

Supporting Sustainable General Practice

**General Practice
Sustainability
Health-Check Tool**

Document Version Control

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Resource Development Stakeholders

This information resource has been developed in consultation with the following organisations:

- Bristol CCG
- Somerset CCG
- South Gloucestershire CCG
- NEW Devon CCG
- South Devon and Torbay CCG
- NHS Kernow CCG
- Avon LMC
- Somerset LMC
- Devon LMC
- Cornwall LMC
- South West Academic Health Science Network
- Severn Deanery
- Sample groups of GPs and Practice/Business Managers within all seven South West CCG areas
- NHS England South (South West) Primary Care

Introduction

This document aims to help General Practices in considering and assessing their current sustainability. It offers a range of questions designed to provide a General Practice with a wide range of qualitative information, which can then be used to:

- Assess their current status
- Provide evidence-based understanding of whether their current business model is sustainable
- Provide an evidence-based opportunity to consider the need for business model change
- Provide an evidence-based opportunity to consider the options for enhancing their business model

Any information gathered by a General Practice as a result of using this tool is for the sole use of that Practice. However, NHS England can also provide support in:

- Facilitate use of the Health-Check Tool
- Reviewing findings
- Considering conclusions drawn
- Exploring options for business model change
- Accessing information and advice about collaboration with other Practices and community providers
- Approaching other Practices
- Commencing dialogue with other Practices (including guided facilitation of discussion events)
- Guidance around objectives setting and solution-based outcomes

The General Practice Sustainability Health-Check Tool is divided into key sections, as follows:

- Patient Experience
- Clinical Capacity and Skill Mix
- Administrative Capacity and Skill Mix
- Clinical Safety
- Management Capacity
- Financial Capacity
- Premises Capacity and Condition
- Clinical Governance
- Management Information and Business Intelligence
- Delivery of Care – Challenges and Barriers
- Range of Provision – Gaps and Limitations
- Stress Points and Tensions

Each section offers a range of open questions to enable Practices gather qualitative information through discussion within the Practice team. Responses to questions can either be recorded within the tool, or recorded elsewhere.

The Health-Check Tool has been developed in consultation with a range of subject-matter experts, including NHS England and CCG Primary Care Leads, Local Medical Committees, GPs and Practice Managers.

It is one of a suite of NHS England South (South West) documents focused on supporting General Practice in achieving and maintaining sustainability, and exploring new, innovative ways of working.

Responses/cont.

Clinical Workforce

Objective

To consider the current clinical workforce, causes and consequences of unfilled posts, potential consequences of planned retirements and challenges to successful recruitment

Links To

Achieving or improving sustainability - considering alternate or collaborative means of addressing gaps in clinical workforce; considering and developing succession plans

The Questions

1. Are members of our clinical workforce retiring in the next twelve months?
2. What is our succession plan for when members of our clinical workforce retire?
3. What is the current status of our Partners' Agreement, and how have transferable succession liabilities been addressed?
4. What are our current vacancy levels?
5. What are the obstacles or challenges in achieving successful recruitment?
6. What is our approach towards employing locums?
7. How much are we relying on locums?
8. How could we encourage clinical personnel to come and work with us?
9. Are there any alternatives or collaborative ways of addressing the gaps in our clinical workforce?

Responses

Responses/cont.

Responses/cont.

Responses/cont.

Clinical Safety

Objective

To consider all aspects of clinical safety - assurance measures in place; processes; threats; adherence to protocols; assessment of historical events and incidents; outcomes and conclusions of any previous assessments of clinical safety

Links To

Improving patient and personnel safety - promotes quality in service delivery and working environment; offers opportunities to create and demonstrate good/best practice

The Questions

1. How safe is our practice?
2. Have we recently undertaken a clinical safety audit?
3. Can we define our team's safety culture?
4. What assurance processes and protocols do we have in place?
5. What improvements can we make?
6. Do we include clinical safety in team/practice meeting agendas?
7. How do we include clinical safety in staff training?
8. Do we regularly review patient records to identify areas of common harm e.g. delays in diagnosis or treatment and causes?
9. How do we report clinical safety issues?
10. Do we undertake 'lessons learnt' approaches to clinical safety?
11. Could we benefit from looking at other practices' approaches to clinical safety? Can we use our commitment to clinical safety as a driver or factor in developing collaborative work with their practices?

Responses

Responses/cont.

Responses/cont.

Responses/cont.

Responses/cont.

Responses/cont.

Responses/cont.

Responses/cont.

Responses/cont.

Responses/cont.

Next Steps

The information gathered from using the Health-Check tool can be used as the foundation to:

- Assess your Practice's current status
- Provide evidence-based understanding of whether your current business model is sustainable
- Provide an evidence-based opportunity to consider the need for business model change
- Provide an evidence-based opportunity to consider the options for enhancing your business model

Your Practice may be able to interpret the outcomes and conclusions drawn from completing the Health-Check tool, and begin considering options for addressing any issues arising. However, if your Practice would like help and support in understanding the outcomes and conclusions drawn from completing the Health-Check tool questions, NHS England can provide a number of support mechanisms, including:

- Exploring options for business model change
- Accessing information and advice about collaboration with other Practices and community providers
- Approaching other Practices
- Commencing dialogue with other Practices (including guided facilitation of discussion events)
- Guidance around objectives setting and solution-based outcomes

Who to Contact at NHS England?

NHS England's GP Sustainability and Transformation initiative is part of the NHS England South (South West) Primary Care Team's work programme. Heads of Primary Care are **Marina Muirhead** (BNSSSG) and **Julia Cory** (DCIOS).

Marina Muirhead can be contacted on **0113 8253 605** or **07525 495691** or by email at marinamuirhead@nhs.net

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