

# Building a New Future Together: Shaping the Future of General Medical Services in Dumfries and Galloway

## Equity... Integration... Sustainability...

Aim	Primary Drivers	Strategic Ambition (Vision statement/ Third Horizon view)	Secondary Drivers	Ambitions into Action	Making a difference	Core tests: 4 Cs	Connecting with the landscape
<p><b>“To ensure General Medical Services in Dumfries and Galloway are sustainable, equitable, and integrated – delivering high-quality, person-centred care that meets the diverse needs of our local communities, including those in our most rural areas”</b></p>	<p><b>Service Delivery</b></p>	<p>A coherent, connected GMS model delivering consistency in standards and access, continuity in relationships and information, collaboration across professions and sectors, and connection with communities — ensuring people see the professional with the most appropriate skill set for their needs, and sustaining equitable access across all localities.</p>	<ul style="list-style-type: none"> <li>Strengthening clarity and consistency in referral, communication and escalation expectations</li> <li>Developing early alignment around first-contact, triage and navigation approaches.</li> <li>Enhancing local prevention, anticipatory care and community-linked support.</li> <li>Building shared understanding of effective workflow and continuity models.</li> <li>Protecting multiple, inclusive routes into general practice.</li> </ul>	<ul style="list-style-type: none"> <li>Establishing more coherent and predictable pathways across primary, community and secondary care.</li> <li>Strengthening partnership working around access, navigation and prevention.</li> <li>Developing locality-based models that support continuity and coordinated care.</li> <li>Building shared approaches to safe triage, workflow and demand management.</li> <li>Embedding inclusive access pathways across all localities.</li> </ul>	<ul style="list-style-type: none"> <li>More consistent and predictable access across localities. Improved continuity of relationships and information for patients.</li> <li>Reduced variation in navigation, triage and communication.</li> <li>Earlier support through strengthened prevention and anticipatory care.</li> <li>More joined-up pathways across primary, community and secondary care.</li> </ul>	<p><b>Consistency</b> Ensuring approaches, expectations and standards are applied reliably across all practices and localities, reducing unnecessary variation while respecting local context and need.</p> <p><b>Continuity</b> Strengthening ongoing relationships, information flow and coordinated care — enabling smoother transitions, clearer communication and improved experience for patients and staff.</p> <p><b>Collaboration</b> Supporting shared learning, joint problem-solving and integrated working across professions, sectors and localities — recognising that sustainable improvement relies on collective ownership.</p> <p><b>Connection</b></p>	<p><b>National Policy, Contract and Governance Frameworks 2018 General Medical Services Contract in Scotland</b> Sets the national model for GP-led general medical services, including the shift towards multidisciplinary teams, sustainability of general practice, and a clearer balance between practice-level and system-level responsibilities.</p> <p><b>Memorandum of Understanding (MoU) on Primary Care Reform</b> Defines how Health Boards, HSCPs and GP practices work together to deliver the GMS Contract, including the development of multidisciplinary teams and the transfer of services from GPs to wider system support.</p> <p><b>Scottish Government Route Map for NHS Recovery and Reform</b> Provides national direction for system recovery and reform, emphasising sustainable primary and community care, reducing unwarranted variation, strengthening prevention and improving access and outcomes.</p>
	<p><b>Workforce</b></p>	<p>A system-wide workforce pipeline providing sustainable staffing, equitable</p>	<ul style="list-style-type: none"> <li>Improving clarity around supervision, governance and</li> </ul>	<ul style="list-style-type: none"> <li>Developing supportive, sustainable working</li> </ul>	<ul style="list-style-type: none"> <li>More stable and supported MDT and GP teams.</li> </ul>	<p><b>Scottish Government Route Map – Primary Care</b> Sets out the specific pathway for primary care reform, including</p>	

		<p>access to support, clear leadership succession, and protected wellbeing capacity across all localities — making Dumfries and Galloway a great place to work through supported career development, integrated primary-care roles and a consistent approach to wellbeing and leadership.</p>	<p>support for MDT roles.</p> <ul style="list-style-type: none"> <li>• Strengthening escalation expectations for staffing gaps.</li> <li>• Re-establishing opportunities for safe peer learning, reflection and protected time.</li> <li>• Enhancing wellbeing expectations across practices and clusters.</li> <li>• Improving transparency of workforce information available to teams.</li> </ul>	<p>environments across practices and MDT teams.</p> <ul style="list-style-type: none"> <li>• Strengthening local and regional workforce coordination and planning.</li> <li>• Building a consistent approach to wellbeing, learning and leadership development.</li> <li>• Enhancing clarity of MDT roles, supervision and escalation arrangements.</li> <li>• Supporting early steps toward stable, long-term workforce pipelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved wellbeing, protected learning time and shared leadership capability.</li> <li>• Clearer supervision, escalation and coordination arrangements.</li> <li>• Stronger recruitment, retention and succession planning across the region.</li> <li>• Greater collective confidence and shared responsibility across practices and clusters.</li> </ul>	<p>Improving connection between people, services and communities — ensuring care is accessible, person-centred, and grounded in local strengths, with digital tools enhancing rather than replacing human relationships.</p>	<p>access, MDT expansion, preventative and anticipatory care, digital improvement and more integrated community-based services.</p> <p><b>Health and Social Care Service Renewal Framework</b> Frames the wider renewal of health and social care services, aligning primary care transformation with equity, integration, prevention, sustainability and person-centred care.</p> <p><b>Population Health Framework</b> Provides the lens for planning and prioritisation based on inequalities, demographics, rurality and local need, ensuring that the GMS Review supports improved population health and reduced health inequalities.</p> <p><b>Audit Scotland reports on Primary Care and GP Sustainability</b> Offer independent scrutiny and recommendations on access, sustainability, workforce, data and planning, highlighting the need for more consistent, joined-up approaches across Scotland.</p>
	<p><b>Digital</b></p>	<p>A fully interoperable, reliable and inclusive digital environment that supports human connection, enables seamless data flow across health and care settings, and ensures equitable access in every locality — using digital tools to remove non-value-adding work and release capacity for person-centred care.</p>	<ul style="list-style-type: none"> <li>• Improving reliability, stability and usability of core digital systems.</li> <li>• Reducing duplication in templates, log-ins, forms and internal processes.</li> <li>• Enhancing safe access to digital tools while maintaining non-digital pathways.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening digital foundations that support safe, reliable clinical and administrative workflows.</li> <li>• Reducing complexity and duplication across systems and platforms.</li> <li>• Improving digital inclusion by balancing digital and non-digital access options.</li> </ul>	<ul style="list-style-type: none"> <li>• More reliable, usable systems that reduce burden and support safer decision-making.</li> <li>• Better integration of digital and non-digital access routes, protecting inclusion.</li> <li>• Reduced duplication and fewer workarounds.</li> </ul>		<p><b>National Performance Framework and Health &amp; Social Care Standards</b> Set the overarching outcomes and expectations for public services in Scotland, including dignity, compassion, equity, human rights and person-centred care as core principles that primary care must support.</p> <p><b>National Workforce Strategy for Health and Social Care</b> Provides direction on workforce</p>

			<ul style="list-style-type: none"> <li>• Strengthening digital safety, troubleshooting and incident-response routes.</li> <li>• Preparing the foundations for future digital developments, including electronic prescribing.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing an aligned approach to digital improvement, safety and troubleshooting.</li> <li>• Building readiness for future digital developments across the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Faster resolution of digital issues through clearer, consistent support pathways.</li> <li>• Enhanced readiness for major developments such as electronic prescribing and shared platforms.</li> </ul>		<p>planning, recruitment, retention, wellbeing and skills development, which the GMS workforce ambitions must align with.</p> <p><b>Scotland's Digital Health and Care Strategy</b> Sets the national approach for digital services, data-sharing, infrastructure and digital inclusion, shaping how local digital and data priorities in general practice should evolve.</p>
	<b>Data</b>	<p>A mature regional data-intelligence system underpinning proactive planning, equity monitoring and sustainability tracking — generating actionable insight into workforce and service pressures, supporting proactive improvement and long-term resilience in general practice</p>	<ul style="list-style-type: none"> <li>• Strengthening consistency and simplicity in reporting expectations.</li> <li>• Enhancing data quality, coding practice and protected time for review.</li> <li>• Improving visibility of demand, capacity and workflow indicators.</li> <li>• Strengthening early use of disease registers to support proactive care.</li> <li>• Clarifying data governance and ownership arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing clearer, more consistent data processes that reduce burden and improve quality.</li> <li>• Enhancing early analytic capability around demand, capacity and workflow.</li> <li>• Building shared understanding of local indicators and data needs.</li> <li>• Strengthening safe and appropriate data-sharing arrangements.</li> <li>• Supporting the development of future regional dashboards and intelligence systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Clearer, more consistent data that supports safe care and better planning.</li> <li>• Improved insight into demand, capacity and workflow pressures.</li> <li>• Greater confidence in coding, reporting and disease-register use.</li> <li>• Stronger foundations for local and regional dashboards.</li> <li>• Better visibility of equity, outcomes and system performance.</li> </ul>		<p><b>2. National Programmes and Delivery Frameworks</b></p> <p><b>Primary Care Improvement Policy and associated guidance</b> Defines expectations for Primary Care Improvement Plans, MDT roles, and the contribution of primary care to wider system priorities.</p> <p><b>National Digital and Data Programmes</b> (e.g. shared care record, electronic prescribing) Provide the enabling infrastructure that the GMS Review must both depend on and help shape, particularly for interoperability, safe prescribing and information-sharing.</p> <p><b>National Health and Social Care Integration policy and guidance</b> Underpins the role of Integration Authorities and HSCPs, ensuring that primary care planning is integrated with community health, social care and wider system change.</p> <p><b>3. Regional and Local Strategic Frameworks</b></p>

	<b>Premises</b>	A region-wide, modern and flexible estate network enabling co-located, digitally enabled, community-based care — providing safe, sustainable and accessible environments for staff and the public, supporting collaboration, training and equitable access across all localities.	<ul style="list-style-type: none"> <li>• Enhancing clarity on estates roles, responsibilities and response expectations.</li> <li>• Strengthening accessibility, safety and essential maintenance standards.</li> <li>• Improving understanding of space, capacity and functionality across premises.</li> <li>• Developing approaches to sustainability and energy-efficiency.</li> <li>• Improving coordination of shared, co-located and flexible spaces.</li> </ul>	<ul style="list-style-type: none"> <li>• Improving the usability, safety and accessibility of existing premises.</li> <li>• Strengthening shared understanding of estates priorities and responsibilities.</li> <li>• Laying foundations for more flexible, co-located and digitally enabled spaces.</li> <li>• Supporting sustainability and energy-efficiency ambitions.</li> <li>• Building a clearer picture of regional estates capacity and needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Safer, more accessible and better-maintained environments for staff and patients.</li> <li>• Clearer understanding of estates priorities and capacity.</li> <li>• More flexible, shared and co-located spaces that support integrated working.</li> <li>• Stronger alignment between estates, workforce and digital planning.</li> <li>• Buildings that better support learning, supervision and community-based care.</li> </ul>		<p><b>Dumfries and Galloway Health and Social Care Partnership Strategic Plan</b> Sets the local vision, priorities and outcomes for health and social care, including prevention, community-based care, equity and sustainability, to which the GMS Review must directly contribute.</p> <p><b>Annual Delivery Plan (Dumfries and Galloway)</b> Translates strategic priorities into a yearly set of deliverables, milestones and performance measures, providing the context into which the GMS Implementation Plan will need to fit.</p> <p><b>Dumfries and Galloway Primary Care / General Practice priorities</b> Capture locally agreed priorities for access, sustainability, workforce, estates, digital and quality, and need to stay aligned with what practices and clusters have identified as most pressing.</p> <p><b>4. Local Governance and Review Frameworks</b></p> <p>Service Review Framework (SRF) The overarching governance framework for local service plans/reviews/changes, setting out how scope, evidence, options, impact and implementation planning are handled. The SRF incorporates: the Service Planning Framework (SPF) and the Making Difficult Decisions Framework (MDDF), along with impact-assessment tools and wraparound-team arrangements.</p> <p>Impact Assessment and Duty Tools (e.g. EQIA, Consumer Duty</p>
	<b>Quality</b>	A region-wide culture of learning, reflection and compassionate, person-centred care — where equity, sustainability and safety are recognised as core quality domains, and continuous improvement is embedded across all practices and clusters to deliver consistent, high-quality care for every community.	<ul style="list-style-type: none"> <li>• Strengthening consistency in safety-critical administrative processes.</li> <li>• Enhancing reflective practice and learning opportunities across staff groups.</li> <li>• Developing shared understanding of</li> </ul>	<ul style="list-style-type: none"> <li>• Embedding early elements of a region-wide learning and improvement culture.</li> <li>• Strengthening shared understanding of quality, safety and compassionate care.</li> <li>• Developing consistent</li> </ul>	<ul style="list-style-type: none"> <li>• More consistent delivery of safe, person-centred care.</li> <li>• Increased reflective practice, shared learning and continuous improvement.</li> <li>• Clearer definitions and expectations around quality across practices.</li> </ul>		

			<p>effective triage, continuity and care-coordination models.</p> <ul style="list-style-type: none"> <li>• Building an early regional approach to quality definitions and learning cycles.</li> <li>• Improving visibility of improvement efforts and shared learning.</li> </ul>	<p>administrative processes that underpin safe clinical care.</p> <ul style="list-style-type: none"> <li>• Supporting cross-practice sharing of what works.</li> <li>• Enhancing visibility of improvement activity, collaboration and outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Better spread of effective models of triage, continuity and compassionate care.</li> <li>• Stronger evidence of equitable, sustainable, high-quality outcomes across localities.</li> </ul>		<p>&amp; Fairer Scotland Impact Assessment Tool)  Ensure that proposed changes and options are examined for equity, fairness, unintended consequences and compliance with statutory duties, and that these considerations are embedded in GMS delivery planning.</p> <p>Local Risk Management, Finance and Performance Frameworks  Provide the structures through which affordability, risk, performance and assurance are considered when developing, sequencing and governing the GMS Implementation Plan.</p> <p><b>5. Local Transformation and Programme Context (Dumfries and Galloway)</b></p> <p><b>GMS Review – “Shaping the Future of General Medical Services in Dumfries and Galloway”</b>  The core transformation programme for general practice, structured through the SRF, with multiple phases of engagement, evidence-gathering, thematic analysis and now logic modelling to inform a phased Implementation Plan.</p> <p><b>Other Local Transformation Programmes and Pathways</b>  Including linked work on community-based care, digital and data improvement, population-health initiatives, urgent and unscheduled care, and other reviews where general practice is a key partner.</p> <p><b>Local Transformation Context – Dumfries and Galloway</b>  The specific realities that shape</p>
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