

# BUSINESS FUNDAMENTALS FOR GPs

Beds & Herts LMC Ltd in partnership with Bedfordshire, Luton and Milton Keynes STP

## BACKGROUND – WHY DO GPs NEED BUSINESS SKILLS?



- ❑ The NHSE sponsored General Practice Resilience Project undertaken by Beds & Herts LMC Ltd, supports practices to become more sustainable and resilient and better placed to tackle the challenges they face now and in the future in order to continue to deliver high quality care for patients. The programme extends support to not only the most at risk GP Practices, but also to their neighbouring practices that may be at risk of struggling if a practice in the vicinity becomes unable to cope.
- ❑ Some of the work undertaken by Beds & Herts LMC Ltd has identified what makes one practice more resilient than another. It has highlighted the skills needed to support GPs to better understand their highly complex, often multi-million turnover pound businesses and help it to thrive in the future.

*“By building resilience into the system, we reduce the risks to practices working at capacity, supporting them to better respond to the workload pressures that are widely recognised in general practice” [BMA, 2016].*

# ABOUT THE PROGRAMME



Beds & Herts LMC in partnership with Bedfordshire, Luton and Milton Keynes (BLMK) STP, have designed a modular programme of business fundamentals aimed at GPs who want to understand general practice at operational and strategic level. The course provides practical tools underpinned by theory to help tackle the ever-increasing challenges to build a strong, sustainable future in primary care.

This professional programme is funded in the first pilot year for GPs working in the BLMK area who demonstrate an interest in business, partnerships, strategic planning and leadership development. This is an excellent opportunity with limited places available, so delegates must commit to all modules in order to complete the programme.

## WHO CAN APPLY?



- Delegates must be GPs or GP trainees working in Bedfordshire, Luton or Milton Keynes
- GPs must be able to demonstrate an interest in business, partnerships, strategic planning and leadership development.

GPs may be, but not exclusive to, one of the following:

- GP Partners looking to strengthen and develop their business knowledge
- Experienced GPs with a business interest in their practice
- GPs who are seriously considering becoming a Partner
- First 5 GPs
- Trainee GPs
- Future Leader GPs

# FORMAT OF PROGRAMME



- ❑ 6 modules – all must be attend and completed for full certification.
- ❑ Delivered 1 day a month Feb to June 2019 and 2 days July 2019.
- ❑ Delivered locally, face to face in BLMK area.
- ❑ 16 delegates in first cohort. This is a pilot fully funded by BLMK STP (except for backfill). Applications open late September 2018.
- ❑ Theory and practical application to general practice using case scenarios.
- ❑ Designed and delivered by business healthcare specialists alongside experienced GPs/Practice Managers.
- ❑ Course materials available online for continued reference and learning.
- ❑ No exam or assessment although pre-course reading and reflective practice will be required.
- ❑ Certificate of attendance provided on completion of programme - 36 CPD hours attainable!

# MODULES

1

**Module 1:**  
Partnerships –  
Logistics,  
Legalities &  
Governance



2

**Module 2:**  
Managing  
People



3

**Module 3:**  
Managing the  
Business &  
Managing  
Change



4

**Module 4:**  
Information  
Management &  
Technology



5

**Module 5:**  
Financial  
Management



6

**Module 6:**  
Strategy,  
Leadership,  
Resilience &  
Sustainability



## MODULES – DATES & VENUE

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>Module 1:</b> Partnerships – Logistics, Legalities & Governance	<b>Module 2:</b> Managing People	<b>Module 3:</b> Managing the Business & Managing Change	<b>Module 4:</b> Information Management & Technology	<b>Module 5:</b> Financial Management	<b>Module 6:</b> Strategy, Leadership, Resilience & Sustainability
06/02/19	06/03/19	03/04/19	08/05/19	05/06/19	03/07/19 04/07/19

Venue for all modules: Rufus Centre, Steppingley Road, Flitwick, Beds, MK45 1AH

# MODULE 1: PARTNERSHIPS – LOGISTICS, LEGALITIES & GOVERNANCE



- ❑ Core contracts: how they work
- ❑ Partnership structures and super partnerships: agreements
- ❑ Responsibilities of owning a business which would include premises, staff, insurance, retirement and 24 hours retirement
- ❑ Dispute resolution between partner
- ❑ Alternative collaborative working - staff sharing, back room resource
- ❑ Commissioned contracts

\*\* Module agenda may be subject to change \*\*

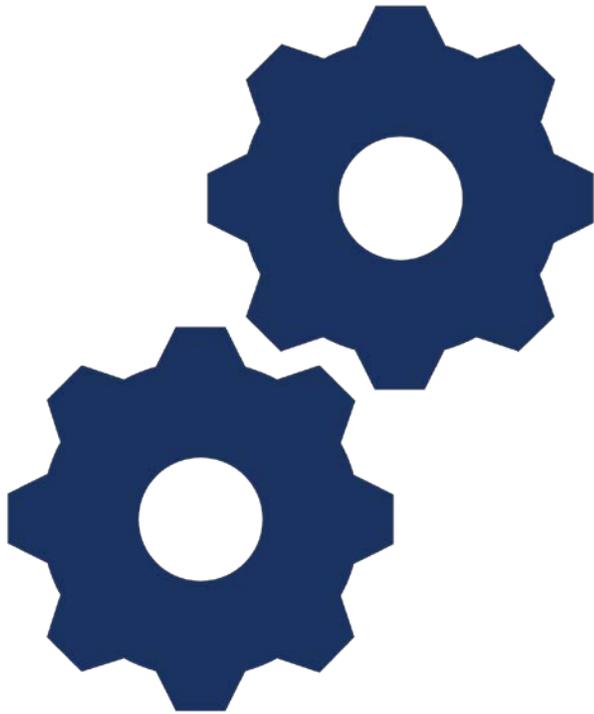
## MODULE 2: MANAGING PEOPLE



- ❑ Creating the right background with HR policies, contracts of employment
- ❑ An overview of employment law
- ❑ Individual job roles and the organisational structure
- ❑ Recruiting and selecting the right candidates
- ❑ Training and developing staff
- ❑ Assessing and managing performance
- ❑ Providing the right support and supervision
- ❑ Ensuring two-way communications
- ❑ What to do when things go wrong
- ❑ Terminating the employment contract
- ❑ Developing excellent teamworking
- ❑ Motivating individuals and teams

\*\* Module agenda may be subject to change\*\*

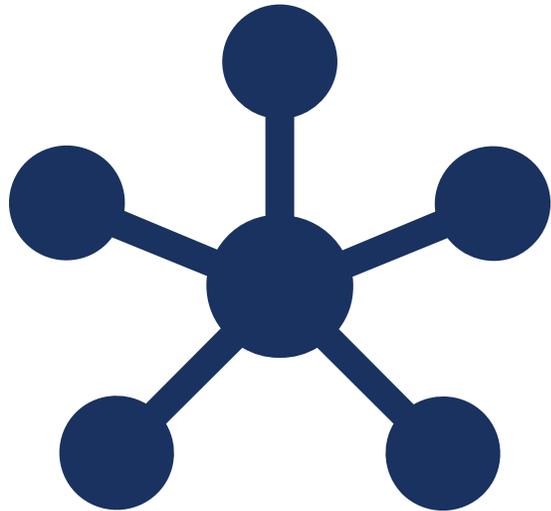
# MODULE 3: MANAGING THE BUSINESS & MANAGING CHANGE



- Delegation
- Mentoring & Coaching
- Effective Meetings
- Assertiveness: how to influence people nicely!
- Negotiation Skills
- Shaping organisational culture for the needs in the future
- Problem Solving
- Overview of organisational change
- PEST analysis of General Practice
- SWOT analysis of individuals' practices
- Agreeing the goal
- Considering the options
- Making decisions about change
- Managing conflict and resistance to change
- Implementing change
- Involving and motivating the team
- Reviewing change

\*\* Module agenda may be subject to change \*\*

# MODULE 4: INFORMATION MANAGEMENT & TECHNOLOGY



- ❑ The support to General Practice of the future (whatever it becomes)
- ❑ The use of data at individual and population level
- ❑ The legality of data sharing
- ❑ The technical challenge and ethics of information sharing standards and coding
- ❑ Patient empowerment
- ❑ Future technologies like artificial intelligence
- ❑ Wearable technology and patient monitoring

\*\* Module agenda may be subject to change \*\*

# MODULE 5: FINANCIAL MANAGEMENT



- ❑ Understanding what being an independent and private contractor means financially
- ❑ Understanding the basics of small business finance
- ❑ Understanding contractual arrangements
- ❑ Optimising other potential revenue streams and evaluating opportunities (QOF, Enhanced Services etc)
- ❑ Accessing grants, subsidies, sponsorship.
- ❑ Managing your claims
- ❑ Controlling Your Costs
- ❑ Identifying the challenges and opportunities of non-recurrent funding
- ❑ Identifying the characteristics of high earning practices

\*\* Module agenda may be subject to change \*\*

# MODULE 6: STRATEGY, LEADERSHIP, RESILIENCE & SUSTAINABILITY



## Day 1

- Learning about ourselves and others
- Developing our leadership, influencing, collaboration and engagement capability
- Developing a strategy
- Collaboration, federations and developing models of sustainable General Practice

## Day 2

- Putting it into practice
- Resilience and maintaining health
- Review of all modules, personal learning and maintaining contact

\*\* Module agenda may be subject to change \*\*

# COURSE WORK, REFLECTIVE PRACTICE & CERTIFICATION



- ❑ No formal assessments!
- ❑ There will be a mandatory requirement for a small amount of pre-course reading and case scenarios before each module. If you do not come to each module prepared, you will not benefit from the session as it will be an intense day.
- ❑ To complete each module and receive a certificate, you will be required to submit an evaluation of reflective practice of how you will apply what you have learnt to practice.
- ❑ With the basic business tools in place, the programme may inspire you to enrol for more advance business courses such as diplomas, degrees and MBAs as well as take on more responsibilities within the practice in which you work.

## ELIGIBILITY & NEXT STEPS



- ❑ You must be a GP or GP trainee working in Bedfordshire, Luton or Milton Keynes to be eligible to apply.
- ❑ You must be able to commit to all 6 modules (7 days in total).
- ❑ This is a funded programme (except for backfill). It is an excellent development opportunity and an investment for the individual and practice. It requires full commitment and support.
- ❑ If you cannot attend any module within 6 weeks and your place cannot be filled, you will be charged for the full cost of the module.
- ❑ You must submit a reflective evaluation to receive certification for the course.
- ❑ **Applications open from Friday 7<sup>th</sup> September.**
- ❑ **Deadline for applications Friday 28<sup>th</sup> September.**

## HOW TO APPLY & CONTACT US



- ❑ Complete the online application [here](#)
- ❑ For enquiries, please contact :  
Helen Bean, Support Services Manager (Education & Training),  
Beds & Herts LMC Ltd, [helenbean@bhlmc.co.uk](mailto:helenbean@bhlmc.co.uk)  
01438 880010.
- ❑ Look out for further updates on the homepage of our website  
[www.bedshertslmcs.org.uk](http://www.bedshertslmcs.org.uk).