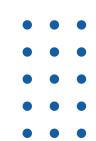
2025 - 2030 5 YEAR STRATEGIC PLAN

Northern GP Federation Support Unit



GP Federation Support Unit

Enabling Better General Practice



Northern GP Federation Support Unit 5 year Strategic Plan 2025 - 2030 Northern GP Federation Support Unit

Enabling Better General Practice

Company Introduction

GP Federations were established in Northern Ireland in 2014 with two primary goals 1) Advance the primary care transformation agenda and 2) enable SPPG to commission services through GP Federations on behalf of Practices across localities.

Each GP Federation is a network of GP practices in its geographical area, through the pooling of resources and working at scale, this makes possible the provision of services which would not otherwise be deliverable at individual practice level. The work of GP Federations is supported by the Northern GP Federation Support Unit (NFSU) which supports 66 GP practices across four Federations, serving approximately 481,000 patients in **Antrim Ballymena, Causeway, East Antrim, and Mid Ulster GP Federations.**

In 2023/2024, the four Northern GP Federations and NFSU employed a total number of 164 staff and had a total turnover of \pm 7.9Million.



Our Purpose: Enabling Better General Practice.

Our Vision: To be the leading GP Federation Support Unit in Northern Ireland, enabling clinical innovation and development in General Practice to deliver excellent patient care in our local communities.

Our Values: People, Innovation, Integrity and Facilitation.

Our Services

Our current range of services is well established and we are committed to maintaining and expanding them in the future. Our staff throughout the Northern GP Federations consist of:

- Advanced Nurse Practitioners
- General Practice Nurses
- Multi Disciplinary Teams
- GP Fellowships
- General Practice Pharmacists
- GPES (GPs with Enhanced Skills)



The four Federations are supported by NFSU who are a team of admin staff in a number of disciplines from HR to Finance and Business Operations. The core purpose of the Northern FSU is to ensure that clinicians are free to focus on enabling clinical innovation and development in General Practice, to deliver excellent patient care in our local communities.

Executive Summary

On the 29th May 2024, Federation Chairs, Non-Executive Directors, Member Directors, Practice Managers, and NFSU staff convened to progress our "5-Year Strategic Plan" aimed at sustaining and developing General Practice partnerships. This initiative responds to some of the significant **challenges** currently affecting our environment, including:

- Declining interest in GP partnerships,
- Delayed rollout timelines for MDTs within Federations,
- Limited and reduced funding from SPPG/DoH,
- Budgetary constraints such as the elective care budget cuts, and
- The absence of a clear vision or strategy for General Practice in Northern Ireland by DoH.

Despite these challenges, our discussions were driven by our overarching vision for the future of GP Federations. From this collaborative effort, **two primary strategic objectives** emerged to guide our work moving forward.



SUPPORTING GENERAL PRACTICE SERVICES:

Through the following 3 strategic priorities:

- 1. Strengthen Core Service Delivery
- 2.Centralised Training Hub Development
- 3. Expand Talent Pool for Medical Administration Roles



SUSTAINING AND DEVELOPING THE FEDERATION BUSINESS MODEL:

Through the following 3 strategic priorities: 1.Adopt a Commercial Mindset

- 2. Diversify Revenue Streams
- 3. Enhance Public Relations & Visibility

Over the next five years, we will expand our range of practical support services to our shareholders and seek out opportunities to support primary care needs across the local areas. We believe that by focusing on these key high-level objectives and building on our pre-existing strong foundations in these areas, our GP Federations will be better equipped to address the challenges of a changing healthcare landscape and provide the best possible care to our patients by enabling better general practice. At the same time, we recognise the need to remain agile in response to changing national directives and local opportunities.

We have identified <u>8 key themes</u> that will guide our efforts to help achieve our two objectives :

👪 People

Prioritise our people. Through skill development, and succession planning to build a strong, engaged workforce and build lasting relationships with stakeholders.

🗗 Responsiveness

Remain flexible and adapt quickly to changes to meet needs on time.

🐻 Governance

Maintain compliance with legal, financial, ethical and clinical standards to deliver safe and effective services in a high quality environment.

🆓 Maximising Opportunities

Ensuring we are aware of our local and regional clinical, financial and organisational environment so we can enhance sustainability, visibility and impact through strategic initiatives and partnerships.

<u>8 Key Themes</u>

Employ thoughtful decision-making and lessons learned to identify, assess and mitigate risks effectively.

🔘 Quality

Creating an infrastructure that encourages collaboration with and between stakeholders to deliver high-quality, fit-for-purpose outcomes.

Reflection

Build a culture of continuous learning and improvement through regular reviews, needs analysis and teamwork.

- Ö-Innovation

Drive growth and capacity by implementing creative, value-driven new initiatives and projects.

Taking the <u>Right Steps</u> to achieve our 2 Key Objectives - The What & How!

Now that we have outlined our purpose, vision, values, and two key strategic objectives, it's essential to focus on the specific activities we will undertake over the next five years to ensure alignment with our strategic direction. The graphic below "Building and Growing what we do, with a strong foundation of our key themes" illustrates how we plan to build on the solid foundation of our key themes, which we integrate into all business activities. The steps represent the specific actions we will take each year, advancing toward the achievement of our strategic goals. The stick figures in the image symbolise our forward-looking vision, reflecting where we collectively aim to be in five years. It also highlights the importance of pausing periodically to assess our progress, learn from past experiences, and make any necessary adjustments as we travel together on this journey.

Throughout the development of this strategic action plan, we have engaged with a variety of stakeholders and had numerous discussions to ensure their perspectives and input shape the direction of our travel. We believe it is crucial to integrate their insights into this action plan.

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Year 1	Year 2	Year 3	Year 4	Year 5
Gather baseline data (Growth)				
Designing, planning & piloting for the NFSU Training Hub i.e. rollout of LMP Medical Admin Training Academy & commencement of CPR training etc.	In consultation with Practices continue with the rollout of Training Academies in other Feds, and carry out a Practice specific training needs analysis.	Review the key components of the training hub, identifying & prioritising any gaps to ensure it is inclusive to all clinical and non-clinical staff.	Well established training hub / schedule that is fit for purpose & is contributing to the income generation within NFSU.	Endeavour to have a Training Hub of excellence. In-house accreditation of training.
Begin formal engagement with Trusts and SPPG to advocate for MDT rollout in EA. Initiate infrastructure assessment to identify service readiness and required support mechanisms.	Establish MDT representation in Mid Ulster as part of a phased rollout. Begin assessment of EA infrastructure needs (e.g. staffing, IT systems, governance support).	Document and share enhancements from the EA rollout. Use learning to support planning for further MDT implementation across other Federations.	Achieve full MDT rollout across all four Federations, ensuring standardised models and equitable access.	Conduct a full evaluation of MD implementation, highlighting patient outcomes, efficiencies, and recommendations for futur scaling or refinement.
Review GP Fellowship Programme, restructure current format & lobby for recurrent funding (to enable us to publicise annually).	Be better placed to ensure we maximise recruitment for the 4 GP Fellows. Attendance at specific ST3 events / appropriate social media promotion.	Ensure we capture formal feedback & comprehensive post GP Fellow Programme outcomes. Incorporate into our communications to assist with PR.	Growing & building upon the GP Fellowship Programme to increase the number of Fellows by 50%.	Have the GP Fellowship Programme fully embedded as a key pipeline for GP partnership and salaried roles.
Initiate regular communication channels, such as quarterly planning meetings with other FSUs, Working Groups & SPPG. All of which will help with the sharing of best practice.	Develop a communication calendar which also fosters 2 way communication with our member practices & encompasses clear channels for raising concerns or suggestions.	learn from one another, sharing	Measure communication effectiveness through a member practice survey and adjust strategies based on findings.	Well established, fully integrate communication and learning framework that is embedded in organisational culture, driven from our findings and peer-led collaboration.
Initiate the design and planning process for transitioning to shared nursing and governance roles. Pilot role concepts and gather feedback from Federation leadership teams.	Map existing governance and nursing structures across Federations. Identify gaps and opportunities for shared roles. Begin co-design of standardised roles.	Begin embedding agreed governance and nursing roles across Federations, with shared policies, role profiles, and training.	Fully implement and embed the new roles within Federation structures, supported by joint governance reporting processes.	Evaluate effectiveness of the transition, refine structures based on feedback, and ensure sustainability through succession planning.
Conduct a stakeholder's analysis to identify key opportunities for collaboration & consider the required different communication methods & involvement levels.	Identify groups of stakeholders for stronger relationships (record & report) & expand possibility of joint working initiatives. Look at engagement events for Member Directors & Practice Managers.	Monitor & record stakeholder engagement. Celebrate milestones & successes (linked with our PR / Good News Stories).	Survey stakeholders regarding communication strategy & adjust engagement strategies based on feedback.	Carry out a formal PR stakeholders' event to "showcase" range of contacts. Utilise opportunity to recap on feedback to commence communication strategy for new strategic action plan
Business Model Innovation by demonstrating our commercial mindset by researching & scoping a minimum of 2 income generation initiatives (such as Pharma, Go Succeed etc).	Duplicate in other Federations, learning from pilot initiatives. Enhance the scope & impact of clinical projects with pharmaceutical companies.	Utilise data-driven decision making to measure & communicate organisational growth, ascertain trends & assist with further forecasting of core business activities.	Scope new potential income generating projects, record & report. Scaled up with a focus on a locality approach ensuring that they are sustainable & profitable.	Can clearly demonstrate stronger partnerships with pharmaceutical companies with an increase annual income from such avenues.
Introduce and promote a culture of value-based communication across Federations. Begin capturing success stories informally and build staff awareness of showcasing impact.	Introduce structured internal processes for recording and reporting success stories. Build staff awareness of the value of capturing impact.	Appoint or designate a Federation-wide communications or PR lead to coordinate messaging. Actively promote successes at locality and regional levels.	Develop and distribute regular communications (e.g., newsletters, annual impact reviews) to internal and external stakeholders, highlighting achievements.	Conduct a final review of communication and engagemer efforts. Capture case studies an legacy stories to showcase Federation value and support future funding bids.
BAU (business as usual) – Key Business Activities & Core Projects.				
People Responsi	veness Governance	Quality Maximising Opportunitie	RISK Management Inn	novation Reflection

STAKEHOLDERS ANALYSIS

Conducting a stakeholder analysis helps identify the individuals or groups who can impact or are affected by a project. It ensures better communication, minimises conflicts, encourages collaboration, and increases the chances of success by aligning interests and using resources effectively



Locality SPPG Managers **Federation** (Federations/PMs/ Federation Chair Trust Reps) **Executive Teams** External • Pharma, Projects, Stakeholders Sponsorship NFSU & Federation Federation & Trust Chairs Executive Teams Managers (Federation & NFSU) • Member Directors • Practice Mangers • Pharma (Sponsership and Patient Projects) • Member Directors Non-Executive Directors GP Fellows **GP** Practice • Our Employees Our Managers • Practice Managers <u>Regional</u> Member Directors Practice Nursing Department of • Practice Admin Health Team SPPG Other FSU's **PDA** Union