



# City and Hackney GP Confederation

## Annual Review

October 2021 to March 2023



**City & Hackney  
GP Confederation**  
A community interest company

## Chair's Statement

The last eighteen months have been difficult and very challenging for everyone working in primary care as well as for many of their patients. Despite this, GP practices in Hackney and the City of London have continued to offer some of the best primary care in the country, providing new and innovative services and demonstrating their commitment to their patients, especially those in greatest need.

Thanks are due in particular to the GP Confederation's staff and Board members whose dedication and hard work over this period were acknowledged in the CQC inspection rating of Good, and Outstanding for Leadership, which we received in June 2022 and the awards received by our staff at the North East London Primary Care Workforce Awards in December 2022.

I would like to thank everybody who has worked against the odds to deliver high quality primary care services through our GP practices, and our partners across the local health and social care system who have always been hugely supportive of the GP Confederation and its work.

We said a sad farewell to our founder CEO, Laura Sharpe, who retired in October 2022, after eight years in the job and 25 years working in health in Hackney. Without her enormous drive and compassion, primary care in City & Hackney would not be in the strong position it is in, and many patients would be in a much worse place. We wish her the very best for the future.

I am grateful to Janet McMillan who, as interim CEO, ably kept the show on the road until we welcomed our new CEO, Andreas Labrianou, in January 2023. He brings a wealth of experience and energy to the GP Confederation and I look forward to working with him.

Despite the challenges facing primary care, I am confident that by working together, making the most of the opportunities available to us, and putting the interests and needs of local people at the heart of our work, we will continue to improve the quality of primary care services in City & Hackney and enable our GP practices to thrive.

**Caroline Millar, Chair**



## Chief Executive Officer's Statement

I am very pleased to join the City & Hackney GP Confederation team as CEO. The organisation has an impressive track record for both supporting delivery of high-quality patient services and supporting local practices. It is quite clear to me already that this is due to the efforts of the talented and experienced GP Confederation team, and the relationships they have established with local partners. I am focused on continuing to ensure that primary care in City & Hackney is amongst the best in London.

I am also focused on the future and conscious that I join at a critical time with a number of challenges ahead - not least the re-commissioning of our main service contract, the development of local neighbourhoods and PCNs, an increased emphasis on access, and the delivery of other recommendations of the Fuller Report.

I am very optimistic about the future. Our capabilities and track record of delivery are a solid platform for responding to the challenges. We are working with the Office of the PCNs and other partners across City & Hackney to bring primary care leadership together through a new local Primary Care Strategy Board. This met for the first time in April 2023 to scope out the elements of a local strategy which will be refined over the course of the coming year. As part of this, we will be developing options for establishing a single GP provider organisation across the GP Confederation and Office of the PCNs to ensure we are best placed to secure future service contracts and be a good partner for other providers. We plan to take these options to our GPs for consideration later in the year.

**Andreas Lambrianou, Chief Executive Officer**



## Board and Senior Management Team



### Above

#### Back row

Claire Lister: Joint Director of Operations;  
Russell Barnes-Heath: Director of Finance  
& Information; Dr Nisha Patel: North East  
Quadrant GP Lead; Andreas Lambrianou:  
CEO; Chad Witton: Lay Member, Audit  
& Governance; Mary Clarke: Director of  
Nursing & Corporate Development;  
Janet McMillan: Deputy CEO and Director  
of HR & Improvement.

#### Front row

Tania Fidler: Practice Manager; Caroline Millar:  
Chair; Dr Nick Brewer: Deputy Chair and South  
East Quadrant GP Lead; Amaia Portelli: Joint  
Director of Operations.

*(Absent: Shabana Begum: Practice Nurse (on  
maternity leave) and Dr Gopal Mehta: South  
West & City Quadrant GP Lead)*

### Below

GP Confederation Staff Team Building Day,  
May 2023



# Delivering High Quality Primary Care Across City & Hackney

The GP Confederation's membership is made up of the 39 GP practices in City & Hackney. Its role is to support every practice to deliver consistently high quality and cost-effective services that respond to the needs of local people, with a strong emphasis on improvement and innovation. We work closely with practices to support service design and delivery and to help them remain viable, resilient and stable.

During the period of this review, through a process of sub-contracting with member practices, we have delivered locally commissioned enhanced primary care contracts and supported practices to meet the contract requirements. Most of these contracts are commissioned by the North East London Integrated Care Board (NEL ICB) and some by the London Borough of Hackney and the Corporation of London.

Despite the pressures practices have faced in recent years, performance against many of the contracts has been remarkable with all targets for the contract year April 2022 to March 2023 being met by the GP Confederation as a whole and, in many cases, individual practices significantly exceeding their set targets. This is a tribute to the hard work and commitment of all our GP practices, as well as the GP Confederation's Contracts Team.

In the year ending September 2022, the GP Confederation delivered a number of directly provided services: the Stop Smoking Service, the Doorstep Assessment and Oximetry @ Home Service, the Care Settings Infection Prevention and Control Service and the Enhanced Access Service. The Enhanced Access Service has now transitioned over to the Primary Care Networks who have been running it since October 2022.

Right  
GP Confederation Contracts Team

## Contracts delivered through GP practices

Anticoagulation  
Children and Young People with ADHD  
Duty Doctor  
Early Years  
End of Life  
Latent TB  
Long Term Conditions (LTC): PSA Monitoring, Bowel Cancer Screening, Cancer Safety Netting, Children, Core, Time to Talk and Time to Talk Cancer.  
Mental Health  
NHS Health Checks  
Phlebotomy  
Proactive Care Home Visiting  
Proactive Care Practice Based  
Sexual and Reproductive Health  
Stop Smoking  
Teledermatology  
Wound Care



## Long Term Conditions (LTC)

The LTC contract, managed by the GP Confederation since 2015, offers patients with one or more long term conditions greater primary care support through annual reviews, extended appointments, care-planning, medication interventions and/or lifestyle changes, helping to achieve improved health and well-being.

Through being actively invited to visit the practice for blood pressure checks or annual reviews, patients in City & Hackney who are at risk of stroke or heart failure, or live with diabetes, are proactively managed using a patient-centred, whole practice approach. This involves nurses, Health Care Assistants, GPs, practice pharmacists, as well as practice administrators who manage the recall systems that make sure no-one gets missed.

The outcome of this contract has been that City & Hackney has, over a number of years, become a high achiever in the Quality and Outcomes Framework (QoF). Data from the 2021- 2022 QoF shows that City & Hackney came top in North East London in 17 indicators, including blood pressure control for patients with CVD, diabetes control and asthma control.

## Duty Doctor

This contract ensures that both patients and other professionals are able to speak to a GP within two hours of contacting the practice. During the 18 months covered by this review, on the basis of six quarterly audits, we estimate that practices received almost 150,000 calls to the Duty Doctor from patients and almost 15,000 calls from health and social care professionals.

## Stop Smoking Team

The GP Confederation's Stop Smoking Team has supported thousands of people in City & Hackney to give up smoking since it took on the contract in 2014. They have consistently exceeded the quarterly target set by commissioners of supporting at least 187 people to quit smoking for 4 weeks or more.

During the pandemic the team adapted their service to provide support and guidance online and continued to achieve smoking quit rates significantly in excess of the targets. Since July 2020 they have achieved the quarterly 4-week quit rate of well over 200 in every quarter, reaching a record high of 288 quitters between January and March 2021.

## Exceeding the targets

NHS Health checks - practices delivered 10,961 NHS Health Checks on eligible patients exceeding target of 10,200.

Latent TB – 400 tests carried out on eligible patients exceeding target of 36.

Anticipatory Palliative Care – full palliative care reviews for 962 patients on the register exceeding target of 761.

## Mental Health

3,207 Physical Health Checks to patients on the Severe Mental Health register – 72% achieved just missing the top target of 73%

648 Physical Health Checks to patients on anti-psychotic medication – 67% achieved exceeding the mid-range target of 65%

9,163 depression reviews – 53% achieved exceeding the target of 36%

## Post-Covid Recovery

Phlebotomy - 83,000 blood tests carried out – a significant increase on the previous year and a return to pre-pandemic levels

Proactive Care Home Visiting – 2,158 patients received two or more home visits



**Above**  
Stop Smoking Team. We are very proud of their success.

# Supporting GP Practices

The GP Confederation provides advice and support to individual GP practices with many initiatives in place to address the key challenges they face.

These include working with practices to help them better manage demand and capacity to improve patient access, providing protected learning time for practice teams, and supporting practices to remain resilient if they are vulnerable or at risk because of their size, pressure on staffing or imminent GP retirements.

## Quality Improvement – the QI QOF Toolkit

The GP Confederation QI Clinical Lead, Dr Shaine Mehta, produced a QI QOF toolkit for 2022/23 to support practices and PCNs to undertake improvement work in relation to:

- Dependency-forming medications
- Improving patient access

The toolkit brings together information from a wide range of sources, including patient experience data, and has been widely used.

Shaine has helped facilitate PCN shared learning events to support practices to share their improvement projects. Some of the medication dependency outcomes achieved by practices include:

- A reduction of 813 patients who were no longer continuously prescribed a medication which may cause dependency
- A massive improvement in the number of patients not issued with repeat opioids in the last 3 months
- A 60% increase in the number of patients on the dependency-forming medication register referred for social prescribing

Practices have undertaken a range of improvement initiatives on patient access including:

- Work to improve digital access and inclusion
- Supporting non-English speakers and those needing interpreters to access GP services

- Improving coding of patient communication preferences
- Some practices took on larger improvement and transformation programmes of work, overhauling their entire appointment booking systems

## Demand and Capacity Management

Since October 2021, the GP Confederation has been supporting practices in relation to use of data from analytical software Apex Edenbridge to enable them to better understand their demand and capacity, and make improved workforce planning decisions based on predicted patient daily demand for appointments.

The support programme led by Dr Nisha Patel and a team of skilled facilitators provides practices with a package of facilitated support in 3 modules:

- Module 1 – Introduction and Understanding the Practice Systems
- Module 2 – Parts 1 & 2 – Accurate Demand Capture
- Module 3 – Using the Tool for Capacity Planning

20 practices have already engaged in the Apex/Demand & Capacity Support Programme and feedback has been very positive. Further work is being planned for the coming year to continue to support practices in relation to access issues, and to develop the use of data from Apex for workforce planning.



**Top**  
Dr Shaine Mehta, GP Confederation Quality Improvement Clinical Lead



**Below**  
Dr Nisha Patel, Clinical Lead, Apex/Demand & Capacity Programme

“External peer to peer facilitation and data have really helped us approach this in a positive way”

Local GP

## Helping to fill GP practice staff rotas

In May 2022, the GP Confederation worked with the digital service Circular Wave to develop and establish an automated Primary Care Staff Bank for City & Hackney. GP practices have access to a pool of local receptionists, HCAs, phlebotomists, medical students and Practice Nurses, and can post vacant practice shifts for these staff onto the system to be filled by local staff. This has avoided many shifts either being filled by agency staff or being cancelled. Feedback from Practice Managers and staff about the Staff Bank has been extremely positive.

- Since the Staff Bank was established, 1050 shifts have been filled
- 25 practices have made use of the Staff Bank over the past 12 months
- Standard pay rates for all roles on the Staff Bank have been agreed reducing competition for staff between practices

Further developments of the Staff Bank are planned, including developing access to compliance documentation available on the system.

“ The Staff Bank was introduced when our practice was facing severe staffing shortages. I was particularly impressed by how simple it was to create shifts and manage the entire process from one site. ”

Local Practice Manager

## Supporting Protected Learning Time

The GP Confederation, with support from local commissioners, has helped practices over the past year to close their surgery doors for a morning or afternoon every 3 months to hold a staff Protected Learning Time (PLT) session. Facilitation support was offered to practices for some of these sessions and 22 practices held sessions during 2022/23. The sessions have enabled whole practice teams to come together for training, development, team building and team discussions about current issues and future plans. Sessions have included:

- Basic Life Support (BLS) training for staff
- Team building sessions, including specific sessions for admin and reception teams
- Work on triaging
- Team discussions to prepare for introduction of new appointment systems
- Strategic planning for the practice
- Reviewing patient feedback and the patient journey within the surgery
- Team discussions to agree key goals for the practice for the coming year.

The programme will continue for the coming year and all practices are encouraged to make use of the opportunity to hold quarterly PLT sessions with their staff.

## Doorstep Assessment Service and Oximetry @ Home

This service, directly delivered by the GP Confederation and led by nurses and paramedics, was developed in response to the pandemic to provide patient assessments with symptoms of Covid-19 which had not been confirmed or where the patient was housebound. Between October 2021 and September 2022, 1,000 patients were seen. 91% of those who responded to our surgery said the service was good or outstanding and they would recommend it to others in a similar situation. All respondents said they felt reassured and were provided with useful information about what to do if they needed further advice and help.



### Top and middle

The Lower Clapton Group Practice staff team visit their planned new premises during a PLT session

### Bottom

Hanna (nurse) from the Oximetry Team



# Securing a primary care workforce now and for the future

Recruiting, retaining, developing and supporting the primary care workforce is essential if primary care in City & Hackney is to continue to provide high quality services. We need to support practices and Primary Care Networks with recruitment and retention, and nurture the next generation to meet the health demands of our future populations. To improve health outcomes, we want to create strong local career pathways and deliver enhanced and innovative practice.

The GP Confederation supports a wide range of workforce initiatives and works with practices to influence the effective use of resources available to address the education, training and development needs of primary care staff.

## City & Hackney Training Hub

The GP Confederation hosts the City & Hackney Training Hub which is responsible for the education, training and development of multi-disciplinary teams in primary care. The key responsibilities of the Training Hub include:

- Supporting Primary Care Networks (PCNs) with workforce planning and embedding new roles through the Additional Roles Reimbursement Scheme (ARRS)
- Advising on, developing, delivering or procuring education and training for GPs and the primary care team
- Supporting educational placements in PCNs and practices and the training and development of clinical supervisors and educators, continuing professional development (CPD), training in management and admin skills, and clinical practice speciality/refresher training
- Career development support to staff and work to support the retention of staff.

## Tackling GP Shortages

Since 2014, the GP Confederation has been running a 1-year Salaried GP Scheme to recruit and retain Salaried GPs in City & Hackney. Most of the GPs recruited (over 70 to date) have stayed working locally after completing the scheme, with a retention rate of over 85%.

“*The Salaried GP scheme brings enthusiastic GPs to City & Hackney, who want to work in the area. It gives plenty of opportunities for personal and professional development, plus the ability to have a portfolio career. I'd definitely recommend it to others.*”

Dr Tehseen Khan, PCN Clinical Director and a previous participant in and supporter of the scheme



## Growing the General Practice Nursing Workforce

In October 2021, we launched a new project with a specific focus on the nursing workforce. Since October 2022, we have taken this forward, talking to every practice about their needs, launching a new recruitment campaign for experienced nurses, developing new training schemes and exploring ways to encourage pre-registration students to make general practice their 'first destination' career.

- Between October 2021 and September 2022, we supported 32 apprentices on various different pathways both clinical and non-clinical including leadership and management and nursing roles.
- During September 2022, four Trainee Nurse Associates from Barts Health were placed in City & Hackney GP practices in Primary Care Placements.
- Four Trainee Nurse Associates enrolled in the Registered Nurse Degree Apprenticeship in June 2022 with London South Bank University which they will complete at the end of 2023.
- The Healthcare Assistant Apprenticeship has allowed practices to 'grow their own staff' by enrolling them onto the first step of the Nurse Apprenticeship Pathway.
- We have supported Primary Care Networks with recruiting Nurse Associates as part of the Additional Roles Reimbursement Scheme (ARRS).
- Many Healthcare Assistants are looking to complete and enrol onto the Trainee Nurse Associate Apprenticeship.
- Two practices have employed Trainee Nurse Associates.
- In Feb 2023, the GP Confed launched a 1-year General Practice Nurse (GPN) Vocational Training Scheme to train 13 newly qualified nurses to qualify as GPNs.



### Bottom

## City & Hackney Stars

City & Hackney enjoyed great success at the North East London Primary Care Workforce Awards in December 2022. We congratulate our four winners and our two runners-up on their well-deserved achievements.



### Winner: Education and Training Champion Nola Asare, Primary Care Apprenticeship and Nursing Associate Programme Manager

Nola is the 'go-to' person for anything related to apprenticeships and Nursing Associates in City & Hackney and has worked for the GP Confederation for six years. Before she arrived there was no co-ordination of apprenticeship programmes in Primary Care. Thanks to Nola we have increased the number of apprenticeships from a baseline of 6 to 150, developed new programmes and placements across the NHS and supported many GP practices to take on and support apprentices.

“ I was a common customer care lady at Morrisons in 2019, and today I am a registered Nurse Associate all because of what Nola has imparted to me. ”

### Winner: Trainee/Placement Fellow of the Year Tarcia Joseph, Registered Nurse Degree Apprentice

Tarcia has followed the apprenticeship pathway from Receptionist to Nursing and is now on her way to becoming a Registered Nurse within Primary Care. During the pandemic she worked in Covid clinics, provided home visits for patients who were shielding and needed care and support and took Covid swabs in care homes. She is the lead for Shoreditch Park and City PCN for cancer screening and has boosted the uptake for breast, bowel and cancer screening in City & Hackney.

“ Tarcia is an amazing example of someone taking opportunity and running with it, to her own and her patients' advantage. She is dedicated to learning and developing herself, so she can be the best that she can be, to bring about safe and effective care for her patients. ”

Left to right

Nola Asare, Tarcia Joseph, Laura Sharpe,  
Dr Nisha Patel, Jill White and Irene Stratton





## Winner: Award for Leadership

Laura Sharpe, CEO of GP Confederation until October 2022

Laura's leadership and vision has had a direct impact on health improvement and health gain in City & Hackney over many years. She has strengthened collaboration between practices and ensured that primary care has a real influence within the local health and social care system. Under Laura, the GP Confederation has recruited and retained high quality staff who feel empowered and appreciated and are loyal to her and the organisation. She led on the delivery of the Covid vaccination programme and the new Covid-specific services. She was instrumental in establishing and developing the Stop Smoking service, the neighbourhood Extended Access service (that offered an additional 41,000 extended hours appointments in 2021/22), and the Wellbeing Practitioner service which works with very vulnerable patients with complex needs. She has led the development of innovative and successful workforce initiatives, including the programmes for salaried GPs and nurses and the establishment of the Staff Bank. She has had a pivotal role in developing and sustaining productive relationships with commissioners and our partner organisations.

“ I have learnt so much from you Laura and am in awe of your resilience, passion and commitment to primary and community services, City & Hackney, and the staff whose lives you have touched, will miss you. ”

## Winner: Aspiring Champion and Leaders of the Future

Dr Nisha Patel, GP Lead on GP Confederation Board

Nisha leads the demand and capacity modelling work in City & Hackney, helping GP practices better understand their workflow data so that they can improve service delivery. Her work has led a number of practices to start to use this tool. Nisha recently won a bid to pilot the Robotic Automation Process in her practice to better manage the rota system. She has gone above and beyond her day-to-day work to test this solution in her practice with the aim of scaling it up in her PCN in the future. She has always supported and encouraged her peers, in particular when she became a 'Total Triage' champion for online consultation, and she has used her expertise to help teach other practices to adopt the total triage model. She is a great asset both to primary care in City & Hackney and to the GP Confederation.

“ Having innovative, forward thinking and inclusive GPs in City & Hackney like Nisha can only inspire a future generation of GPs and other primary care staff. ”



Right

Laura Sharpe and Dr Nisha Patel



## Runner Up: Above and Beyond General Practice Jill White

Jill joined the Nightingale Practice as a receptionist at the age of 16, 44 years ago. She encourages staff to develop themselves, as she did, and believes that her support is one of the reasons for the practice's high staff retention rates. She is a key member of the City & Hackney Primary Care Enabler Board. Jill brings flair and imagination to her work, motivating staff with charts of daily progress, taking on any practical challenges. She has even dressed up as a fairy for childhood immunisation clinics. Jill is one of the City & Hackney Care Opinion Champions, with the Nightingale Practice being one of the first practices in England to adopt this new way of gathering patient feedback, an approach now used by over half of City & Hackney practices.

“*She is immensely kind and always does her best. She is prepared to take on any challenge. She is the heart and soul of the practice.*”

Top  
Jill White

Middle  
Irene Stratton

Bottom  
Nola Asare and Tarcia Joseph celebrating their awards.

## Runner Up: Use of Technology to Improve Working Lives Irene Stratton

Irene is the Digital Patient Champion at Lower Clapton Group Practice. She empowers patients to embrace the use of digital tools to access services provided by the practice. This includes running monthly face-to-face drop-in sessions in the practice for anyone who would like supporting in booking GP appointments via the website or logging into the NHS App.

She works with Age UK to lend free laptops to patients who are digitally excluded and works with the practice Patient Participation group to ensure the practice takes account of the digital needs of patients. She contributes to staff training bringing a patient's perspective in terms of the appropriate use of digital language.

“*Irene is a true patient champion. She has helped lots of patients use technology to access their GP practice.*”



# Leadership and Finance

The GP Confederation had its first CQC inspection in May 2022. This looked specifically at the direct services that were covered by our registration at this time: our Extended Access service which provided GP care at weekends in a number of different locations across the City & Hackney, the nurse and paramedic led Doorstep Assessment and Pulse Oximetry at Home services and the Covid and Flu Vaccination service provided to staff and patients in care settings. The inspection also looked at our Salaried GP scheme, the Infection Prevention and Management service in care settings and the Stop Smoking service.

The GP Confederation was rated as 'Good' overall and 'Outstanding' for leadership of the organisation.

“ Our discussions with the leadership team and staff evidenced there is strong collaboration, team-working and support across all functions and a common focus on improving the quality and sustainability of care and people’s experiences. ”

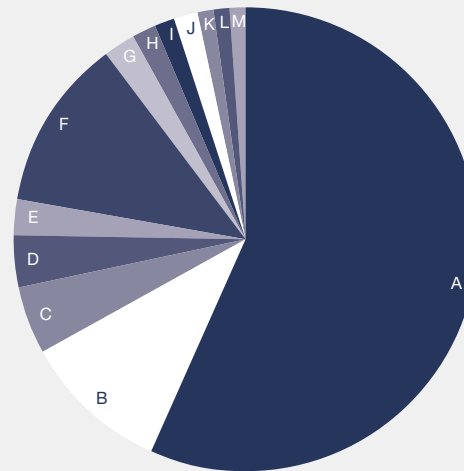
CQC report 2022

## Annual Accounts for year end 30 September 2022

Clean Audit Opinion (unmodified audit opinion)  
 Year-end Position: Surplus of £85k (better than planned)  
 Accumulated Reserves: £780k  
 Of which: Contingency Reserve: £500k

The [Annual Report and Accounts](#) can be found on the [GP Confederation website](#)

### Breakdown of income received in 2021/22



A	CCG funding for Primary Care contracts	8,576,053
B	Enhanced Access Project	1,536,731
C	COVID-19 Vaccination Programme	722,139
D	Summer and Winter Resilience	541,869
E	Confederation Overhead Funding from CCG	381,563
F	Other contractual/projects (many)	1,807,767
G	Confederation Membership Fees	322,167
H	Salaried GP Reimbursement	240,370
I	Stop Smoking Contract	231,588
J	Sexual Health Contract with LBH	221,009
K	Community Anticoagulation Contract	194,911
L	Care Home Swabbing/Care Settings Infection Control service	163,295
M	Wellbeing Practitioners	142,958
	<b>Total</b>	<b>15,082,420</b>



GP Confederation Finance Team

## Farewell to Laura Sharpe

Our very special thanks are due to Laura Sharpe who was our CEO at the time of the CQC inspection and who retired in October 2022, having been with the GP Confederation since it was created in 2014. Laura has worked in City & Hackney for over 25 years and was CEO of the Primary Care Trust from 2001 to 2013. After retiring she continued in her role as the system lead for Workforce for a further six months, departing at the end of March 2023. Laura has been an inspiration to everyone in the local health community. Her commitment and the strong personal relationships she forged with so many different people have been central to the success of the GP Confederation, and the high quality of primary care services that are provided to local residents through general practice. We wish her well for the future.



Right

Laura Sharpe, GP Confederation CEO 2014 to 2022

# Looking Forward

The GP Confederation recently agreed its Strategic Plan and priorities for the coming year, 2023-24. At its heart is our continued delivery, both directly and through GP practices, of contracted services for patients within our Single Contract with North East London Integrated Care Board (NEL ICB) and our contracts with City & Hackney Local Authorities. We are seeking to continue to deliver these high-quality patient services into the future and, where possible, to expand and extend them in response to new opportunities.

## **The Single Contract with NEL ICB represents the major part of our work and the contract income is critical for local practices.**

The single contract is due to come to an end in April 2025 and a key aim for us is to ensure that we are in a position to be successfully recommissioned to deliver these services for City & Hackney patients. Our plan sets out our strategy for working with the Office of the PCNs to develop a single provider organisation for City & Hackney that will ensure we are best placed to secure these services in the future.

**Supporting GP practices to thrive is also a strategic aim and a key part of what we do.** Our Plan sets out our objectives for achieving this in the coming year. We aim to help GP practices to develop their capacity, capability, and resilience by helping them to adopt improved planning and systems, supporting recruitment and retention of staff, and providing training and development of staff in conjunction with the Training Hub. Where needed, we also plan to work with partners to provide additional support to GP practices in particular need.

The local place and wider NEL ICB priorities for health and social care in City & Hackney include **improved management of long-term conditions and improved patient access**, and the Fuller Report recommendations include **the development of neighbourhoods, workforce development and better use of digital and data**. Our Plan sets out how we will contribute to these priorities in particular.

**Improved patient access to services is a key focus of changes to national GP and PCN contracts** and our Plan sets out how we will contribute to GP practices and PCNs in achieving this objective. We

already provide Duty Doctor and other services that directly provide patient access, and our support for the adoption of systems like Apex Edenbridge will help practices plan capacity to improve access.

Our Plan has a **specific aim to support workforce and training**, and our staff bank, recruitment and retention support, and other training and support to key staff groups will all improve overall GP practice capacity and allow improved patient access.

We already **work with PCNs to help them achieve their objectives and to support development of neighbourhoods**, and we plan to increase our collaboration with PCNs and the Office of the PCNs.

**Our work to support digital maturity and better use of data and systems within practices** is an integral part of our support to practices to enable them to deliver our contracted services and make better use of GP practice capacity. We plan to work collaboratively with the OPCN to support PCNs and GP practices in this area.

In delivering all of this, we must not forget to ensure we have a **focus on supporting our staff**. We recognise that staff they may be anxious about organisational change and the recommissioning of the single contract. Our Staff Away Day earlier in the year highlighted some of their concerns. We have identified a number of key priorities for the coming year, including ensuring the GP Confederation continues to benefit from the considerable skills and experience of our staff, building on our reputation as a strong organisation with robust decision-making systems, and staying well connected and engaged with our GP practices.





