



Is bigger better? Lessons for large-scale general practice
3. Working with the wider health economy

About this booklet

From 2014-16, the Nuffield Trust undertook research that combined a literature review, national surveys and qualitative and quantitative analysis of case study sites.

All lessons are captured in four booklets. This booklet covers working with the wider health economy.

Booklets 1, 2 and 4 cover leadership and governance, sustainability, and improving quality.

Two actions can help large-scale general practice organisations work with other organisations in their local health economy

1 Build strong, positive relationships with your local clinical commissioning group

- Demonstrate how you can contribute to local commissioning priorities
- Demonstrate that the organisation can address variations and improve quality
- Link (at least some of) your organisation's development priorities to evidence of local need
- This will help to reduce the risk of negative perceptions if a private organisation.

2 Carefully manage conflicts of interest between the general practice organisation and CCG board members

- Directors of your organisation should not sit on the CCG governing body
- Find ways to contribute expertise to CCG commissioning work without participating in commercially sensitive meetings and decisions.

If your large-scale general practice organisation is planning to deliver extended services

- Work collaboratively with local specialists to establish these services
- If you focus on easy-to-deliver parts of a care pathway without involving local specialists, this may disrupt relationships, making it harder to collaborate to fundamentally transform care
- Use the opportunity of establishing extended services to develop skills in practice workforce.

Nuffield Trust is an independent health charity. We aim to improve the quality of health care in the UK by providing evidence-based research and policy analysis and informing and generating debate.

To read the full report, visit:

[www.nuffieldtrust.org.uk/research/
is-bigger-better-lessons-for-large-scale-general-practice](http://www.nuffieldtrust.org.uk/research/is-bigger-better-lessons-for-large-scale-general-practice)

To cite this booklet, use:

Rosen R, Kumpunen S, Curry N, Davies A, Pettigrew L and Kossarova L (2017) *Is bigger better? Lessons for large-scale general practice: Working with the wider health economy*. Nuffield Trust.

**59 New Cavendish Street
London W1G 7LP
Telephone: 020 7631 8450
www.nuffieldtrust.org.uk
Email: info@nuffieldtrust.org.uk**

Published by the Nuffield Trust.
© Nuffield Trust 2017. Not to be
reproduced without permission.
ISBN: 978-1-910953-33-4

nuffieldtrust