



The GP Access Fund¹

Supporting digital transformation in General Practice Services through governance and effective collaboration

Context:

A £100 million pound challenge fund was released to encourage innovation in general practice to improve patient access to GP services. Capgemini, in partnership with South East Commissioning Support Unit (SE CSU)'s transformation team², has provided programme management and specialist technical expertise for NHS England's Digital Primary Care Team to support 37 GP Access Fund Wave Two schemes³ across the country in delivering technology solutions to improve patient experience and access to primary care services.

The Client

NHS England leads the delivery of healthcare services in England, setting the national priorities and direction aimed at improving the health and wellbeing of patients and citizens.

NHS England's Digital Primary Care Team provides strategic leadership on the development of national policy relating to using digital technologies to transform

Overview

Customer: NHS England

Industry: Healthcare (public sector)

Location: UK

Client Challenges / Business Need:

A £100 million pound challenge fund was released to encourage innovation in general practice to improve patient access to GP services.

Solution-at-a-glance: Capgemini, in partnership with the transformation team within South East Commissioning Support Unit (SE CSU), provided programme management and technical expertise to help the client to support the 37 schemes.

Results:

- Advancing digital evolution among GP Practices
- NHS England gains better control on the programme
- Collaborative working through coin
- Reusable tools and frameworks

¹ The GP Access Fund was previously known as The Prime Minister's Challenge Fund

² South East Commissioning Support Unit (SE CSU) merged with and became known as North East London Commissioning Support Unit (NEL CSU) as of 1st April 2017

³ A scheme is an initiative developed by a practice or a group of practices that was accepted to participate in the Access Fund

The Collaborative Experience

Capgemini has a strong working relationship with South East Commissioning Support Unit (SECSU), who we worked with on this project. Our consultants formed one coherent team with regular meetings to agree on the project plan, update on project progress and resolve any issues. Together, we provided regular reports and produced the final project report, which provided NHS England's Digital Primary Care team with valuable insights.

As both a consultancy and an integrator, Capgemini was well placed to bridge any communication gaps that occurred between suppliers and schemes. We engaged closely with the suppliers and worked with them to find the best solutions to each requirement. As a by-product of this we supported a number of schemes in the challenge of process transformation, by developing a capability model that allowed the scheme to consider the impact of the extended hours and data sharing on other parts of their operation.

We promoted collaboration between the software suppliers and looked for ways to help them safely share information and collaborate where necessary to solve problems – something that is traditionally difficult for the supplier community

primary care and contribute to the broader national priorities identified through Five Year Forward View and General Practice Forward View. Their vision was to allow patients to interact with service providers in primary care settings through digital channels, which enables them to book appointments, view their medical record online and have video consultations with GPs.

Business need

The healthcare system is passing through a critical phase, facing financial and operational pressures while at the same time embarking on a transformational journey that will change the way services are provided, with digital technology and integrated care models at the core.

Digital technologies enable us to radically change the way healthcare is delivered – by putting the citizen at the heart of care and wellbeing models. As part of this digitally-enabled transformation, in October 2013, the then Prime Minister created a challenge fund worth £50m (Wave 1) to “help improve access to general practice and stimulate innovative ways of providing primary care services”. The objective was to set up pilot schemes, from which the most successful ideas would be disseminated nationally.

NHS England was asked to lead the project. Wave 1, consisting of 20 pilot schemes, was announced in April 2014 followed a year later by Wave 2, consisting of a further 37 pilot schemes with additional funding of £100m. In total, the 57 pilots cover over 18 million patients across 2,500 GP practices. A number of new initiative and models were being explored to transform the delivery of care, like centralising core services, delivering extended hours, telephone and video consultations and providing on-line registration. Other initiatives aimed at tackling collaboration barriers included developing close regional relationships, together with sharing information with 111 and OOH services.

However, GP IT suppliers⁴ were facing an unprecedented level of change requests arising from the pilots, and new opportunities were being created for agile and entrepreneurial organisations. The client recognised that a structured approach to governance would benefit Wave 2. Capgemini, in partnerships with the transformation team within South East Commissioning Support Unit (SE CSU), were commissioned to review the technical challenges faced by the pilots within Wave 1 and together proposed an approach that covers aspects like governance, supplier management, collaborative working, information governance and procurement for all the Wave 2 schemes.

Solution

Capgemini, in partnerships with the transformation team within South East Commissioning Support Unit (SE CSU), supported the work of the Wave 2 schemes in several ways, each addressing issues that had arisen in Wave 1. In doing so, Capgemini drew on its knowledge of business transformation in both public and private sectors, as well as its familiarity with the NHS systems landscape.

Governance

To ensure effective control and visibility of the work, we helped implement a structured approach to governance, based on a series of due diligence rounds with

⁴A supplier is a provider of technology solutions or services, working with general practices

gates between them. Each due diligence round reviewed the relevant scheme's path to delivery and any support needed with the programme's digital interoperability requirements. Gates typically occurred three or four times a year on each project, ensuring a clear picture of each scheme is communicated to the management, particularly at key moments such as requirements definition, contacting suppliers, and implementation. In addition, we ran a direct involvement process which engaged with the individual schemes every couple of weeks, to help management ensure all were on track between formal gates.

The result of our work reinforced the case for a strategic national coordination and the development of Local Digital Roadmaps (LDRs) for technology to aid the implementation of the Sustainability and Transformation Plans (STPs)

Supplier management

In collaboration with client and suppliers, we developed a supplier management model that helped suppliers look at the transformation as a whole rather than as a number of individual schemes. This improved supplier/scheme relationships and made the flow of changes easier for the suppliers to manage. In some instances direct supplier meetings were established to progress actions that were preventing progress of many schemes.

Enabling collaboration and information sharing

We designed a digital platform to disseminate information and promote collaboration, discussion and shared learning between different schemes. This online Community of Interest Network (COIN) was subsequently extended to include a supplier workspace to enable schemes to scope technology solutions that could meet local need.

Knowledge transfer

We were charged with identifying learning points to help the schemes. In addition, we were able to provide advice and support to many of the individual schemes when required.

Drawing on Capgemini's consultants experience in both private and public sectors, our team worked with the schemes to ensure they had access to the best of today's technology in ways that could genuinely improve access to primary care. Capgemini's knowledge of how the private sector handles issues like information governance proved valuable.

People, processes and technology

Drawing on our experience in leading digital transformation programmes, we looked beyond the technology to foster the necessary organisational change. Our team also looked at the future roadmap to identify and point out where a technology option would close off a particular route. For example, adopting an open approach, where GPs can use a range of technologies and all are integrated together, gives more flexibility for future service provision than imposing a single solution on everyone

Results

Our assurance framework enabled NHS England Digital Primary Care team to **assess and evidence the progress** of the Wave 2 GP Access Fund schemes in meeting their key milestones. The due diligence process also revealed which schemes were progressing well and which needed more support.

Our work helped Wave 2 **schemes to collaborate with one another, and with suppliers, to resolve issues**. Everyone could be kept up to date with the latest learning and advice through active participation in the COIN (to which every Wave 2 scheme signed up).

Through collaboration and information sharing, individual schemes and the programme as a whole benefited from **increased knowledge of how technology can be used** to promote increased access to primary care. This has resulted in valuable cultural changes, such as the emergence of a spirit of self-help with regard to infrastructure issues.

In addition, the client has gained **tools that can be used again and again**. For example, the design of the COIN has now been replicated by NHS England for other national programmes e.g. the "vanguard" programme (where individual organisations and partnerships are invited to apply to become vanguards for new care models).

We also provided **three national toolkits** on primary care at scale, unscheduled care and digital consultation. These looked at the technology options for operating GP Practices at scale through collaborating within a region; mechanisms for sharing information outside the collaborating practices and using alternative digital channels to reach patients through mobile and other devices. NHS England will use these as a basis for new guidance aimed at promoting technology solutions to deliver GP Forward View (its £500m national sustainability and transformation package to support GP practices).

About Capgemini

With more than 190,000 people, Capgemini is present in over 40 countries and celebrates its 50th Anniversary year in 2017. A global leader in consulting, technology and outsourcing services, the Group reported 2016 global revenues of EUR 12.5 billion. Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

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About NHS England

NHS England leads the delivery of healthcare services in England, setting the national priorities and direction aimed at improving the health and wellbeing of patients and citizens.

Learn more about the client at:
www.england.nhs.uk/gp/

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