

BMJ Masterclass:

# Running a Quality Practice

Marketing Your Practice

18<sup>th</sup> November 2009

**Dr Michael Taylor**

GP, Heywood, Lancashire

# Declaration of interests

- Nothing to declare

# Marketing your practice

## Definition of marketing

Marketing is a management process for understanding markets, for quantifying the value required by the different customer groups in these markets, for communicating this to everyone within the organisation for measuring the effectiveness of actual value delivered.

Marketing is finding out exactly what the customers want and delivering it well.

# Who is responsible for marketing in your practice?

- 0% 1. Me (GP)
- 0% 2. Another GP
- 0% 3. Me (PM)
- 0% 4. None of the above
- 0% 5. No one
- 0% 6. Everyone

# PULSE

BMA chair's centre is among those getting on average three times more than GMS practices

## Darzi centre funding dwarfs GMS cash

### Exclusive

By Gareth Iacobucci

The GP-led health centre jointly run by BMA chair Dr Hamish Meldrum is one of many receiving vastly higher levels of funding than traditional practices, Pulse can reveal.



was only 1,000 patients and the profit percentage within 'tolerance levels suggested by the Department of Health'. Other PCTs said GP-led health centres offered more services, and for longer, than GP practices.

Dr Meldrum sought to distance himself from the discussion over funding levels, telling Pulse he was not 'actively in-

Managers start legal moves to axe practices with red traffic-light ratings

# Low-rating GPs to lose contracts

## Exclusive

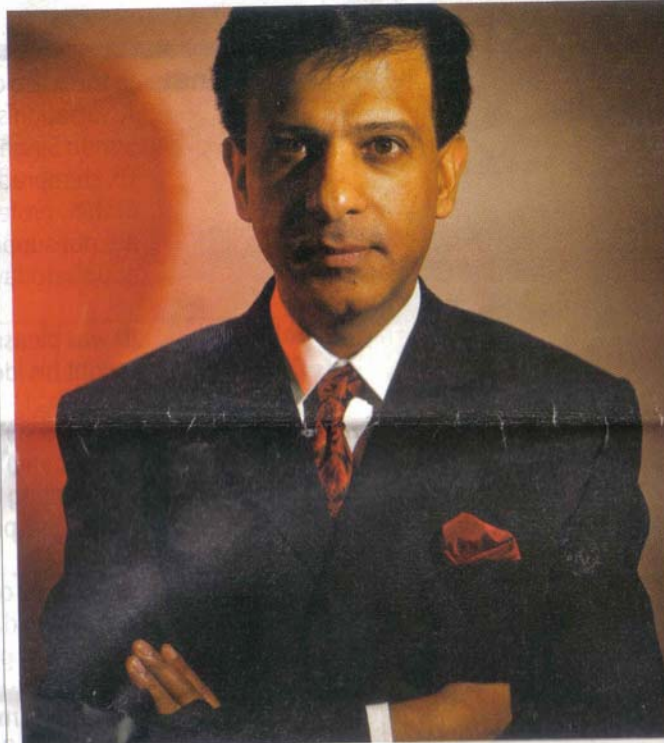
By Gareth Iacobucci

NHS managers have begun moves to terminate the practice contracts of GPs failing to meet stringent access targets, under the Government's national programme of contractual reviews.

PCT lawyers are already working on removing practices judged as the worst performers on traffic-light ratings, with many more expected to work under school-style special measures or handed stringent improvement programmes.

At least five PCTs have now published balanced scorecard results on their websites under the Government's World Class Commissioning initiative, with several more already initiating disciplinary action against some practices.

NHS Barking and Dagenham has become the first to take le-



Dr Chaand Nagpaul: 'Using threats of termination is completely wrong'

are far off a reasonable number of appointments per week.

'Practices have had 28 weeks to undertake the action plan they'd agreed on access, but they just haven't delivered. If they fail, we will look at pursuing contract termination.'

She admitted some GPs 'felt threatened' by the scheme, but said McKinsey had enabled it to provide an extra 60,000 GP appointments, worth about £1.3m.

Elsewhere, Wandsworth PCT has handed red ratings to nine local practices over their doctor-patient ratios and five on opening hours, and Luton PCT has sent in teams to demand better performance at eight practices.

Hillingdon PCT has given 22% of its practices an overall red rating on clinical indicators.

NHS East and North Hertfordshire recently published scorecards on 61 practices, with 90% getting a red rating for at least one category.

GPC negotiator Dr Chaand

# NewsExtra GP-led health centres



How PCTs are getting free rein under new patient complaints system  
In Focus, page 18 ▶

First GP-led centre takes both patients and nurses from local practices

**FEARS CONFIRMED**

# GPs lose patients and staff to Darzi centre

By Gareth Iacobucci

The first GP-led health centre to open has already starting taking not only patients but also staff from neighbouring practices, Pulse can reveal.

Almost half the patients so far registered at the centre have come from nearby practices, even though it is located in an underdoctored area of Bradford.

One local surgery has al-

practitioners and about 20 patients had defected to the new centre since it opened.

She said: 'The main impact is staff moving down there because they pay more than the general practices do. We've lost both of our nurse practitioners. We're having to advertise and we're currently having to use locums.'

The centre, which also provides out-of-hours services in the area, is run by non-profit or-

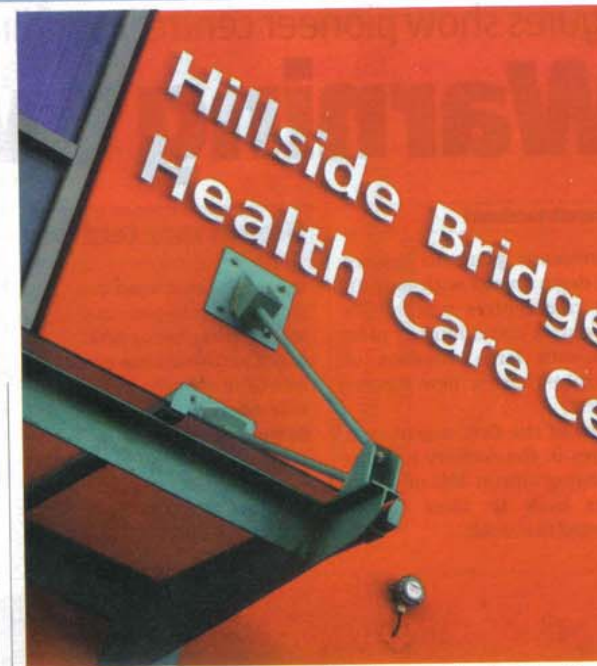
## Darzi centres will have to poach GPs' patients to survive

...the first GP-led health centre to open has already starting taking not only patients but also staff from neighbouring practices, Pulse can reveal. Almost half the patients so far registered at the centre have come from nearby practices, even though it is located in an underdoctored area of Bradford. One local surgery has al-

**Pulse reported concerns over competition from Darzi centres in November**

patients from neighbouring practices or become white elephants. Either way the taxpayer will be short-changed.  
giacobucci@cmpmedica.com

▶ **Have your say**  
Are you concerned your staff and patients will be poached?  
Email [pulse@cmpmedica.com](mailto:pulse@cmpmedica.com) or go to [pulsetoday.co.uk/yourviews](http://pulsetoday.co.uk/yourviews)



Nearly half the Hillside Bridge centre's patients are from local practices

## Patients can register with GP anywhere they want, says Health Secretary Andy Burnham

Patients will be able to register with a GP anywhere in the country in a radical move to abolish restrictive catchment areas, Andy Burnham, the Health Secretary, will announce.

By Rebecca Smith, Medical Editor  
Published: 10:00PM BST 16 Sep 2009

GP practices often run very tight boundaries and refuse to take patients who live even 100 yards too far away or on the wrong side of the road and people who move house are forced to change their surgery.

But within the next year patients will be able to choose to remain with a favoured doctor when they move house or register with one near work or school if they choose.



Andy Burnham says efficiency needs to improve in the NHS to save £15bn Photo: PA

# Tesco Express by day



# York House Surgery by day



# Tesco Express by night



# York House Surgery by night





# Marketing your practice



# Get a grip of your external environment

- Kerb appeal
- What do citizens know / think?
- What's the PCO opinion?
- Watch your site on NHS Choices
- External validation
- FDA questionnaire

# Get a grip of your internal environment

- Your practice team
  - Clinical
  - Managerial
  - Administrative
- Are you a team?
- Do you share practice objectives?
- Do you have a mission statement?

# Customer services

- Access
- Treated as a person/individual
- Touch points
- Staff matrix
- Mystery patient

# Which of the following do you have at the practice?

- 0% 1. Updated listing on NHS Choices
- 0% 2. Practice website
- 0% 3. Practice newsletter
- 0% 4. Patient Participation Group
- 0% 5. A named contact at the PCO
- 0% 6. None of the above

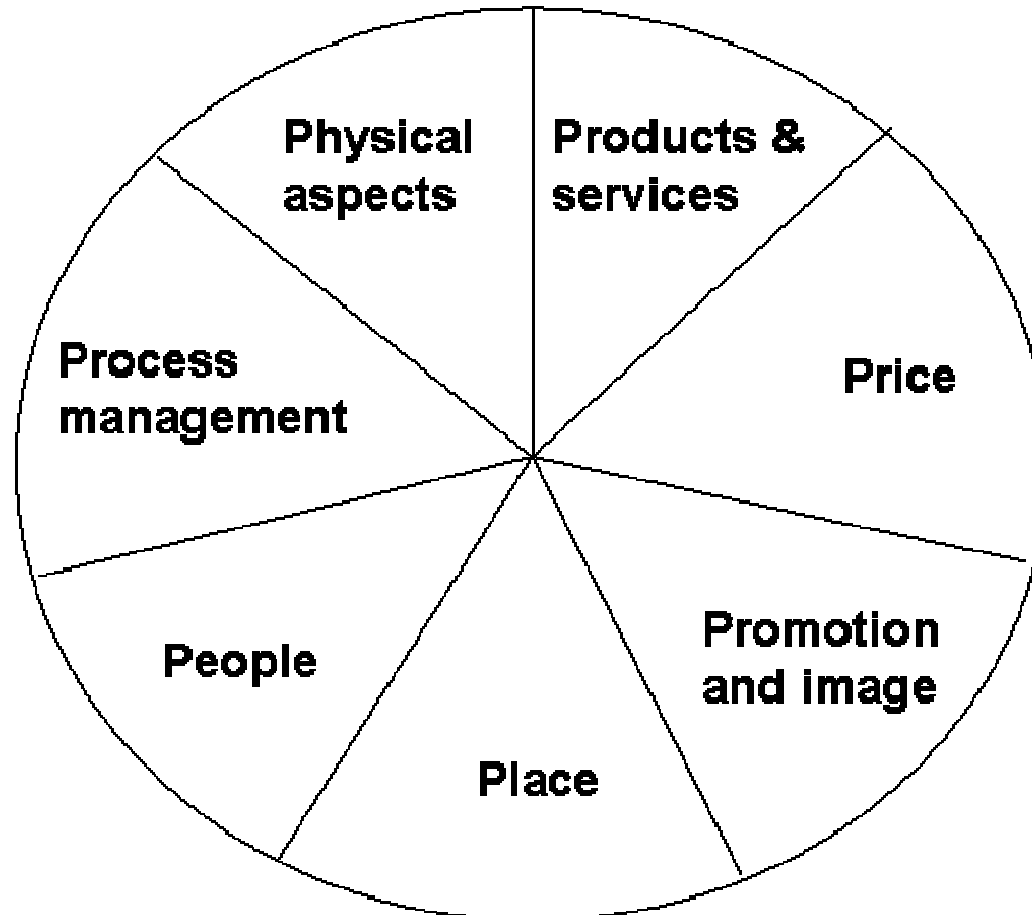
# Which of these do you have in your practice?

- 0% 1. A mission statement
- 0% 2. Stated business objectives
- 0% 3. Stated marketing objectives
- 0% 4. Current action plans

# Mission statement

- Keep it short
- Make it durable
- Make it credible
- Make it exciting
- Make it understandable
- Make it measurable
- Make it important

# The Practice's Marketing Mix



# The Planning Hierarchy



# The Marketing Plan

Objective	Allocation of responsibility	Actions needed	Timescales	Resources	Monitoring method
(Short term)					
(Long term)					

# The Marketing Plan - obstacles

- The vision is not shared and or clear.
- The practice team do not communicate well about the plan and or do not share enthusiasm for its implementation.
- Too many / few objectives.
- The plan is too long.
- Failure to agree and to allocate the appropriate resources.
- Failure to monitor and to give feedback.

# The Final Checklist

- Who is leading, who has overall charge, who is the engine of the project?
- Are the resources of money, time and intellect in place?
- Are there any residual doubts about the vision being shared by all stakeholders?
- Are the plans too ambitious?
- Are the timescales adequate?
- Are most or all of the marketing mix boxes ticked?
- Are all of those leading on a project objective, committed, and up to speed?
- Are the interim checks agreed to ensure effective monitoring?
- Have you already scheduled the review meetings to discuss obstacles and progress?

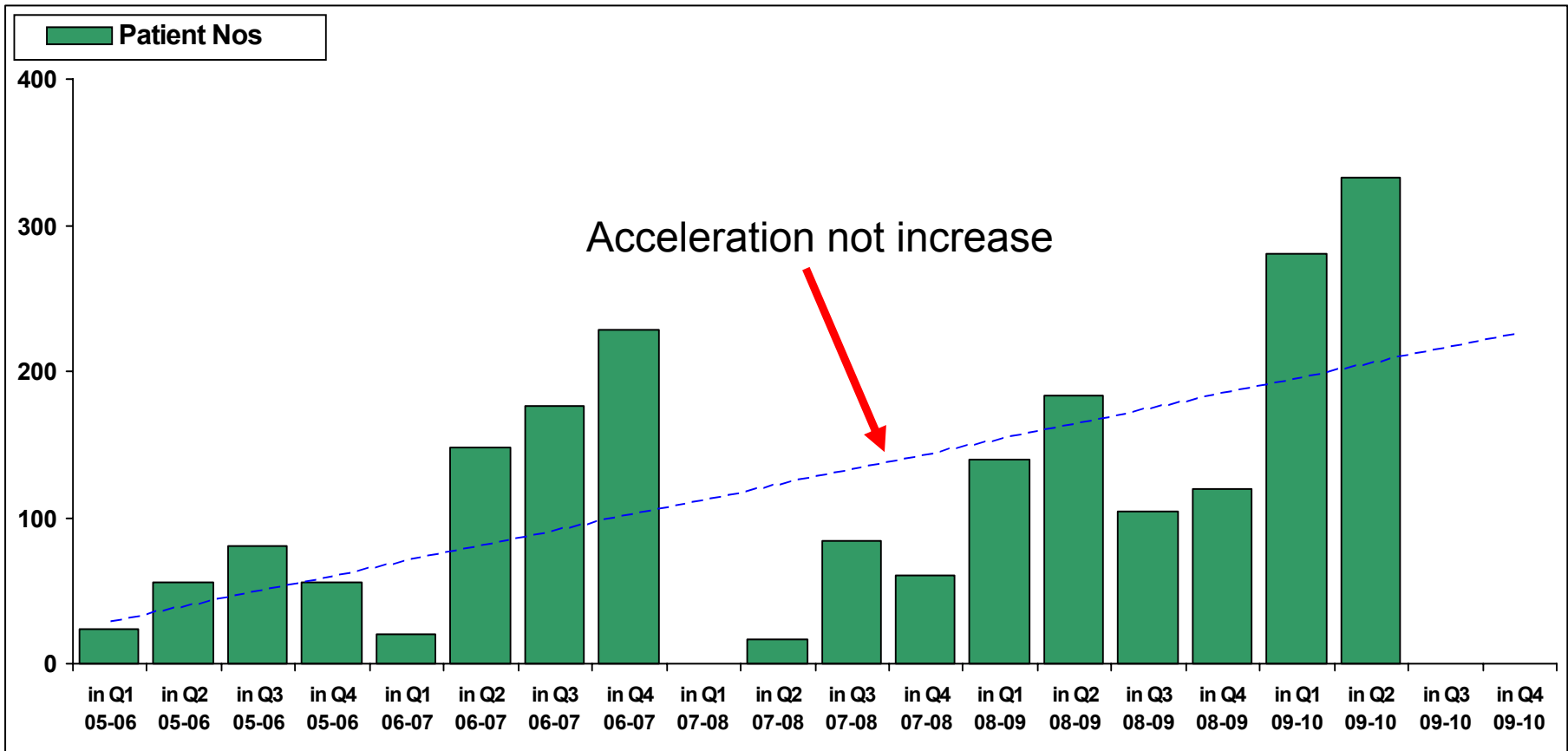
# The Marketing Plan

<b>Objective</b>	<b>Allocation of Responsibility</b>	<b>Actions Needed</b>	<b>Timescales</b>	<b>Resources</b>	<b>Monitoring Method</b>
Improved tel system	JMW/MBT	Digital System	Done but improvement still needed	Largely committed (£5000)	Access Survey
Texting	JMW/PA	Register of mobile phone	Done but monitoring needed	Committed (PCT)	Counts of tel nos and tests sent hits
Email	PA/MBT	Publicise	By end July: text & Health Matter		Number received
Carers' Coordinator	HEO/MBT	To appoint	By end June	£1000 pa	Register questionnaire
Customer Service	NR/MBT/JMW	To appoint	By end June	£1500 pa	Questionnaire Mystery Shopper
Enhanced Children's Services	GT/JMW	To present a plan. Leaflet	By end July	To be determined	
Some morning appointments	GT/MBT	Appt JAIR	October 2009	None above salary	
Extended hours	GT/MBT	2 hrs Thurs Eve	June 2009	90% PC T	Satisfaction Questionnaire
Sceptical Friends Group	NR/MBT	Quarterly Meeting	September 2009	£400	Evaluation questionnaire

# The Marketing Plan

<b>Objective</b>	<b>Allocation of Responsibility</b>	<b>Actions Needed</b>	<b>Timescales</b>	<b>Resources</b>	<b>Monitoring Method</b>
Mini Focus Groups	JAC/ST/MBT	Bi-monthly evening meeting	October 2009	£600	Evaluation questionnaire
Increase kerb appeal	MBT/JMW	Signage	Done	Committed (£800)	Increase in pt numbers
Website	MBT/JMW	Additional pages	By October 2009	£400	New patients
NHS Choices	JMW/MBT	Changing details	By July 2009	Time only	? hits (MBT) New pts
Decorating	JMW	Patient area	By end of August	£1000	
Carpeting	JMW	Patients' corridor	By end of July	£1500	
Seating	JMW	Re-upholster	By end of July	£1500	
			Total costs	£13700	

# Quarterly Increase in Practice Population York House Surgery



# Who will be responsible for marketing in your practice?

- 0% 1. Me (GP)
- 0% 2. Another GP
- 0% 3. Me (PM)
- 0% 4. None of the above
- 0% 5. No one
- 0% 6. Everyone