



Vertical Integration in South Somerset

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Collaboration between Yeovil District Hospital and Primary Care.

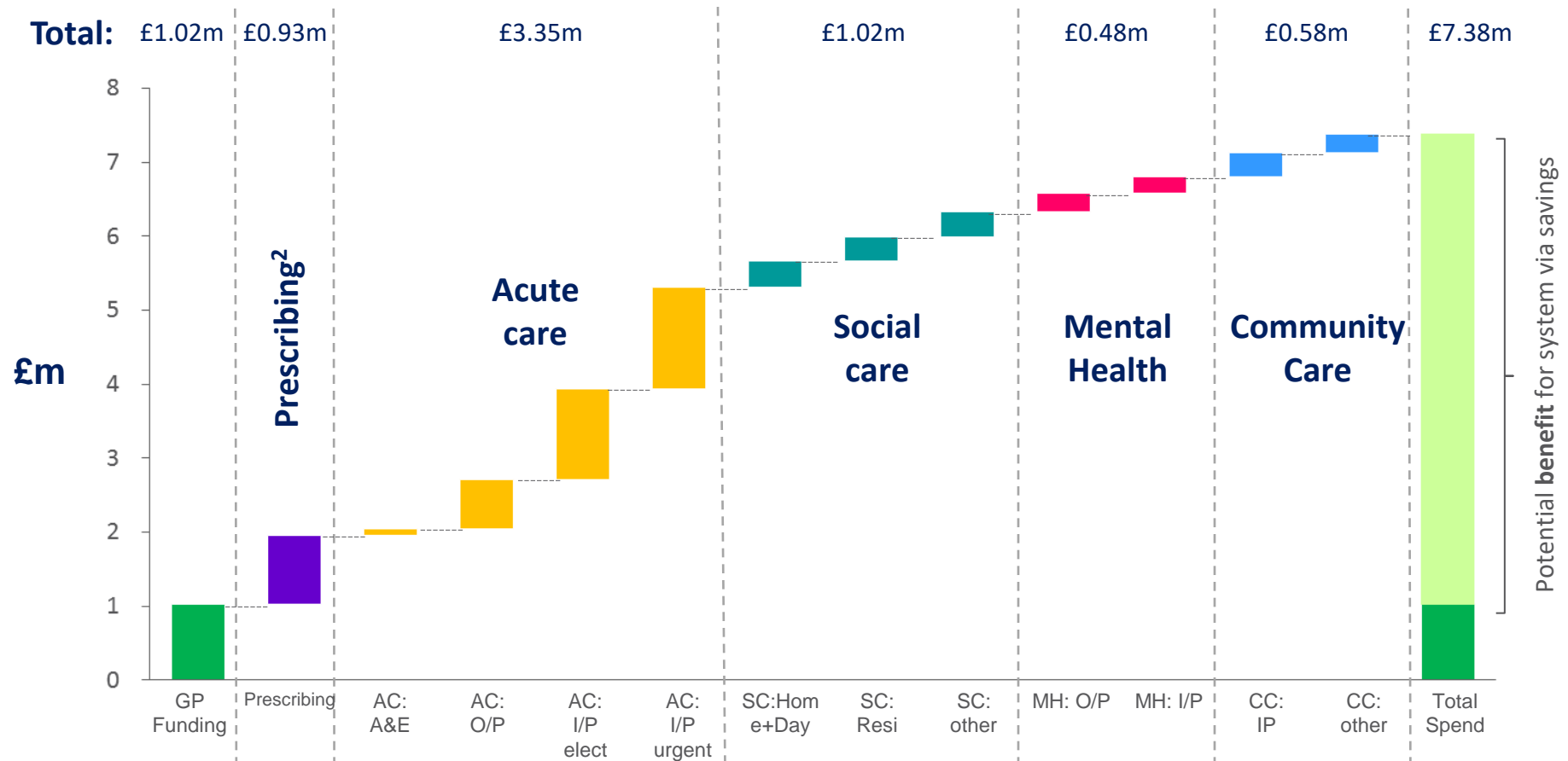
2013 – Symphony Data Set

2014 – Engaging with Primary Care

2015 – Symphony Vanguard Programme

2016 – Symphony Healthcare Services (SHS)

Impact of General Practice on Health and Social Care System - Typical South Somerset Practice:



List size	6,380	4,340	660	1,990	630	490	70	30	130	120	10	30	1,010
Cost per patient	£160	£210	£140	£340	£1,940	£2,770	£5,100	£12,500	£2,550	£2,230	£20,600	£9,790	£250

1. Mean figures averaging across 19 South Somerset GPs.
2. Prescribing cost is extrapolated from Mar 2015 (HSCIC), with prescribing list for 2013-14 (Symphony data)

SHS - Overview

- SHS primary aim is to stabilise and sustain Primary Care.
- Integrated a total of 13 practices with 80,000 patients
- Organisational Form:
 - Wholly owned subsidiary of Yeovil Hospital
 - Independent governance structure including SHS Board of Directors
 - SHS reports directly to a number of YDH Committees.
 - GP Nominee Structure

Operating Model



Practice Integration

- Due Diligence
- Partner Offers
- Business case approved
- Commercial and Legal negotiations
- Operational Planning
- 3-6 month process

Premises

- 13 premises - Variation of new and old, big and small
- Significant Challenges
 - Poor investment – maintenance and compliance
 - New Premises – High operating costs and latent defects
 - Penalising leases
 - No strategy for South Somerset
- Significant Opportunities

Success'

- Stabilised Primary care in South Somerset
 - Practice Turnaround
 - CQC
 - Recruitment
- By integrating vulnerable practices, SHS:
 - managing risk to quality and patient safety,
 - managing risk to the acute and
 - managing risk to the wider system

Challenges

- GP shortage - Overreliance on locums
- Growth, Turnaround, Transformation
- Premises
- Demonstrating Impact
- Outdated contracting mechanism
- Leadership changes across the system

Concluding Thoughts

- SHS a significant success story
- Vertical integration works
- Huge opportunity to disrupt and revolutionise healthcare