



Change Intervention: **Increasing efficiency**

General Practice Task Force (GPTF) Project

GPTF Rating:
'OUTSTANDING'



GP Practice Profile

Derwent Valley Medical Practice is situated on the outskirts of Derby City centre in Chaddesden with a branch site at Spondon serving 10,800 patients. The practice was rated at "Good" overall at the CQC inspection in December 2016.

Change Intervention Support Needs

To review the administration functions and improve the operational efficiency within the practice.

Change Facilitator Profile

Formerly a practice manager in Nottingham for 7 years, Louise is a qualified HR and Organisational Development (OD) professional who has recently established a successful consultancy business working across healthcare and education.

Louise joined the GPTF project as a change facilitator believing that she could support Practices and their staff in a friendly, professional and approachable way.

Change Journey

Louise has worked closely alongside Gemma Baines the Office Manager to review;

- Administration processes
- Staffing levels in response to patient and clinical demand
- Roles, functions and duties across the administration and reception team
- Telephone accessibility and call handling
- Restructuring patient front desk service
- Staff training needs
- Multi site working
- Staff absence and sickness

Louise spent time at each site observing administration staff and reviewing processes and procedures. A staff focus group was really useful in generating ideas with suggestions on how they could re-organise. All observations and ideas were incorporated into an action plan which was owned by the practice with Louise on hand to monitor and provide coaching, mentoring and guidance.

Change Impact and Benefit

Derwent Valley Medical Practice has successfully implemented a new administration structure by increasing the time on specific tasks rather than shorter rotations, enabling greater concentration and more efficient ways of working whilst maintaining a range of skilled staff to cover as needed. A re-organisation of staff rotas has meant overtime hours and therefore, overtime payments has reduced. Staff are happier with the changes introduced and sickness absence has also declined in both frequency and duration as a result of robust, consistent and transparent absence management.

A new telephone system is in place which includes handling calls and diversion to free extensions as well as extensive reporting facilities on call data. Telephone access is now more coordinated between the two sites which has had positive feedback from patients.

Customer service training has been delivered in-house by the practice, using real life scenarios and was designed to give staff individual ownership of a situation and empowerment to act. The training has greatly benefitted staff with increased confidence.

For further information about this change intervention contact lisa.soultana@derbyshirelmc.nhs.uk



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Further individual one to one training sessions have been planned to provide timely learning interventions.

Louise also signposted Derwent Valley Medical Centre to other development opportunities including conflict management and receptionist training delivered by the [Primary Care Development Centre](#)

Overall, the practice is proactive in consulting with staff, progressing actions and implementing change. They have benefitted from the coaching and support received from their Change Facilitator Louise and the GPTF project.

*"The GPTF have fully supported us at Derwent Valley Medical Practice. We have had contact with a GP and Practice Manager followed by very detailed reports with action points for the practice to work on. The impact/ benefit for us as a practice has been **significant**."*

The GPTF have listened to our problems and assisted us to make the right changes. As a practice we have had regular contact with the GPTF and reassurance when required.

The GPTF reviewed our working practices in reception and advised us that significant changes within the reception/administration were required and although we had already made a plan for the practice to move forward, the GPTF gave me the confidence to do so.

*We implemented a lot of changes in the practice with the support and advise of Louise, I found her to be friendly, professional and confident which enabled me to make the right choices -
Thank you."*

Gemma Baines, Office Manager, Derwent Valley Medical Practice.

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