

Three-year organisational strategy

2024 - 2027

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Introduction and principles

This strategy aims to support the board and staff of One Care as we look to the future, and set out how we will build on our achievements and progress on our journey to deliver on the priorities identified in the BNSSG General Practice Five Year Strategy, which are:



This strategy sets out how One Care will design and provide its services to meet the needs of its member practices, and ensure they gain value from them. It describes how:

- One Care will develop and use its position in the healthcare system to promote member practices' capability and advocate on their behalf
- One Care will work with the GPCB to identify development priorities for general practice, and deliver on those priorities through collaboration with other healthcare system partners

- One Care will increase its organisational sustainability, through development of diverse income streams, staff retention, and robust governance

The strategy is guided by the following overarching principles:

- all organisational activity must support practice objectives; deliver improvements to patient care; and/or reduce the One Care subscription
- the organisation will remain focused on primary care services

Mission, vision, and values

One Care's vision

As part of this strategy, One Care has updated its vision statement to fully reflect how it will work to support and advocate for the resilience and ambition of BNSSG general practice. One Care's new vision is:

“Empowering general practice”



One Care's mission

One Care's mission is:

To represent our member practices; fostering collaboration, empowering, and supporting delivery of the highest quality patient-centred care, while actively contributing to the transformation of the health and wellbeing of all communities in our integrated care system (ICS).

One Care's values



Core strategic ambitions

1. Support robust and sustainable general practice

Strategy

Ensure One Care's range of services meets the needs of practices of all sizes and all levels of resilience, and that practices get demonstrable value for money from their subscription.

How we will deliver this:

- underpin all activity with strong offers in practice support, digital, business intelligence and communications
- ensure all work is costed and funded

Focus on work that:

- saves general practice time
- saves or gains general practice money
- increases practice resilience
- creates operational efficiencies
- increases practices' capacity to improve patient care
- focuses GPCB programme managers' work on the GP strategy priorities – workload, workforce, representation and estates
- supports practice compliance with regulatory requirements e.g. CQC standards
- evaluates and supports new opportunities for practices to benefit from advances in technology and economies of scale



2. Enable practices to deliver improved care in an integrated system

Strategy

Engage with partners to promote the capability of general practice and advocate for appropriate transition of services to general practice.

How we will deliver this:

- develop stronger relationships with the chief medical officers (CMOs) and deputy CMOs in the system to promote understanding of the role of GPs, and the recognition they are specialists in general practice
- identify opportunities to align our objectives with those of locality partnerships to strengthen delivery
- use the VCSE Alliance structure to effectively integrate and optimise opportunities with the voluntary, community and social enterprise sector
- work with colleagues in local authorities to support the integration of the health and social care agendas
- promote investment in core general practice, rather than peripheral programmes of work, to reinforce the benefits of continuity of care
- work collaboratively to stop unplanned movement of work and responsibility into practices; and make planned change with appropriate movement of resource, including workforce and estates
- benchmark against other NHS organisations that have successfully transitioned services to demonstrate feasibility and benefits
- identify specialties with long waiting times and pathways ripe for change, and negotiate the movement of services to general practice providers
- GPCB clinical leads to identify opportunities for change, including researching models of care elsewhere
- work with the integrated care board (ICB) to establish principles to support resources following the patient, and develop contracting approaches to underpin this.

Core strategic ambitions

3. Strengthen the influence of general practice

Strategy:

Work with the GPCB to define development priorities for general practice and reinforce collaborative partnerships with the ICB and others to deliver those.



How we will deliver this:

- Leadership teams of One Care and the GPCB to propose ambitions for general practice
- Work to understand system partners' priorities and identify mutually beneficial development areas
- Define GPCB and One Care board responsibilities to represent general practice cohesively
- Develop robust operational infrastructure to support service development
- Work with all organisations that support general practice to ensure service offers are clear, complementary, and indispensable
- One Care executive leadership team to identify key alliances for success, and develop a partnership strategy to deliver this
- Consider the form the relationship between the ICB and a GP federation could take and actively promote that model
- Further develop the clinical lead roles to identify best practice opportunities

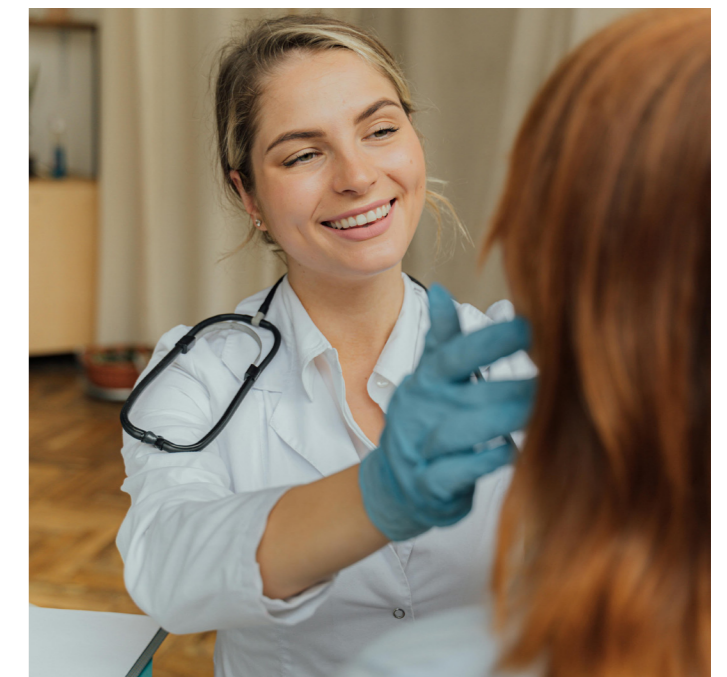
4. Improve One Care's organisational resilience

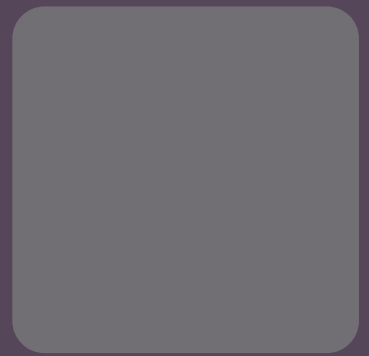
Strategy

Improve organisational resilience and sustainability, by retaining our valued workforce, sound internal governance and developing multiple income streams.

How we will deliver this:

- Continue to set ambitious targets for income secured in excess of subscriptions, to reduce subscriptions as much as possible
- Identify services to package and market to other practices, federations, and systems
- Negotiate sustainable income streams for the organisation
- Rigorously monitor expenditure
- Explore strategic partnerships with research institutions to understand new opportunities for collaboration and funding
- Promote and maintain a culture that embeds the organisational values and offers staff opportunities for growth and development
- Identify how One Care could develop to support pharmacy, optometry and dentistry services, starting in BNSSG.





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