practice and service promotions have also been implemented.

www.wcihealthcare.com
info@wcihealthcare.com