



Dorset Clinical Commissioning Group

NHS Dorset Clinical Commissioning Group

Primary Care Commissioning and Contracting

Draft Recommendation for the Practice Support and Development Programme



Supporting people in Dorset to lead healthier lives

DOCUMENT TRAIL AND VERSION CONTROL SHEET

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Author	Lucy Danes (Primary Care Programme Officer)
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1. Introduction

1.1 This paper presents a recommendation from the Practice Profiling and Contract Management Group on the development of a Practice Support and Development Programme to be undertaken by the Primary Care Team. The Contract Management Group seeks an agreement from the Governing Body for the programme to begin in the way described within this paper.

2. Assumptions

Please read this report in line with the following assumptions:

2.1 I. The Primary Care Team propose to begin a programme of work to provide assurance that providers are meeting the terms set out in their contract, thereby ensuring that patients are receiving safe and effective healthcare services that are equitable across Dorset. The programme will take a proactive approach, using both risk and opportunity management to address variation in Primary Care services; preventing any problems from escalating and celebrating and sharing good working practices.

2.2 Dorset CCG recognises the many pressures faced by General Practice, and for this reason has tried to propose a strategy that will not, as a general rule, require practices at large to take on any additional work.

2.3 Practices will not be required to submit any additional monitoring information to Dorset CCG. Information used in the Practice Support and Development Programme will be taken from pre-existing practice quarterly and annual returns in addition to national data.

2.4 Dorset CCG will not visit all practices each year. The Contract Management and Practice Profiling Group suggest that they begin by targeting approximately 5% in 2017/18. The relatively low number of practice visits is in recognition of CCG as well as practice capacity being stretched, and a desire to ensure that the meetings that do take place are of as high a quality as possible.

2.5 Part of Dorset CCG's aim in conducting Practice Support and Development visits is to build better relationships with those practices that have had little Commissioner input over the last few years. How much contact a practice has had with the CCG, therefore, will factor into the decision-making process, in addition to risk-stratification measures, when establishing which practices to visit each year.

2.6 It is hoped that in adopting the Practice Support and Development Programme, which will address Primary Care, Quality and Medicines Management issues, meeting requirements with Dorset CCG will be reduced for practices.

3. Background

- 3.1 NHS Dorset Clinical Commissioning Group took on the responsibility for commissioning Primary Care on the 1st April 2016. Part of this responsibility (as described within the Delegation Agreement) is that the CCG must begin contract monitoring and management of GMS/PMS/APMS core GP contracts in addition to Local Contracts (formerly LES's) and Enhanced Service Contracts (formerly DES's).
- 3.2 In order to ensure this takes place the Primary Care Team need to establish the nature and scope for the Practice Support and Development Programme; a means of proactively working with practices to ensure they are contract compliant in addition to the priority areas which will form the focus for the year. Dorset CCG have developed their Support Offer for General Practices which will complement the proposed programme.
- 3.3 In July 2016 a Practice Profiling and Contract Management Group was established. While the group has already been used as a forum to discuss aspects of variation in contract compliance as they arise, there is a need to put forward a robust programme of work to ensure that all primary care contracts and practices are monitored proactively throughout the year to provide the CCG with assurance of contract compliance.

4. Identifying Practices

- 4.1 In year one of the Practice Support and Development Programme, the Practice Profiling and Contract Management Group propose to identify approximately 5% of practices to meet with during the course of the year. These practices will each be given a comprehensive meeting to assess their performance (identifying both successes and areas for improvement).
- 4.2 In order to identify which practices will receive a meeting within the year the Practice Profiling Group will use their Practice Profiling Dashboard (see Appendix I), which was developed for this purpose. The Dashboard is a tool which aims to provide a high level overview on how each practice is performing in a wide range of areas. The dashboard includes CQC ratings for each practice as well as a number of broader indicators such as immunisation uptake, workforce, patient experience and medicines management, as well as a total score and 'RAG' rating. This tool is designed to be used internally by CCG staff to highlight which practices are doing well and to give an indication of areas where practices may be struggling. As the data provided is a high level indicator it draws attention to areas where more investigation may be useful to increase understanding of the practice's position.
- 4.3 In addition to using the Practice Profiling Dashboard the Practice Profiling and Contract Management Group will discuss the chosen practices, using local intelligence of the practice situation and level of past Commissioner input to ensure they are the right choices.

4.4 Of the chosen practices, it is likely that a third will be of 'outstanding' performance, a third with 'some areas for improvement' and a third with 'considerable areas for concern'. In doing this, not only will the CCG be able to work with those practices to address any issues and resolve them in a timely manner, but also share good working habits among other practices, e.g. via an intranet page sharing effective policies and procedures.

5. Practice Support and Development Programme Priorities

- 5.1 The Primary Care Team recognise that due to the number of practices in Dorset and capacity within the CCG, information provided by practices to the Commissioner has not always been best effectively used to support practices to improve.
- 5.2 It is also recognised that it is likely that in many cases practices will require support in a number of areas and against multiple specifications. The Contract Management Group would like to recommend that services / contracts are grouped into priority areas on an annual basis. This will allow the contract manager to ensure that practices are advised appropriately in relation to the areas that should be focused on first. It will also give contract managers the opportunity to take a relational and holistic approach, with a view to restoration of the practices' overall compliance. The meetings will include discussions about challenges the practice has faced in relation to the relevant priority areas as well as successes which may have previously gone unnoticed.
- 5.3 Over the next three months, between May and July 2017, the Practice Profiling and Contract Management Group (including members from Quality and Medicines Management teams) will work to establish:
- Which aspects of contracts signed by practices are a priority for Dorset CCG to monitor
 - What mandatory monitoring requirements are required of Dorset CCG
 - For these areas, what monitoring information Dorset CCG already receives which will be useful and meaningful for Dorset CCG and practices to use in the Practice Support and Development Programme.
- 5.4 Having done this, the Primary Care Team will form a draft priority list, with corresponding data sets, which can be used to form the 'backbone' of Support, Assurance and Development meetings. These priorities and data sets will be reviewed and updated on a six-monthly basis. Benchmarked figures and information will be shared with the practice prior to the meeting and they will be given the opportunity to add to the agenda any topic which they feel to be particularly relevant to them; Dorset CCG will gather information for the practice's suggested items where possible.

6. Pre-existing Reporting Requirements

- 6.1 Practices are currently required to provide monitoring information in relation to Enhanced Services and Local Contracts on a quarterly basis so that commissioners can ensure that

services are carried out in conjunction with the specification written and agreed and that data is current.

6.2 Information is collected either via the Calculating Quality Reporting Service (CQRS) and / or via Microsoft Excel / Word returns made by practices. This information is then stored and reported on by the Primary Care Team. Practices have a deadline for data submissions and are reminded of these dates by the Primary Care Team.

6.3 It is important that Local and Enhanced Service Contracts, as with core GMS/PMS/APMS Contracts, are monitored and reviewed to ensure patient quality is maintained appropriately in line with the reporting requirements already in place.

6.4 It is also recognised that there are a number of practices who are either delayed in their returns or fail to return any monitoring information due to workload, lack of experience or understanding; where this is the case, support will be put in place to address the underlying issues.

7. Recommendations / Conclusion:

7.1 Practice Support and Development Programme Recommendations:

- On an annual basis, approximately 5% of practices are identified to receive Practice Support and Development meetings.
- Which practices will be identified for meetings will depend on how much contact the practice has received from Commissions in recent years, and where they sit on the 'Practice Profiling Dashboard'. Practices chosen will vary in performance, with several of 'outstanding' performance, several with 'some areas for improvement', and several with 'considerable areas for concern'.
- Dorset CCG's Practice Profiling and Contract Management Group will establish priority areas for the Practice Support and Development Programme on a bi-annual basis, and these areas will form the basis of the meetings' agendas. Practices will also be given the opportunity to add agenda items. These will be discussed and agreed with the Local Medical Committee.
- Meeting actions for the CCG and practices will be jointly set with the aim of improving performance against priority areas where required, and sharing good practice.
- Practices are required to submit their quarterly returns within the deadline (as has always been the case). The Practice Profiling and Contract Management Group will monitor when practices submit their returns late.

7.2 Contract support will feature on a daily basis within the Primary Care Team. Nevertheless, there needs to be a systematic approach to contracting so that the CCG can be assured that: providers are compliant against the contracts they have agreed to deliver; any potential

problems or areas of poor performance can be effectively addressed before escalation; good working habits can be praised, supported, and shared with other practices across Dorset.

7.3 The Primary Care Team will submit a report showing the Practice Support and Development Programme activity and trends twice annually to both the Governing Body and Primary Care Committee.

Appendix I

Practice Profiling Dashboard

Dorset CCG Practice Profile Dashboard - March 2017

Report Published - March 2017

Scored based on variability from the 'mean profile' for each indicator across ALL Dorset CCG Practices - indicators in each Domain scored independently and then combined

Locality	Practice name	Practice List Size		Quality	DOMAINS								Overall TOTAL	
		31/12/16 compared to 31/03/16	Actual		Latest CQC Inspection	Workforce	Service Delivery	Patient Experience	Unplanned Admissions	Community Need	Patient Screening	Childhood Imms		Meds Mgmt
		%			WTE's GP & Nurses / Safeguarding Training	CQF Diabetes (DM003)	% Recommendation / % making an Appt	Emergency Admissions / % ACS	Deprivation score (IMD 2015)	Cancer Screening	Childhood Immunisations	Financial / Quality & Safety / Antibiotics / Cx		
Bournemouth North	J81003 - Alma Partnership	-476	-5.3%	Good	0.3	0.6	0.5	0.3	0.3	0.5	0.3	0.4	3.3	
	J81033 - Talbot Medical Centre	402	1.7%	Good	0.4	0.2	0.5	0.3	0.7	0.4	0.3	0.7	3.6	
	J81038 - Northbourne Surgery	0		Requires Improvement	0.4	0.6	0.5		0.3	0.4	0.3	-	2.6	
	J81042 - The Village Surgery	243	2.6%	Good	0.6	0.2	0.5	0.3	0.3	0.4	0.2	0.4	3.0	
	J81045 - Kinson Road Surgery	-25	-0.3%	Good	-	0.2	0.9	0.3	1.0	0.4	0.3	0.7	3.9	
	J81063 - Durdells Avenue Surgery	-68	-2.3%	Requires Improvement	0.8	0.2	0.5	0.5	1.0	0.4	0.5	0.8	4.6	
	J81070 - Banks & Bearwood	58	0.6%	Good	0.3	0.2	0.5	0.3	0.3	0.4	0.3	0.7	3.1	
J81071 - Leybourne Surgery	20	0.5%	Good	0.4	0.2	0.4	0.3	0.3	0.4	0.3	0.5	2.9		
J81024 - Holdenhurst Road Surgery	0		Good	0.6	0.2	0.9		1.0	0.9	0.3	-	3.9		
Central Bournemouth	J81039 - Moordown Medical Centre	169	2.0%	Good	0.4	0.2	0.5	0.3	0.3	0.4	0.3	0.3	2.9	
	J81047 - James Fisher	-393	-3.0%	Good	0.6	0.4	0.5	0.3	0.3	0.4	0.3	0.5	3.4	
	J81062 - St Albans Medical Centre	77	0.8%	Good	0.3	0.2	0.5	0.3	0.3	0.4	0.3	0.3	2.8	
	J81072 - Pantton Practice	799	6.1%	Good	0.6	0.2	0.6	0.3	0.7	0.9	0.3	0.2	3.7	
	J81625 - Denmark Road	418	5.2%	Good	0.3	1	0.1	0.3	0.3	0.7	0.3	0.8	3.9	
	J81633 - Woodlea House Surgery	-7	-0.2%	Good	0.3	0.2	0.5	0.3	0.7	0.4	0.3	0.6	3.4	
Christchurch	J81028 - Highcliffe Medical Centre	196	1.9%	Good	-	0.2	1.0	0.5	0.0	0.4	0.3	0.4	2.8	
	J81043 - Barn Surgery, Christchurch	-208	-3.2%	Inadequate	0.6	0.2	0.5	0.3	0.3	0.4	0.3	0.5	3.2	
	J81050 - Burton Medical Centre	-10	-0.1%	Good	0.2	0.6	0.5	0.3	0.3	0.2	0.3	0.6	3.1	
	J81056 - Orchard Surgery	-22	-0.3%	Good	0.1	0.2	0.8	0.3	0.3	0.4	0.3	0.4	2.8	
	J81057 - Farmhouse Surgery	19	0.3%	Requires Improvement	0.3	0.2	0.5	0.3	0.3	0.4	0.5	0.5	3.1	
	J81066 - Stour Surgery	-237	-2.4%	Good	-	0.2	0.5	0.3	0.3	0.4	0.2	0.3	2.3	
	J81646 - Grove Surgery	310	5.7%	Good	-	0.2	0.4	0.3	0.3	0.4	0.3	0.6	2.6	
Dorset West	J81005 - Bridport Medical Centre	-48	-0.3%	Good	0.2	0.6	0.5	0.2	0.3	0.4	0.3	0.4	2.9	
	J81074 - Barton House	-22	-0.4%	Good	0.2	0.2	0.5	0.3	0.3	0.4	0.3	0.5	2.8	
	J81076 - Maiden Newton, Pound Piece	102	1.8%	Good	0.3	0.2	0.5	0.3	0.3	0.4	0.3	0.4	2.9	
	J81609 - Portesham Surgery	24	0.8%	Good	0.3	0.6	0.0	0.3	0.3	0.4	0.2	0.0	2.3	
	J81628 - Charmouth Littlehurst	22	1.0%	Good	0.8	0.6	0.5	0.5	0.3	0.3	0.8	0.5	4.3	
	J81647 - Lyme Bay Medical Practice	36	1.6%	Good	0.2	0.2	0.5	0.3	0.3	0.4	0.3	0.2	2.5	
	Y03661 - Lyme Regis Medical Centre	-77	-1.8%	Good	0.3	0.4	0.8	0.2	0.3	0.4	0.3	0.1	2.8	
East Bournemouth	J81018 - Beaufort Road Surgery	224	2.0%	Good	0.3	0.2	0.5	0.2	0.3	0.4	1.0	0.6	3.6	
	J81021 - Shelley Manor	-434	-2.0%	Good	0.4	0.6	0.5	0.7	1.0	0.5	0.3	0.6	4.7	
	J81049 - Marine And Oakridge	-292	-2.9%	Good	0.3	0.2	0.5	0.3	0.3	0.4	0.3	0.3	2.8	
	J81059 - Southbourne Surgery	299	3.4%	Requires Improvement	0.6	0.4	0.5	0.3	0.3	0.4	0.3	0.6	3.5	
	J81067 - Littledown Surgery	227	5.1%	Good	0.3	0.2	0.4	0.0	0.3	0.0	0.3	0.4	2.0	
	J81624 - Crescent Surgery	0		Pending / Report	-	0.6	0.5		1.0	1.0	0.9	-	4.0	
	J81634 - Providence Surgery	333	2.4%	Outstanding	-	0.4	0.8	0.7	1.0	1.0	0.9	0.1	4.7	
J81645 - Boscombe Manor	-27	-0.9%	Requires Improvement	0.7	0.4	0.6	0.3	1.0	0.9	0.3	0.1	4.3		
East Dorset	J81002 - Orchid House Surgery	102	1.2%	Good	0.3	0.4	0.5	0.3	0.3	0.4	0.3	0.5	3.1	
	J81022 - West Moors Group Practice	-41	-0.8%	Good	0.6	0.2	0.9	0.7	0.3	0.3	0.3	0.2	3.4	
	J81030 - Verwood Surgery	7	0.1%	Good	0.2	0.2	0.6	0.3	0.0	0.4	0.3	0.1	2.1	
	J81034 - Quarter Jack Surgery	207	1.5%	Good	0.3	0.2	0.5	0.2	0.3	0.3	0.4	0.4	2.6	
	J81058 - Cranborne Practice	142	1.4%	Good	-	0.2	0.5	0.3	0.3	0.4	0.3	0.6	2.7	
	J81061 - Penny's Hill Practice	-52	-0.6%	Good	0.3	0.2	0.5	0.3	0.3	0.4	0.2	0.3	2.6	
	J81077 - Walford Mill	24	0.4%	Good	-	0.2	0.5	0.2	0.0	0.3	0.5	0.1	1.7	
	J81621 - Corbin Avenue Surgery	264	4.7%	Good	0.4	0.4	0.5	0.3	0.3	0.4	0.3	0.4	3.2	
	J81640 - Village - West Moors	0		Requires Improvement	1.0	0.2	0.4		0.3	0.4	1.0	-	3.3	
	J81644 - Old Dispensary	-86	-2.5%	Outstanding	0.8	0.6	0.4	0.3	0.3	0.4	0.3	0.2	3.4	