

Annual Report and Accounts

2022/23



Be respectful

Work together for patients

Be the best we can

Everyone counts

Be kind

Be the difference

GP Care Group

Overview

Our approach: Federated Support

Our approach: Preferred Provider

Our approach: Anchor Organisation

Making a difference

Finance

Our Mission

To improve the health and wellbeing of the residents of boroughs that we serve by providing excellent community and primary care in partnership with others.

Our Values

Work together for patients

Be respectful

Be the best we can

Be the difference

Be kind

Everyone counts



For more information, visit the annual report page on our website: gpcaregroup.org/annualreport

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A snapshot of our year in numbers

464	Contracted Care Group employees
2	Boroughs we work across (Tower Hamlets and Waltham Forest)
£41m	Our revenue in 22/23
32	General Practices
160	Training Hub learning events (3,500 places filled)
265	Average patient attendance at Urgent Treatment Centre per day
109	Staff who came to Care Group from Waltham Forest 0-19 service
127	Patient Experience Team telephone interviews

Message from the Chair

of GP Care Group

It gives me great pleasure to report that despite the pressures within the NHS and challenges faced by our organisation, we have weathered these with determination and achieved some major milestones along the way.

One of our biggest achievements during the past year was the successful appointment of our CEO, Zainab Arian. With a background in finance and a proven track record within the Care Group, Zainab brings a steady pair of hands and a forward-thinking vision to our organisation. The transition was seamless, thanks to the collaborative efforts of the Board, the former CEOs, and the Senior Leadership Team, who extended their full support to ensure a smooth handover. I express my gratitude to all involved for their dedication and commitment during the transition period.

Furthermore, I am proud to acknowledge the unwavering dedication and hard work demonstrated by our workforce throughout the year. Our teams and employees have remained steadfast in their commitment to excellence. Their resilience and adaptability have been instrumental in maintaining our momentum and driving the organisation forward.

Looking ahead, as we continue to navigate the evolving healthcare landscape, we must remain agile and innovative in our approach. By fostering a culture of collaboration, accountability, and continuous improvement, I am confident that we will overcome any obstacles that may come our way and emerge stronger than ever before.

Finally, I extend my sincere appreciation to our Board Members, Senior Leadership Team, and employees for their unwavering dedication and contributions to our success. Together, we have proven that even in the most challenging times, we have the determination to forge ahead and make a difference to the health and wellbeing of the patients and residents that we support.

Thank you for your continued support and trust in our leadership.

Dr Simon Brownleader
Chair of GP Care Group CIC



Chief Executive Officer's Report



During 2022/23, the Care Group continued to play a pivotal role within Tower Hamlets and Waltham Forest healthcare, providing support to general practice while delivering high quality community and primary care services.

Federated Support

To support our busy practices throughout 2022/23 we worked closely with Primary Care Networks to deliver Extended Access Hub appointments. Our collaborative and flexible working approach allowed us to offer more than 35,000 appointments across evenings and weekends for our local population.

Our new model for practices faced with partnership retirements or daunting financial risks, was extended to Jubilee Street Practice, following our successful partnership the previous year with Island Health. This new partnership allows the practice to continue its excellent work knowing the Care Group is supporting.

Preferred Provider

In July 2022 we began delivering the Waltham Forest 0-19 service. All teams worked tirelessly to safely transfer the service, ensuring clinical care was maintained and innovative models of care explored.

The Care Quality Commission inspected our Tower Hamlets 0-19 service, and we were delighted to receive a 'Good' rating; a testament to the hard work and dedication of our teams.

It was another busy year for the Urgent Treatment Centre with more than 100,000 patients receiving care from our dedicated team. I am particularly proud of the team who demonstrated excellent results while carrying out a 'perfect week' exercise during June 2022, in partnership with Barts Health NHS Trust, East London NHS Foundation Trust. It was a hugely successful weeklong best practice exercise to improve patient flow and patient experience, as well as re-directing patients to the right pathways.

Anchor Organisation

As a community interest company, our ethos is rooted in developing and supporting communities. During 2022/23 we further developed our widening participation programme, addressing under-representation in higher education.

We strive to ensure our staff are well supported and listened to. Our annual staff survey identified areas of improvement which we are actively working on. We remain flexible, agile and willing to look at innovative ways for supporting our workforce.

Outlook and prospects

The end of the year saw the departure of Chris Banks and Tracy Cannell who left their roles as Joint CEOs. They were with the Care Group since its inception, and their leadership and guidance provided the organisation with a stable footing from which to grow. We wish them well in their future endeavours.

I felt privileged and honoured to take up my role as Chief Executive Officer in April 2023. I want to express my personal gratitude to every member of staff for how you continually rise to the challenge with innovation and determination to provide the best possible care for everyone who depends on us.

The NHS remains challenged; however, I know that we can work together with system partners to meet these challenges. I am excited about the journey ahead as we strive for innovation, sustainability, and growth.

Zainab Arian

Chief Executive Officer GP Care Group CIC

A Care Group year in review

It has been another successful year at the GP Care Group, and we are proud to have delivered high quality healthcare and services across Tower Hamlets and Waltham Forest, the boroughs that we serve.

We express our thanks to all the partners, stakeholders and our local residents who engaged with our services so positively during this financial year. We also thank our staff for their hard work and dedication throughout the year. None of this would be possible without them.

Read on for some notable highlights during the year.

April 2022

Care Group new provider of Waltham Forest Healthy Child Programme

The exciting news was released that the Care Group would become the new provider of the Healthy Child Programme for children and young people in Waltham Forest from 1 July 2022. We already successfully delivered the same programme in Tower Hamlets.



May 2022

Supported NEON pilot for South Asian/Bangladeshi community to receive parenting support

Our Health Visiting locality teams partnered with Nurture Early for Optimal Nutrition (NEON) in Tower Hamlets to offer South Asian/Bangladeshi mums of infants under two years old free sessions on infant feeding, care and dental hygiene practice.

June 2022

0-19 service colleagues picked up academic excellence awards

Four 0-19 service colleagues were the proud recipients of City University Practice Excellence

Awards. Mary Marsh, Clinical Director 0-19 Services, said: "The awards given to our colleagues are a true reflection of the dedication and commitment in supporting our pre-reg nursing and post-grad SCPHN students..."



Inclusion Officer appointed to improve representation agenda

Layla Abdi joined the Care Group as our Equality, Diversity and Inclusion Facilitator. An early project for Layla was improving Somali representation in our organisation. Layla engaged with the Somali community in Tower Hamlets by collecting profiles from job seekers interested in working in the health sector. The programme will launch across north east London in spring 2024.

15 Trainees completed two-week placements in general practice

8 Trainees secured employment within practices

July 2022

An excellent networking opportunity at the Primary Care Careers Fair

The Primary Care Careers Fair, hosted by the CEPN (Training Hub) team, gave a wonderful opportunity to raise awareness of primary care careers. Urgent Treatment Centre's Deputy Clinical Lead, Kuda Madzikanda, who was at the event said: "I really appreciated the opportunity to network. I look forward to attending more of these types of events."



August 2022

Health Visitors out and about in the community

Our South East Locality Health Visiting team took part in a local 'fun day' at the Isle of Dogs Children and Family Centre in August. They gave advice to parents and offered leaflets with detailed information about how to get in touch with the service. "There was a lot of interest from parents including men and fathers which was lovely to see." South East Locality Clinical Manager, Julia Edwards

September 2022

Our 0-19 services rated 'GOOD' in first CQC inspections post COVID-19

We received the excellent news that our 0-19 services: School Health, Family Nurse Partnership and Health Visiting, received overall 'Good' results following an inspection by the Care Quality Commission (CQC). "We couldn't have done this without the dedication and hard work of everyone in our 0-19 workforce!" Former Joint Chief Executive of GP Care Group, Chris Banks



Family Nurse Partnership & Health Visiting

CQC overall rating

Good ●

30 August 2022

[See the report >](#)



September 2022

Putting men at the centre of the social prescribing discussion

In partnership with St Margaret's House, the GP Care Group used funding from their winning entry at the Social Prescribing Innovators Programme 2022/23 to develop the "Men's Project" which focused attention on a series of training, workshops, events, engagement and coproduction activities with men who live locally.



October 2022

New partnership for GP Care Group and Jubilee Street Practice

We announced a new partnership with The Jubilee Street Practice, following the Island Health

Practice’s earlier successful partnership with the Care Group. “As the GP Federation for Tower Hamlets, we are determined to support Jubilee Street, Island Health and other Tower Hamlets practices to thrive and grow.” Chief Primary Care and Partnerships Officer, Vicky Scarborough.

October 2022

Celebrating with our FNP parent graduates

It was lovely to applaud our young parents who completed their Family Nurse Partnership (FNP) programme. The graduation party is a celebration and acknowledgement of parents’ commitment and achievement during their time on the programme, as well as a celebratory ending of the relationship they built with their family nurses.



November 2022

Fifty laptops donated to Lonely Orphans refugees

The Care Group collaborated with the Lonely Orphans charity as part of their Laptops for Refugees campaign which supports a programme to train refugees in digital skills to aid their learning and livelihoods. The Care Group was able to provide 50 laptops to go on to support students in the Rohingya refugee camps of Bangladesh.

Ayaan Gulaid joins as Non-Executive Director

We were thrilled to welcome Ayaan Gulaid to the Care Group Board as an independent non-executive director. Ayaan takes a special interest in equality, diversity and inclusivity within the Care Group and in how we design and deliver our services to citizens in Tower Hamlets and Waltham Forest.





December 2022

Jubilee Street Practice hosts inclusive programme

The Jubilee Street Practice announced the news that they would be hosting a one-year internship programme with a mission to support as many young people as possible who have learning disabilities and/or autism, to gain the skills and experience needed to move into paid employment, as part of the DFN Project SEARCH.

“This is a wonderful opportunity for the borough’s young people who have learning disabilities or autism.”

Jubilee Street Practice Lead Kamal Uddin.

January 2023

Early Help Partnership Board’s Family Hub event

Our 0-19 School Health and Wellbeing Team honoured an invitation to the Early Help Partnership Board’s launch of the Early Help Strategy and Family Hubs Pilot event to showcase our services to organisations across Tower Hamlets.

At the time, 0-19 Nursery Nurse, Terri Cunningham, said: “It was a great networking opportunity for us, and the team met some amazing organisations that are supporting families in Tower Hamlets.”



February 2023

Two Youth Advisors become apprentices

Our School Health team announced the news that two Youth Advisors, Marni and Shahker (who joined the Care Group in 2021) had started their apprenticeship as Healthcare Support Workers within the team.

March 2023

An impressive turnout at Social Prescribing Day 2023

More than 60 people attended our 2023 Social Prescribing Day partner event in Tower Hamlets. The Care Group, alongside joint Social Prescribing Innovation Fund partner, St Margaret’s House, welcomed a range of organisations, such as Social Action for Health and Voicebox Theatre. Highlights of the day included a series of interactive exercises and Elle Charlton from London Arts and Health also gave a presentation on “Engaging Men in Social Prescribing”.



Our approach – Federated Support

The GP Care Group is proud to hold a unique position within local healthcare. As a GP Federation (a collective of local general practices), our role is to be the voice of our GP stakeholders, advocating for them to work alongside other healthcare providers in the borough. We also develop and deliver services that support our GP practice's patient population, services which are either better provided at scale or cannot be done by practices themselves. We consider this area of work to be our Federated Support.

Teams and services that sit within our Federated Support work

- Social Prescribing
- P-RESET (Drug and Alcohol Use Support Service)
- Extended Access – including LARC (Long-acting reversible contraception) and Asthma reviews
- Same Day Hub
- Immunisations support – Children and Adult
- Primary Care Networks
- Practices – Island Health and Jubilee Street
- Open Doors (nurse education and support for nurses, and health care assistants working in GP surgeries)
- CEPN – Training Hub



Services spotlight - Federated Support

Extended Access Hubs Service

Our Extended Access Hubs Service offers convenient and accessible appointments to registered patients within six hub sites across Tower Hamlets. Tower Hamlets registered patients can access routine GP and nurse appointments outside of regular practice hours.

Patients can see GPs, nurses, Advanced Nurse Practitioners, Prescribing Pharmacists or Health Care Assistants while accessing hubs services like the Same-Day Primary Care, 48hours Asthma Review Clinic, P-RESET Annual Health Check Clinic and our Long Acting Reversible Contraception (LARC) clinic.

274,706

the number of registered patients who have access to the service

Extended Access Hub appointments offered during 22/23

35,325	Total appointments offered
12,828	GP appointments
5,982	Advanced Nurse Practitioner appointments
4,490	Nurse appointments
119	Pharmacist appointments
7,999	Healthcare Assistant appointments

Long-Acting Reversible Contraception (LARC) clinic

Our LARC clinic in Tower Hamlets was established just before the covid pandemic for practices to offer more long-acting reversible contraception options. Patients can use the service to fit or remove the contraceptive implant (Nexplanon), a long-acting reversible form of contraception. The service has seen an impressive increase in uptake.



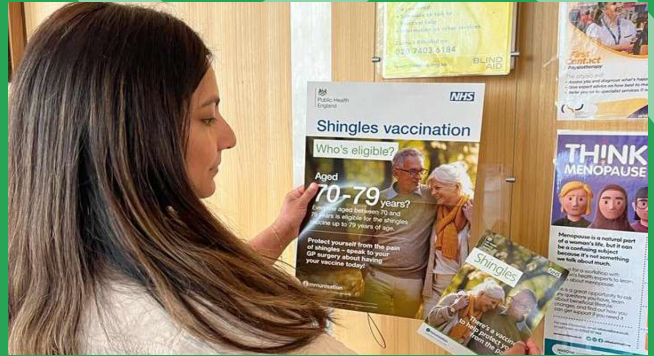
Adult Immunisation Screening

Since launching in August 2022, the Adult Immunisation Screening team has made a big impact in increasing screening uptake among the local population. The team prioritises flu, shingles, pneumococcal, pertussis, and cervical cancer screening.

Alongside the local authority, community services, and the North East London Integrated Care Board, the team works with practices to establish sustainable systems, provide training, share best practices, and co-design a 'gold standard' recall system.

An important factor that drives the team is the recognition that our local population includes individuals of various ethnicities, and socio-economic backgrounds. The team is dedicated to ensuring that immunisation services are accessible to all residents.

25 The number of practices we work with



“

Tower Hamlets' diverse population is at the core of our work. We recognise the importance of addressing the unique needs and challenges faced by different segments of the population, particularly vulnerable and marginalised groups.

Adult Immunisation team

Childhood Immunisation Screening

Childhood vaccinations are one of the most effective public health interventions to protect children from a range of infections and their consequences. The Childhood Immunisation Screening team, also operating since August 2022, works with our GP practices to enhance vaccination uptake within the 0-5 patient population, helping to protect children from infections and diseases like measles.

Historically, Tower Hamlets has performed lower than the national average when it comes to vaccinations. This may be due to increased population mobility, higher areas of deprivation, a larger population of ethnic groups, all of which likely impact on vaccination uptake levels.

“

Our team works closely with GP practice clinical and admin teams to address some of the challenges pertaining to childhood immunisation on a daily basis from all different backgrounds.

Childhood Immunisation Team



Social Prescribing Service

Sometimes people don't know where to go for support with non-medical concerns such as, social isolation, financial problems, housing issues, employment etc. Not addressing these issues can have a significant impact on an individual's health and wellbeing.

Our Social Prescribers work with service users to understand their needs and help them find appropriate local support within the borough; this can include local charities, community groups and statutory services.

Each GP practice within the borough has an allocated Social Prescriber who receives referrals from GPs, nurses and other practice staff. The team also accepts referrals from non-primary care services as well as self-referrals.



9,000+

Number of residents referred and seen for Social Prescribing support

“

I was very lucky to find out about your services. I feel that I am one step closer to achieving my goals. You helped me to get back on track with my independent life and to feel better after diagnoses of my long-term health conditions.

Local resident

P-RESET

P-RESET, our Primary Care Drug and Alcohol Support Service, is commissioned to support adult patients who are currently registered with practices and receiving treatment for their substance misuse at the Reset Tower Hamlets Drug and Alcohol Service.

The service aims to improve the quality of life, health, and wellbeing of vulnerable residents in Tower Hamlets who have drug and alcohol issues. The team does this by providing clients with holistic clinical care and prioritises health as an aspect of recovery.

150+

The number of local clinicians trained in nationally recognised certified RCGP Drug and Alcohol Part 1 course

76%

Number of eligible patients who had a Substance Misuse Annual Health Check and Individual Health Plan initiated

85%

Number of females in patient cohort receiving cervical cytology screening at national screening intervals



Our approach – Preferred Provider

We're proud of our reputation as a preferred provider in the healthcare landscape, earned through our dedicated and consistent work of providing innovative and high-quality services in the boroughs we serve. Our position as a preferred provider enables us to be approached by Commissioners to deliver complex and much-needed services within the local population. We are focused on ensuring that these services interface back to Primary Care, giving the support needed to improve the health of our population.

On the following pages we highlight some of our flagship Preferred Provider services.

Teams and services that sit within our Preferred Provider work

- 0-19 Children Services (Tower Hamlets and Waltham Forest)
- SPA – Single Point of Access
- Urgent Treatment Centre
- Out of Hours
- Advocacy and Interpreting
- Patient Experience Team



Teams and services spotlight - Preferred Provider

Urgent Treatment Centre

With more than 100,000 patients seen during the year, approximately one third of our borough's population, the Tower Hamlets Urgent Treatment Centre is one of the busiest in the country, and the only centre that sees patients referred via an A&E department. We currently treat, diagnose and discharge around 70% of emergency department presentations.

The UTC is part of our Integrated Urgent Primary Care, along with the Single Point of Access (the main access point into community nursing) and Out of Hours services.

The UTC is based at the Royal London Hospital. The centre delivers patient care that is urgent but not life threatening. Minor ailments and injuries are also within the remit of our patient care.

“

We never close and often accept patients from local general hospitals when they are on divert. This demonstrates how much we support the communities we serve, and even beyond our immediate geographical area.

The UTC Team

Urgent Treatment Centre

101,000

Attendances at the UTC (58.5% from Tower Hamlets residents and 41% from other boroughs within London)

276

UTC attendees on average per day

3h 11mins

The average length of stay

December 22

Busiest month with 5,816 patients

September 22

Quietest month with 4,291 patients



Single Point of Access

“

Our Single Point of Access service is the access point to community nursing services in Tower Hamlets. Referrals are accepted from a wide range of partners and are processed by our team 24 hours a day.

Single Point of Access

14,663

Number of messages

30,070

Total inbound referrals

33,293

Total outbound referrals

78,026

Total activity

Nov 22

Busiest month for total activity (7,038)

Feb 23

Quietest month for total activity (5,697)

Out of Hours

The Out of Hours (OOH) service ensures continuity of care for Tower Hamlets residents when GP surgeries are closed. The service operates seven days a week, 6.30pm to 8am Monday – Thursday. There is a 24-hour service from Clinic 1 at Royal London Hospital from 6.30pm on a Friday to Monday morning at 8am. During bank holidays the service is also available around the clock.

For patients who cannot attend the clinic in person, a home visiting service is available. Patients access the OOH by contacting NHS 111.



Out of Hours

2,983	Face to face care
300	Home visit
11,038	Advice
90.04%	Set and seen within 6 hours
58.78%	Set and seen within 2 hours

“

We can expect to consult about 1,600 patients per month with 24% of patients reaching out to us from out of area.

Julie Eldridge, UTC Lead Nurse

Tower Hamlets 0-19 Service (Health Visiting, Family Nurse Partnership and School Health)

One of our main priorities for this service was making sure we developed and built on the learning following the covid pandemic to ensure families continue to receive high quality care.

As well as a blended clinical model, the administrative support functions were reviewed, and a single point of access system developed. This allows families and professionals to have better access and response from the service with resource being consolidated across the borough into one team.

The 0-19 service, is an integral part of Tower Hamlets healthcare. We continue to support borough-wide initiatives and projects across the 0-19 spectrum. Some examples of these projects include the clinically extremely vulnerable children vaccinations programme, children and young people pathways review, therapies, the autistic spectrum disorder working group, family hubs and early help reviews.



Health Visiting Team

852	Antenatal delivery visits
March 23	Busiest month (birth visits) Across the year (within 14 days of birth)
3,421	
August 22	Busiest month for 'new birth visits' within 14 days
2,611	6-8 Week Review
1,003	3-4 Month Review
3,181	One year review completed by 15 months
2,906	2.5-year check delivery

Advocacy and Interpreting Service

Our Advocacy and Interpreting Service is a free and confidential service aimed at ensuring everyone has access to healthcare through the provision of bilingual advocacy, interpreting, translation, and telephone interpreting services. The patient must be registered with one of our partner GP practices plus a small group of additional organisations in Tower Hamlets and Waltham Forest.

The service plays a crucial role in improving the health of our diverse populations and helps

reduce inequalities in health and it has robust systems in place to respond to the rapidly changing community needs.

This year saw the service embed the On-Demand Service providing ad hoc language support to all GPs and other Community Health Services. This service offers back-up support for advanced bookings made through the 'Interpreter Intelligence' scheduling system, to ensure continuous service delivery, building on previous years rollout.

“

The Service supports patients, relatives and carers who do not speak English as a first language or for users of Sign Language, touch manual or lip reading in accessing the services provided by GP Care Group.

The Advocacy and Interpreting team



Waltham Forest 0-19 Healthy Child Program

The Waltham Forest Healthy child program is delivered by our 0-19 children's universal team which consists of skill mix professionals, health visitors, school and nurse staff etc.

We secured the Waltham Forest 0-19 service contract in July 2022, and this became one of the largest business development areas for the Care Group during the year. We successfully TUPE'd across 109 staff members, over half are clinicians and others are vital support staff like admin and Health Care Assistants.

Staff shortages hit 0-19 services across the country, so we refreshed our recruitment and retention strategy, recruiting to several posts during the financial year.

We're proud of our work to support refugees and asylum seekers at the Ibis Hotel from August 2022. We worked with the Home Office and other partners, to provide health services to the families that resided in the hotel. We offered health visiting and school nursing services to the families with children and an antenatal service to the pregnant women.



“

We want to support the health and social needs of the families in the hotel [...] Ultimately, we want to help the families settle into permanent housing, somewhere to call home.

Team member

Our approach – Anchor Organisation

What makes us an Anchor Organisation? The Care Group's focus on ensuring our organisation is embedded into the community and our services draw from the rich resources and people power of our local populations.

On the following pages we spotlight three areas that sit within our Anchor Organisation work.



Workforce recruitment and retention

There remains a shortage of trainee GPs and healthcare workers entering the system. Workforce retention rates across the country are also falling due to staff burn out and an increasing desire to balance a more flexible way of working with highly demanding jobs. The cost-of-living crisis is driving individuals to seek higher paid roles, creating pockets of hard to recruit areas.

To negate these issues, we have been working on building strong recruitment and retention rates within all our workforce sectors. Our workforce development team has been establishing retention packages for GPs as well as looking at apprenticeship training programmes for all healthcare staff. This includes seeking ways of offering opportunities to our local population to take forward their career aspirations.

We will continue to develop attractive education and training schemes and work with local and national education providers and commissioners to help increase the domestic supply of health care professionals.

A sustainable organisation

As environmental and social issues become more urgent and visible, the Care Group has committed to aligning our strategies and operations with the climate agenda. We are exploring ways of reducing our carbon footprint and how to promote diversity, equity, and inclusion; and contribute to social good. This is at the heart of what we consider a good anchor organisation to be.



Demonstrating our social value

Though social value is not defined in the Care Group's constitution, inherent in our organisation's status as a Community Interest Company is the requirement to show how we are investing back in the local population. While some work has been done in this area, this new focus area means that we will be more intentional and strategic in how we achieve this endeavor.

Where possible, we are committed to actively recruiting from our local communities. To support this aim, we have a well-developed widening participation programme, which addresses patterns of under-representation in higher education. We also launched a very popular local apprenticeship programme.



Valuing our community highlights

2

Women supported to secure a six-month placement as part of the Tower Hamlets Employment Service Return to Work programme

15

Staff who secured apprenticeships including Level 3 leadership and supervision and level 5 operational management

6

Health Care Assistants supported to enrol on nursing development apprenticeships

We partnered with local charity Women's Inclusive Team to recruit individuals with no prior healthcare experience through the Tower Hamlets Primary Care Entry-Level Programme.

Where we buy items, we look to use local businesses and to build long term relationships with the suppliers. In the future we plan to facilitate a working group to explore how we can support general practice to be more environmentally sustainable.

Making a difference

Behind the scenes: Care Group people

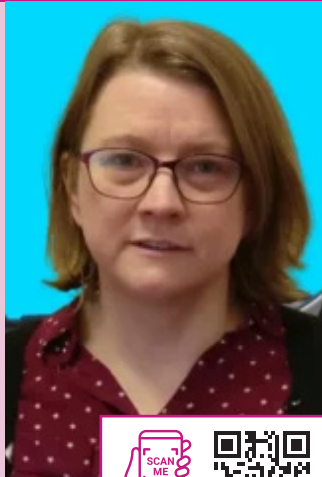
At the Care Group we recognise that our workforce are the real heroes. During the 22/23 year, some colleagues stepped out from behind the scenes to share topics and passions that they care about. Learn more by clicking the “Read more” buttons or scan the QR codes with your phone.



Hannah Spiring

Health Visitor, Hannah made an appearance on BBC's 'Tale from Call the Midwife'.

“ I cycle to families in my care within Tower Hamlets.



 [Read Hannah's story](#)

Maju Miah

Head of Primary Care Development Maju carried out a successful fundraising campaign for a trip with Remote Medical Relief to set up medical camps in remote villages.

“ My life-changing medical relief trip.



 [Read Maju's story](#)

Malcolm Thomson

Chief Operating Officer, Malcolm Thomson wrote a moving personal blog about his experience of having dyslexia.

“ It's not written across our foreheads.

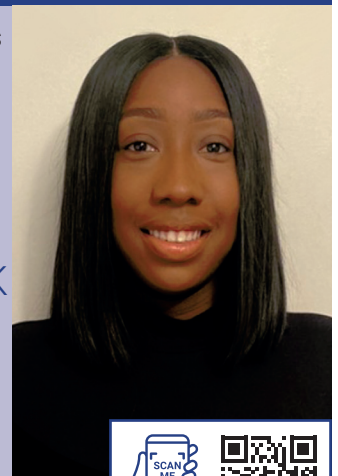


 [Read Malcom's story](#)

Maxine Sarsah-Wilson

Senior Human Resources Adviser Maxine shares her experience about Black History Month.

“ As a Black woman in the UK there are many challenges I face every day.



 [Read Maxine's story](#)

Farduse Islam

Care Group colleagues talk about wearing a Hijab.

“ Others see a simple piece of cloth covering my hair. For me it is a part of my identity.



 [Read Farduse's story](#)

Emma Radcliffe

Co-founder of the Climate Emergency Group.

“ I have learnt about the 'catastrophic risks' Climate Change has to our health.



 [Read Emma's story](#)

Making a real difference...

As rewarding as a career in healthcare is, it is no surprise to learn that we have numerous examples of how the work we do, and the people behind the roles make a real difference. Read some here...

Dr Sabir Zaman – inspirational GP trainer

Extended Access Hub sessions are a way of providing out of hours care to patients who need to see a GP outside of core contractual hours. Carrying out these sessions can count towards the out of hours requirement for third year doctors who are training to become GPs.

Over the last five years, Dr Sabir Zaman, a GP trainer, pictured top right, has been tirelessly offering training sessions at the Strouts Place Hub on weekday evenings.

The benefits of doing Extended Access sessions for third year doctors are that they gain experience in managing a variety of clinical problems in different settings, improve their communication and consultation skills, and enhance their portfolio and CV. Additionally, many of the trainees come back to do sessions in the Extended Hours Hub service.

We are very grateful for Dr Zaman's dedication to supporting this training.



Dr Sabir Zaman (pictured, right) with trainee, Dr Will Ravis, during a training session at Strouts Place Medical Centre.

Adult Immunisation innovations in Cervical Cancer Screening

Thinking outside of the box to find more intuitive ways of supporting patients is always key. That's what the Adult Immunisation Screening team did when faced with the problem of reaching young women to have their cervical cancer screening.

The team implemented various measures to target young women including offering evening and weekend appointments. To improve access and streamline the booking process, they designed text messages and encouraged practices to send them bookable links. In addition, they sent video links in Bengali and Somali languages to specific patients, providing culturally sensitive outreach and overcoming language barriers.

These measures were highly valued, leading one practice lead nurse to say: "Meeting the coordinators has given us a chance to troubleshoot and restart our processes effectively." GP Practice lead nurse.



Social Prescribing initiative puts men first

After securing joint funding through the SP Innovators programme, the Social Prescribing Service, along with St Margaret's House, carried out a series of engagement workshops with a view to increasing men's engagement with social prescribing. These sessions helped to better understand some of the barriers men experience, and the areas of need that required addressing.

This successful initiative eventually moved on to work alongside men to coproduce and design projects that they would like to access in the near future.



P-RESET case study

"For years I looked after a patient who was in the GP Shared Care programme. She was on methadone for her heroin addiction. She had many complex physical and mental health issues, and I remember it took quite some time to build the relationship. However, providing continuity of care, and getting to know her well, as her GP, allowed me to support her over the years with her chronic health problems. She was always so grateful. These relationships are invaluable and the reason why the programme is so important in the care of these vulnerable patients." P-RESET clinician



Patient Experience Team: insights to impactful changes

How can we better understand what it's like to receive support and know the impact our services have on our service users' is a question that drives the work of our Patient Experience Team.

The team use a variety of simple and accessible methods to gather the views of service users and carers who receive support from community and Primary Care services within Tower Hamlets and neighbouring boroughs.

Through in-depth reviews of local experience, the team capture real-life feedback and makes recommendations for cross organisational improvements that can be celebrated and replicated.

The team's footprint is diverse; they reach out to patient/citizen led groups, attend Equalities Hub group meetings facilitated by the Council of Voluntary Service (CVS) and carry out home visits to hear the views of those less able to participate in such forums.

Patient feedback:

"I think this type of (feedback) service is really, really good because finally someone values my experience and hopefully it can make some improvement in the future because it can be better. Thank you so much for reaching out." Local resident





Finance

We consider 2022 to be a year of growth for the Care Group, a year which saw us secure the first contract outside of the borough, within Waltham Forest for the Healthy Child Programme 0-19 Service.

This opportunity allowed us to look at innovative recruitment models and consider how to scale best practice, opening future opportunities to become a provider of choice within this and associated services.

We have remained profitable over this period, allowing us to reinvest surpluses into our services and IT solutions alongside continued delivery of the Digital Accelerator Integrated Care Board programme.

We ended the financial year with a small surplus, just under 1% of revenue, our cash balances remained healthy and working capital averaged £2-3million across the financial year.

Revenue - £41 Million (further 9% growth):

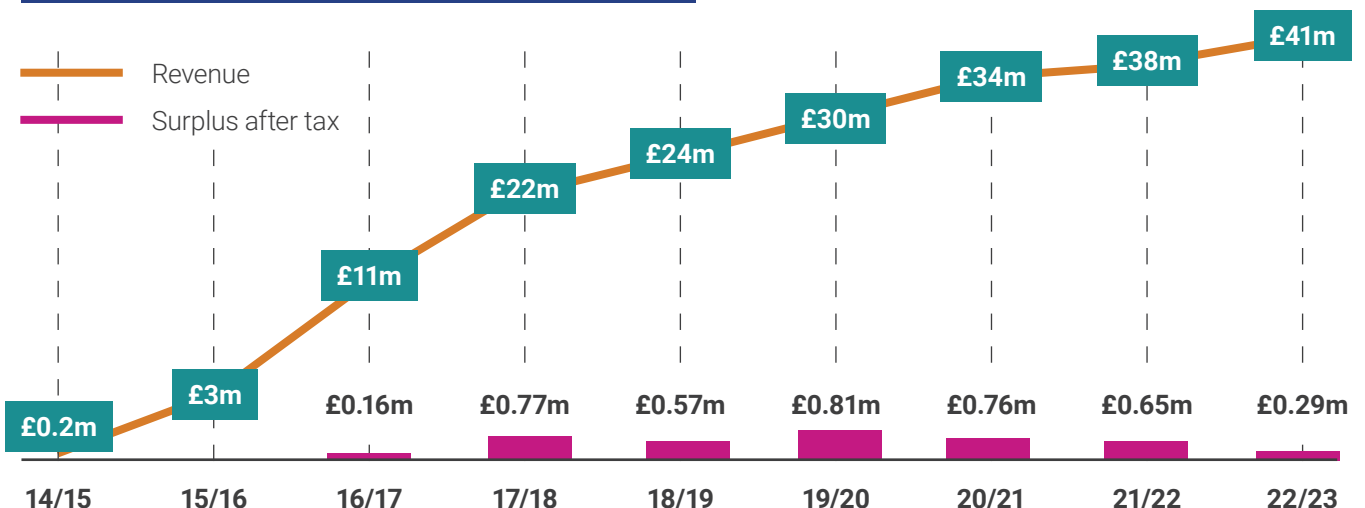
Service developments

Service improvement has always been a strong driver for the Care Group. We pride ourselves on collaborating with partners to develop better solutions for patient care and we continue to identify opportunities to develop our business and grow services in a sustainable way.

We maintained all our other contracts and became the service delivery provider for the Primary Care Networks' new Enhanced Access contract whilst continuing to provide COVID support services:

- **Community COVID Testing**
- **Home Monitoring**
- **111 GP support – providing central GP support for local 111 clinical call service.**
- **COVID Vaccination**
 - Phase 4 borough wide delivery of vaccinations
 - Providing community out-reach vaccinations
 - Booster programme for care homes and housebound patients

Revenue growth & surplus generated by year





Spend Profile - £41.6 Million (2% increase):

Due to the nature of our services, just under half of our expenditure relates to staffing costs. We continue to invest in ICT, enhancing the use of Office 365 across our workforce.

Primary Care Network payment is the second largest area of spend. Contract and locum staffing spend relates to both project management and GP expenditure. Non-pay items span across the normal categories.

Going Concern

The Board of Directors are required by company law to assess the Care Group’s ability to remain trading for at least the next 12 months. The test for going concern was undertaken and the Board’s assessment shows that the Care Group can sustain the impact of significant prudent assumptions and continue to operate beyond a 12-month period.



Top expenditure area

- **44%** Staffing
- **33%** Contract and locum staffing
- **12%** Primary Care Network Payments
- **5%** ICT and telephone
- **4%** Training
- **2%** Rent and rate



Profit and Loss Result

	2022/23 £	2021/22 £	2020/2021 £	2019/2020 £
Turnover	40,983,127	37,787,099	34,281,916	29,680,371
Gross Profit	40,983,127	37,787,099	34,281,916	29,680,371
Administrative Expenses	-40,668,864	-36,980,794	-33,366,223	-28,700,989
Operating Profit	314,263	806,305	915,693	979,383
Interest receivable and similar income	52,590	1,154	15,058	30,408
Profit before tax	366,853	807,459	930,752	1,009,791
Tax on profit	- 70,099	- 153,417	- 171,199	- 197,638
Profit after tax	296,754	654,042	759,553	812,153
Retained earnings at the beginning of the year	3,727,563	3,073,521	2,313,968	1,501,815
Profit for the year	296,754	654,042	759,553	812,153
Retained earnings at the end of the year	4,024,317	3,727,563	3,073,521	2,313,968

Financial Results

BDO, our External Auditors, have issued an unqualified audit opinion on the individual financial statements. They have confirmed that the financial statements give a true and fair view of the state of the companies' affairs and there are no issues to report in respect of going concern.

These 22/23 accounts are the first year that the Care Group has submitted Large Company accounts:

1. Annual Revenue above £36 million
2. Number of employees above 250

A version of the full set of accounts is available at Companies House.





We want to say a special 'thank you' to our staff, teams, Integrated Care Board and Tower Hamlets Together partners, and everyone else who supported us to deliver high quality services during the year.

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