

FEDERATIONS IN PRACTICE

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**KEEP
CALM**

**WE ARE NOT
TEACHING GRANDMA
TO SUCK EGGS**

INTRODUCTION



- MB ChB Birmingham 1980
- JCPTGP 1985
- GP principal 1985-2005
 - 2 handed outer suburban
 - Single handed inner city > 2 handed > 3 handed
 - Highly deprived inner city 5 partners
- Medical manager & freelance OOH GP
- Experience in LMC, HA, GMC, Deanery

EXPERIENCE



1992-87

Birmingham Multifund

GP fundholding federation

Internal sub-federations

1996 Birmingham PCA
“Docs R Us”

Extended partnership

Extended services

1996 +
Badger

GP mutual services

NFP NHS provider

FP healthcare services

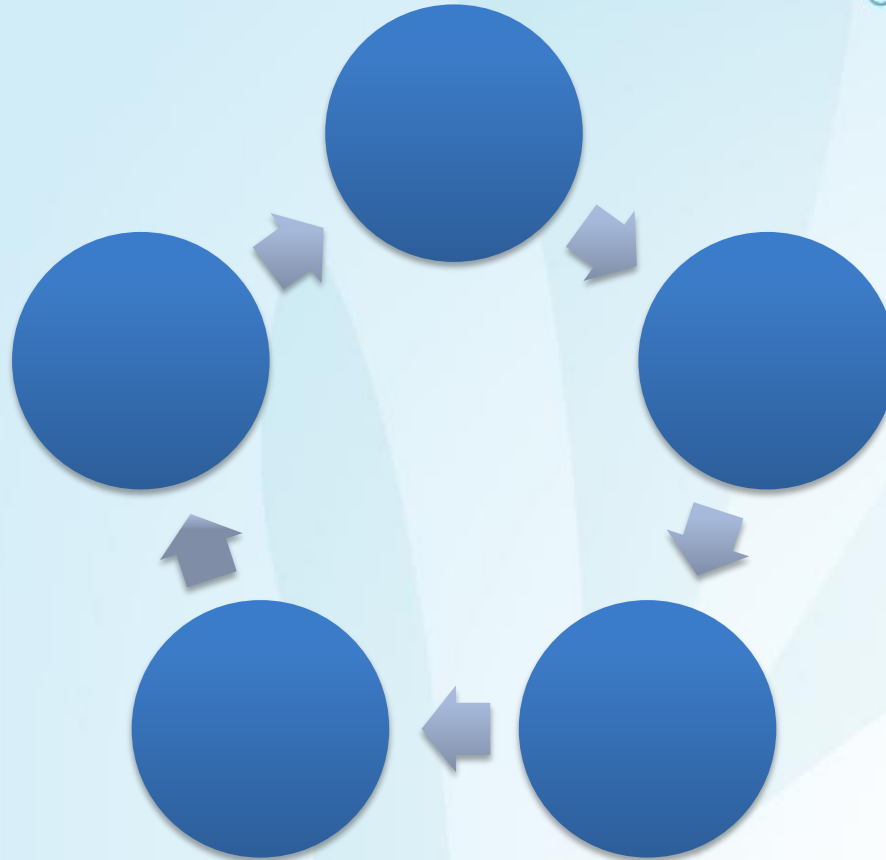
FEDERATION



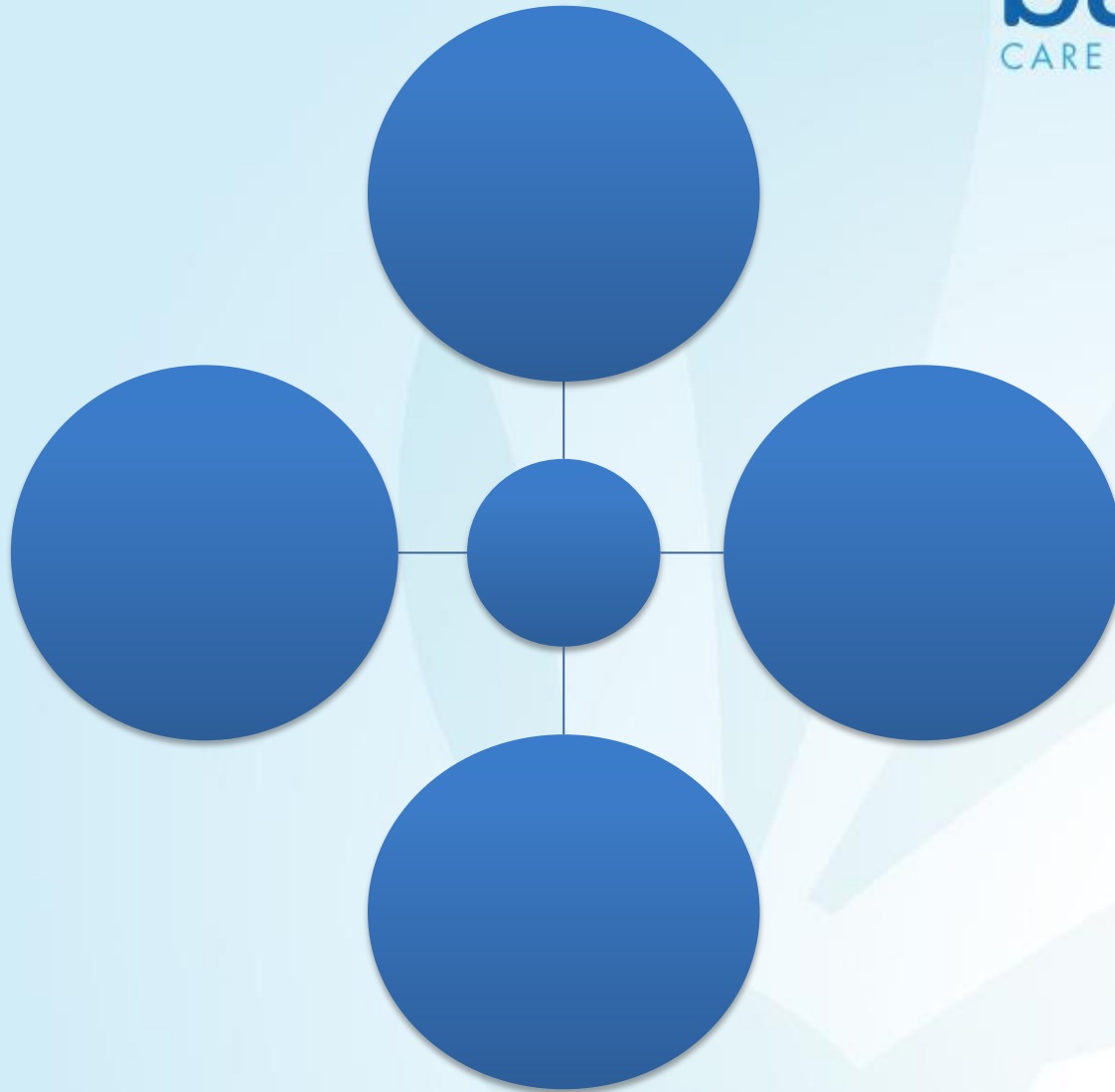
- A group of states with a central government but independence in internal affairs
- An organisation or group within which smaller divisions have some degree of internal autonomy

Origin Latin: foedus (league); foederare (to ally)

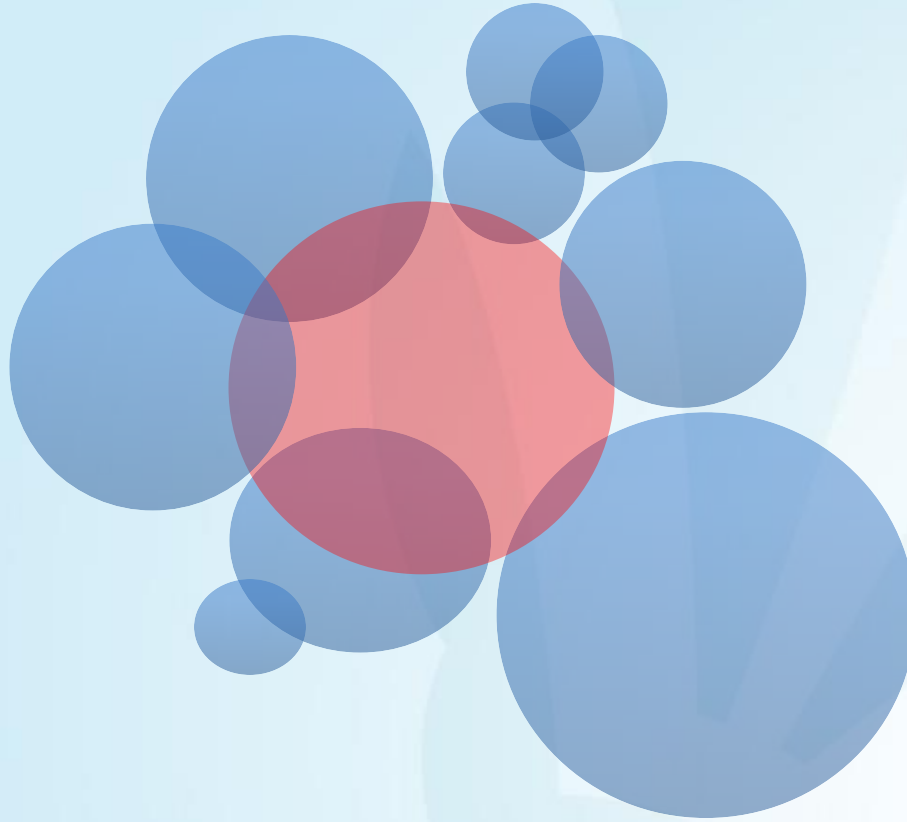
Autonomous partners



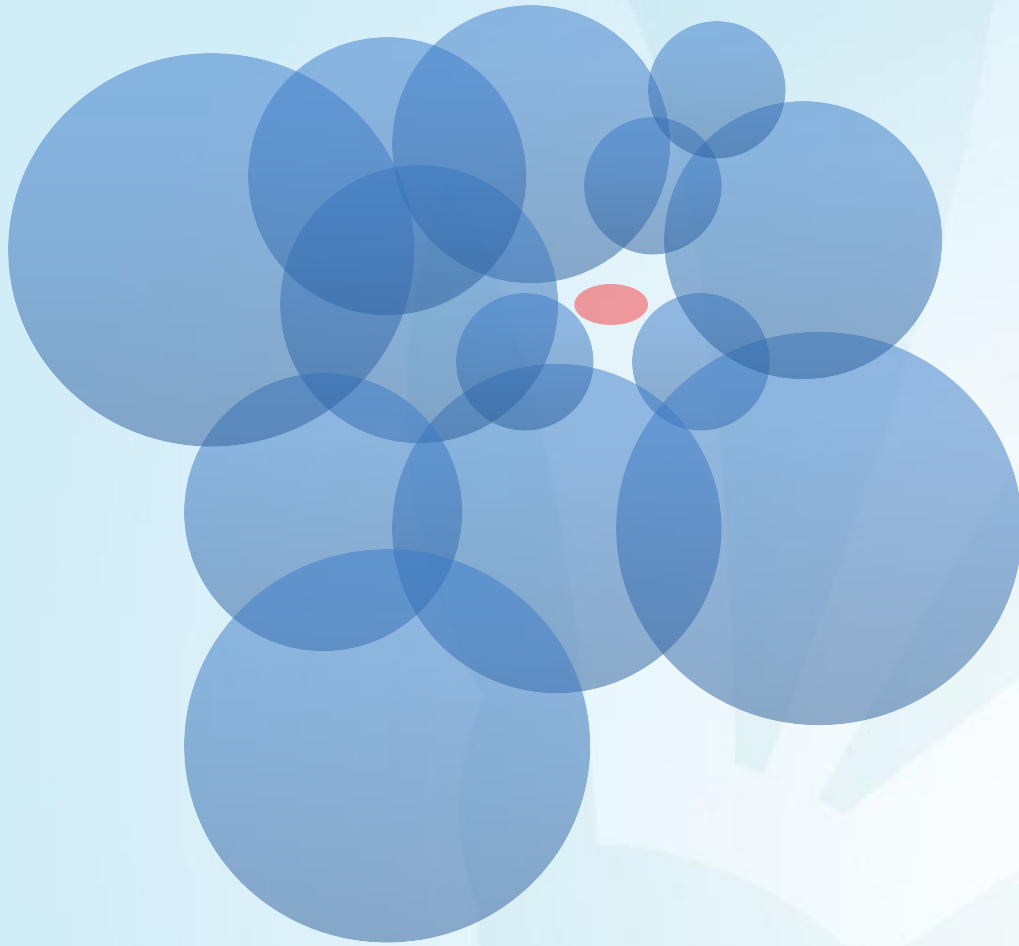
Shared centre



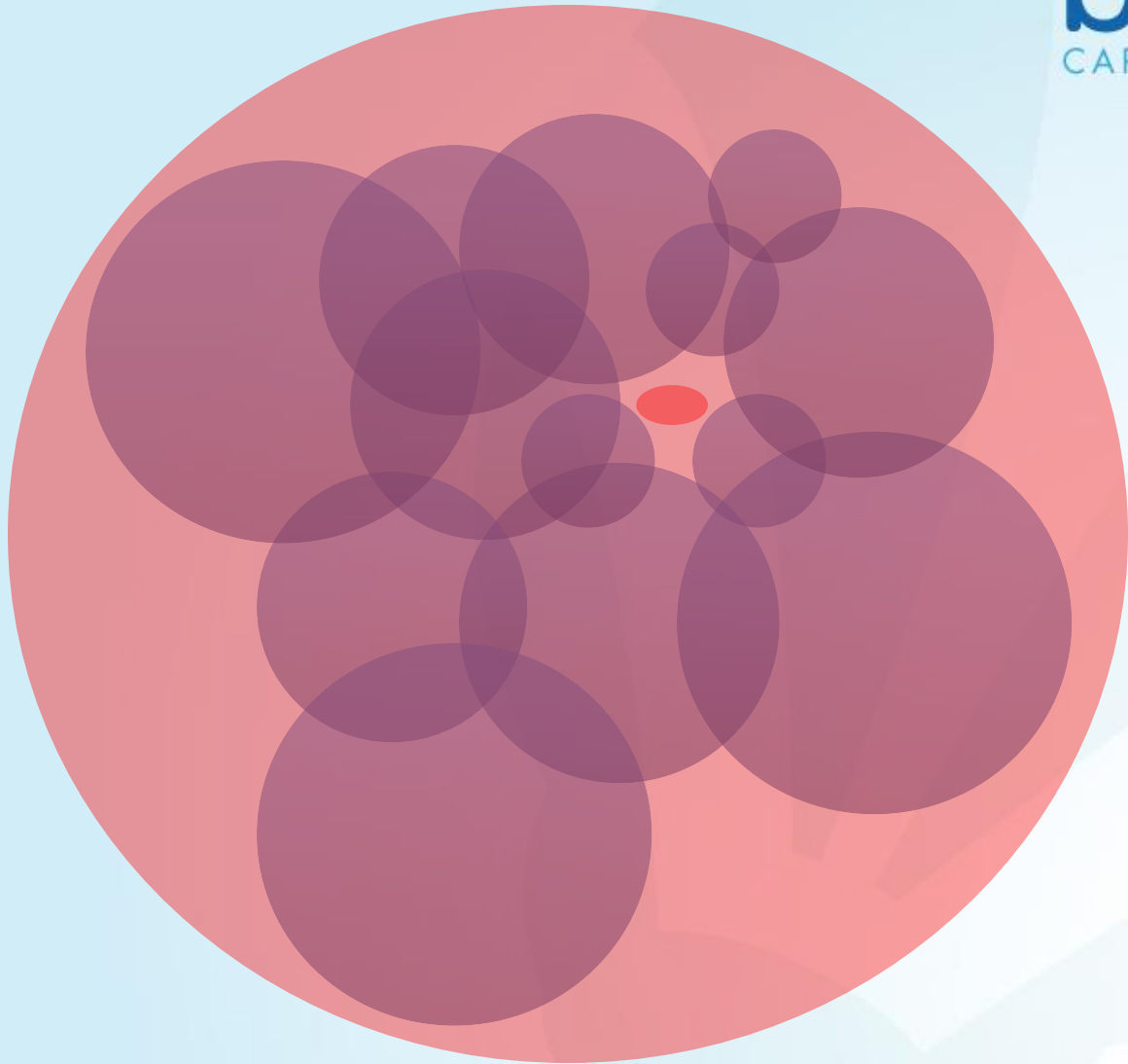
Diversity



badger
CARE YOU CAN TRUST



badger
CARE YOU CAN TRUST



MOTIVATION

- Common denominator
- Achievement of common goals
- Sharing of resources
- Management of risk

...o0o...

Fear brings people together, greed keeps them together, but only passion is sustainable

RCGP Survey 2010



- Strengthening the capacity of practices to develop new services out of hospital
- To form an entity that can tender for services offered by a future GP commissioning consortium
- To make efficiency savings/economies of scale, for example in back office functions or the procurement of practice services
- To improve local service integration across practices and other providers
- To enhance the capacity of practices to compete with external private sector companies
- To strengthen clinical governance and improve the quality and safety of services
- To develop training and education capacity

TENSIONS



- Profit v NFP
- Exclusive v inclusive
- Pathfinder v shepherd
- Concordance v subsidiarity
- Federation v merger
- Democracy v dictatorship

PRACTICAL ASPECTS



COOKERY FOR BEGINNERS

- Trial & error
- TV chef
- Recipe book
- Kitchen assistant
- Personal cook
- Catering company

2015

Purpose, function & structure

Services

Resources

Membership & size

Development

Governance

Business planning

Communications & engagement

Sustainability

BMA

Collaborative GP networks

A step-by-step guide to setting up a GP network

March 2015



British Medical Association
bma.org.uk

- bma.org.uk/practical-support-at-work/gp-practices/gp-networks

TOOLKIT TO SUPPORT THE DEVELOPMENT OF PRIMARY CARE FEDERATIONS

Authors

Candace Imison, The Kings Fund

Sally Williams, for The King's Fund

Judith Smith, The Nuffield Trust

Christian Dingwall, Hempsons Solicitors

The Kings Fund > Ideas that change
health care

HEMPSONS



CONTENT INDEX

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WHAT IS A FEDERATION?

THE TOOLKIT OVERVIEW

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SUCCESS



- First patients, first 100 members
- First million in the bank
- Flu pandemic
- New urgent care services
- Social enterprise
- “You saved my life / marriage / career”

CHALLENGES

- Internal
- External
- System Change



INTERNAL



- Leadership, consent, trust
- Factions, entryism
- Apathy, maintaining engagement
- Governance
 - Financial
 - Corporate

EXTERNAL



- Regulation, legal & financial
 - Company / partnership law
 - CQC
 - Corporation tax – VAT
 - Employment – H&S – indemnity – pensions
 -
- Relationships & reputation
 - Collaboration & joint ventures
 - Competitors
 - Customers

SYSTEM CHANGE



- Anticipation & horizon scanning
 - NHS structural change
 - Contractual change
- Adaptability
 - Take up new opportunities
 - Adapt to new requirements
 - Do it differently
- Repositioning
 - Provider / subcontractor / support system

Newton's Laws of Motion



1. Things stay still or keep moving with a steady speed unless a force acts on them.
2. When a force acts on an object, it changes the object's speed or direction. The bigger the force, the more the acceleration.
3. Action and reaction are equal and opposite.



*If I have seen further
it is by standing on
the shoulders of giants.*

ISAAC NEWTON