

Governance case study – Primary Care working at scale



Organisation: Suffolk GP Federation

Chief Executive: David Pannell

Board structure: 10 GPs, 3 PMs and CEO

Type of company: Not for profit Community Interest Company

Number of practices: 64

Financial ask of practices: 30p per patient one off investment – no further obligation

Background

Suffolk GP federation was formed in April 2013 to:

- Support and strengthen Primary Care and CCG objectives
- Share practice resources to increase efficiency and maintain sustainability
- Share the burden of increased clinical workload and reduced income to general practice
- Maintain workforce challenges in recruitment and retention

The previous groups' first successful service in 2009 was a non-obstetric community ultrasound service available to most of East Suffolk, cutting waiting times from six weeks to a fortnight. Since then, cardiology and urology intermediate clinics have been launched, additional practices have joined the federation and in 2014 they successfully bid to manage the diabetes service in North East Essex. In 2015, the federation became a Wave 2 Prime Ministers' Challenge Fund provider offering extended primary care access.

Governance

The Suffolk GP Federation has an integrated and robust approach to governance.

Their Members' Agreement sets out the objectives of the Federation, the obligations of members, the composition of the Board, relationship between the Board and Members and how Members join and leave.

Their integrated approach combines corporate, financial and clinical accountability and enables equality of input from clinical and non-clinical sources for the purposes of delivering recognisably high standards of care.

Please see <http://suffolkgp.org.uk/who-we-are/governance/> for more information.

10 Steps to a successful business plan

David Pannell, CEO, has come up with 10 questions to ask yourself when creating a business plan for your at scale organisation:

1. What is your strategy?
2. What is your 'elevator pitch'? (a one minute speech on the strategy and vision of your federation)
3. What is the offer? (to practice and patients)
4. What will you DO as a federation?
5. How will you manage the start up phase?
6. How will you fund yourself sustainably?
7. How will you build a relationship with the CCG?
8. Do you really want to bid for contracts? This is time consuming and costly.
9. What do you need to think about longer term?
10. How will you communicate with members?

