

Health in Hackney Scrutiny Commission

Review on “Digital Primary Care and its implications
for GP Practices”
CCG briefing 4th Jan 2019

Primary care in City and Hackney

- There are 41 practices in LBH and 1 practice in CoL; the average list is 7681 patients; the average number of full-time equivalent GPs per practice is 4.5
- Primary care in C&H is productive – with circa 1.6 million consultations p.a.; the ratio of face to face to phone consultations is 4:1 (with a shift towards more phone consultations over time); 70% of consultations are with a GP
- Primary care in C&H is high quality – practices perform well on quality measures e.g. local quality dashboard and the national quality and outcomes framework (QOF) (the CCG is ranked 1st or 2nd out of 194 CCGs in England in 42% of the QOF clinical attainment measures such as control of blood pressure, cholesterol, lung disease and asthma); C&H practices also perform well (relative to London) on measures of patient satisfaction
- Primary care in C&H is efficient – C&H has the lowest referral rate for a first outpatient appointment in London which means that local practices are (safely) managing patients when other practices might refer; this helps keep the local health economy in financial balance
- Primary care in C&H is value for money – at about £35 for a face to face appointment with a GP
- Primary care in C&H is accessible – half (51%) of C&H appointments take place on the same day of booking which is the highest proportion in London (London average 43%); 80% of all C&H appointments take place within a week of being booked, compared to 75% for the STP and 74% for London; all C&H practices have a Duty Doctor service; 37/42 of C&H practices offer appointments outside the core contract hours of 8-6.30 Mon-Fri (mostly evening appointments from 6.30-8); all practices can refer their patients to weekday evening and all day (8-8) weekend primary care hubs
- Practices in C&H collaborate with each other (work at scale) – all practices are part of the local GP Confederation and all practices are part of a neighbourhood
- The CCG invests in extra services from its practices, mostly through the GP Confederation, to the tune of £10.9m p.a.; lower levels of GP referred activity and unplanned admissions, relative to NEL CCGs, are forecast to benefit City & Hackney by £11.2m in 2018/19
- Practices in C&H are under similar pressures from increasing demand as practices in the rest of London and the country – this is largely due to a combination of the following factors
 - The shift of activity from hospitals (secondary care) to primary care
 - People living longer, with more long term conditions creating increasing complexity
 - Changing patient expectations
 - Additionally C&H patients have a higher consultation rate at 5 per year than the STP average of 4 per year

Demand management in primary care

There is a national general practice development programme with 10 key actions designed to free up “time for care” (i.e., help manage demand) - C&H CCG has a programmes in place for each action. This briefing focuses on no. 2 – new consultation types:

1. Active signposting
2. *New consultation types: Introduce new communication methods for some consultations, such as phone and email, improving continuity and convenience for the patient, and reducing clinical contact time*
3. Reduce Did Not Attend
4. Develop the team
5. Productive work flows
6. Personal productivity
7. Partnership working
8. Social prescribing
9. Support self care
10. Develop QI expertise

New consultation types

- The CCG made a successful bid to the national Estate and Technology Transformation Fund for £1.55m to do a large scale local trial of electronic consultations in 2018/19 and 2019/20. This is in addition to smaller sums of national monies allocated to CCGs to trial electronic consultations.
- The CCG Commissioned the local GP Confederation to run the trial working with all local practices.
- See the Confed's briefing for the detail (which includes other elements of the contract which all contribute towards demand management).
- The volume of local e-consultations is currently low; response times by individual practices is variable with scope for improvement.
- The new Secretary of State for Health and Social Care is making it his mission to transform primary care through digital means and it will be part of the 10-year NHS plan that all practices are to routinely offer digital consultations by 2023 to 2024.
- There is currently no local evidence that digital consultations do indeed help manage (reduce) demand; there is the possibility that they increase demand by opening up a new channel of access.

GP at Hand

Meanwhile GP at Hand has become a market leader on digital consultations with wider implications for the way that mainstream general practice is currently funded. Some suggested quality related key lines of inquiry for these type of services are:

- Use of consultant advice services to obviate the need for a referral - how is this achieved by clinicians working remotely for patients registered at Lillie Road? (C&H practices are supported to make full use of consultant advice services which contributes to its low referral rate).
- How is practice informed by locally agreed pathways of care? (C&H practices are supported to follow 50+ local care pathways).
- What is the practice's patient churn? How long do patients choose to stay registered with the service and what is the rate at which the service deregisters patients?
- What are the challenges to place-based commissioning from having a widely dispersed list? For any registered patient the commissioning budget goes to Hammersmith and Fulham CCG and the patient care budget goes to the Lillie Road Practice.
- What are the other impacts on the wider healthcare system?

Hammersmith and Fulham CCG (H&F) have requested all London CCGs make a financial contribution towards the secondary care costs associated with treating Lillie Road patients who register in-year (on the basis that H&F CCG is funded to treat these patients). C&H's share is currently £285k. This has been agreed at the London-level but is being widely challenged.

Appended is a paper produced by LBH's public health dept. giving an update on GP at Hand's Lillie Road Practice. At Oct 2017, 1523 Hackney residents were registered with Lillie Road.