DHSS

BRITISH MEDICAL JOURNAL VOLUME 290 23 FEBRUARY 1985

### PRACTICE OBSERVED

# Family Practitioner Committees

### Family practitioner committee independence: what will it mean?

For many general practitioners the new status of family practitioner committees as autonomous authorities (which starts on I April 1985) may seem to be just one more administrative change in the health service. Some may think that it is thinly disjuiced return to the position of the Executive Councils become the start of the properties of the Executive Councils become of the Start of the Star

A forgotten sector?

Several months after the guidelines for the 1982 reorganisation of the NHS were laid down in July 1980 the Department of Health and Social Security issued a consultative paper (HN(81)10) outlining options for the future administration of family practitioner committees. Having been precoccupied with promulgating a new structure for the hospital services, the government was now left with the dilemma of how to slot in the family practitioner committees. Because the number of health authorities that increased from 90 to 192 the previous "corteminosity" between family practitioner committees tractices and that a new family practitioner committee structure might have been proposed, increasing their number to 192 to maintain a one to one relation with health authorities. But this would have greatly increased administrative costs (apart from the

British Medical Association, London WCIH 9JP NORMAN ELLIS, MA, PHD, under secretary

TABLE 1—Hor: family practitioner committees presently relate to district health authorities

So this option was not floated. Instead, the discussion paper gave three options and left the interested parties 10 weeks to choose which they preferred. These options and the arguments for and against are summarised in table II. Great the control of the contro

turbulence caused by the transfer of records and staff) and would have been contrary to the main purpose of the reorganisation, which was to reduce the burden of administration.

23 FEBRUARY 1985

Parliamentary statutes and regulations (Red Book Terrer of Service regulations governing FPC procedures IHIS Acts)

Annual scrutiny

analysis of FPC's policy and strategy statement (PASS) together with documents used for

BRITISH MEDICAL JOURNAL VOLUME 290

DHSS will therefore not hold them to account for the total volume of their expenditure. They will, however, expect to see family practitioner committees exercise such discretionary powers as they have to secure value for money, and they are responsibilities for the use of public funds. (HN/FP/88/3). "Family practitioner committees will be required to satisfy the DHSS that they are: accountability arrangements."). Specifically, family practitioner committees will be required to satisfy the DHSS that they are: (1) administering arrangements for the family practitioner service correctly and efficiently; (ii) implementing government policy; (iii) remaining within administrative cash limits and manpower targets; (iv) playing their part in cooperation with health and local authorities, the comprehensive district health authority plan; (iv) keeping the public informed of their activities.

On this last requirement family practitioner committees are exhorted to make information about their activities more widely known (after paying due regard to confidentiality) and required to involve community health councils in defining the aims of and policies for the family practitioner services in their localities. This may encourage family practitioner committees to publish annual reports; several, such as Avon, Croydon,

Norfolk, and Surrey, already do so. Some seasoned observer may recall that the former Executive Councils published annual appears refore they were brought within the health authority structure.

The accountability process for family practitioner committees will comprise annual scrutinies (which may be conducted by correspondence) and more detailed periodic performance reviews, undoubtedly similar to those already operating for district health authornies (see fie 2 for sequence and a summary of these reviews). These exercises will enable DHSS officials to analyse key documents, including the financial returns and accounts and annual programmes. The officials will review what progress has been made towards achieving agreed objectives during the past year and will assess proposals for two years ahead. Work is already in hand in establishing performance indicators to apply to family practitioner com-

mittee administration. The purpose of these is to provide a means of comparing one family practitioner committee's performance with that of family practitioner committee's performance with that of family practitioner committee's control of the provided and to monitor changes over time in individual control of the provided and t

TABLE II—Three options co

t. ndent health authorities Requires existing legalation to be amended; new arrangements for funding and controlling expendituron staff and accommodation, and greater involvement of Department of Health and Social Security in work of family practitioner committee.

regional walth authorizes Against Require amendments to legislation Regional health authorities would become concerned in local matters-for example, staffing and accommodation, not consistent with practitioner committees would will be dependent on other health authorities. Could weaken collaboration between family prespinous committees and district prespinous committees and district

ould make family practitioner committees more effective; they would discuss and work with district health authorities on basis of

BRITISH MEDICAL JOURNAL VOLUME 290 23 FEBRUARY 1985

BRITISH MEDICAL JOURNAL VOLUME 200 23 PERBUJANY 1985

The Minister added that the government remained convinced that the family practitioner services would benefit most from being administrated by independent free standing communication of the property o

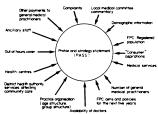
Framework for independence

The independence that family practitioner committees will shortly enjoy is definiented by a framework of startiory and administrative constraints; relations between them and the DHSS will be based on the principle of delegation with matching accountability. Family practitioner committees will obviously have to act in accordance with legislation; this includes the terms of service of general practitioners and the other contractor professions, the regulations governing family practitioner committee procedures, and the various NHS Acts. Family ment polity—for example, the programme to transfer patients who need long term care to the community "("Care in the Community" ("HCG39)). They are also required to obtain value for money in the provision of family practitioner services. Figure 1 illustrates this range of constraints within which family practitioner committees must work. The most specific constraints apply to the comparative small proportion of total constraints apply to the comparative small proportion of waverage) allotted to the administration of the family practitioner committees themselves. Thus manpower targets and cash limits will be firmly applied to this part of the family practitioner forms their present position in relation to the district health suthorities. The only change is that in future they will be directly accountable to the DHSS on these matters.

The new financial and accounting strangenist analogous to those that casts for district health authorities. It is recognised that family practitioner committees, unlike district beath authorities, do not have control over many of the factors that determine expenditure for the family practitioner control over many of the factors that determine expenditure for the family practitioner control over many of the factors that determine expenditure for the family practitioner control over many of the factors that determine expenditure for the family practitioner control over many of the factors that determine expenditure for t

### PASS: new acronym in NHS vocabulary

The family practitioner committee's "profile and strategy statement," or PASS as it will undoubtedly be known, will have a key role in making it directly accountable to government and more open to public scrutiny and help in developing cooperation with district health authorities and local authorities (see fig 3).



Semigr information is also included in a PASS for other practitioner services

FIG 3-The contents of a PASS

In due course each family practitioner committee will be required to prepare a PASS every five years, which will give information about family practitioner services in its area, point required to prepare a particular services in its area, point explain its aims and policies and how it intends to schwer these in this time scale. The PASS will serve as the family practitioner committee to contribution to the district health plan and enable the family practitioner committee to carry its management, planning, and accountability repossibilities in an informed way. The likely contents of a PASS are summanised in figure 3. The free standing plan; if should represent the direction in which the family practitioner committees has agreed with district health authorities and local representative committees—that is, the local medical committees—this services should develop. Any planning by district health authorities that has implications for family practitioner services should not be undertaken, or committee and the local representative committees. Of course, there may be differences of view, a PASS may be at variance with the district health plan. If this was important it would be regarded as indicating a failure of collaboration, but differences will arse and these should be ionity recognised and proposals made as to how these will be tackled.

# Relations between family practitioner committees and district health authorities

district health authorities

It is understandable that once the issue of independence had been settled in principle the future arrangements for collaboration between the district health authority and family practitioner committee because a major prococcupation. It still better that the committee because a major prococcupation and the sense and have been used. The conventional distinctory definition of the term offers the act of assisting or cooperating with the enemy occupier of one's own country or working jointly on an artistic or literary production. No doubt there are sound historical precedents for talking about collaboration between family

BRITISH MEDICAL JOURNAL VOLUME 290 23 FEBRUARY 1985

BRITISH MEDICAL JOURNE 200 23 FEBRUARY 1985
practitioner committees and district health authorities, and in any event it may convey a firmer and more prescriptive tone.

Apart from the need to ensure that there is effective cooperations between the family practitioner services and the hospital contributions. The prescriptioner committees, the fact that the distribution of family prescribtoner committees, the fact that the distribution of family prescribtoner committees, and the prescriptioner committees of the purpose. The report of the DHSS joint working group on collaboration between family practitioner committees and district health authorities makes detailed recommendations of how this should be achieved; it exhorts both to promote mutual understanding and respect, to identify and pursue common goals and policies; to share information, and to create formal and informal arrangements for cooperation. In addition, the report lists some specific topics on which the two authorities should work together (table III).

TABLE III—Family practitioner committees and district health author examples of areas of collaboration

- compute of areas of collaboration.

  (i) The impact of the quality of family practitioner services on accident and
  (ii) The impact of the quality of family practitioner services on accident and
  (ii) Open access the general medical practitioners to district both authority
  (iii) dependent between services.
  (iii) Open access the proper services of the proper services of the properties of the properties of the properties of the properties of the supportance, (iv) for admission for treatment.

  (iv) Package for particular groups—for example, the mentally still.

  (iv) Package for particular groups—for example, the mentally still.

# Wider implications: will the family practitioner committees acquire new teeth?

Wider implications: will the family practitioner committees acquire new teeth?

Their newly acquired independence not only affects the relations among the family practitioner committee, district health authorities, and the DHSS. Other changes are being introduced that could make family practitioner committees more assertive and independent. Firstly, their chairmen and members are now appointed directly by the Secretary of appointed from nominees of local representative committees (including local medical committees). Secondly, the DHSS will ensure that there is a balance between lay and professional members, and it will be expected that in each family practitioner committee the chairman and his or her deputy would not both be drawn from the lay public or the profession. A further change will affect the secretariat of some local medical committees. In foruse family practitioner committees staff will not committee, although those staff already doing so will be allowed to continue.

Already some effects of these changes are apparent. The influence of professional representatives in the Society of FPC Administrators is becoming less pervaive, and in future it is likely to become a more assertive and independent body, a national voice of the family practitioner services that is not necessarily in accord with the transpile round the corner is to be found in Mr John Williams's presidential address to the 1984 annual meeting of the society:

When I was a young administrator it was preached to me, that it was

annual meeting of the society:

When I was young administrator it was preached to me that it was away in our interests to be seen to go along with the policies of the General Medical Services Committee. They were our trongest allies and they had a right to expect us to be with them. This was trotted out time and sagan. Whilst it probably makes soond sense if we think in terms of protecting ourselves. I always questioned this policy. Whilst agreeing that the General Medical Services Committee is a could come a time when their interests and ours were almost bound to clash. They quite rightly are interested in preserving and improving the lot of the general precitioner. Our interests are in running a good service and in doing so ensuring that contractors in abiding by their terms of service give the National Health Service value for money.

not question the need for a distinct and separate body to administer the contracts of family practitioners. These contracts were recognised to be qualitatively different from those of health service employees, and the bodies responsible for their administration had to be based on different principles from those appearating to employment contracts. Family practitioner those appearating to employment contracts. Family practitioner, they are composed of half lay and half professional members, their style of operation is consensual, and they are statutorily obliged to consult with each local representative committee (denta), medical, pharmaceutical, and optical) on all matters concerning their part of the family practitioner services. It was rightly assumed that these important and necessary arrangements could not be transferred to an employing authority. Parliamentary opposition to independence

Parliamentary opposition to independence
Independence was achieved against enormous odds; a wide
range of influential and powerful bodies had to be neutralised
if not persuaded. The General Medical Services Committee,
and in particular the sheer tenacity of its past chairman,
Dr John Ball, played a crucial role in ensuring that the governpractitioner committee independent of the past chairman,
Dr John Ball, played a crucial role in ensuring that the governpractitioner committee independent of the practical that the 1983 Health and Social Services Bill would have
achieved this. Unfortunately, as that Bill was being hastily
enacted during the closing hours of parliament before the 1983
general election, the opposition party insisted that the specific clause giving independence to family practitioner committees
should be withdrawn. In the customary hurrierd horse trading
the government conceded the opposition's request. The
Minister for Health, Mr. Kenneth Clarke, however, gave an
immediate undertaking:

"Only this affermeon, Dr John Ball, of the General Medical Services Committee, came to see me to express the British Medical Association." Very strong concern about the way which the provisions had been dropped. I gave Dr Ball and others an undertaking, which I glady repeat to the House today. When the government return to office it is our intention at the earliest possible opportunity to reintroduce these provisions in a new Ball."

613

BRITISH MEDICAL IOURNAL VOLUME 290 23 FEBRUARY 1985

thout falling out. If not that friendship is not worth very much. hat I find upsetting is that some family practitioner committees, in it enacise; not to rock the boat, tend to regard the wishes of the ofessions as having a degree of profively greater than they merit.

\*\*Journal of the Society of FPC Administrators 1984;11:195-8.

Mr Williams goes on to spell out the implications of this new assertiveness and warn of the dangers of a too cosy relationship

assertiveness and warn of the dangers of a too cosy relationship with the professions.

There are also some more immediate problems to be resolved. Both family practitioner committees and local medical committees will soon have to absorb increased demands on their resources. The family practitioner committee will be required to deploy staff on collecting and analysing the data required for the struting and review procedures. Concern has already been expressed that they lack sufficient middle management to

direct this work and the additional task of computerisation, and it appears that no extra funds will be available for this. Local medical committees are likely to face a similar problem; if their input into planning is to be at all effective they will also require additional professional and administrative resource. It is unclear how these will be found.

Finally, the long overdue Green Paper on the future of the family practitioner services casts an uncertain shadow over the family practitioner committees; newly acquired independence. Nobody knows what further duties and responsibilities may be subsequently delegated to the family practitioner committees.

Royal Commission on the National Health Service. Report. London. HMSO, 1979. (Cmnd 7615.) (Merrison report.)

### 100 YEARS AGO

The rapid transit of troops up the Nile by boats, and along its banks on causels, still goes on. Somewhat more than half the entire number of boats have already passed up the citatrics, they are now over a considerable person of their troobles, and have a fine street hot smooth water before which a dash across the desert is being attempted by a portion of the force; while an advance of another portion of the force; while an advance of another portion of the force; while an advance of another portion of the force; while an advance of another portion of the force; while an advance of another portion of the force; while an advance of another portion of the force; while an advance of another portion of the force; while an advance of another portion of the force; while an advance of another portion of the force; while an advance of another portion of the force; while an advance of another portion of the force; while an advance of another portion of the force and the portion of the portion of the portion of the force and the portion of the portion of

BRITISH MEDICAL JOURNAL VOLUME 290 23 FEBRUARY 1985

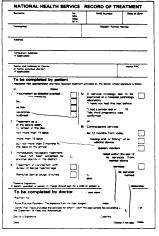


FIG 2—Universal claim form with the top sheet folded back to show duplica-tion on back sheet.

FVALUATION

For the three months April to June 1981 all conventional forms were withdrawn from use in this department. The universal claim form was stocked in all consulting rooms, the treatment room, reception desks, and in the medical bags of eight principals and four and reception staff were instructed in the use of the form and provided with an instructional handout.

The completed forms were analysed for: (i) type of claim; (ii) omissions and errors in completion; (iii) valued by referring to the patient's records. The completed forms were then submitted to the training the staff of the patient's records. The completed forms were then submitted to the similar data for the corresponding period 12 months resilies.

With the agreement of the Weish Office the staff of the family practitioner committee agreed to process the claim for processing by the relevant staff in each of the claim sections (the form of the process that the forms without intail sorting. The time taken to process the claims was recorded together with the attitudes of the staff. A questionnaire was designed to measure the acceptability of the form by all the participating doctors and staff.

614

Errors were noted in less than 2° of all forms completed. Omissions mainly concerned failure to record the data, the patient's date of birth, or failure of the patient and doctor to sign the form. Analysis

of omissions showed a problem in design, which was a legacy from the existing form. It was thought that the declaration on contraceptive deleted only if services had been obtained elsewhere in the preceding 12 months.

There was a considerable increase in the overall number of claims contract the contract of claims for vaccination, contraception, cytology, and night value. The contract of the contract of the practice records showed that a similar number of these services had been performed but not claimed payment for both years, this showed as increase of nearly 2,100 per week during the trial period.

The universal claim form was used to record clinical details for all temporary residents and for immediately necessary and emergency be collected and taken on night vaints so that most claim forms completed for night visits did not need clinical details (tobb 11). The form was used to make unlipte claims in roughly 5°s, of all one vaccination, four i contraceptive service plus cervical cytory, which had been contracted to the contraction of the c

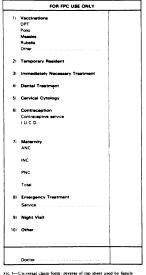


FIG 3—Universal claim form: reverse of top sheet used by family practitioner committee for payment.

### 612

BRITISH MEDICAL JOURNAL VOLUME 290 23 FEBRUARY 1985

# Practice Research

### Universal claim form for items of service payments in general practice

IR GOVES, R HARVARD DAVIS

A universal claim form was designed to replace 12 different forms currently in use by general practitioners in the National Health Service to claim payment for items of service. This form was evaluated over a period of three months in a group practice. It was acceptable to doctors, staff, and the staff of the family practitioner committee. Considerably more claims were made during the trial period than during the same period the previous year.

Twelve different forms are used by general practitioners in the National Health Service to claim payment for items of service (FPR1, FP19, FP1001, FP1002, FP1003, FP106, FP23, FP24, FP23, FP24, FP24, FP23). Three of these—FP19, FP1003, FP73—also serve as an encounter record because they record clinical data. Only the FP19 is of a size that will fit into the medical record carvelope.

This paper reports the results of an evaluation of a universal claim form in a general practice over a period of three months.

Method
The universal chaim form (fig 1) was designed by JRG to replace the existing 12 claim form. It encompasses all the relevant data on the existing forms and complex with the relevant sctonas in the existing forms and complex with the relevant sctonas in the Statement of Fees and Allowances Payable to General Medical Practineers in England and Wales. It was designed to fit into the traditional medical record envelope:

The thin from the time from carbon required" paper, hinged The thin from the termine, by using a ball point pen information extered on the top sheet is duplicated on the front of the card back piece (fig 2) After separation the front sheet is forwarded to the family practitioner committee as a claim. The reverse of the top sheet (fig 3) was designed to help the finally practiooder committee the card back piece (fig 4) and subsequently transferred to or filed in the patient's notes, be forwarded to the family practitioner committee (FP1003, FP106, FF32), or, in the case of vaccinations, be

ent of General Practice, Welsh National School of Medic

J R GOVES, MRCGP, DRCGG, trainee assistant general pra R HARVARD DAVIS, DM, PRCGP, professor

Correspondence and requests for reprints to: Dr J R Goves, The Old Rectory, Church Lane, Charlbury, Oxford OX7 3PX.

forwarded to the area health authority to be entered on their computer file.

Once the details about the patient are completed (fig. 1) the patient ticks off and signs for the services rendered in this section. The bottom section is used by the doctor to claim for the services stated but not listed in the patient's section of the form—for example, night visits, emergency treatment, or second person for anaesthetic session. Maternity claims are made by using the citating maternity claims tucker (FP24A), which is stuched to the back of the top sheet after the form a completed.

MATIONAL HEALTH SE	MAICE	RECORD OF TREATME	
	-		_
Formania		Maden Former Names	_
Address			
Temporary Address of appropriate			_
Name and Address of Doctor of Name provious doctor* of applicable		Hama F	rc
To be completed by patien			_
I required this appropriately and have note on (Deep		s provided by the decide whom appearan is t	-
11 Vaccination as designed overlage!— as incorren measure belonging to group at risk as treated to rescommended during a disease outbreak.  11 Treatment as a temporary rescent at the above address and I expect to remain in the disease. The atmospheric in the contract than above the thin 3 months from but not more than 15 days.		A convocal cytology sest to be sammed at a mospital perhadogy stochastic or had the sest before 11 have not had the sest before 11 have not had the sest before 11 had a semiler seat in 19 confirmed 1	
the date of my armel  I immediately necessary treatment, I have not been accepted by another doctor in the district		as a temporary readent.  1 have accepted within the last 12 months. These services from another doctor named above.	
Treatment in connection with - Arrest of dental heamorisge Removel dental plugs striches		7) Maternity medical services *I have accepted these services from another doctor named above	
Passeria Sapratura A parter, guardiar se passon en charge afronte			
To be completed by doc	tor.	1 400 0000 -	_
*Payment to			
*Russ Practice Payment: The determine from country and these provided the services for the Services of Pass and Administration	~~~	des debusiones per recognid as per condus des	
Decre Square		Code No.	

ric 1—Universal claim form.

VACCINATIONS - Size as 
DPT OTPO DT DP Tet Por Por I Porto: Messass Rubells
Spacify other reconstrons. Let any complications bases. CLINICAL RECORD

Service	April-June 1980	April-June 198
Vaccinations		
Type A	0	25
Type B	0	25
Temporary resident		
Under 15 days	18	22
Over 15 days	22	21
Immediately necessary treatment	18 22 0 79	22 21 6
General contraceptive services	79	170
Intrauterine contraceptive services	ò	- 1
Cytology	i	20
Emergency treatment	5	7
Night visits	16	56
Total	140	329

TABLE 11-Universal claim form used as a clinical record

Type of use	No completed	No used as a record
Temporary resident	43	43
Emergency treatment	1	1
Immediately necessary treatment	6	6
Vaccination	30	30
Night visit	56	17

BRITISH MEDICAL JOURNAL VOLUME 290 23 FEBRUARY 1985

BRITISH MEDICAL JOURNAL VOLUME 290 23 FERRUARY 1985 this trial the number of claims made almost certainly reflects in part the interest that the trial generated.

An increase in the use of claims for items of service by general practicioners would lead to an appreciable increase in the cost of the beath service. This would, however, reflect more securately the text that could be the state process to be cost of the beath service. This would, however, reflect more securately the text that could be the state process of the control of the state of the state of the control o

Royal College of General Practitioners. Computers in primary care. Occasional paper No.13. London: RCGP, 1980.
 Beptin St. 1981. A computer record system for general practice. Br Mad 7: 1974;1:1965.7.

# 100 YEARS AGO