

REPORT OF THE DIRECTOR OF PRIMARY CARE & PROVIDER SERVICES AND PCT PRIMARY CARE MEDICAL DIRECTORS

SOCIAL CARE HEALTH AND INCLUSION OVERVIEW AND SCRUTINY
COMMITTEE: - 8 NOVEMBER 2007

YOUR DOCTOR, YOUR EXPERIENCE, YOUR SAY

Executive Summary

The national GP survey Your Doctor, Your Experience, Your Say was conducted on behalf of the Department of Health by Ipsos MORI. This was the largest ever survey of its kind aimed at patients treated by General Practice. The survey began in January 2007 with final returns submitted by 7 April 2007. The results were published on 23 July 2007.

This paper confirms the results of this national survey and presents the response of Wirral PCT particularly where performance falls below the national average.

1. Background

1.1. The survey targeted 5 million registered GP patients nationally. In Wirral, based on the number of practices and size of GP patient lists, 29,388 local residents/patients were targeted. The subject matter of the survey aimed to test whether participants were able to consult a GP within 2 working days, book in advance for non-urgent appointments, make contact easily by telephone, make an appointment with a GP of choice, and whether opening hours were convenient

2. The National results

2.1. A national response of 2,295,987 patients, a 44% response rate was achieved.

- 86% of people reported they were satisfied with their ability to get through to the surgery by phone.
- 86% of people who tried to get a quick appointment were able to do so within 48 hours.
- 75% of people who wanted to book an advance appointment reported they were able to do so.
- 88% of people who wanted an appointment with a particular Dr of choice thought they could do this.
- 84% of people said they were satisfied with the current opening hours in their practice.

3. The Wirral results

3.1. The Wirral response was 14,333, a 49% response rate (5% above nat. average)

- 89% of Wirral patients were satisfied with their ability to get through to the surgery by phone (3% above national average)
- 91% of Wirral patients who tried to get a quick appointment were able to do so within 48 hours (5% above nat. average)
- 63% of Wirral patients who wanted to book an advance appointment reported they were able to do so (12% below nat. average)
- 87% of Wirral patients who wanted an appointment with a particular GP thought they were able to do so (1% below nat. average)
- 87% of Wirral patients said they were satisfied with the current opening hours in their practice (3% above nat.average)

4. Local Analysis

4.1. The results for Wirral Practices overall are positive with many individual practices scoring above national average levels, and in some cases well above average.

4.2. However we recognise that despite this result, development work is needed in each of the following categories where a result indicates a number of practices that scored below national average:-

- % satisfaction with telephone access 13 Practices
- % satisfaction with 48 hour access 12 Practices
- % satisfaction with advanced booking 39 Practices
- % satisfaction with appointment with specific GP 27 Practices
- % satisfaction with opening times 11 Practices

4.3. In overall terms, in three out five indicators, the PCT was above average. In one category, the PCT was only 1% below average. However, with regard to pre-bookable appointments, the PCT scored well below average.

4.4 Individual practice performance is given below as compared with the England average.

	Telephone Access	48 hour access to GP	Advanced Booking	Appointment with a specific GP	Satisfaction with opening hours
England	86%	86%	75%	88%	84%
Wirral	89%	91%	63%	87%	87%
Birkenhead Locality					
Cavendish MC	DATA NOT AVAILABLE				
Cloughton MC	91%	77%	73%	91%	86%
Commonfield Road Surgery	90%	94%	59%	90%	94%
Devaney MC	81%	90%	56%	90%	87%
Fender Way HC	87%	92%	62%	87%	91%
Gladstone MC	94%	88%	84%	86%	86%
Greenway Road Surgery	87%	97%	76%	92%	89%
Hamilton MC	94%	78%	44%	82%	86%

Heatherlands MC	97%	96%	81%	91%	91%
Holmlands MC	99%	97%	96%	93%	95%
Hoylake Road MC	94%	92%	69%	90%	89%
Miriam MC	94%	96%	51%	86%	90%
Moreton Cross GP	91%	95%	53%	91%	88%
Moreton Health Clinic	93%	84%	90%	92%	85%
Moreton MC	95%	94%	79%	84%	89%
Parkfield MC (Chesters)	95%	98%	45%	87%	91%
Parkfield MC (Hawthornthwaite)	82%	86%	40%	74%	91%
Prenton MC	99%	97%	98%	90%	89%
Riverside Surgery	84%	98%	37%	84%	91%
	Telephone Access	48 hour access to GP	Advanced Booking	Appointment with a specific GP	Satisfaction with opening hours
Upton GP	85%	95%	61%	83%	82%
Victoria Park HC	93%	94%	33%	81%	91%
Villa MC	93%	94%	87%	93%	91%
Vittoria MC (Edwards)	96%	96%	97%	96%	95%
Vittoria MC (Murty)	97%	98%	98%	95%	95%
Whetstone MC	88%	91%	48%	82%	85%
Woodchurch Road Surgery	86%	89%	54%	79%	89%
Wallasey Locality					
Blackheath MC	89%	93%	78%	91%	87%
Central Park MC	87%	96%	68%	77%	84%
Earlston Road Surgery	96%	93%	51%	91%	78%
Egremont MC	98%	96%	89%	96%	85%
Field Road HC	74%	79%	55%	88%	89%
Grove MC	81%	84%	60%	81%	78%
Grove Road Surgery	90%	97%	45%	93%	90%
Leasowe MC	99%	98%	93%	87%	96%
Leasowe PCC	99%	95%	84%	94%	92%
Liscard GP	99%	97%	81%	94%	91%
Manor HC	94%	93%	47%	87%	93%
Martins Lane Surgery	89%	86%	43%	80%	77%
St Georges MC	81%	91%	45%	84%	86%
St Hilary Brow GP	98%	97%	86%	94%	84%
Seabank MC	98%	100%	44%	98%	89%
Somerville MC	99%	99%	53%	91%	95%
Wallasey Village GP	95%	97%	45%	89%	85%
Bebington & West Wirral Locality					
Allport Surgery	86%	91%	24%	66%	80%
Church Road Medical Centre	96%	97%	68%	97%	94%
Civic Medical Centre	69%	88%	47%	86%	87%
Dr Clark & Partners	92%	89%	54%	77%	86%
Dr Parry & Partners	88%	95%	42%	76%	81%
Dr Smethurst & Partners	89%	85%	44%	76%	85%
Eastham Group Practice	55%	78%	41%	68%	80%
Greasby Group Practice	53%	79%	38%	71%	80%
Heswall / Pensby	86%	88%	65%	95%	88%

Hoylake & Meols Medical Centre	99%	92%	96%	97%	91%
Kings Lane Medical Practice	91%	84%	95%	96%	87%
Orchard Surgery	86%	84%	86%	98%	90%
Park Medical Centre	80%	80%	63%	81%	80%
Silverdale Medical Centre	87%	94%	45%	88%	82%
Spital Surgery	98%	93%	94%	95%	84%
Teehey Lane Medical Centre	84%	97%	38%	91%	87%
West Wirral Group Practice	63%	82%	33%	73%	79%

4.5 Based on the above analysis, each Locality Directorate has formulated an individual response. These are aimed at pre-bookable appointments and any specific under performance in other categories. To compliment those specific plans, a number of Wirral wide initiatives are:

4.6 The appointment of an experienced Practice Manager to provide peer support and individual coaching to practices that require or request it, especially with regard to pre-bookable appointment systems.

4.7 Develop a model guide of good practice as a template for practices to follow with regard to pre-bookable appointments.

4.8 Medical Director/Locality Directorate to write to each practice (Senior Partner & Practice Manager) to confirm performance individually and compared to colleagues locality. This will include details of remuneration 'lost' where indicators are below par.

4.9 Discussion at GP Forums, Practice Manager meetings and during routine visits.

4.10 Primary Care Access will be a standing agenda item during Annual Performance Reviews of each practice, to commence in October 2007. This will be lead by the Medical Director and PCT Non-Executive Director or lay assessor

4.11 Specific events facilitated by the Improvement Foundation (particularly relating to pre-bookable appointments) aimed at Practice Managers. It is felt that these staff are key to this process.

4.12 Consider options to enable "extended access" for patients outside of the recognised contracted hours. (i.e. early morning, evening and Saturday morning). These will incorporate pre-bookable appointments.

4.13 The PCT 'mystery shopper' exercise will be enhanced to operate at two levels and be sensitive to the results of the patient survey. At the first level will be the PCT's anonymised survey (periodic call to each practice). Secondly, the three appointed Practice Managers will adopt a targeted approach.

4.14 The PCT will, introduce a series of measures to inform patients of what is available for them to use. They will explain the concept of 'pre-bookable

appointments', 'appointments within 48 hours' and perhaps link in with other NHS facilities that are used. Also, the new "Life Channel" will be used as will new technology such as text messaging reminders to patients, to combat any increase in DNA rates thought to be associated previously with pre-bookable appointments.

5. Local Action Plans

5.1. It is felt that the most effective way to analyse and subsequently improve performance is to utilise the PCT's three Locality Directorates. This will involve developing Local Action Plans sensitive to the needs of each locality and enabling a mixture of locality solutions and one to one work with individual practices.

5.2 Birkenhead Locality Action Plan

Current position: - 26 practices in total. Number of practices **under** the national and Wirral average results:-

Telephone Access:-	4
48 hour access:-	3
Advanced Booking:-	11
Appointment with specific GP:-	12
Satisfaction with opening hours:-	1

5.3 Actions to be undertaken with all practices:-

Telephone Access - Confirm number of available telephone lines and determine if scope for additional/new telephone system; Determine peak time for incoming calls via audit; Develop systems for dedicated telephone line for prescription and results requests; Agree a patient communication with practices to encourage telephone contact for non-appointments¹ outside of peak call time; Advertise use of email or e-booking of appointments where applicable.

48 hour access - Confirm correct access methodology being used to determine capacity. Provide refresher course and training for staff in post within last 12 months; Clarify use of "book on the day" process by under-performing practices via dedicated training session.

Advanced Booking - Confirmation that correct application of access methodology in determining capacity for advanced appointments is in operation. Provide training and refresher course for all administrative staff; Confirmation that use of practice appointment system is correct in how it is deployed to offer advanced appointments. Share good practice amongst Practice Managers; Commencement of patient communication campaign to explain advanced booking – how it works, what to expect using all forms of media; Develop extended access scheme by end 2007, offering pre-

¹ Non-appointments are specified as patient requests for prescriptions or results of tests carried out

bookable appointments beyond current available appointments – mornings, lunchtimes, evenings and Saturdays

Appointment with specific GP - Confirmation that correct application of access methodology in determining capacity and availability for advanced appointments is in operation. Provide training to all staff; Commencement of patient communication campaign to explain availability of specific GPs – how it works, what to expect using all forms of written and electronic media.

Satisfaction with opening hours - Implement extended access surgeries by January 2008 to include evenings and Saturday mornings; The two areas that have scored under the England average are advanced booking and being able to book appointment with specific GP. Priority will be given to training and communication with patients in these areas.

5.4 **Bebington & West Wirral Locality Action Plan**

Current position: - 17 practices in total. Number of practices **under** the national and Wirral average results:-

Telephone Access:-	6
48 hour access:-	7
Advanced Booking:-	13
Appointment with specific GP:-	9
Satisfaction with opening hours:-	7

5.5 **Actions completed to date:-**

The locality has begun an Access Collaborative which works with interested practice promoting the Advanced Access methodology. 6 practices within the locality have signed up to this program, 3 of which were below the England average across all 5 areas. The first event was held on 20th September where a nationally recognised GP presented to the GPs, Practice Managers and key staff from the practices. Following this the practices are reviewing their systems and developing action plans to progress improvements. There will be further “events” over the coming months to progress the work and share the good practice.

A Practice Manager from the locality has been appointed to support the developments and provide peer support to practices.

Development of the monthly access audit to ensure reliable and robust responses from practices. Review of the responses will generate contact to practices reporting problems.

Work has begun with the Improvement Foundation to support Wirral wide events aimed at practice managers and key administration staff. These events will promote the Advanced Access Methodology and good practice.

Access will be discussed with all practices during the PCT: Practice Annual Review visits (carried out between October and January). For those practices whose performance is predominantly below the English average a Non-Executive Director will participate with the visits and will lead the discussion regarding access.

5.6 Actions to be completed:-

- Appointment of a full time Project Manger (Wirral wide) for three months, to provide support, direction and capacity with this priority area.
- Development of a patient communication program which will cover the different aspects of access, including “48 hours”, “pre-bookables”, “telephone access”, “telephone consultations” etc.
- Introduction of a “one-contact” approach through practice receptions – patient should be able to have an outcome from one contact.
- Review of opening hours and options appraisal with regards extended hours and Saturday morning opening.

5.7 Actions to be undertaken with specific practices:-

Telephone Access - Confirm number of available telephone lines and determine if additional/new telephone system would aid achievement; Agree patient communication with practices, to encourage telephone contact for non-appointments outside of peak call time; Promote the use of telephone consultations and Dr Triage where appropriate.

48 hour access - Confirm correct access methodology being used to determine capacity and demand across all practices. Clarify use of “book on the day” process with under-performing practices.

Advanced Booking - Confirmation that correct application of access methodology in determining capacity for advanced appointments is in operation. Confirmation that use of practice appointment system is correct in how it is deployed to offer advanced appointments.

Appointment with specific GP - Confirmation that correct application of access methodology in determining demand and capacity ensuring availability for advanced appointments is in operation

Satisfaction with opening hours - The locality is reviewing with practice the potential for extended hours or Saturday morning surgeries. As a proposal this will be taken forward via the PCT internal mechanisms.

5.8 Summary

The locality takes the lower than expected results in the Access survey very seriously and has begun a service of measure to encourage and support practices to improve.

No one action will solve all the problems and it is only with a combination of measures that tangible and robust improvements will be made. In addition improvements in the systems will have a positive impact on more than one area e.g. improved pre-booking will also improve the availability of appointments within 48 hours.

It is expected that the above range of measure will achieve the desired results of improvements across the board with dramatic improvements for those practices whose results were the poorest.

5.9 Wallasey Locality Action Plan

Current position: - 17 practices in total. Number of practices **under** the national and Wirral average results:-

Telephone Access:-	3
48 hour access:-	2
Advanced Booking:-	11
Appointment with specific GP:-	6
Satisfaction with opening hours:-	3

5.10 Actions to be undertaken with all practices:-

Telephone Access – Confirm number of available telephone lines and determine if additional/new telephone system would aid achievement; Determine peak time for incoming calls via audit; Agree a patient communication with practices to encourage telephone contact for non-appointments outside of peak call time.

48 hour access – Confirm correct access methodology being used to determine capacity; Clarify use of “book on the day” process by under-performing practices.

Advanced Booking – Confirmation that correct application of access methodology in determining capacity for advanced appointments is in operation; Confirmation that use of practice appointment system is correct in how it is deployed to offer advanced appointments; Commencement of patient communication campaign to explain advanced booking – how it works, what to expect; Introduction of a “one-contact” approach through practice receptions – patient should be able to have all arrangements concluded in one contact; Commencement of extended access surgeries wef 1 November 2007, offering pre-bookable appointments beyond current available appointments – mornings, lunchtimes, evenings and Saturdays

Appointment with specific GP – confirmation that correct application of access methodology in determining capacity and availability for advanced appointments is in operation; Commencement of patient communication campaign to explain availability of specific GPs – how it works, what to expect.

Satisfaction with opening hours – Implement extended access surgeries wef 1 November 2007 to offer pre-bookable appointments beyond the current appointments – early mornings, lunchtimes, late evenings, Saturdays

5.11 Actions to be undertaken with specific practices:-

1 practice is under the national and Wirral averages for all 5 components
3 practices are under the national and Wirral average for 3 components
3 practices are under the national and Wirral average for 2 components
4 practices are under the national and Wirral averages for 1 component
The single practice under performing on all 5 components will receive additional intervention and support to improve performance across the whole range of access requirements.
The planned actions for the rest of the practices should ensure improvements overall in the access requirements.

6. Next Steps

6.1. There are sixty practices that have contracts with the PCT to provide medical services to Wirral residents. They are all separate businesses in their own right, being both independent from each other and from the PCT, this being a contractual relationship.

6.2. The next national patient survey will be undertaken in early 2008. In preparation for that and to achieve improved performance, the following steps will be taken. The implementation of progress of Locality action plans will be reviewed by the PCT's Primary Care (Directorate) Management Board (PCMB).

6.3 September 2007

Report submitted to Corporate Directors Group of the PCT - *completed*
Present draft Action Plan to SHA – *completed*
Initial report submitted to CDG – *completed*
Identify areas/practices in need of development – *completed*

6.4 October 2007

Submit finalised Action Plan to SHA
Locality Action Plans finalised and start to be implemented
Practice Manger leads appointed
Discussion at GP Forums re Locality Action Plan etc
Commence development work with particular practices
Report to PCMB

6.5 **November 2007**

Improvement Foundation events
Commence scheme to extend opening hours and increase access
Social Marketing/leaflets/press coverage
Revised 'mystery shopper' scheme implemented
Report to PCMB
Report to OSC on 8 November

6.6 **December 2007**

Update GP Forums regarding progress
Act on mystery shopper exercise
Initial response/action re extended hours
Practice Manager reports/analysis
Prepare Next steps/outstanding issues leading to 2008
Report to PCMB

7 **Financial Implications**

The financial implications relate to the implementation of Locality Action Plans and are thought to be relatively minimal at this stage.

8 **Staffing Implications**

To implement the PCT's Locality Action Plans will require additional project management support. The thrust of the project will be to re-design existing systems, philosophy and protocols at practice level.

9 **Local member Support Implications**

This report applies to wards across the Wirral. Information about individual practices can be found in section 5.

10 **Recommendations**

That:

- (1) Members are asked to note the results of the National Patient Survey and the plans to address issues relating to pre-bookable appointments in particular.

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1 October 2007