

Transitional Funding to support practices to move to a Modern General Practice Access Model

1.0 Summary of NEL Process

- 1.1 To support implementation of the *Modern General Practice* aspirations in the national [delivery plan for recovering access to primary care](#), GP practices are entitled to receive funding between now and March 2025 to create capacity for change management and quality improvement within their teams, with the national average amount of funding per practice being £13,500. The national guidance can be found [here](#).
- 1.2 NEL ICB has a total allocation of £3,258,000 for Transitional Funding with £1,629,000 available in 23/24 and a £1,629,000 available in 24/25. Each practice will get a notional allocation for this. The notional allocation for each practice will be calculated on the basis of 50% of the ICB's total allocation of £3,258,00 being split equally based on the total number of practices in NEL and 50% being split pro rata on adjusted list size. Details of notional practice funding allocations can be found in the attached schedule (Appendix A). The national guidance states that each year's funding allocation has to be spent within that financial year and there is no capacity to roll any funding over into the following year.
- 1.3 The national guidance advises that practices must be able to assure the ICB that they are moving to a Modern General Practice Access Model and that funding will be used to support this transition. To access funding, practices will need to have completed and returned the Practice Access Recovery Plan Toolkit, having assessed their readiness to move to Modern General Practice Access. Practices will then need to submit a proposal to the ICB outlining how they propose to use the funding in line with the national guidance. The funding could be used for example, to pay for sessional GPs, support from experienced peers or for additional sessions from current practice staff (clinical or non-clinical). Once approved, practices will be paid 50% of their total notional allocation in advance in 23/24 and the remaining 50% on completion in 24/25 following receipt of a claim form detailing how the funding has been spent.
- 1.4 [Information on the Modern General Practice Model can be found here](#), and the slides and a recording of a national webinar on this model can be accessed at: [General Practice Webinars - PCNs and Practices Support Hub - Integrated Care \(future.nhs.uk\)](#). A process map outlining how the modern general practice model works is at Appendix A. A range of guides to support practices can be found on the NHS Futures Website (see links below).

- how to [align capacity with demand](#)
- how to improve [care related processes](#)
- how to improve [care navigation](#)
- how to improve [telephone journeys](#)
- [creating highly usable and accessible GP websites for patients](#)

1.5 Where practices believe they have already successfully made the transition to the modern general practice operating model, they will still be eligible to apply for transitional funding. Such practices can use it for further evaluation and enhancements or for retroactive applications for funding. In such instances, the ICB will need to be assured of how the money has been spent in line with the national guidelines

1.6 Provided the funding is used to support the goals of the access recovery plan, practices can use this funding to support a broad range of activities across a number of broad categories – summarised below.

- Clearing the backlog of appointments before the launch of a new operating model
- Creating local change management and process improvement capacity within the practice
- Participating in a national or NEL-wide structured quality improvement offers.

1.7 We will also be expected to report to NHS England on how practices are using the money and the impact for patients. Details on this are yet to be confirmed. In the meantime, practices are encouraged to track relevant data to establish the impact of the changes in their model.

2.0 Change management capacity for practices to embed Modern General Practice tools within their operating model.

2.1 Practices can use funding to create headspace to think about how the implementation of new ways of working will impact how staff work, and invest time in ensuring a smooth transition to the new model. This may involve backfill for practice staff to carry out change management work associated with new digital tools or to attend care navigation training. It can also support practices to take a quality improvement (QI) approach to reviewing processes within the practice to get best use of the new ways of working.

Example areas of focus for change management

Better digital telephony

- Change management associated with the switch from analogue to cloud-based telephony (CBT) and ensure all required features are active (queuing, call-back, call-routing, integration with clinical systems).
- Quality improvement work to more effectively embed use of CBT within the practice operating model (e.g. process improvement, staff training).

Simpler online requests

- Change management to embed new “high quality online consultation, messaging and booking tools” into the practice operating model – *note details of the national offer for new digital tools are expected in December 23.*
- Engagement and co-design work with PPGs and patients to increase uptake of online consultations, messaging, NHS App and practice websites amongst the practice’s registered population.

Faster navigation, assessment and response

- Supporting staff to attend care navigation training and embedding a care navigation approach into the practice’s triage and appointment booking systems.
- Reviewing existing appointment book / demand and capacity within the practice to ensure the right capacity for care navigation and for responding to online consultations and messaging.

3.0 Clearing the backlog ahead of the launch of a new operating model.

3.1 Modern General Practice accelerator sites report the value in clearing the backlog associated with old ways of working to ensure that new ways of working can be implemented with a clean slate. Ahead of introducing total triage, practices will need to clear the backlog of patients waiting for urgent and routine appointments to ensure that:

- Practice appointment books are cleared ahead of the total triage launch date
- Practices are not overwhelmed on the launch date with a backlog of patients who have been trying to book appointments over previous weeks but have been unable to do so

3.2 Once a launch date for total triage is agreed, this funding can be used in the weeks approaching go-live to fund additional clinical sessions from existing staff or locums. This will avoid having to book patients contacting the practice into appointment slots after the launch date which will in turn interfere with the total triage model. This will ensure a smooth transition.

4.0 Support participation in an organised quality improvement offer to support them to deliver the Modern General Practice priorities

There are two routes for accessing this support:

4.1 Participation in the National GP Improvement Programme

Practices can use their funding to backfill staff to engage with either the intensive or intermediate national programmes, which have been designed to support practices to specifically implement the Modern General Practice model

The next Intermediate Support Programme will start on w/c 4 December 2023 until 18 March 2024. Practices can nominate themselves for the intermediate support offer by registering to join the next engagement offer by using [this](#)

[link](#). Introductory webinars will be held from 23 October to 2 November and practices will have until 17 November 2023 to sign up for the support.

4.2 Participation in NEL Quality Improvement Offers (For example, support provided by the EQUIP team).

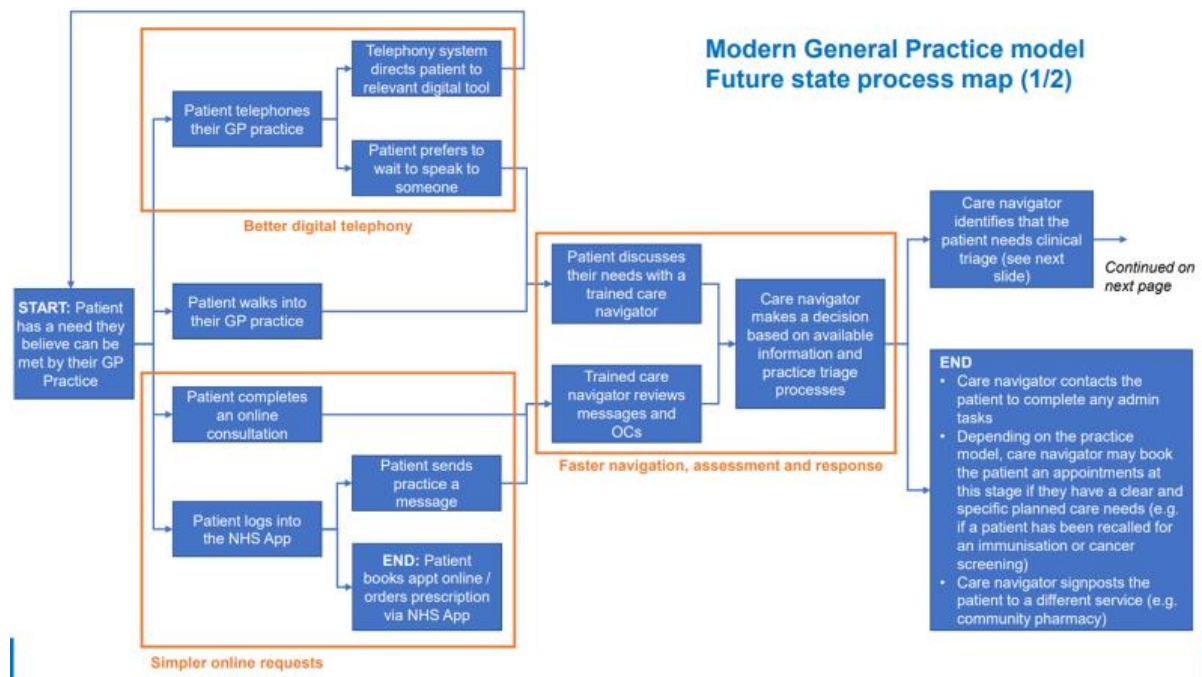
- Practices can use the funding to engage support local QI support (where this is not already funded elsewhere). Information on support that the Equip Team can offer is provided in Appendix B.

5.0 Submission of Proposals

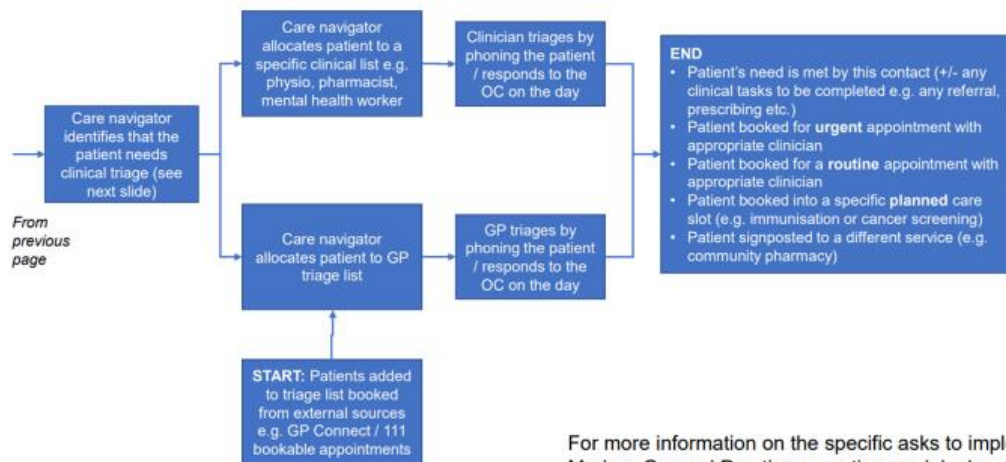
Proposals can be submitted at any time but need to be submitted by 31 December 2023 at the latest.

Appendix A

Modern General Practice Model



Modern General Practice model Future state process map (2/2)



For more information on the specific asks to implement the Modern General Practice operating model, please review the relevant section of the [GP access recovery plan](#).

Appendix B

Training and Development offers from the Equip Team

1. QI coaching sessions

Empower your practice to reach its full potential with our tailored Quality Improvement Coaching Support to improve access.

Examples of projects we can assist your practice with via QI coaching-

- *Aligning Capacity with Demand*
- *Improving Care-Related Processes*
- *Improving access*
- *Improving patient experience*

*Our team is committed to working alongside your practice on the project selected by **you**, every step of the way, ensuring a smooth transition to the new and optimized ways of working.*

This support includes a series of one hour coaching sessions on a fortnightly basis with our qualified QI Coaches.

Get in touch with us at nelondonicb.equip@nhs.net to learn more about the coaching support to suit your practice's specific needs.

2. Access Data Wall Support

Experience a comprehensive understanding of your practice as a system with our data wall initiative. Our approach involves a dynamic "data wall session," providing a multifaceted view of your practice from various perspectives. The data walls are meticulously crafted, incorporating practice data from diverse sources, with a specific emphasis on access. Through this process, we aim to identify both the strengths and opportunities within your practice, paving the way for potential Quality Improvement (QI) projects that can drive meaningful enhancements. This will strategically shape your practice's journey towards sustainable improvement.

*This will help engage all members of your practice, fostering a holistic and systematic assessment of your practice as well.
Get in touch with us at nelondonicb.equip@nhs.net to learn more.*

3. Enhanced Care Navigation and Signposting

Revolutionise patient care with our all-in-one care navigation & signposting training package: a seamless fusion of theory, practice, and triage communication skills ✨

*Say goodbye to fragmented training methods! Our enhanced training solution integrates multiple powerhouse programs into one comprehensive package.
Welcome to the future of patient care! ✍️*

Unlock your front of house potential through 5 impactful training modules:

 *Module 1: Signposting Theory*

 *Module 2: Signposting in Practice*

 *Module 3: Patient Triage Communication Skills*


 *Module 4: Effective Patient Communication*

 *Module 5: Building Sustainable Skills in Care Navigation*

Equip your practice with the tools to navigate patients towards local community services seamlessly. Our dedicated training ensures your staff master the art of care navigation, equipped with top-notch patient communication skills honed during the sessions. 📄

Choose flexibility for your practice:

 *Start with Module 1 to cover Signposting Theory and Local Services*

 *Progress through modules 2-5 for long-term, sustainable skills*

Don't miss out on this opportunity to transform your patient care approach. Equip your team with the skills and knowledge they need to make a lasting impact.

Get in touch with us at bernadette.ryan2@nhs.net to learn more about the care navigation package and how it suits your practice's specific needs.

4. Thinking Space (Organisational Consultants)

Thinking Space is a group of organisational consultants who are dedicated to supporting practices in navigating the complexities through the transition to the modern general practice model.

The thinking space approach fosters open dialogue and cultivates a culture of adaptability and collaboration. Recognizing that sustainable improvement hinges on 20% technical skills and 80% social/relational skills, the team prioritize the development of effective teams. Through the approach, teams are given the opportunity to tap into their collective values, motivation, and creativity, fostering seamless collaboration even in the face of conflicts. The Thinking Space team can support by facilitating the transition and helping practices to thrive in the dynamic healthcare environment.

Thinking Space work with small teams to get under the bonnet of human and system dynamics. Get in touch with us at fkhanum@nhs.net to learn more.

5. Quality Improvement Training for team development

The EQUIP Quality Improvement (QI) Training is designed to build robust capability and capacity within practices, ensuring that the change methodology becomes effective and sustainable in the long term.

By equipping your staff with the necessary QI skills and principles, it will support the progression to the modern general practice model.

Through the training, we aim to cultivate in-house QI knowledge, encouraging your practice to drive continuous improvement and innovation from within.

Get in touch with us at nelondonicb.equip@nhs.net to learn more.

6. Data masterclass

A full day event to learn about to plan, get hold of and use data “really well” in order to drive your improvement projects forward. “Without data, you’re just another person with an opinion. E. Deming”

Get in touch with us at nelondonicb.equip@nhs.net to learn more.

7. “Perfect Day” simulation and opportunity development exercise

A one day, all hands on board exercise to really deeply reveal need from the perspective of residents of a practice which includes all partners at a system level – acutes, community, MH, 111, ambulance, social care etc. As well as understanding need/demand, there’s a focus on identifying fixes in ‘real time’ for system issues that may be blocking good access or creating failure demand that can be adopted at wider scale.

Get in touch with us at nelondonicb.equip@nhs.net to learn more.

8. What Matters To You Conversation

Helping leaders understand what’s meaningful to staff and the factors that contribute to burnout by asking, “What matters to you?”, using the Institute for Healthcare Improvement’s Joy In Work framework. The aim is to enhance staff experience at work whilst achieving a meaningful and measurable outcomes together over the course of several weeks.

Get in touch with us at nelondonicb.equip@nhs.net to learn more.