

Hot Topics for GPs

Family Doctor Association Winter Study Day 2010

The future is now

Dr Michelle Drage FRCGP

Joint Chief Executive, Londonwide LMCs

The future is now

- **Money , Contracts, Quality**
- **Planet London**
- **Your practice**

The future is now

○ Money, Contracts, Quality

- Policy driven by national deficit ('twas ever thus)
- Policy driven by political imperative and edict (votes, 'the public')
- Policy driven by ideology (despite evidence or consequence)
- Policy driven by macho management
- Policy driven without consultation
- Policy implemented by people in fear of their jobs or organisation
- Policy implemented by low level micro-managers
- Policy implemented in ignorance of, or despite seeing the value of General Practice
- Policy implemented by seduction (aka divide and rule)

The future is now

○ Planet London

- All of the above plus...
- Policy driven by extreme deficit
- Policy driven by perceptions of poor quality without recognition of challenges of delivery in Capital
- Policy driven by Management Consultant culture
- Policy driven by obsession with Access
- Policy driven by the challenge of closing hospitals
- Radical Transformational Change policy being implemented with no understanding or regard for General Practice ethos. (Vertical Integration, private sector)

The future is now

○ Your practice

- More demand (Access, transfer), Less resources (contractual pressure – GMS MPIG and PMS Reviews)
- More complex work without recognition (consultation time pressure, dumping)
- More bureaucracy (balanced scorecards ,surveys, hassle) without regard to rules and regs.
- More arbitrary decisions by managers without regard to your personal or organisational futures, or those of staff and patients
- Ridding of small practices by hook (contractual performance) or by crook (individual performance)
- Polyclinics, 8-8, Training

The future is now

Securing the Future of Real General Practice in London

○ Money, Contracts, Quality

- Hold on to what you have, AND be prepared to change the way you organise your services (availability, half days, extended hours, delegation, work smart, personalised service)
- Resist and report bullying management behaviour (use of 'silence')
- USE our Londonwide LMCs Guidance and Toolkits; Be Supported and Feel Empowered
- **Londonwide LMCs SELF ASSESSMENT TOOLKIT FOR PRACTICES- WHERE SHOULD WE BE NOW?**
- **Keep My NHS GP Local**

The future is now

Securing the Future of Real General Practice in London

○ Planet London

- Deal with Polyclinic and Access by Taking Control
- Use whatever relationships you have with other practices (and even PCTs or PBC) to do form Networks, Federations or Polysystems
- Start where you are at and work set achievable objectives which also maintain your clinical and organisational autonomy within the umbrella of what you establish.
- Follow a General Practice agenda (holistic, continuity, meaningful consultation, appropriate referral), not a Primary Care or Secondary Care one.
- If you have no friends, do whatever it takes to find one.
- Protect your contracts at all costs.

The future is now

Securing the Future of Real General Practice in London

○ Your practice

- Think Big Picture.
- Park petty issues and battles. This is about Survival.
- You are NOT required to PLEASE authority or authorities. Remind your managers and partners.
- Get the basics right – premises, good employment practice, quality and access
- Develop strategies for dealing with bureaucracy, including prioritising front line clinical work over senseless extraneous demands
- Report and Resist institutionalised or individual bullying. Don't be or feel terrorised.
- Get EVERYTHING in writing. Reflect back in writing. Accept nothing verbally.
- Engage in succession planning to ensure your contract doesn't go to the PCT by default to become APMS for takeover by commercial providers or Foundation or Provider Trusts.

The future is now

- Lack of planning on your part does not constitute an emergency on mine.
- Poor prior preparation leads to pi*s poor performance
- Kindly point me to the precise clause in the regulations, directions or contract which you believe permits you to require
- This is my understanding of the discussion we had ...

Networks, Federations and Polysystems

<p>Networking</p>	<p>Joint working together on certain clinical or organisational priorities in general practice provision; low level resourcing</p>	<p>Entry level; Autonomy maintained at practice level low resourcing</p>	<p>Memos of understanding Think LIZ</p>
<p>Federations</p>	<p>More established working links with expanded GP provision over more than one location; also enables certain transfers from secondary and primary care to GP provision/responsibility.</p>	<p>2nd level; resourcing required but under practice control, therefore better VfM. Autonomy maintained at practice level. Plays into all party political but definitely Tory agenda.</p>	<p>Formal agreements needed between practices, eg suprapractice</p>
<p>Polysystems</p>	<p>One large primary care provider organisation; multiple locations; provides GP, Primary and Secondary services. Think HMO.</p>	<p>3rd level; High Risk. major resourcing including scarce capital resources required. Centrally managed from a hub; Clinical autonomy may be possible to maintain but organisational autonomy unlikely; Heavy PCT involvement likely. Haven for PCT employees.</p>	<p>Strong agreements needed both between practices and between the polysystem and the commissioning organisation to make this work effectively for practices and protect autonomy. Otherwise expect vertical integration.</p>

The future is now



**KEEP MY
NHS
GP LOCAL**

www.lmc.org.uk

IS YOUR LOCAL SURGERY UNDER THREAT?

Your surgery's future may be under serious threat. London's health authority proposes moving many of the city's 1300 GP practices into 150 big impersonal clinics which could be further away from your home.

If you value your local neighbourhood surgery and seeing a doctor who knows you and your family, then you need to make your voice heard by:

- Writing to your local MP and Councillor
- Signing the petition in your surgery
- Writing to your local paper
- Telling your friends/neighbours and asking for their support