

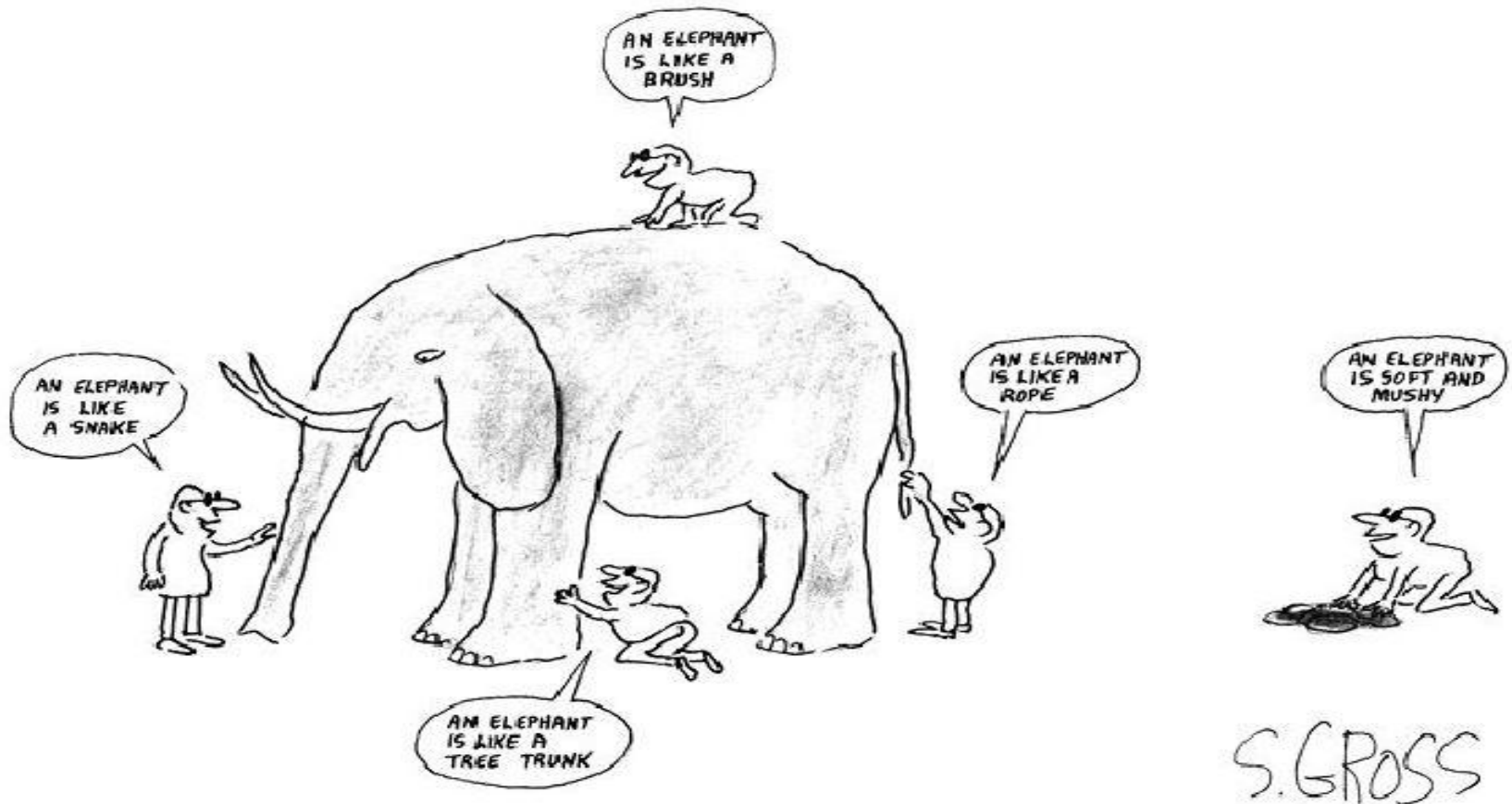
Practice Sustainability: Turning a crisis into an opportunity

Fiona Duff, Joanna Groves
Trish Bremner & Christine Tait



Scottish Government
Riaghaltas na h-Alba
gov.scot

Everyone sees part of a more complex reality and tends to assume that what they see is the whole picture



Improving General Practice Sustainability Recommendations

The recommendations from the Group included:

1. Enact a Sustainability Action Plan for managing General Practice workload that contains short, medium and longer term actions.
2. Develop a Practice Sustainability Network that both shares and supports current and future learning on practice sustainability across Scotland.
3. Promote the use of, and share the learning from, a Practice Sustainability Assessment Tool.
4. Create a longer term Practice Sustainability Group; essentially to oversee the above recommendations



Partnership working with External Organisations

R1 Collaborative approach to any publications which may increase GP workload

R2 Redirect non contractual requests

R3 Educate on the cost of request med info from GPs

R4 Care Home records

R5 Care Home Visits

Supporting Patients to self-care

R6 Phased Public Education Programme

Good Working Practice

R7 Support Boards to identify Vulnerable Practices

R8 Emergency Oxygen

R9 Funding for Primary Care to be spend on Primary Care

R10 Translator Services

R11 Patient registration eligibility checks

R12 Assessment of Mental Capacity

R13 Train Receptionist to signpost posts/ manage documentation

R14 Support practices who are considering restricting access

R15 Secure remote access to clinical records

R16 Improve broadband and connectivity infrastructure

Workforce

R17 National Performers List

R18 Prioritise Multi-disciplinary team approach

R19 GP Occupational Health Service

R20 Protected Learning Time

GP Contract

R21 Maternity/ Paternity and adoption leave

R22 Boundary regulations

R23 Sick leave

R24 Retainer Scheme

Interface

R25 Interface Groups

R26 Routine follow ups

R27 Onward referral

R28 Fit notes

R29 Home visits after discharge

R30 Management of DNAs

Pharmacy

R32 Extensions of Minor Ailment Scheme

R33 Promote/ extend of Chronic Medication Service

R34 Pharmacists able to substitute drugs

R35 Access to ECS

R36 Prescribe on EMIS & VISION

R37 Gluten Free Prescribing

Strategic

R38 Review of GMS Funding

R39 GP Premises Strategy

R40 Improve profile of General Practice

R41 National Salaried GP Contract

R42 National Publicity regarding self-management

R43 NHS24 for daytime triage

R44 Funding to support practices in difficulty

R45 Support retired GPs to return to work

R46 Positive messages about General Practice

R47 Development of new GP Contract

R48 Action to promote skills mix

R49 Education and training to upskill other clinical staff

R50 Workforce planning

R51 Fit for purpose IT

R52 Support for dispensing practices

R53 Appropriate funding

R54 Sharing of sustainability information/ toolkit etc

R55 Resource to access expertise to support practices quickly



General Practice Sustainability Network 33 members

Started: Jan 2017
Lead organisation: Scottish Government
Facilitators: Fiona Duff, Frank McGregor, Lynne Smith

General Practice is at the heart of our NHS and is becoming ever more important as we build the community health service of the future. However it is currently operating under significant pressures and challenges.

This group is the beginning of developing a sustainability network that both shares and supports current and future learning on practice sustainability across Scotland. It's open to anybody interested in General Practice Sustainability Issues.

[☆ Remove from favourites](#)

Activity Forum Library Blogs Events Wiki Ideas Members Admin

10 Apr 2017



Fiona wrote a new forum post, [Document Management](#).
Hi I am looking for practices who have introduced document management/ work optimisation i.e. practice staff screen documentation so that the GPs only need to see a small percentage of what comes into...
14:45

28 Feb 2017



Fiona shared a comment, Just a reminder that the GP Occupational Health Service is available to support all GPs and Practice Staff!.
15:26



Fiona uploaded a new document, [GP OH Final Poster.pdf](#).
GP Occupational Health Service Flyer...
15:22 | [View document](#)



Fiona uploaded a new document, [GP OH A5 Flyer Final.pdf](#).
GP Occupational Health Service Flyer...

What's happening?

Characters Left : 250

[Share](#)



Fiona Duff Just a reminder that the GP Occupational Health Service is available to support all GPs and Practice Staff!
15:26, Tue 28 February, 2017
[Reply](#) | [Delete](#)



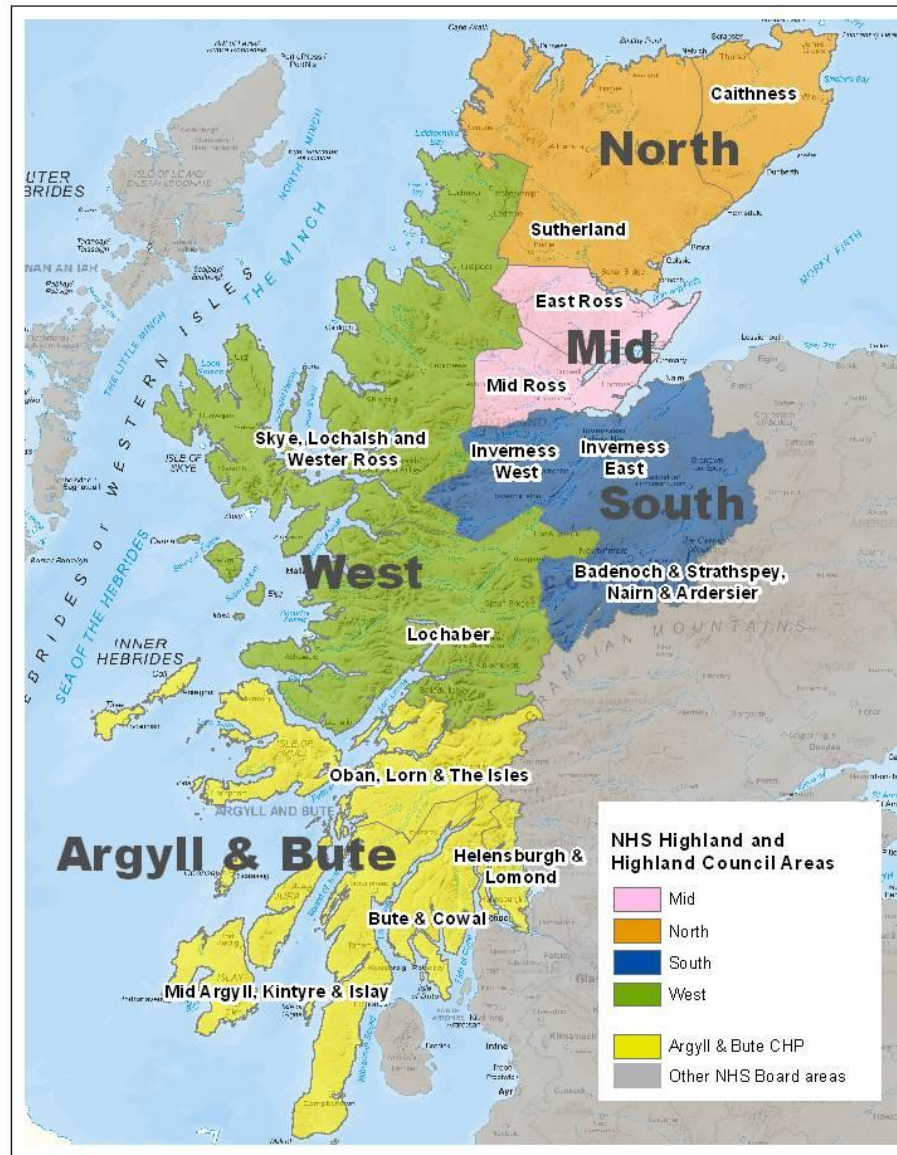
Fiona Duff Have you joined the Primary Care Transformation Network on the...

[Settings](#) [Online Connections \(0\)](#)

<https://khub.net/group/general-practice-sustainability-network>



Scottish Government
Riaghaltas na h-Alba
gov.scot



Highland Health and Social Care Partnership and Highland Council Children's Service Areas and Districts and Argyle & Bute Community Health Partnership

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office.
 © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution.
 100010825 2012

Thurso

Wick



**NORTH HIGHLAND AREA
GENERAL PRACTICES**

- NORTH HIGHLAND**
- Caithness**
- 55003 Princess Street, Thurso
 - 55037 Riverbank, Thurso
 - 55075 Dunbeath Health Centre
 - 55080 Canisbay & Castletown
 - 55094 Medical Centre, Lybster
 - 55131 Riverview Practice, Wick
 - 55145 The Pearson Practice
- Sutherland**
- 55183 Armadale Medical Practice
 - 55201 Dornoch Medical Practice
 - 55215 The Surgery, Durness
 - 55220 Golspie Medical Practice
 - 55249 Lairg Medical Practice
 - 55268 The Surgery, Scourie, Kinlochbervie
 - 55272 The Health Centre, Tongue
 - 55287 Helmsdale & Brora Medical Practices
 - 55291 Creich Surgery, Bonar Bridge

- NHS Highland Hospitals
- NHS Highland Hospitals
- GP Practice
- Branch / Partner
- North

This map is reproduced from Ordnance Survey material
With the permission of Ordnance Survey on behalf of
The Controller of Her Majesty's Stationery Office.
© Crown copyright. Unauthorised reproduction infringes
Crown copyright and may lead to prosecution.
100010825 2012

NHS Highland: North Area

Directorate of Public Health
Health Intelligence & Knowledge Team
Date: April 2012

Health board to take over Riverview Practice, Wick

15/06/2016 | North & West Highland

NHS Highland is to take responsibility for the patients registered with Riverview Medical Practice in Wick on 1st August, a move that will mean three of the seven GP practices in Caithness are the responsibility of the health board.

Riverview has latterly been functioning with three GP partners and, when they are available, locums. However, the imminent departure of one of the GPs, Dr Helen Hillhouse, will make it unsustainable for the remaining two partners to continue to provide services as specified by the General Medical Services contract.



14:42 42%

Search for people, places and things

NHS Highland shared a link. Wednesday at 16:15 · 🌐

Health board to take over Riverview Practice, Wick
 NHS Highland is to take responsibility for the patients registered with Riverview Medical Practice in Wick on 1st August, a move that will mean three of the seven GP practices in Caithness are the responsibility of t...
 nhshighland.scot.nhs.uk

42 Shares

Like Comment Share

5

Write a comment... Post

News Feed Requests Messenger Notifications More



NHS Highland
Medical & Health
3.9K followers
iPad

14:44 Tweet



Health board to take over Riverview Practice, Wick

bit.ly/28EBWpN

15/06/2016, 16:14

4 RETWEETS



Reply to NHS Highland



NHS to run crisis-hit surgery

Health: Independence unviable as GP quits and recruitment attempt fails

BY DAVID KERR

A crisis in attracting GPs to work in Caithness has prompted NHS Highland to take over a third practice in the far north.

Riverview Medical Practice in Wick, which serves 7,500 people, will be transferred to the health board from August 1.

The health board said that the practice has been advertising nationally for several years in a bid to attract new doctors without success.

Fiona Duff, primary care manager for the area, admitted that a health board taking over such a large practice was "unusual" but said the move will not affect patient care.

The imminent departure of Dr Helen Hillhouse will make it unsustainable for the remaining two partners to continue to meet the terms of their General Medical Services contract.

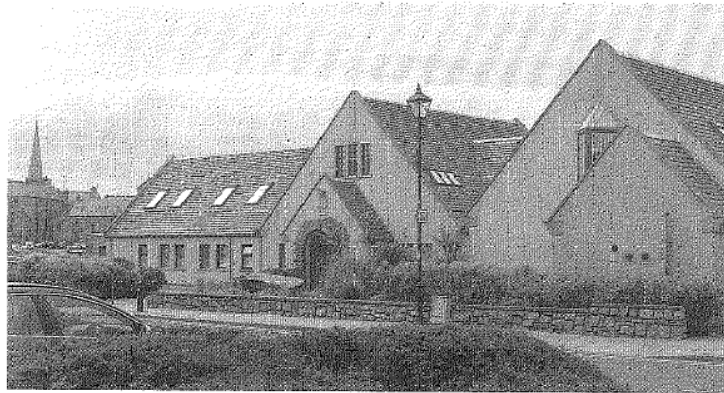
GPs Dr Emily Cobb and Dr Sarah Rootes will continue to work at the practice for NHS Highland and will be supported by locum doctors who are booked to the end of the year.

They said they are "disappointed and saddened" by the situation.

In a joint statement they added: "We would like to reassure our patients that we will strive to provide them with the best service possible in a way that can be sustained.

"We anticipate an improvement in the service with the health board's support and would like to thank our patients for the consideration that they have shown towards us during this difficult time.

"We feel very privileged to have been on the receiving end of much kindness and understanding when we have struggled to maintain the standards of care within the practice."



UNSUSTAINABLE: Riverview Practice is based at Wick Medical Centre but can't cope with just two GPs

The health board said they will continue to seek full-time GPs willing to join the practice.

Existing staff have been undertaking training to add extra skills, including the creation of advanced

nursing practitioners to assist with clinical work.

Care manager Ms Duff said patients should see no difference in service when the changes come into force.

She said: "In December

2012, we faced a similar situation when we took over the management of the Riverbank Medical Practice in Thurso. With fantastic support from the staff there we have worked hard to ensure that the practice

has continued to provide a high-quality service.

"I would like to assure the patients of Riverview Medical Practice that we are determined that we will be the case there."

Challenge: Recruitment a problem

NHS Highland have faced challenges with recruiting GPs and consultant doctors in rural areas for several years, while bills have increased for temporary locum doctors in practices and hospitals.

Councillor Bill Fernie, Wick, said: "It is concerning and has been for some time. "They've had the same problem in Thurso and it is has been an issue getting GPs to Caithness and all over the Highlands."

Caithness, Sutherland and Ross MSP Gail Ross said: "I pay tribute to the work of Dr Helen Hillhouse and the work done by the remaining GPs.

"I am glad NHS Highland has acted to make sure patients do not notice a difference and that the care is there. That is the important thing."

Patients reassured as Wick practice is taken over by NHS

NHS Highland has been forced to take control of a third medical practice in Caithness as the GP crisis deepens in the far north.

Riverview Medical Practice in Wick will be directly run by the health authority from Monday, August 1, following the departure of Dr Helen Hillhouse.

The remaining doctors, Emily Cobb and Sarah Rootes, decided they could not carry on the partnership, which is to be dissolved.

They are intended to be directly employed by NHS Highland in the 7500-patient practice.

The health board will continue to seek GPs willing to work at Riverview and will use locums to supplement the work of the permanent doctors and the practice team.

Riverview joins Lybster and Riverbank in Thurso, which NHS Highland took over in 2002 and 2012 respectively. That leaves four practices in Caithness which are run by independent practitioners.

Riverview has been advertising for doctors without success for several years, in the meantime it has developed the skills of its staff, including experienced advanced nurse practitioners, to support the clinical work within the practice.

NHS Highland's primary care manager for the area, Fiona Duff, said patients should see no difference in the service provided.

She said: "Riverview will continue to provide a high level of care and we are committed to continuing to develop and improve the practice. "It is quite unusual for a health board to take over a practice as big as this but the fact that we will soon be running three practices in Caithness reflects the ongoing difficulties there are in recruiting and retaining doctors both nationally and in Caithness."

"In December 2012, we faced a similar situation when we took over Riverbank in Thurso."

Ms Duff added: "With fantastic support from the staff there, we have worked hard to ensure the practice has continued to provide a high-quality service."

"I would like to assure the patients of Riverview Medical Practice that we are determined that the same will be the case there."

Dr Rootes and Dr Cobb said they were both very disappointed and saddened at having to wind up the partnership but stressed they remained totally committed to the practice and to Wick.

In a joint statement, they said: "We would like to reassure our patients we will strive to provide them with the best service possible in a way that can be sustained."

"We anticipate an improvement in the service with the health board's support and would like to thank our patients for the consideration they have shown towards us during this difficult time."

"We feel very privileged to have been on the receiving end of much kindness and understanding when we have struggled to maintain the standards of care within the practice."

VIEW FROM THE CLIFF

John O'Groat Journal

Radical approach could save GP service

THE GP crisis in Caithness has intensified with another partnership folding and its practice having to be taken over by NHS Highland.

Riverview in Wick joins Riverbank in Thurso and Lybster as victims of the acute shortage of independent family doctors.

The health board maintains the service patients receive should remain the same when GPs are employed by them. That may be so but the change involves a significant cost to the public purse and it is a prospect that is surely unsustainable.

The shortage of GPs looking to

join a partnership is a national problem with general practice becoming a less and less desirable vocation for medical graduates.

The Scottish Government continues to adopt a crisis what crisis? stance though it has helped boards fund special recruitment drives and locum pools.

But new GP training places being filled continue to drop and long-term vacancies put pressure on existing practitioners.

Some experts forecast Scotland could be 900 GPs short of complement by 2020 if current trends continue. A recent survey meanwhile,

found more than 40 practices in Scotland – about one in 25 – were run by health boards.

It is accepted that filling vacancies is a particular problem in outlying parts of the country and Caithness appears to be one of the worst black spots.

When Riverview is taken over, that will mean three of the county's seven practices are directly run.

NHS Highland has been prominent in running innovative campaigns to try and attract GPs to join practices in its area.

Unfortunately, they do not seem to have resulted in much joy for this part of the world.

It may be time for a more radical approach to try and provide some stability to the service here.

Could NHS Highland – with the support of the Scottish Government – not offer incentives to a handful of Wick and Thurso school leavers to become GPs in their area?

We're thinking here of providing, say, £20,000 towards the cost of obtaining their medical degree with the condition that they practice for at least 10 years in their home area after they qualify.

The price, we're sure, would be a fraction of the cost of bankrolling the current regime which is falling fast.

John O'Groat Journal and Caithness Courier



News

Sport

Features

What's On

John O'Groat Journal -> News

Published: 01/08/2012 11:00 - Updated: 01/08/2012 11:25



1

Tweet

Assurances given over GP practice

Written by By Gordon Calder

A LONG-established Thurso medical partnership is about to come to an end following what was described as "an exceptionally difficult period".

The decision was made mainly due to problems recruiting doctors, according to Dr Gordon Morris, one of three partners in the Riverbank Medical Practice in Janet Street – the other two are Dr Stuart Findlay and Dr Craig Loughhead.



The Riverbank practice in Thurso has failed to attract new doctors.

Public warn NHS Highland of “meltdown” recruitment worries

8 September 2015 by **David Kerr**

0 comments



Garry Coutts welcomed the financial report

Caithness residents yesterday warned NHS Highland bosses of “meltdown” in recruitment of GPs and specialist doctors in rural areas. The health board held their annual review in Wick yesterday in front of Shona Robison, Scottish Government cabinet secretary for health. NHS Highland chairman Garry Coutts insisted that the board were in a “strong position” but... [Read Full Story](#)



Caithness



- 7 GP Practices
- 4 with long term vacancies
- Other 3 single or two handed practices
- 4 Dispensing Practices
- 3 Meetings (Sep, Nov and May)
- Key themes
 - Patient Expectations and Education
 - Recruitment
 - Difficulty and cost of finding Locums
 - Development of new roles
 - Development of Workforce Plan
 - Local training
 - Transfer of work from secondary care
 - Working together, sharing helpful strategies



Have you got your credit card size version?
 If not pick one up at your GP Practice,
 service point, pharmacy or library
 All contact details overleaf

This two page guidance covers

Caithness

Your GP may not always be the first you need to see. Often other services are better able to help. We want to make sure a GP is available to assist you when you really require their skills and experience. This guidance helps to explain who you should contact and some tips on looking after yourself.

Looking after yourself

Keep a well-stocked medicine cabinet to deal with minor injuries or illness such as cuts, grazes, sore throat, coughs, colds, indigestion and constipation. You can get advice on minor ailments and what to stock in your medicines cabinet from any Pharmacy or call NHS Inform 0800 22 44 88

Medical emergencies - call 999

For serious or life threatening conditions (such as suspected stroke, chest pain or breathing difficulties, severe loss of blood, severe burns, choking, fitting, a child with sudden unexpected symptoms) **always call 999 without delay**. The trained Ambulance staff will advise you

Out of Hours Service – 18.00-08.00 (NHS 24 and GP) – call NHS24 111

- The out of hours Period is 6pm -8am Mon to Fri and all of Sat and Sun and bank holidays
- In Caithness GP Practices have five bank holidays (Good Friday, 24th & 25th Dec and 1st and 2nd Jan)
- The out of hours centre for Caithness is based in Caithness General Hospital
- If it is *not* an emergency but cannot wait until your GP surgery is open contact NHS 24
- NHS 24 will offer advice and decide with you the best way of meeting your needs
- This may be a phone call from a doctor or nurse practitioner, an arranged consultation in Dunbar Hospital in Thurso or Caithness General in Wick
- If your condition is serious or life threatening, an ambulance response will be arranged.
- To notify a death out of hours call NHS24

Local GP and Nursing Service in hours (08.00-18.00)

- Between 8am and 6pm for less serious condition, call your GP Surgery
- They will be able to provide advice and decide on how best to meet your needs
- In the first instance this may be a phone call from a nurse, nurse practitioner or a doctor
- If appropriate an appointment to see a doctor, practice pharmacist, nurse practitioner or practice nurse will be arranged
- For routine practice nursing appointments (blood tests, dressings and blood pressure), call your GP Surgery who will arrange for you to see a practice nurse or healthcare assistant

Chemists (Pharmacy Services)

Pharmacists supply and advise on medicines and can be a very useful first port of call, including:

- Minor Ailment Service (advice and treatment for minor illnesses like colds, coughs, diarrhoea, and constipation)
- Palliative care, emergency contraception, smoking cessation services, gluten free products and methadone supervision
- There are chemists in Wick and Thurso open Mon to Sat (9am-5.30pm)

Community Health, Mental Health and Social Care Services

- A range of community health and social care services including nursing, midwifery, social work, physiotherapy, podiatry, occupational therapy, community psychiatric nurse (CPN) and care at home
- CPNs will also provide support for individuals with drug or alcohol problems
- You can self refer to these services via single point of contact number (see below)

Dental Emergencies

- For a dental emergency during (8am to 6pm) contact your dentist. 6pm to 8am call 111.
- If you are not registered contact Dental Helpline 0845 644 2271 (Mon to Fri 8.45am to 5pm)

Caithness General Hospital, Emergency Department (24/7) - Wick

- Caithness General is the main emergency department and out of hours centre of for the area
- The hospital also provides for all minor and major injuries and illness. If the issue is something you would normally see your GP Practice, please call NHS 24 on 111 in the first instance.
- Patients will be assessed, stabilised, treated or transferred if required
- Obstetric (maternity) support is available but the hospital does not have a paediatrician on site. Specialist support and advice is provided from Raigmore (Inverness) and other specialist hospitals

Dunbar Hospital, Minor Injury Unit and Out of Hours Centre - Thurso

- Dunbar Hospital has a nurse-led minor injury unit and out of hours centre
- You will be seen and assessed by a nurse; treated and discharged or transferred as required
- The out of hours centre should be accessed by calling NHS 24 on 111 to arrange an appointment

Local GP Surgeries

Telephone lines are open 8am to 6pm, Mon-Fri
 Times may vary slightly

Canisbay – 01955 611205 (*)
 Castletown – 01847 821205 (*)
 Dunbeath – 01593 731205 (*)
 Halkirk – 01847 831203
 Lybster – 01593 721216 (*)
 Pearson Practice, Wick – 01955 605885
 Princes Street, Thurso – 01847 893154
 Riverbank, Thurso – 01847 892027
 Riverview Practice, Wick – 01955 602355

(*) –Provide a Minor Injury Service

High Street Chemists

Boots, Wick – 01955 603199
 Pultneytown Pharmacy, Wick – 01955 602005
 Reid's Pharmacy, Wick – 01955 602053
 Sutherlands Pharmacy, Thurso – 01847 892011
 Well Pharmacy, Thurso – 01847 892040
 Williamsons Pharmacy, Thurso – 01847 892016

High Street Optician

Duncan & Todd, Wick – 01955 603447
 GA Henderson, Thurso – 01847 896122

Community Health and Social Care

Single point of contact – 01955 606915

This number covers referrals to the integrated teams: district nursing, social work, community OT, physiotherapy, community mental health and drug and alcohol covering bases at both Wick and Thurso.

Other Caithness-wide

Health Visitor – 01955 609611 or 609594
 Midwifery Team – 01955 880330
 Muscle, back or joint problems -0800 917 9390

Other

Dental Helpline – 0845 6442271
 Emergency – 999
 NHS24 – 111
 NHS Inform – 0800 22 44 88

At your service Role offers different challenges every day

We are running a series of occasional articles by NHS Highland which puts the spotlight on people who work in health and social care in our area. Answering the questions this week is **Joanne Smith**, who works at Lybster Medical Centre.



Q. What's your job, Joanne?
A. I am dispensing/compounding at the health centre but I also work in health care support worker.

Q. The first two years of that sound pretty well explanatory but can you tell us something about what a health care support worker does?
A. It's something I did training for at Dundee University. I believe I'm the only person in a GP practice in Caithness with this role, and it's one I really enjoy. Usually, it means that I can be called on to do various clinical treatments such as assisting GPs with the removal of warts, giving electrocardiogram tests, checking blood pressure, taking new patients' medical histories and so on. There are lots of tasks that people really don't tend to see a general practitioner for and doing this means the GPs and nurses can be more efficient than they can do other things. It's a really important role.

something going on. Quite apart from my regular surgery work we have a wide range of clinics: podiatry, physiotherapy, respiratory, Well Woman, asthma, diabetes, pharmacy and so on. Healthcare provision is an important part of what we do in a wider sense. I suppose managers might specialise in one or two areas, whereas for us or any smaller organisation, you need to know a little bit about a lot of things! My job involves everything from the day-to-day operation of the Practice to finance, economics, marketing; it's a varied role where no two days are ever the same.

Q. And do you enjoy working in that way?
A. I do. It can be challenging at times, but I love my job and the variety it brings.

Q. What are the biggest challenges of your job?
A. I've been doing this job now for 25 years and one of the biggest challenges is the constant change - you need to be able to adapt very quickly. However, shortage of GPs and the number of people who do not attend biggest challenges.

Q. How have you?
A. It has been a great experience.

At Your Service - Christine Tait
15/01/2016 | North & West Highland

The Caithness Courier/John o'Groat Journal is running a series of articles by NHS Highland which puts the spotlight on people who work in health care in Caithness. Answering the questions this week is Christine Tait (55), Practice manager at the Thurso and Halkirk Medical Practice.



Q. What does your job involve?
A. It's like being the manager of any small business. In a larger company I suppose managers might specialise in one or two areas, whereas for us or any smaller organisation, you need to know a little bit about a lot of things! My job involves everything from the day-to-day operation of the Practice to finance, economics, marketing; it's a varied role where no two days are ever the same.

Q. And do you enjoy working in that way?
A. I do. It can be challenging at times, but I love my job and the variety it brings.

Q. What are the biggest challenges of your job?
A. I've been doing this job now for 25 years and one of the biggest challenges is the constant change - you need to be able to adapt very quickly. However, shortage of GPs and the number of people who do not attend biggest challenges.

Q. How have you?
A. It has been a great experience.

At Your Service - Dr Ewen Pearson
17/02/2016 | North & West Highland

The Caithness Courier/John o'Groat Journal is running a series of Highland which puts the spotlight on people who work in health care in Caithness. Answering the questions this week is Dr Ewen Pearson (39), GP at Riverbank Practice in Wick.

Q. How many GPs do you have at your practice?
A. Just the one - me! We're a single-handed practice with 2,200 patients practitioner Mahri Swanson; practice manager Pat Niwa and part-time receptionist Janet Sutherland.

Q. That's a lot of patients for one GP. How do you manage?
A. It's a lot of work and I am very busy seeing patients, but it ensures that I can build good relationships with them. Patient demand seems to be increasing all the time, so we have to work efficiently as a practice team. The nurse practitioner is also expanding her role and taking on more complex cases and extra training.

Q. What other health professionals can help take some of the pressure of your role?
A. I have expanded my role and is taking on more complex cases and extra training.

At Your Service Heather Webb

At Your Service

'I feel valued by the GPs, who are very supportive'

We are running a series of occasional articles by NHS Highland which puts the spotlight on people who work in health and social care in our area. Answering the questions this week is **Nova James**, who works at the Riverview Practice in Wick.



Q. What's your job, Nova?
A. I am an advanced nurse practitioner at the Riverview Practice.

Q. How did you get into this role?
A. I studied for my BSc in Nursing at the University of Aberdeen. I worked for one year in the medical ward. I worked for one year at Caithness and then moved on to work at the Riverview Practice in Wick. I completed my diploma and gained my advanced clinical assessment skills. I then worked at the Riverview Practice in Wick for two years. I then moved on to work at the Riverview Practice in Wick for two years. I then moved on to work at the Riverview Practice in Wick for two years.

Q. How do you feel about your job?
A. I feel valued by the GPs, who are very supportive. I enjoy the variety of my work and the fact that I can make a difference to my patients.

Q. Not every GP practice has a practice nurse, Colin. For the benefit of those who haven't encountered one, what do you do?
A. A wide range of tasks. Around 50 per cent of my day is related to chronic disease management, which includes health checks for people with conditions such as asthma, diabetes and hypertension. Other things we do are immunisation programmes, ear, eye, nose and throat examinations, and verrucae treatment. I also have three days a week in the practice doing minor surgery. I also have three days a week in the practice doing minor surgery. I also have three days a week in the practice doing minor surgery.

Q. How do you like about your job as a practice nurse?
A. I like the fact that I can work independently. I like the fact that I can work independently. I like the fact that I can work independently.

Q. How do you feel about your job as a practice nurse?
A. I feel valued by the GPs, who are very supportive. I enjoy the variety of my work and the fact that I can make a difference to my patients.

At Your Service

'I really enjoy the variety of work'

We have been running a series of articles by NHS Highland which puts the spotlight on people who work in health and social care in our area. Answering the questions this week is **Colin Hossack**, a practice nurse at the Canisbay and Castletown Group Practice.

Q. Not every GP practice has a practice nurse, Colin. For the benefit of those who haven't encountered one, what do you do?
A. A wide range of tasks. Around 50 per cent of my day is related to chronic disease management, which includes health checks for people with conditions such as asthma, diabetes and hypertension. Other things we do are immunisation programmes, ear, eye, nose and throat examinations, and verrucae treatment. I also have three days a week in the practice doing minor surgery. I also have three days a week in the practice doing minor surgery.

Q. How do you like about your job as a practice nurse?
A. I like the fact that I can work independently. I like the fact that I can work independently. I like the fact that I can work independently.



Q. How do you feel about your job as a practice nurse?
A. I feel valued by the GPs, who are very supportive. I enjoy the variety of my work and the fact that I can make a difference to my patients.

NHS Highland

At Your Service - Heather Webb
17/05/2016 | North & West Highland

The Caithness Courier is running a series of articles by NHS Highland which puts the spotlight on people who work in health care in the area. Answering the questions this week is **Heather Webb**, an advanced pharmacist practitioner at the Riverbank Practice in Thurso.

Q: I've not heard of an advanced pharmacist practitioner before. What exactly is your role, Heather?
A: The role of advanced pharmacist practitioner is totally new and is being introduced across the whole of the UK. The funding for what are called 'patient-facing pharmacists' working in GP practices in the NHS was announced last year. It's really quite exciting what we are doing in Caithness. We are one of the whole of the UK, to take this forward. In Thurso, my role is to support patients to make sure they get the most out of their medicines and relieve pressure on the GPs so that they can focus on the medical needs of patients.

Q: As it's a new role, how is it going to develop?
A: My role will be evolving over the next few years. What I am doing this year is to ensure that I am looking for, for example, that the medicines the patients take are safe and that the right dosages, any interactions, etc. But I also want to take a holistic approach to what we do.



Q: What do you get up to outside work?
A: I enjoy...

What else

- Caithness Workforce Plan
- Team training and development
- Locum Finding
- Being Here
- GP Recruitment & Retention Rural Collaborative Bid
 - Career Pipeline
- PC Transformation Fund

- 2011 - Riverview introduce GP Triage
- **December 2012 – Riverbank Practice, Thurso taken over by NHS Highland**
- October 2014 – Riverview begin developing PN to ANP level
- February 2015 – Riverview employ an experienced ANP
- April 2015 – Riverview introduce Nurse Triage and consultations
- October 2015 – Riverview review workload, systems and processes
- September 2015 – Riverview meet with NHS reps
- **September 2015 – 1st Caithness Practices meeting to discuss future of Primary Care**
- October 2015 – Riverview employ 3rd ANP, some Home visits and care home visits done by ANP
- October 2015 – Riverview Stop Community Hospital contract
- October 2015 – Riverview all Docman/ results screened by ANPs
- **November 2015 – 2nd Caithness Practices Meeting**
- December 2015 – Riverview meet with LMC
- March 2016 – Riverview write to NHS asking for support
- April 2016 – Riverview Advanced Pharmacist Practitioner starts
- April 2016 – Riverview meet with LMC and NHS reps
- April 2016 – Riverview GPs resign
- **May 2016 – 3rd Caithness Practices Meeting**
- May 2016 – NHS accepts the resignation of Riverview GPs.
- Aug 2016 – Riverview becomes a salaried 2C practice

Lessons

- Every Practice has a tipping Point
- Developing the multi-disciplinary team takes time and GP input
- Developing the team is expensive
- You always need GPs
- Change is difficult and exhausting
- Locums are vital and need to be valued and nurtured
- Salaried Option can be a good thing
- Keep talking



The Caithness Story

- Joanna Groves, Practice Business Manager, Riverview, Wick
- Trish Bremner, Senior Practice Manager, Riverbank, Thurso
- Christine Tait, Management Partner, Thurso & Halkirk Medical Practice



Groupwork

1. What challenges is your practice facing at the moment?
2. What changes have you made or would like to make in your practice?
3. What help and support do you need to make these changes happen (internally, locally and nationally)? What are the current barriers to the change?
4. What skills will you as a Practice Manager need for the future to support these changes?

