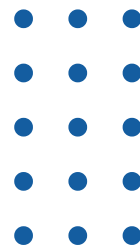




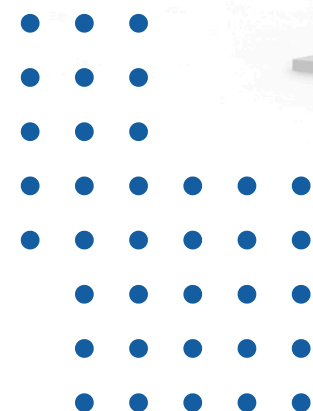
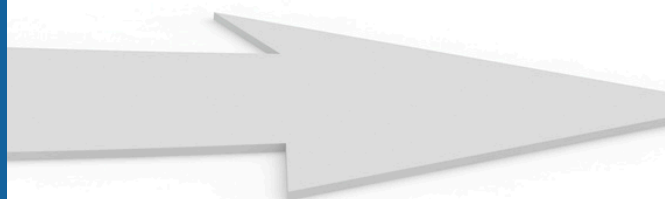
Northern
GP Federation Support Unit
Enabling Better General Practice



2025 - 2030

5 YEAR STRATEGIC PLAN

Northern GP Federation
Support Unit



Northern GP Federation Support Unit

5 year Strategic Plan

2025 - 2030



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 £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.



Objective

1

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



Objective

2

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 8 key themes 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.

8 Key Themes



Risk Management

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.



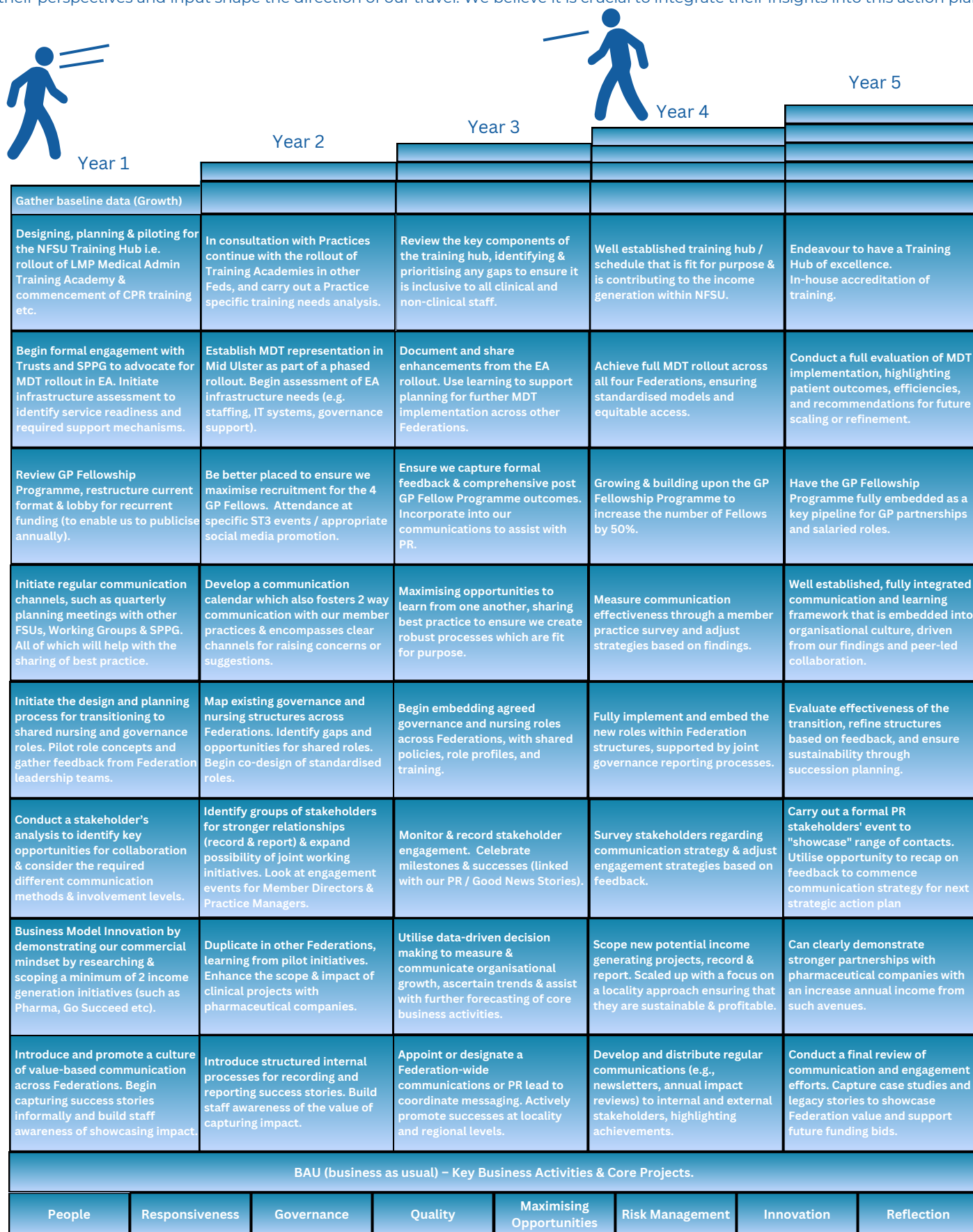
Innovation

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

Taking the Right Steps 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.



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



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