Improving outcomes for citizens

A framework for transforming primary care through digital technology

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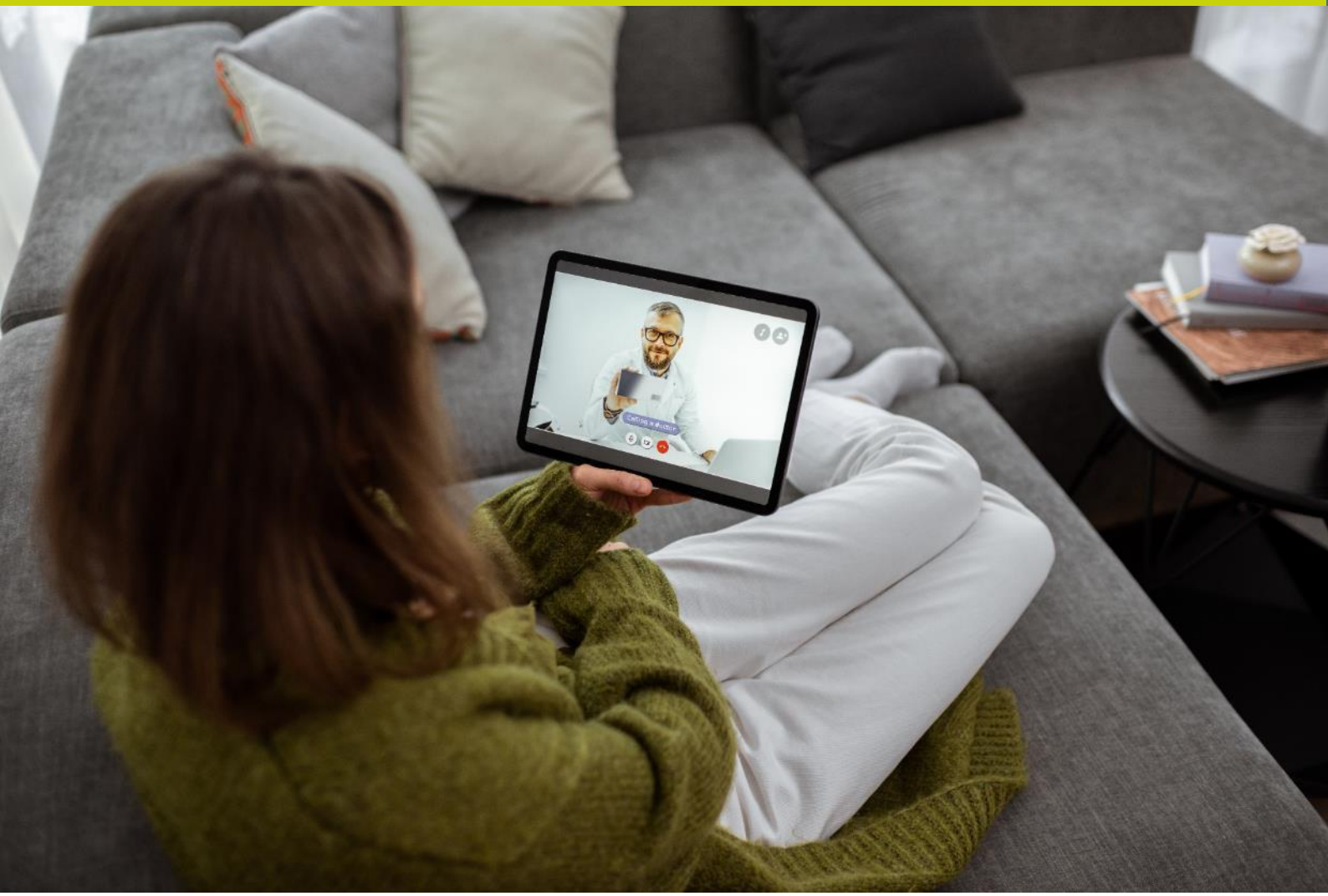
Introduction

GP practices across Greater Manchester have made significant progress in implementing digital technologies, including deploying video consultation and online consultation platforms in response to COVID-19.

We want to ensure that practices and patients reap the full benefits of this new technology and transform care and outcomes. The key to tech-transformation is not to focus on the technology itself, which of course has to be intuitive and effective, but is to focus on the people, process and cultural factors that need to be addressed in order for full transformation to be realised.

This will help practices to move beyond simply procuring and deploying technology in to their existing working practices, but to instead completely redesign and reimagine how care and treatment is provided with a 'digital first' ethos.

Procure → Deploy → Transform → Outcome

Health Innovation Manchester was asked to work on behalf of the COVID-19 Digital Coordination Group and the Digital Primary Care Board to support localities to optimise digital primary care by developing a set of standards and outcomes which all practices should work towards, regardless of what digital products they have implemented.

The digital primary care outcomes framework has been developed through a series of design workshops comprising representatives from across Greater Manchester including public members, GPs, practice managers, health and care managers and technical experts

The outcomes framework will support practices to:
- Measure clinical and patient outcomes
- Set KPIs and standards
- Monitor activity and performance
- Benchmark different approaches
- Share learning and address issues

The framework has been structured around four key user stories to frame the desired outcomes and features from a person-centred perspective. A user story is a short, simple description of a feature or function written from the perspective of the end user.

The framework has been developed first and foremost to support practices to make improvements to the quality of care and treatment they provide, enabled by technology. It will also support practices, PCNs and CCGs to drive up standards and make the case for further development and investment.

It is likely that achievement of the outcomes framework will be mobilised in stages towards full digital transformation. The pace and scale of this will be dependent on the people, processes and the capability of the technology solutions.

The framework contains a set of measures and outcomes that practices should work towards. Some of these will be flexed and adapted according to practice and locality circumstances, but it gives an indication of what good looks like that is both realistic and achievable.

The GM digital primary care outcomes framework

Patient and carer outcomes

In applying digital primary care solutions, practices should meet the following patient and carer outcomes:

	EXPECTATION	REQUIREMENTS	OUTCOMES
1	**I want a timely response to my health query with appropriate follow-up…** **… so that I know when I can expect a response and that it will be appropriate to my clinical and personal circumstances**	1. Patient/carer can easily log their health condition via the digital tool 2. Defined response times to queries categorised in accordance to type (e.g. urgent, routine etc) 3. Follow up is part of service offer to patient/carer following care/treatment outcome	1. xx% of patients are satisfied with the response received via digital modes 2. Patients receive a response within 24 hours of logging a query 3. Patients receive follow up message within 48 hours of case being closed to check satisfaction
2	**I want personalised care and treatment according to my specific needs and preferences…** **… so that I can be sure the right treatment and care is provided by the right professional, at the right time to suit me**	1. Patients able to request contact from named healthcare professional via digital tool 2. Patient choice offered around mode of engagement (eg, text, email, phone, video, face to face) 3. Clinician able to access relevant medical information at the point of care	1. xx% of patients offered preferred choice (if deemed appropriate) 2. Ability to track patient flow through the digital tool, with a target of routing xx% via digital channel 3. Practice able to access the GM Care Record to inform clinical decision making

3	**I want to be empowered to look after my own health and wellbeing…** **… so that I can coordinate my own care, around my needs, in collaboration with my GP or healthcare professional**	1. Ability to self-serve for routine requests (eg, repeat prescriptions) via digital tool 2. Signpost to recommended self-management and digital support tools 3. Ability to view/contribute to personal health record and care plans	1. Flow xx% of routine requests via digital tool without the need for personal intervention 2. Flag recommended apps, social prescribing tools and support offers 3. Patients and identified carers provided with ability to view personal health record
4	**I want to be able to access the service on behalf of someone I care for…** **… so that carers are valued rather than viewed as vulnerable**	1. Ability to use proxy measures to access the service on someone else's behalf. 2. Ability to share care plan with patients and carers	1. Safe and secure access provided to all identified carers or guardians 2. Patients and identified carers provided with ability to view personal health record

Practice outcomes

In applying digital primary care solutions, practices should meet the following outcomes from a practice manager perspective:

	EXPECTATION	REQUIREMENTS	OUTCOMES
1	**I want to be able to match capacity and demand in a more systematic way…** **… so that I can provide a responsive service for patients and offer greater workforce flexibility**	1. Track incoming requests on a daily basis and predict trends over time 2. Monitor caseloads and track number of open and closed cases by clinician 3. Monitor completion rates and monitor progress of onward referrals	1. xx% of incoming requests routed to the preferred clinician (if appropriate) 2. Set KPIs against case categories (eg, routine, planned, complex, urgent) 3. Track referrals within specified time (eg, 2-week referral)
2	**I want the practice to run as efficiently and effectively as possible…** **… so that we can free up clinical time and reduce the burden on support staff**	1. Maximise digital-first channels of engagement 2. Respond to cases as efficiently and effectively as possible 3. Digitise paper-based processes and automate reporting systems 4. Improved staff morale and flexibility in the workplace	1. Flow xx% of patient queries via digital channel 2. Set KPIs against case categories (eg, routine, planned, complex, urgent) 3. Manual administration time reduced 4. xx% of staff satisfied with the workplace
3	**I want to ensure that the practice is accessible to all patients and we meet their varying needs…** **… so that we can ensure our patients are satisfied with the care and treatment we provide**	1. Allow patient to choose mode of engagement (digital and face to face) 2. Ability to share patient feedback quickly and easily via digital tool 3. Patient materials available in a range of formats and languages	1. xx% of patients provided with preferred method of engagement 2. xx% of patients satisfied with the response and/or care and treatment provided 3. xx% of patients' different communication needs met

GP outcomes

In applying digital primary care solutions, practices should meet the following outcomes from a GP perspective:

	EXPECTATION	REQUIREMENTS	OUTCOMES
1	**I want to be able to provide high quality patient care tailored to the needs of each individual…** **… so that I can get to know my patients, improve their outcomes and reduce inequalities**	1. Able to access information from other health and care providers involved in the patient's care 2. Offer care based on the needs and preferences of the patient 3. Able to track and monitor a patient's progress, test results etc.	1. GPs able to access and share data via the GM Care Record 2. xx% of patients provided with preferred method of engagement 3. Patients who require it have a digital care plan in place
2	**I want to support patients to take greater control over their own health and wellbeing…** **… so that clinical time is focused on what they need most help with**	1. Ability for patients to self-serve for routine requests (eg, repeat prescriptions) via digital tool 2. Signpost to clinically safe and recommended self-management and digital support tools 3. Ability to view/contribute to personal health record and care plans	1. Flow xx% of routine/planned requests via digital tool, reducing the need for GP intervention 2. Increase social prescribing and use of self-management tools 3. Provide patients with ability to view personal health record
3	**I want to make the best use of the skills and talents across the practice…** **… so that we make the practice a great place to work for everyone**	1. Route incoming cases to the most appropriate for care and treatment 2. Digitise paper-based processes and automate reporting systems 3. Improve staff morale and flexibility in the workplace	1. Set average response time according to nature of case 2. Reduce manual administrative time 3. xx% of staff satisfied with the workplace

Manager or commissioner outcomes

In applying digital primary care solutions, practices should meet the following outcomes from a commissioner or CCG perspective:

	EXPECTATION	REQUIREMENTS	OUTCOMES
1	**I want to ensure that practices are operating efficiently and effectively across the locality….** **… so that we can ensure we are making best use of resources.**	1. Ability to view practice performance data at a locality level 2. Ability to track trends and predict demand 3. Maximise digital-first approaches	1. Practices performing in line with agreed standards 2. Set standards for response times, cases closed, outcomes achieved 3. Flow xx% of patient engagement via digital channels
2	**I want to ensure high care standards are equitable across all practices in the locality…** **… so that all patients receive the same standard of care and treatment wherever they live and whatever their background**	1. Ability to view practice performance data at a locality level 2. Provide patients with a choice of engagement modes 3. Monitor patient satisfaction levels 4. Patient materials available in a range of formats and languages	1. Practices performing in line with agreed standards 2. xx% of patients provided with their preferred engagement method 3. xx% of patients satisfied with the service/care/treatment provided 4. Patients' different communication needs met
3	**I want to understand any practice level risks and issues that are impacting on care quality…** **… so that we can provide additional help and support to resolve them**	1. Ability to view practice performance data at a locality level 2. Practices provided with access to technical help and support 3. Practices able to flag early warnings, risks and issues	1. Practices performing in line with agreed standards 2. Requests responded to within allotted time frames, depending on nature 3. Optimum time/resources taken to resolve issues and mitigate risks