

Patients, Practices, Partners

NHC Business Plan 23/24

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Director of Strategy

We are improving the health and wellbeing of our diverse community

Our Vision

- **for Primary Care in Newham** is to enable GP led, resilient partnerships that deliver excellent care for everyone in our community
- **for Newham Health Collaborative** is to bring a strong collective voice that enables our member practices to thrive *and* to be the provider of choice for Borough-wide primary care services
- We will achieve our vision by working collaboratively with our **Patients, Practices and Partners**

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About NHC

We are a GP Federation providing ‘at-scale’ primary care services and support for Newham residents. We work closely with over 45 health, social care and VCO organisations.

In 2022/23 we delivered the following:

- LBN Public Health Contracts – 14,000 Well person Health Checks, HIV screening and Immunisation services
- 95,000 Direct access patient service appointments
- Coordination of 540 specialist Multi Disciplinary Team meetings ensuring specialist care to complex needs patients
- Employed over 150 clinical and specialist NHS staff to enhance existing primary care services

Patient Services	Available Appointments
Enhanced Access	29745
UTC/111	38592
Strep A	3053
Junior Doctor on Strike Days	156
LAS Activity on Strike Days	437
Polio Vaccination	214
GP 7 Days Access	22824
Covid Home Monitoring	30
	95051

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Our shared Values

Our strength is our diversity

We are courageous about change and passionate about patients

NHC is a diverse organisation working for a diverse community.

We value the strength of these different perspectives.

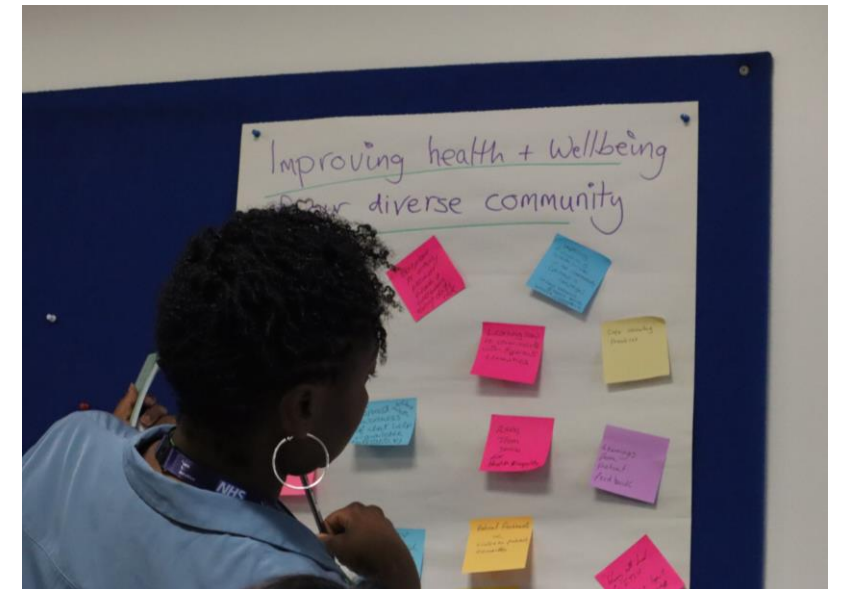
Our staff are a key part of our team and our ambassadors in the community.

The NHC Board and Senior Leadership Team support all our staff to have respect and an inclusive approach to diversity and equalities.

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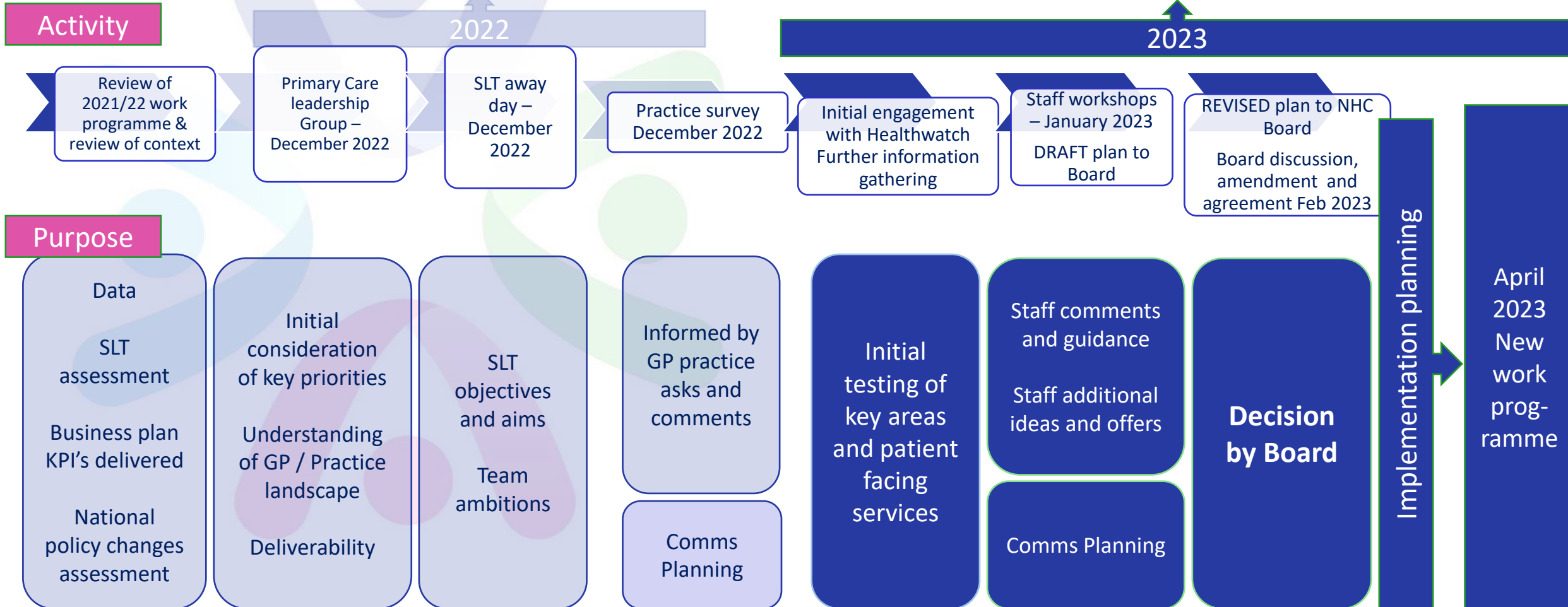
Why a business plan?

- ✓ Fail to plan, plan to fail
 - *success doesn't happen by accident*
- ✓ Timescales & milestones – *spread activity through the planning period*
- ✓ Coordination – *avoid duplication*
- ✓ Resource planning – *what do we need and when? is it affordable?*
- ✓ Innovation & Problem solving – *identify opportunities and issues early*
- ✓ Monitoring progress and achievement



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Business Planning process



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Stakeholder engagement and how it informed our Business Plan 23/24

Practice Survey 2022

Patient feedback on services

Staff Surveys

Staff forums & Team Discussions

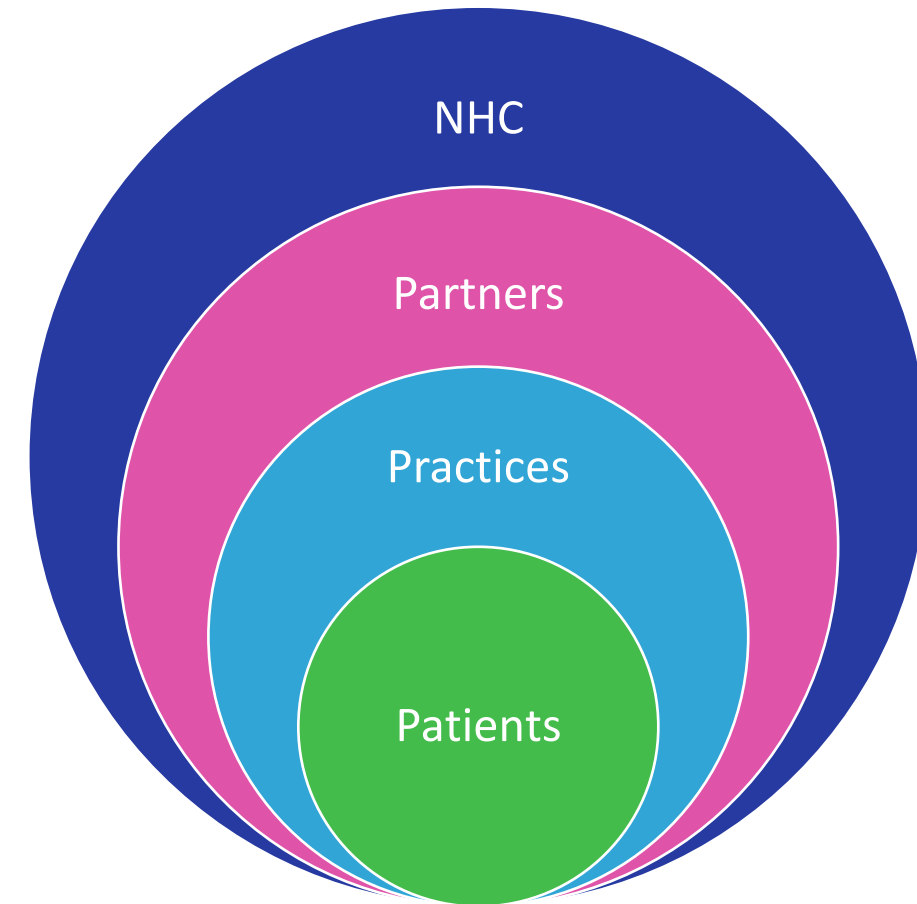
EDI workshops and plans



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NHC Business Plan 23/24: Vision, values & objectives

- Enable GP led, resilient **partnerships** that deliver excellent care for all **patients** in our community
- Bring a strong collective voice that enables our **practices** to thrive
- Be the provider of choice for Borough-wide services
- Our staff are a key part of our team and our ambassadors in the community.
- NHC Leadership Team support all our staff to have respect and an inclusive approach to diversity, equalities and service delivery



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Organisational Objectives 2023-24

Patients

Deliver 24/7 excellent primary care services for our Borough

Develop a connected patient voice that guides our work with regular communications

Embed Improvement culture for Service development & delivery

Practices

Support EACH practice to improve

Build stronger PCNs that deliver the change in Health inequalities the Borough needs

Develop, promote and deliver services that enable our practices to manage the growth in demand

Partners

Bring consistent strong leadership of PC Voice through PCNs & the Borough Partnership


Strong connected PC leaders who have the skills and evidence to advocate for primary care

Partners who value our contribution and understand what PC can bring to the improvement of resident health

A strong NHC where our staff see us as an employer of choice and operate an improvement culture approach

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Objectives 2023-24: Patients



**Deliver 24/7 excellent
primary care services for our
Borough**

- Develop a proposition and secure leadership of the UTC services
- Secure OOH delivery for the NEL commissioned services
- Build on our Extended Access programme with a range of custom-made services that enhance health inequalities

**Develop a connected patient
voice that guides our work
with regular communications**

- Embed patient engagement and communications into each service - draw on patient feedback quarterly to deliver service improvement
- Connect NHC to the Boroughwide patient voice mechanisms
- Work closely with Health Watch to regularly review our services and bring patient informed improvement

**Embed Improvement culture
for Service development &
delivery**

- Develop our analytical capabilities and ensure reporting of the services we offer is used to guide and inform future service delivery and commissioning of new services
- Establish an operational delivery group where all NHC services are reviewed and improved regularly
- Enhance management and team leadership with training, team coordination and standardization of core activities

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Objectives 2023-24: Practices



Support each practice to improve

- Develop portfolio of support services including practice management, CQC expertise, compliance activities, clinical systems and digital support
- Strengthen benefits of Practices, PCNs and ARRS staff to improve quality services for patients

Build stronger PCNs that deliver the change in Health Inequalities the Borough needs

- Financial management to enable PCNs to effectively utilise their entire budgets
- ARRs staff – agree a longer-term workforce planning and development plan
- Delivery of the PCN investment plan

Develop, promote and deliver services that enable our practices to manage the growth in demand

- Support each practice to secure data informed change meeting demand pressures
- Develop the NHC GPN Bank to offer practice nurses and nurse led services

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Objectives 2023-24: Partners



<p>Bring consistent strong leadership of PC Voice through PCNs & the Borough Partnership</p>	<ul style="list-style-type: none">• Establish Leadership group with commissioners that meets regularly, and plans changes in Primary Care• Build the collective dialogue with partners in primary care• Ensure leaders have access to the skills and knowledge needed to make the case for Primary Care
<p>Strong connected PC leaders who have the skills and evidence to advocate for primary care</p>	<ul style="list-style-type: none">• Development of the evidence base needed for Primary Care advocates to evidence the demand pressures and need of the service• Build the evidence base on workforce challenges and advocate for improved workforce planning
<p>Partners who value our contribution and understand what PC can bring to the improvement of resident health</p>	<ul style="list-style-type: none">• Regular partner communications and dialogue• Working closely with our partners at NUH to build a stronger urgent primary care service• Working closely with our partners in Public Health to inform our health inequalities programme of work

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A strong NHC with an improvement culture approach

Staff & leadership

- Mid Managers training and support programme
- Staff survey and implementation
- Enhanced Admin leadership
- Develop and embed QI Training across teams
- Develop and implement EDI action plan

Estates, contracts & finances

- Improved business and Contract management
- Strengthened Purchase order system and budget forecasting
- Develop and deliver Estates programme for NHC and primary Care
- Revised PCN support SLA

Systems

- Board planning agenda, calendar and staff feedback
- Comprehensive system of Policy review and implementation
- Data analytics embedded into decision cycle
- Rota Management – NHC and PCNs

Delivery & Implementation

Quarter	Key Milestones
Q1 2023/24	<ul style="list-style-type: none">• Coordination of NHC working groups and directorate workplans agreed• CQC Inspection Prep & Governance review• Health inequality Roving Team funding secured• Comprehensive system of Policy implementation
Q2 2023/24	<ul style="list-style-type: none">• Patient engagement plan for 2023 commenced• Evaluate 22/23 HI and PCN outcomes• Delivery of EDI action plans• Borough wide specialist LTC clinics established• NHC digital transformation programme
Q3 2023/23	<ul style="list-style-type: none">• Implementation of 24/7 access services• NHC Workforce development programme delivered• Annual practice survey undertaken
Q4 2023/24	<ul style="list-style-type: none">• Long term NHC estate plan implemented• Completion of 2-year NHC Investment Plan

NHC cross-organisational work streams:

- Quality & governance
- Performance reporting
- Patient engagement & Communications
- EMIS working group
- PCN & Practice Support
- Roving team & tackling health Inequalities
- EDI workstream
- 24/7 Access
- Corporate Processes

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