Bedfordshire & Hertfordshire Local Medical Committee Ltd

Working in partnership for excellence in General Practice

Beds & Herts LMC Ltd

Managing Expectations

What the data can tell us about what is really happening in General Practice

Thursday 23rd May 2024

MICHAEL HARRISON, Co-Chief Exec

DR PARUL KARIA, Medical Director

How We Use Data

Bedfordshire & Hertfordshire
Local Medical Committee Ltd

1

Supporting individual GPs

Are increasing numbers of GPs suffering from imposter syndrome?

2

Supporting practices

Can you ever offer enough appointments to make patients happy?

3

Gaining a better understanding of the risk to Practices at a National Level

Can we use national datasets to help identify practices at risk of closure?

Example 1:

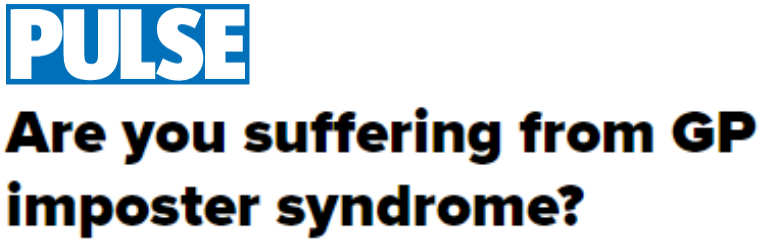
Bedfordshire & Hertfordshire Local Medical Committee Ltd

1 **Supporting individual GPs**

Are increasing numbers of GPs suffering from imposter syndrome?

The common narrative:

Evidence suggests that there is a significant need for the modern doctor to demonstrate and develop their 'resilience'.[1]


PULSE

Are you suffering from GP imposter syndrome?

Choice – The New Reality

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Historic

- I am a GP partner
- I work 8 sessions

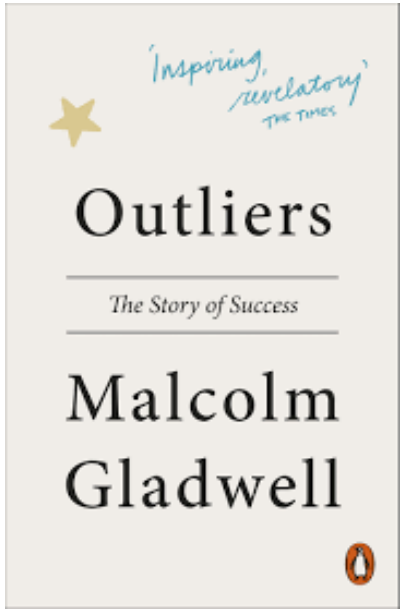
Current

- I am a GP partner
- I work 4 sessions
- I also work 2 sessions at another practice as a locum
- I am also the ICB lead for diabetes
- I also do shifts for the local out of hours provider

Achieving Mastery

Bedfordshire & Hertfordshire
Local Medical Committee Ltd

“10,000-hour rule,” asserts that the key to achieving true expertise in any skill is simply a matter of practising, albeit in the correct way, for at least 10,000 hours.



Achieving Mastery

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Local Medical Committee Ltd

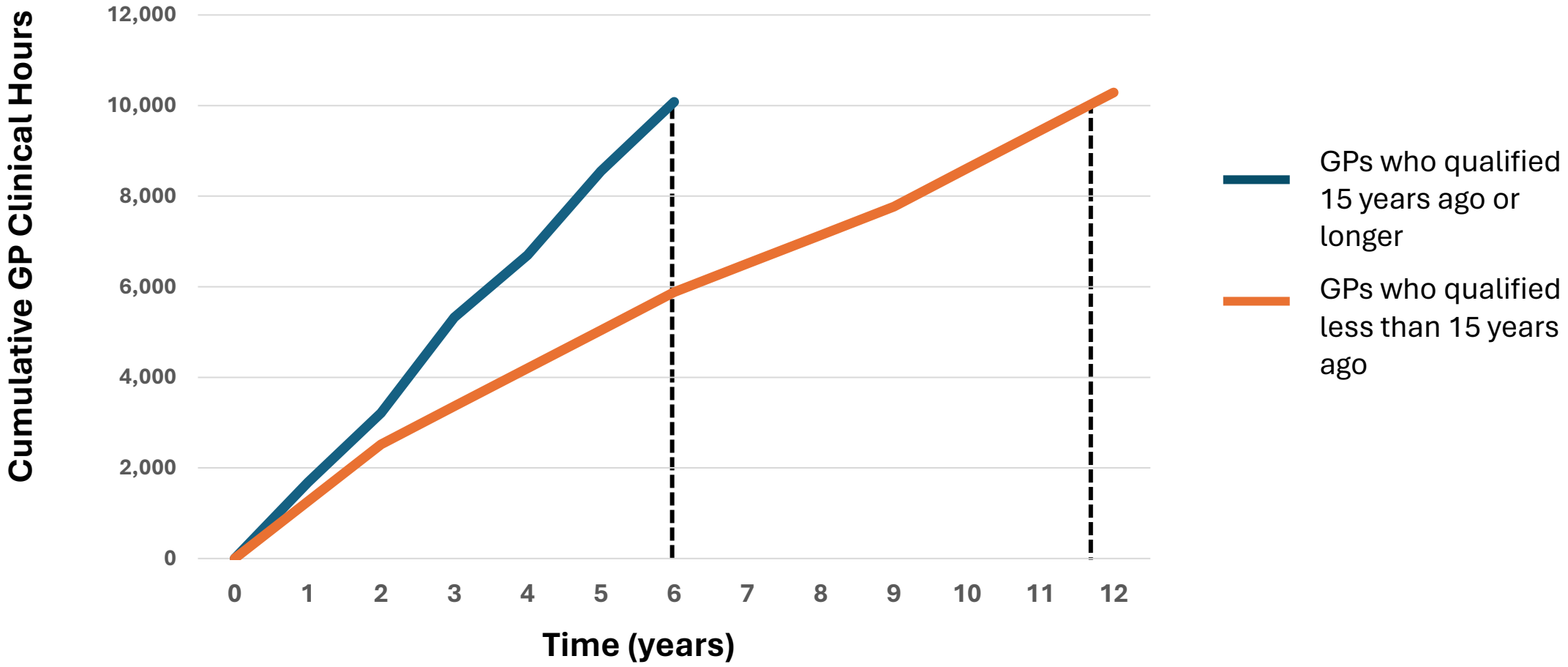
What does Mastery look like in General Practice?

"As a GP you never know what is going to come through your door next. However, at some point in your career you reach a point where you feel confident that whatever comes through the door next, you have the skills and experiences to deal with it".

Achieving Mastery

Bedfordshire & Hertfordshire Local Medical Committee Ltd

How have working norms affected the pursuit of mastery?



Achieving Mastery

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The common narrative:

Evidence suggests that there is a significant need for the modern doctor to demonstrate and develop their 'resilience'.[1]

Our Key Takeaways

The way GPs move through their careers has changed dramatically over the past 15 years, and this has had an effect on how quickly they reach a point of relative comfort in their roles.

We have used this understanding to:

- Change the way we support younger GPs via pastoral care
- Help them understand why they may feel like an imposter, and that it is neither unusual or their fault
- Help them to make decisions about their workload

Example 2:

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2 **Supporting practices**

Can you ever offer enough appointments to make patients happy?

The key to happiness is.....

an appointment with your GP practice.

The common narrative:

The decline in patient satisfaction is a result of practices not offering enough appointments.

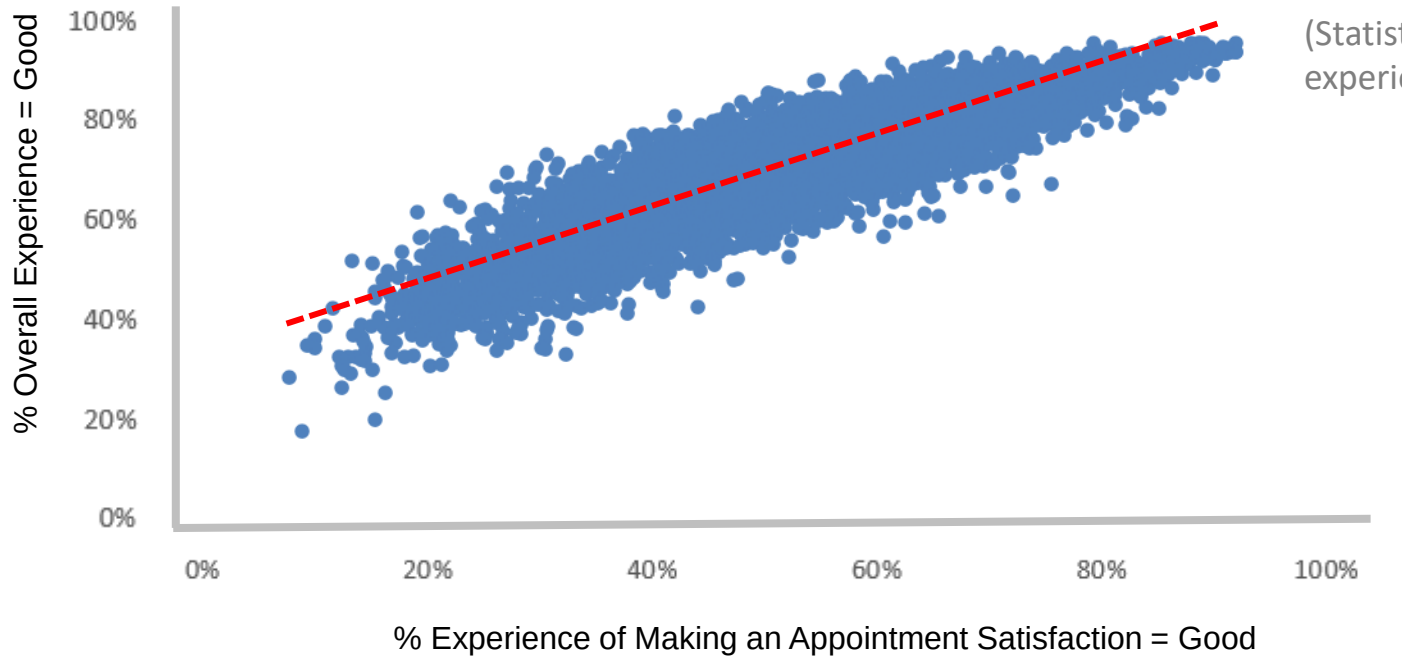
What Makes Patients Happy?

Bedfordshire & Hertfordshire Local Medical Committee Ltd

Overall Experience of the Practice = Good (very good or fairly good)

vs

How would you describe your experience of making an appointment? = Good (very good or fairly good)



(Statistically significant impact on overall experience score)

Data Source: NHSE GP Patient Survey Data (Link)

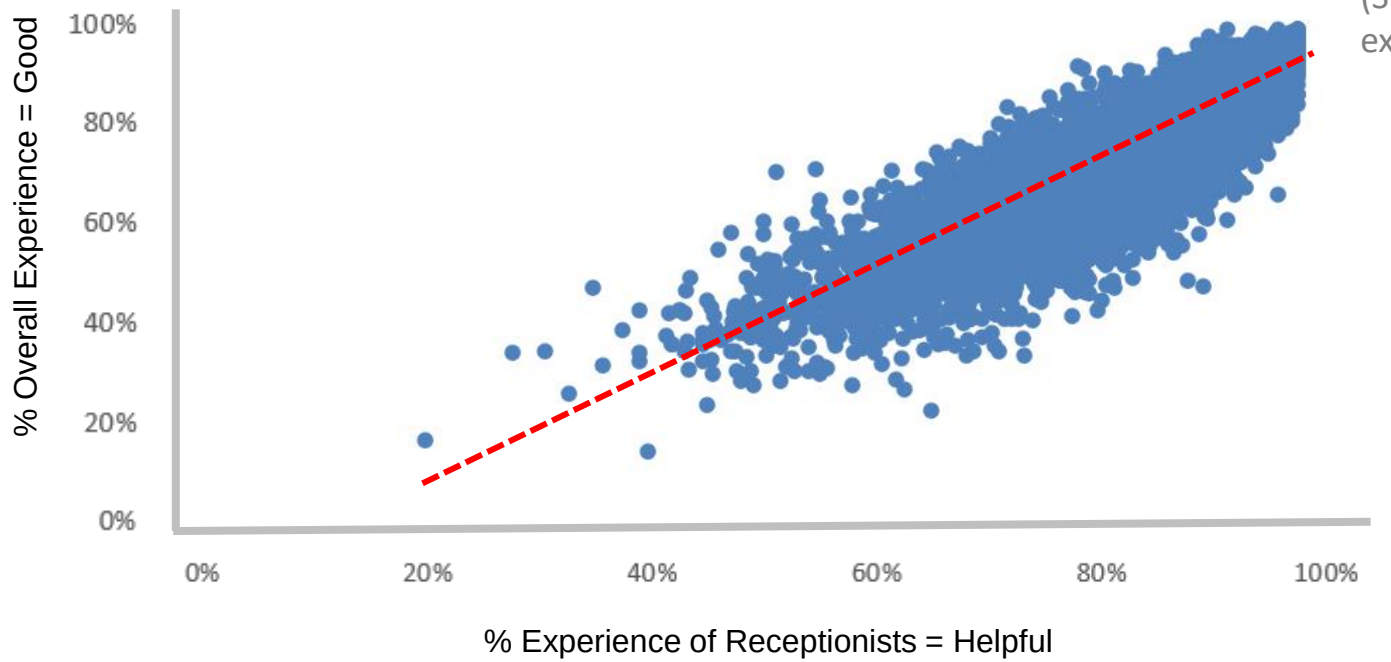
What Makes Patients Happy?

Bedfordshire & Hertfordshire Local Medical Committee Ltd

Overall Experience of the Practice = Good (very good or fairly good)

vs

Overall, how helpful do you find the receptionists at your GP practice? = Fairly Helpful or Very Helpful



(Statistically significant impact on overall experience score)

Data Source: NHSE GP Patient Survey Data (Link)

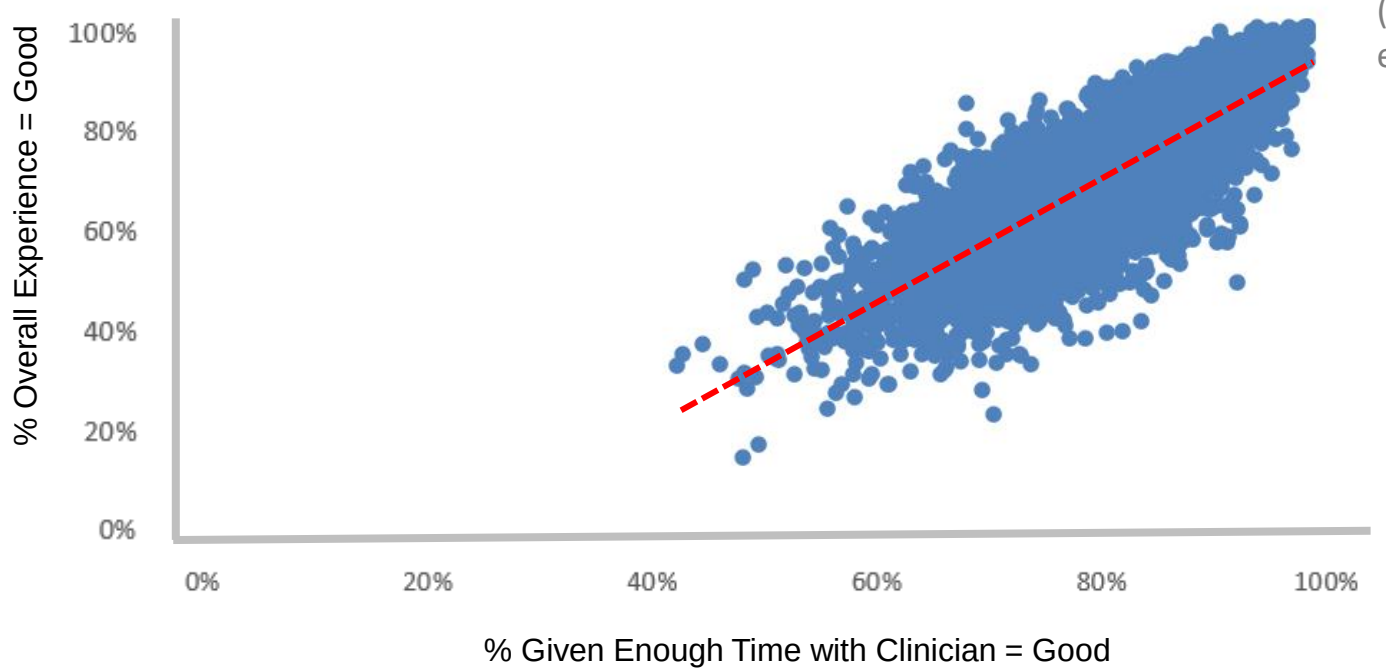
What Makes Patients Happy?

Bedfordshire & Hertfordshire Local Medical Committee Ltd

Overall Experience of the Practice = Good (very good or fairly good)

vs

Last time you had a general practice appointment, how good was the healthcare professional at giving you **enough time** = Good or Very Good

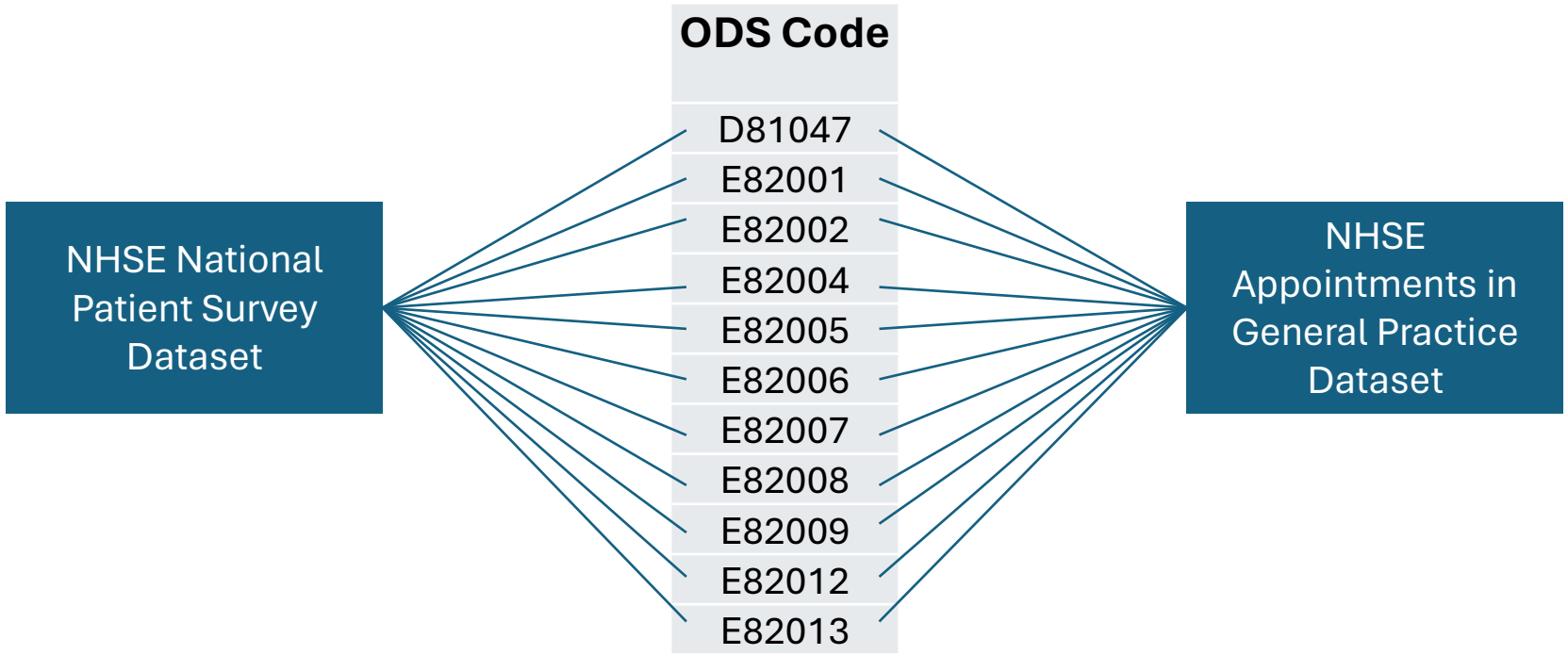


(Statistically significant impact on overall experience score)

Data Source: NHSE GP Patient Survey Data (Link)

What Makes Patients Happy?

Bedfordshire & Hertfordshire Local Medical Committee Ltd



Data Source: Appointments in General Practice Dataset (Link)
Data Source: NHSE GP Patient Survey Data (Link)

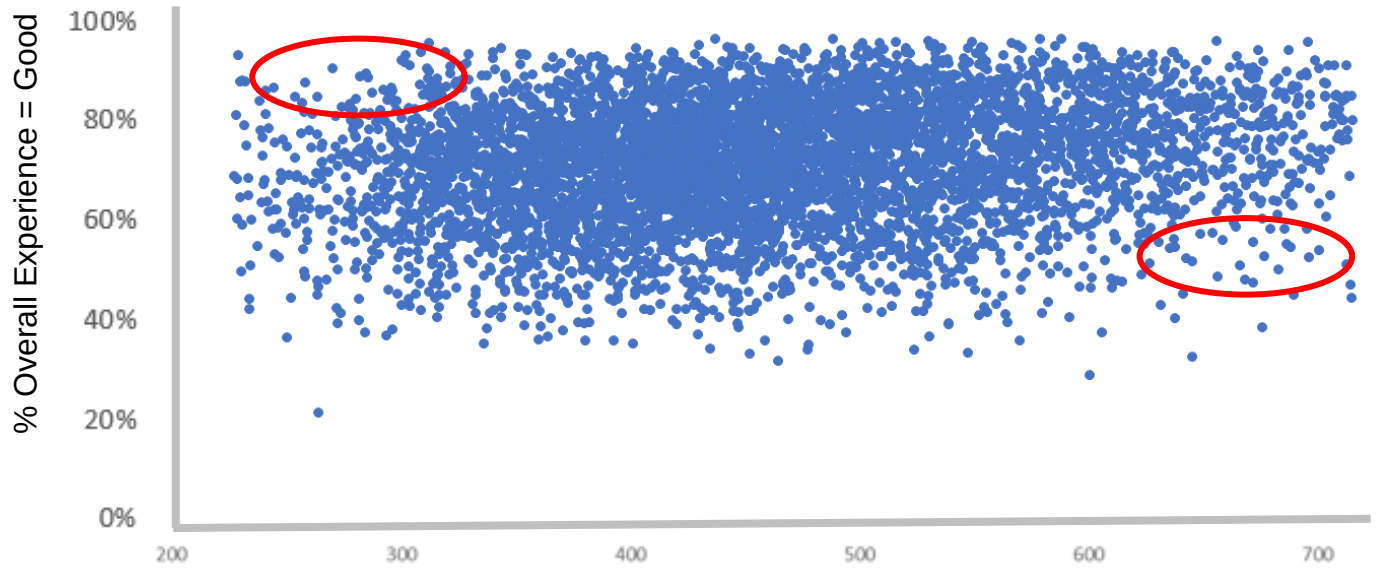
What Makes Patients Happy?

Bedfordshire & Hertfordshire Local Medical Committee Ltd

Overall Experience of the Practice = Good (very good or fairly good)

vs

Average Number of Appointments (GP & Non-GP) per 1,000 Patients per Month



What Makes Patients Happy?

Bedfordshire & Hertfordshire Local Medical Committee Ltd

The common narrative:

The decline in patient satisfaction is a result of practices not offering enough appointments.

Our Key Takeaways

1. Patients want time with clinicians – feeds into conversations around safe working and sensible appointment lengths.

2. Just delivering more appointments doesn't make your patients happier.

3. Happy, helpful receptionists are key to patient satisfaction.

Example 3:

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3 **Gaining a better understanding of the risk to Practices at a National Level**

Can we use national datasets to help identify practices at risk of closure?

North Wales Chronicle

Concerns raised by MS over closures of GP surgeries

BBC NEWS

GP surgery to close due to rising costs and staffing

THE SCOTSMAN

Burned-out GPs warn public to "expect more practice closures"

BelfastLive

Leading GP issues stark warning as another medical practice hands back contract

The common narrative:

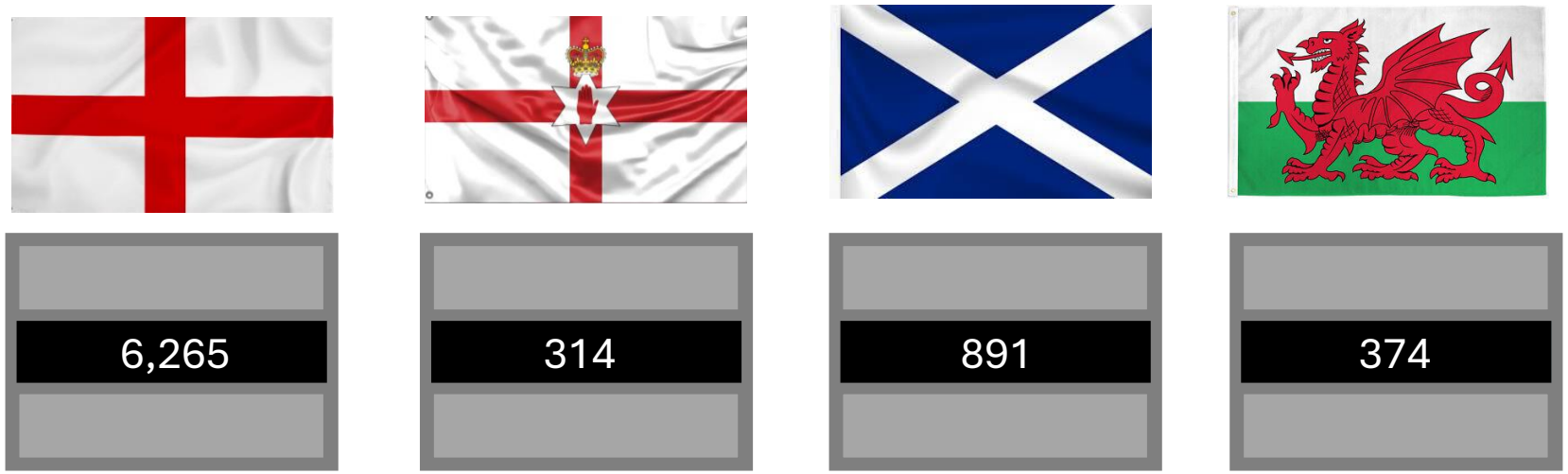
Practices are collapsing due to poor management, a lack of commitment of existing partners, or a lack of GPs wanting to become partners.

Travelling Back in Time

Bedfordshire & Hertfordshire
Local Medical Committee Ltd

229

More practices than in April 2024



April 2024

er January February March

UK Conference
May 2024

Travelling Back in Time

Bedfordshire & Hertfordshire
Local Medical Committee Ltd

In England there were

184*

more practices in April 2022 than April 2024

TEST GROUP

Practice that have disappeared by April 2024
(184 practices)

CONTROL GROUP

Practice that still exist in April 2024
(6,265 practices)

* Practices with a list size greater than 1,000 patients. This has been done to removed services such as SAS.

Travelling Back in Time

Bedfordshire & Hertfordshire Local Medical Committee Ltd

TEST GROUP

Practice that have disappeared by April 2024
(184 practices)

CONTROL GROUP

Practice that still exist in April 2024
(6,265 practices)

List Size
(using 1st April 2022 data)

Patient Survey Results
(using results from Q1 of 2022)

NHS Income
(using data from 2021/22)

Number of Appointments Being Delivered
(using data from Oct 2022)

Care Quality Commission (CQC) Rating
(using data from 1st April 2022)

Number of Full Time Equivalent GPs per 1,000 Patients
(using data from 1st April 2022)

Average Practice List Size

Bedfordshire & Hertfordshire Local Medical Committee Ltd

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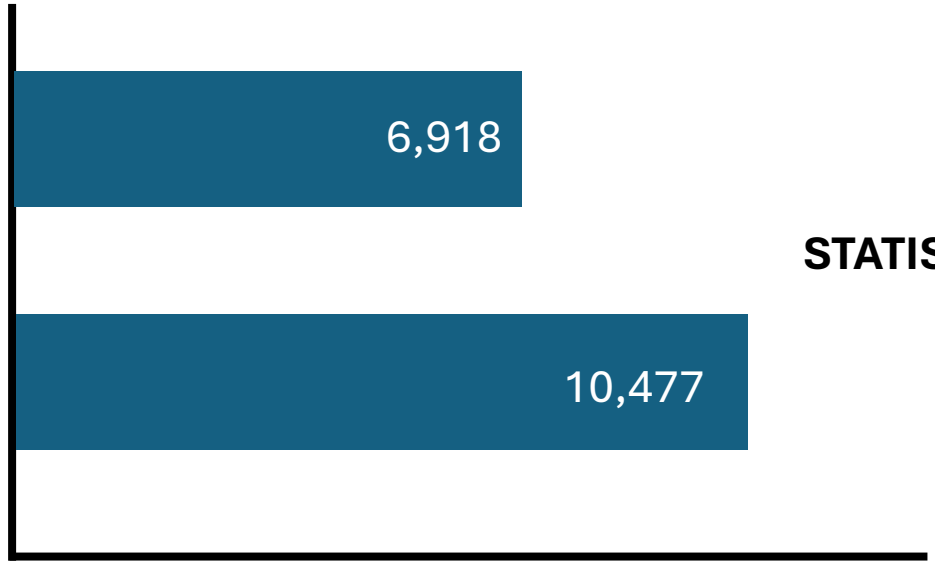


STATISTICALLY SIGNIFICANT DIFFERENCE

(P-value < 0.05)

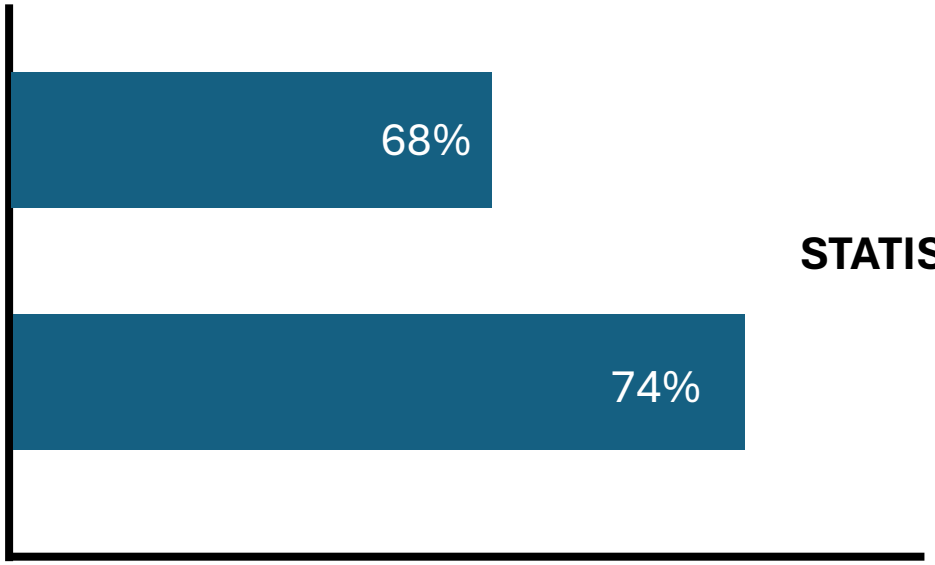
Patient Satisfaction

Bedfordshire & Hertfordshire
Local Medical Committee Ltd

Percentage of Patients Who Had an Overall Satisfaction of Good or Fairly Good in the Patient Survey

TEST GROUP
Practice that have disappeared by April 2024 (184 practices)

CONTROL GROUP
Practice that still exist in April 2024 (6,265 practices)



STATISTICALLY SIGNIFICANT DIFFERENCE
(P-value < 0.05)

Appointment Numbers

Bedfordshire & Hertfordshire Local Medical Committee Ltd

Average Number of Appointments per 1,000 Patients per Month

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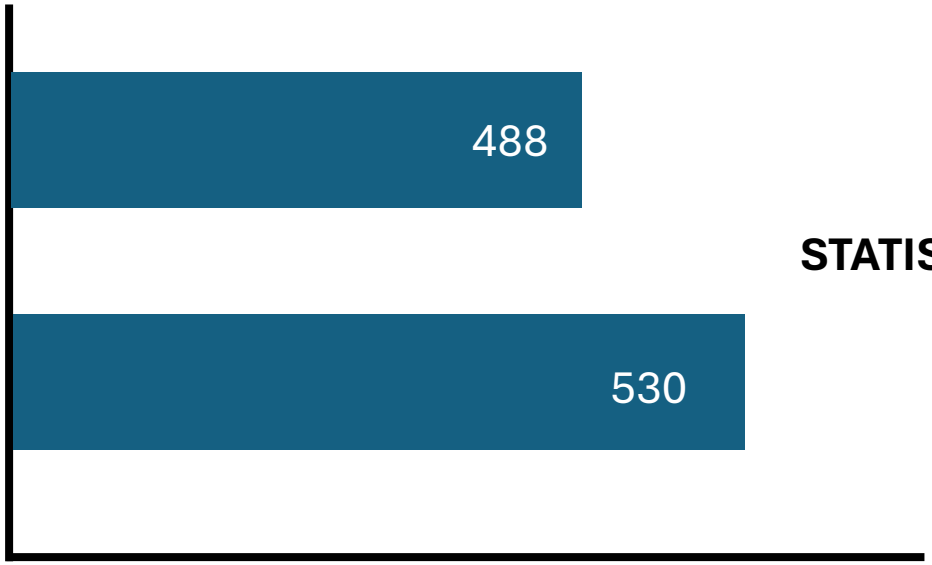


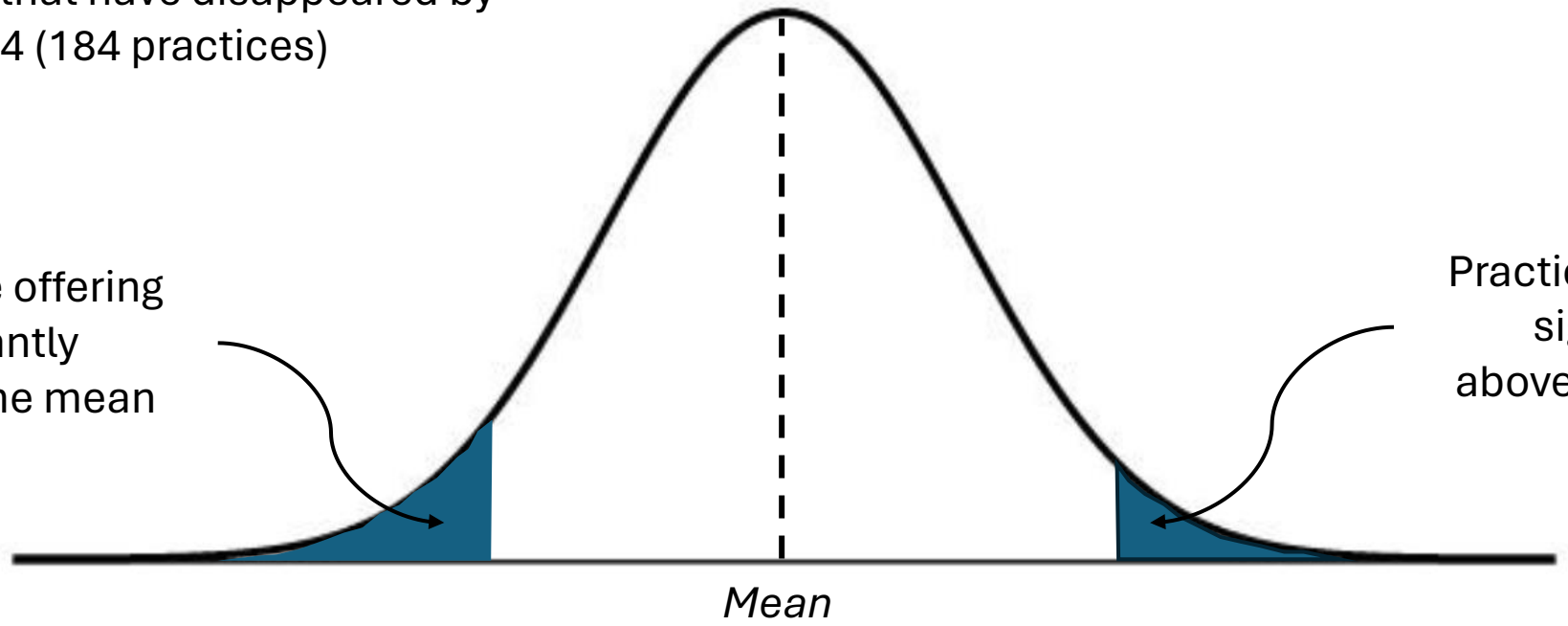
STATISTICALLY SIGNIFICANT DIFFERENCE
(P-value < 0.05)

Appointment Numbers

Bedfordshire & Hertfordshire
Local Medical Committee Ltd

TEST GROUP DISTRIBUTION

Practice that have disappeared by April 2024 (184 practices)



Number of Appointments per 1,000 Patients per Month

NHS Income

Bedfordshire & Hertfordshire Local Medical Committee Ltd

NHS Income per Actual Patient (excluding premises and drug reimbursement payments)

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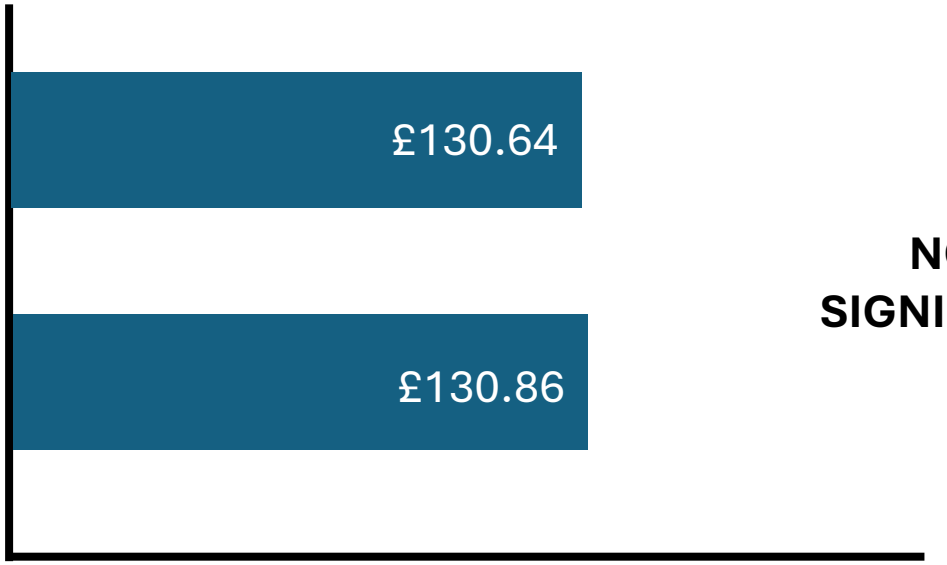

NO STATISTICALLY SIGNIFICANT DIFFERENCE
(P-value < 0.05)

CQC Rating

Bedfordshire & Hertfordshire Local Medical Committee Ltd

Percentage of Practices Rated Good or Outstanding by the CQC

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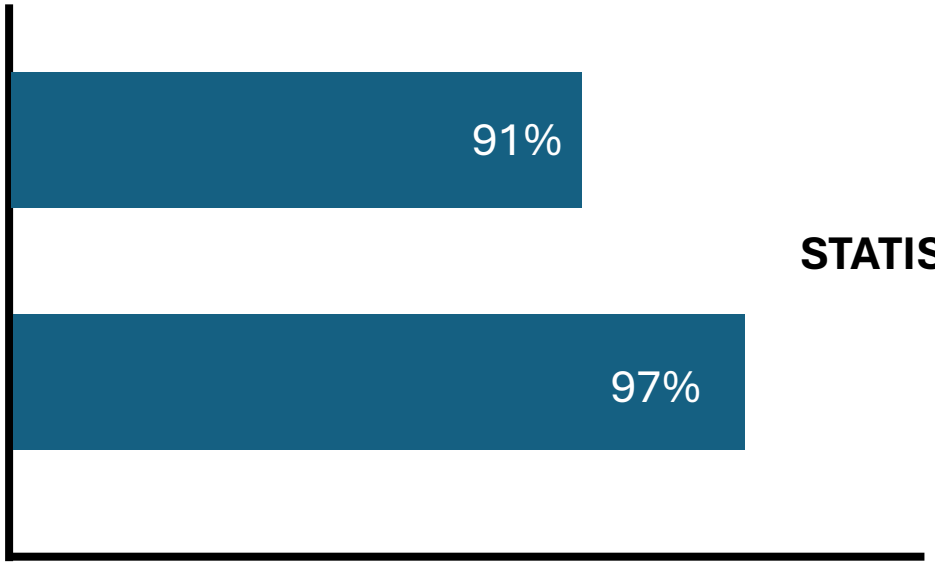

STATISTICALLY SIGNIFICANT DIFFERENCE
(P-value < 0.05)

But consider the relationship between **CAUSE** and **EFFECT**

GP Numbers

Bedfordshire & Hertfordshire Local Medical Committee Ltd

Number of Full Time Equivalent GPs per 1,000 Patients (inc. trainees)

TEST GROUP

Practice that have disappeared by April 2024 (184 practices)

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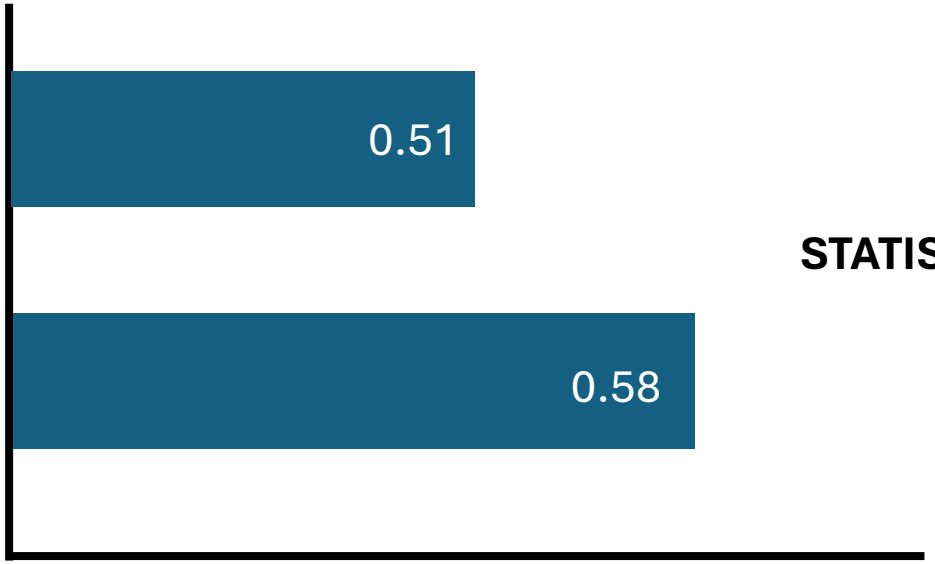

STATISTICALLY SIGNIFICANT DIFFERENCE

(P-value < 0.05)

So, What's Next.....

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Local Medical Committee Ltd

Could we use this data to help identify practices that may be at higher risk, so we can offer support?

Potentially, but there's a problem.

Patient Satisfaction

Bedfordshire & Hertfordshire
Local Medical Committee Ltd

Percentage of Patients Who Had an Overall Satisfaction of Good or Fairly Good in the Patient Survey

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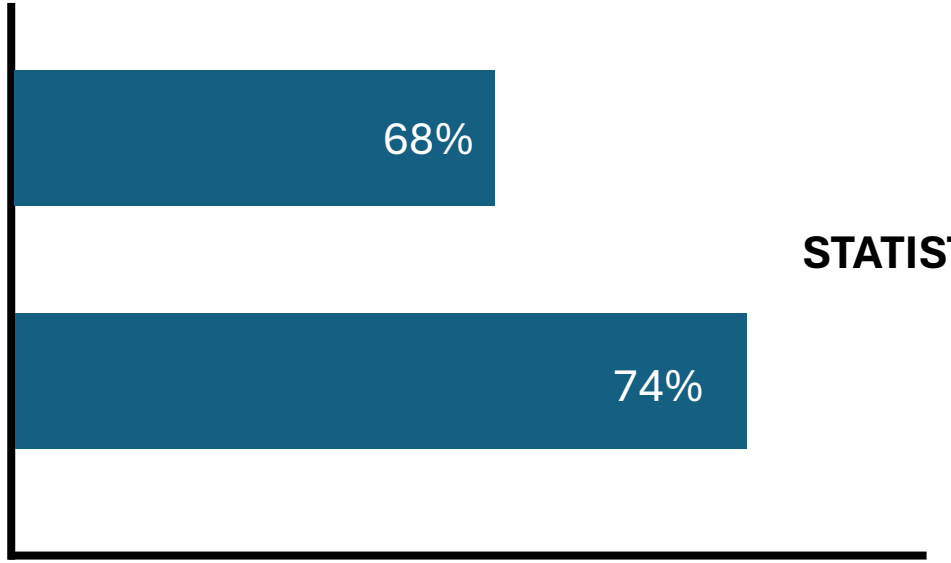

STATISTICALLY SIGNIFICANT DIFFERENCE
(P-value < 0.05)

The 2023 GP Patient Satisfaction survey showed the average overall satisfaction has **dropped to 71%**

CQC Rating

Bedfordshire & Hertfordshire Local Medical Committee Ltd

Percentage of Practices Rated Good or Outstanding by the CQC

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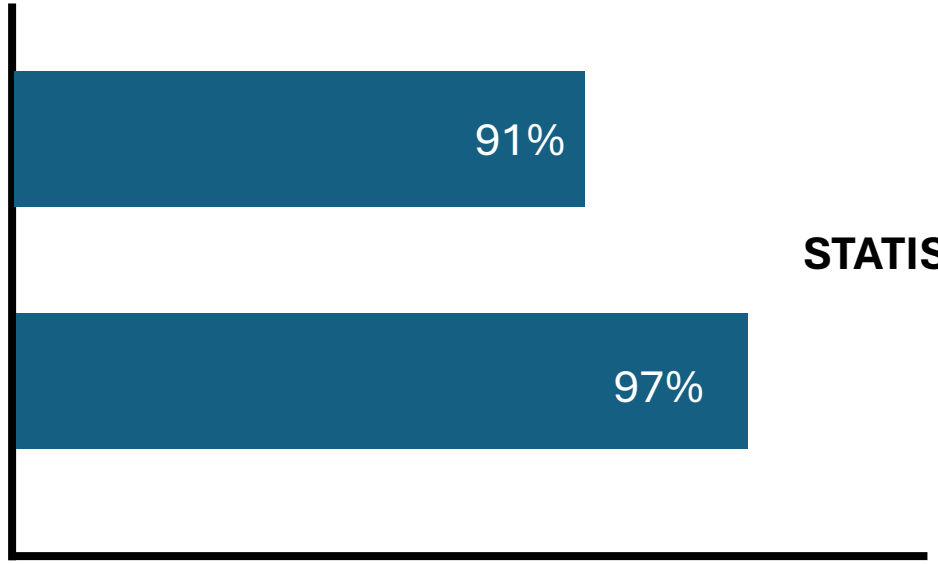

STATISTICALLY SIGNIFICANT DIFFERENCE
(P-value < 0.05)

As of 1st April 2024, the percentage of all practices rated **Good or Outstanding was 94%**

GP Numbers

Bedfordshire & Hertfordshire Local Medical Committee Ltd

Number of Full Time Equivalent GPs per 1,000 Patients (inc. trainees)

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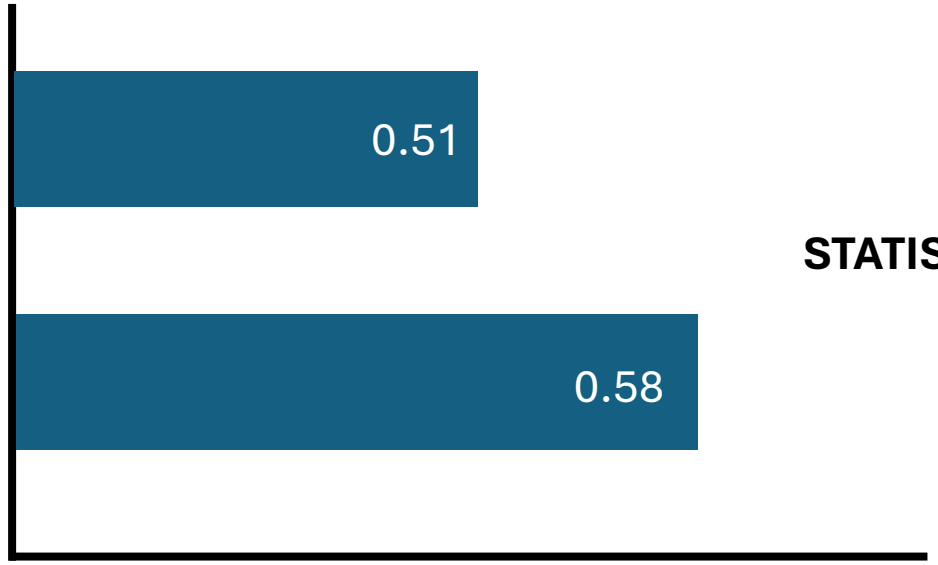


STATISTICALLY SIGNIFICANT DIFFERENCE
(P-value < 0.05)

Average for all practices in April 2024 **was 0.56 FTE GPs per 1,000 patients**

Individual vs System Problems

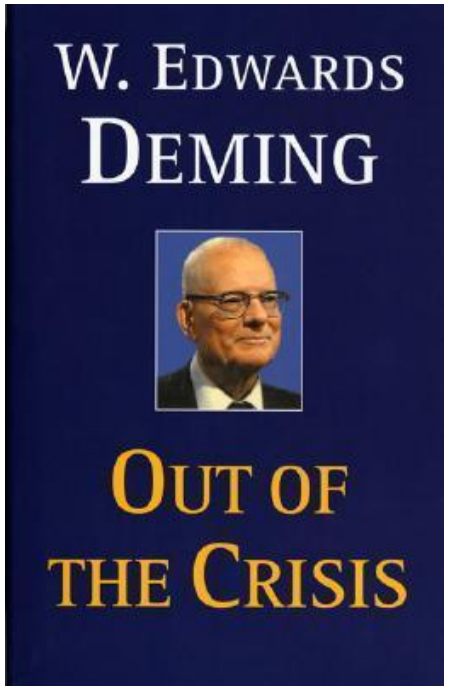
Bedfordshire & Hertfordshire Local Medical Committee Ltd

W. Edwards Deming
(known as the father of quality management)

When analysing a problem, it is important to identify if it is an **individual level** or **system level** problem (Deming's Red Bead Experiment)

The simplest way to identify if a problem is at an individual or system level is to look at how common place the problem is.

Small minority = **Individual** Problem
Large minority or majority = **System** Problem



Individual vs System Problems

Bedfordshire & Hertfordshire Local Medical Committee Ltd

	INDIVIDUAL PRACTICE LEVEL PROBLEM (Occurs in a small minority of practices)	**SYSTEM LEVEL PROBLEM** (Occurs in a large minority or the majority of practices)
Declining Patient Satisfaction		
Declining CQC Ratings (of those re-inspected since April 2022)		
Declining FTE GP per 1,000 Patients		
Declining Financial Viability		
Declining Ability to Keep Pace with Patient Demand for Appointments		

Failing Practices

Bedfordshire & Hertfordshire
Local Medical Committee Ltd

The common narrative:

Practices are collapsing due to poor management, a lack of commitment of existing partners, or a lack of GPs wanting to become partners.

Our Key Takeaways

The data indicates that it is not practices failing the system, but rather the system failing practices.

THANK YOU

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www.bedshertslmcs.org.uk

Bedfordshire & Hertfordshire
Local Medical Committee Ltd

Data Sources Used

Bedfordshire & Hertfordshire Local Medical Committee Ltd

Publicly Available Data Used in this Presentation	Data Sources
Quote: Evidence suggests that there is a significant need for the modern doctor to demonstrate and develop their 'resilience'.	https://primarycare.peninsuladeanery.nhs.uk/about-us/gp-specialist-training-delivery/survive-and-thrive-a-resilience-framework-for-gp-trainees/#:~:text=Evidence%20suggests%20that%20there%20is,aging%20population%20with%20more%20pathology.
England – General Practice Workforce	https://digital.nhs.uk/data-and-information/publications/statistical/general-and-personal-medical-services
England – General Practice Appointments	https://digital.nhs.uk/data-and-information/publications/statistical/appointments-in-general-practice
Scotland - Practice Numbers	https://publichealthscotland.scot/publications/general-practice-list-size-and-demographics-information/
Wales – Practice Numbers	https://www.gov.wales/general-practice-workforce-31-march-2022#:~:text=Main%20points,retainers%20and%20active%20locums%20only
Northern Ireland Practice Numbers	https://www.gov.uk/government/statistics/general-medical-services-statistics-for-ni-quarter-3-202324
England – Patient Survey Data	https://www.england.nhs.uk/statistics/2023/07/13/gp-patient-survey-2023/
England – CQC Data	https://www.cqc.org.uk/about-us/transparency/using-cqc-data
England – Finance Data	https://digital.nhs.uk/data-and-information/publications/statistical/nhs-payments-to-general-practice