

TOWER HAMLETS  
**GP CARE  
GROUP** CIC

LOCAL PEOPLE, LOCAL HEALTH

DALE GRIMSHAW  
2019

# Annual Report and Accounts 2018/19



Primary  
Care  
Strategy



Supporting  
Primary Care  
At Scale



Primary Care  
Delivery



Quality



Our  
Workforce



Finance



## Welcome message

Chair of GP Care Group, Dr Simon Brownleader

# Welcome message Chair of GP Care Group, Dr Simon Brownleader

### Welcome to our fifth annual report, which presents an account of our finances for the year ended 31 March 2019 and our activities through to October 2019.

This year, Tower Hamlets celebrates the 10th birthday of its eight general practice networks. Before the networks were created, the quality of general practice in Tower Hamlets was highly variable and the average health outcomes of our citizens were among the poorest in London. The local health authority (then known as the Primary Care Trust) had the vision to incentivise general practices to work together with their closest neighbours in order to drive up the quality of care.

This led to significant improvements in the outcomes of citizens, notably those with diabetes, but also with many other conditions. The network model was so successful

that in 2019 the whole of the NHS in England has adopted it and Primary Care Networks are being set up across the country.

The 10th birthday of the networks also marks the 5th birthday of Tower Hamlets GP Care Group CIC.

**The same visionaries that set up the networks saw that with hospitals creaking under the increasing demand for their services, there was an urgent need to provide better 'out of hospital care' and alternative routes to care.**

Individual networks would not be large enough to provide borough-level services on their own, but by applying the same principle of grouping practices together to form networks, they could act together through a 'network of networks', a single entity that could win larger scale contracts and integrate

community services with general practice in a way that other service providers would be unable to do.

Over the last five years we have taken on a number of community services and have worked tirelessly to improve them. We have also built an organisation that is financially sustainable and able to invest time and resources to support general practice and we have ensured that the voice of our practices is well represented and heard at the tables of the senior decision makers in health and social care.

We still have much to do but we are proud of our progress so far and we thank our staff, our practices and networks, our commissioners, and our partners for their invaluable support.



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## Tower Hamlets GP Care Group Board

### There have been several changes to our Board since the last Annual Report:

Mr Balvinder Kullar, Network 5 lead, Ms Jane Payling, Independent Director and Audit Chair and Stuart Bingham (joint Clinical Director), stepped down. We thank them all for their commitment to the Care Group. We were also pleased to welcome Dr Shera Chok as our Medical Director, Dr Tania Anastasiadis to represent Network 5, Ms Sukhvinder, Mr David Monk and Mr Alistair Williams as independent non-executive directors.



### Elected Representatives



**Dr Judith Littlejohns**  
Network 1



**Dr Simon Brownleader** - Chair  
Network 2



**Dr Ben Dougall**  
Network 3



**Virginia Patania**  
Network 4



**Dr Tania Anastasiadis**  
Network 5



**Dr Joe Hall**  
- Vice Chair  
Network 6



**Dr Naureen Bhatti**  
Network 7



**Dr Mike Fitchett**  
Network 8

### Non-Executive Directors (appointed July 2019)



**Ms Sukhvinder Kaur-Stubbs**



**Mr David Monk**



**Mr Alistair Williams**

### Executive Team



**Mr Chris Banks**  
Joint Chief Executive



**Ms Tracy Cannell**  
Joint Chief Executive



**Ms Zainab Arian**  
Director of Finance



**Ms Ruth Walters**  
Director of Quality Assurance



**Mr David Robertson**  
Chief Operating Officer



**Dr Shera Chok**  
(appointed November 2018)  
Medical Director



**Dr Isabel Hodkinson**  
Joint Clinical Director



**Dr Jackie Applebee**  
Chair LMC in attendance

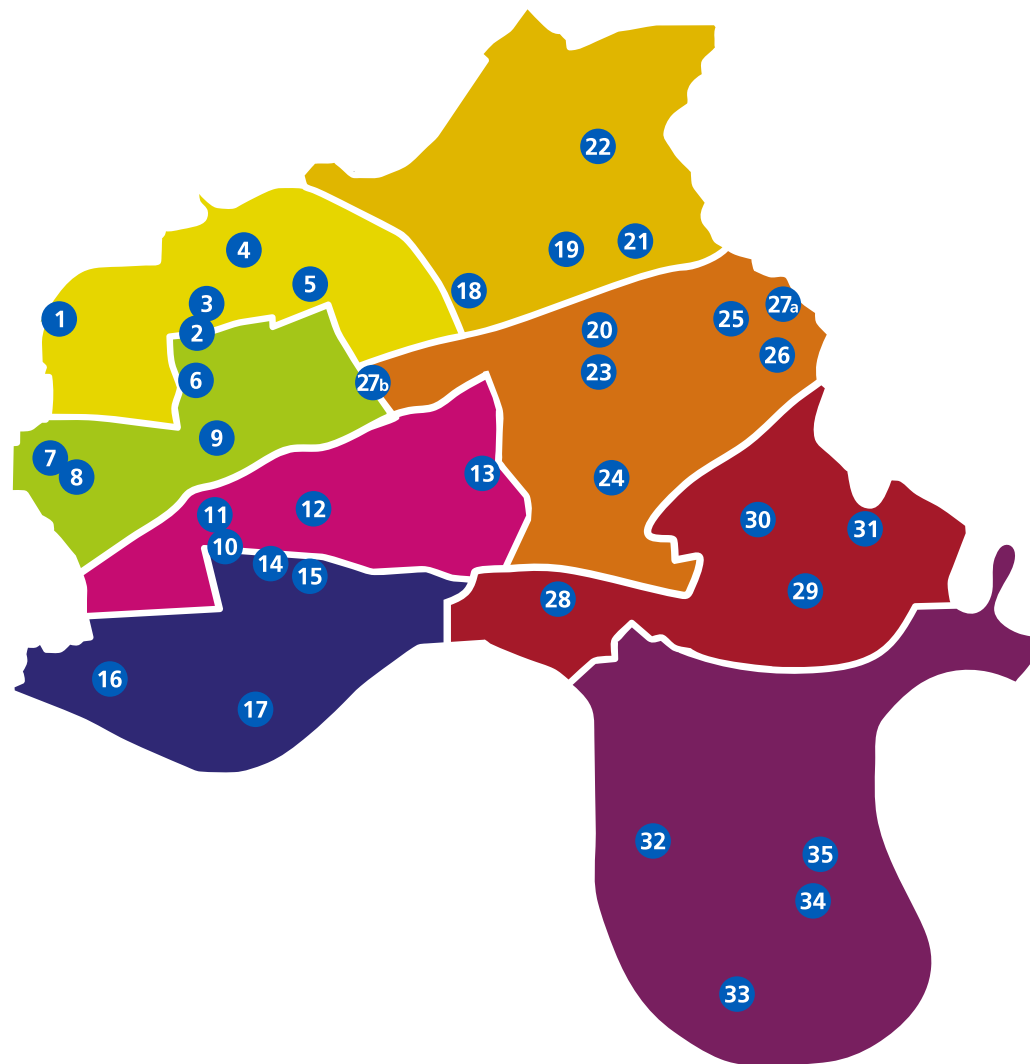
### Network



- Network 1
- Network 5
- Network 2
- Network 6
- Network 3
- Network 7
- Network 4
- Network 8



## Primary Care Networks in Tower Hamlets



### Commissioning Network 1. Weavers, Bethnal Green, St Peters

- |                 |              |
|-----------------|--------------|
| 1 Strouts Place | 4 Mission    |
| 2 Bethnal Green | 5 Globe Town |
| 3 Pollard Row   |              |

### Commissioning Network 2. Bethnal Green South, Spitalfields and Banglatown

- |              |                |
|--------------|----------------|
| 6 Blithedale | 8 Spitalfields |
| 7 Health E1  | 9 Albion       |

### Commissioning Network 3. Whitechapel, Stepney Green and St Dunstan's

- |                       |                    |
|-----------------------|--------------------|
| 10 Whitechapel Health | 12 Brayford Square |
| 11 City Wellbeing     | 13 Harford Health  |

### Commissioning Network 4. Shadwell, St Katharine's and Wapping

- |                   |                         |
|-------------------|-------------------------|
| 14 East One       | 16 St. Katharine's Dock |
| 15 Jubilee Street | 17 Wapping              |

### Commissioning Network 5. Bow West, Bow East

- |                 |                  |
|-----------------|------------------|
| 18 Grove Road   | 21 St. Stephen's |
| 19 Tredegar     | 22 Ruston Street |
| 20 Harley Grove |                  |

### Commissioning Network 6. Mile End East, Bromley by Bow

- |                    |                    |
|--------------------|--------------------|
| 23 Merchant Street | 26 St. Andrews     |
| 24 St. Paul's Way  | 27a Bromley by Bow |
| 25 Stroudley Walk  | 27b XX Place       |

### Commissioning Network 7. Limehouse, Lansbury, Poplar

- |               |                  |
|---------------|------------------|
| 28 Limehouse  | 30 Chrisp Street |
| 29 Gough Walk | 31 Aberfeldy     |

### Commissioning Network 8. Canary Wharf, Blackwall & Cubitt Town, Island Gardens

- |               |                   |
|---------------|-------------------|
| 32 Barkantine | 34 Island Health  |
| 33 Docklands  | 35 Island Medical |



# Chief Executive Officers Report

2018/19  
A Year of Growth,  
Improvement & Success

## What a year!

**Only four years ago we had less than 10 staff and contracted activities of less than £0.5 million**

Now, we have more than 400 staff and the annual value of our contracts will be approaching £30 million by the end of 2019/20.

Last year went so fast and so much has happened that is taking the Care Group from strength to strength – read on for some of the highlights.



## Growth

sustainable and aligned to our mission to support primary care

### School health service

We tendered successfully for the School Health & Wellbeing Service and it transferred to us on 1 September 2018. We bid for the contract because we saw an opportunity to improve the service for families by increasing integrated working between schools, GP practices and health visiting. The initial challenges were significant as only around 30% of staff were in post at the point of transfer, care plans were not up to date, and IT systems needed strengthening.

The service has come on leaps and bounds – we now have staffing levels at over 90%, a new leadership team, the IT has been upgraded and integrated with the NHS spine. The backlog of health care plans which we inherited is being addressed and the next step is to explore integrated pathways.

### Island Health

At the request of the partners of the surgery we have taken Island Health GP Practice into the Care Group. The practice still runs as a separate entity with support from the Care Group management team and all staff have transferred to the employment of the Care Group. The aim is to support the practice in addressing sustainability, performance and in particular, premises.

### Urgent Treatment Centre

After a very protracted development phase which lasted over two years, we finally launched the new Urgent Treatment Centre at Royal London Hospital on 14 August 2019. The service will eventually provide 24/7 care 365 days of the year. It is already exceeding its target activity level and performance against the four-hour target is steadily improving.

### City & Hackney Out of Hours

We were approached by City & Hackney CCG to provide their GP Out of Hours Home Visiting Service. We have integrated this with our Tower Hamlets service, supplemented with additional shifts.

### Strengthening our Board

We have appointed three new Non-Executive Directors who bring a wealth of experience to the Care Group. In addition, to reflect our growing workforce and range of services, we have also appointed a Medical Director, Dr Shera Chok who is responsible for professional issues, clinical audit and research.

90% 

Staffing levels and over 400 staff

NEW 

Urgent Treatment Centre at Royal London Hospital

NEW 

Integrated GP Out of Hours Home Visiting Service

3 NEW 

Non-Executive Directors



## Improvement To care and outcomes for Tower Hamlets residents

### Health Visiting Service

We are very proud to be awarded a renewed contract for the service for an additional seven years. This is a reflection of the fantastic achievements of the service, which now rates as one of the best in London for its performance levels. Staffing has been strengthened, IT updated, and mobile working is now fully operational. Feedback from stakeholders has been extremely positive. There are numerous examples of innovation and joint working to improve care and outcomes.

### Network management

All the network management teams have transferred into the Care Group. This means that we have been able to introduce integration and pay harmonisation within the networks.

### Leading Primary Care

Tower Hamlets is already at the leading edge of primary care. We are supporting the development of primary care leadership through joint strategic working with our commissioner and by supporting the new Clinical Directors who have been appointed for each of the networks.

### Virtual Reality Training

Our CEPN (Community Education Provider Network) has led some innovative development with webinars and educational material for musculoskeletal conditions amongst others. CEPN is also working on virtual reality education with tools that give staff an immersive learning experience to understand what our patients go through.

### Text Messaging

We have provided bulk and individual messaging to patients and also procured fantastic reminder tools to support condition specific care pathways via SMS for patients. This will provide up to date information to patients, save administrative time and costs on postage.

### Online Registrations

As part of a move away from paper registration, the pilot of online registration has been successful and will soon be rolled out to all practices. This will support people to register online in their own time, hopefully encouraging more people to register, and also reduce the administration time for practices.



## Success

### Recognising and celebrating our progress

#### 'Good' CQC

We have had two Care Quality Commission inspection visits – one for our GP Out of Hours service and another for the GP Extended Access Hubs. We received 'Good' for both services. Whilst we would have obviously liked to receive 'Outstanding', we were pleased that there were very few issues that inspectors identified that needed addressing. Congratulations and thanks to both services and the corporate staff that support these.

#### Staff

Our very own Dr Jennie Read of the Limehouse Practice was presented with a Docklands Victims Association (DVA) Award for her tireless contribution in the community, where she has worked as a GP for 27 years.

The award was notably in recognition of her selfless support of victims of a terrorist attack in February 1996, which killed two people and

injured a 100 more. She has also helped raise funds for severely disabled children in Thailand.

Congratulations to Hamida Serdiwala, our Associate Clinical Director for 0-19 Integrated Services, who secured third place in the Journal of Health Visiting National Awards 2019.

#### Stock Exchange award

It is always pleasing to get recognition, even better when you don't ask for it. This is what happened when the London Stock Exchange said the Care Group had been named as one of their '1000 companies to inspire'. The award celebrates the fastest-growing and most dynamic small and medium-sized enterprises (SMEs) in the UK and Europe.



**An organisation is only ever as good as its staff so we would like to say a big thank you to everyone who has worked in or with the Care Group over the last year for making it our best yet. We also thank our Commissioners for their trust in contracting with us, and the general practices, networks and partners in Tower Hamlets who support us.**

And finally, to the people who have used our services – you may not even know who the Care Group are – we are part of the NHS and we hope that you have found our services welcoming and helpful, and we made a positive difference to your health and wellbeing.

**Chris Banks & Tracy Cannell**  
Joint Chief Executives





# Primary Care Strategy

## Primary Care Leadership

The Primary Care Development Collaborative (PCDC) was formed over a year ago to provide the vision for primary care development and to oversee its programme between the Care Group and the Tower Hamlets Clinical Commissioning Group (CCG). To reflect the new national policy for Primary Care Networks (PCNs), we have replaced the PCDC, with a new PCN Clinical Directors' group to be an Advisory Committee to the Care Group and CCG, providing the vision for primary care.

A supporting Primary Care Development Executive, comprising members of the Care Group and CCG, will be responsible for borough-level primary care development projects and funding.



## Online Consultation (eConsult)

All Tower Hamlets practices offer access to online consultation to their registered patients and in the last three years there has been an increasing uptake in online consultations which benefit both patients and practices.

In 2018/19 we have received interest from practices to pilot a new 'Ehub' model that provides a virtual online shared practice service with standardised pathways for all practices. This will help manage demand and make better use of workforce capacity. We are currently developing the borough-wide standardised process, which aims to increase efficiency, speeding up the response time to patients, and also resulting in a higher remote closure rate. This workstream is now part of the digital accelerator programme, which is led by Tower Hamlets CCG.

## Tower Hamlets Health Club

With one of the fastest growing populations in London, which is also increasingly digitally enabled, there is growing demand for online primary care. Our Tower Hamlets Health Club uses a number of technology-enabled projects to increase our digital access for residents.

### - Online Registration

Along with Tower Hamlets CCG we have created a single point of online access for residents to register with local GP practices. We have developed a standard, simplified, website which maps out each practice's catchment area and provides a series of online forms adapted from the GMS1 form. Recently, this was tested at Queen Mary University Fresher's fair with students and proved a great success.

In 2019/20 we will roll this out to all our GP practices to become the default way to register with a GP practice in Tower Hamlets.

### - NHS App

As part of our local digital offer, we are promoting the NHS App which is now live for Tower Hamlets practices. This gives patients safe and secure access to their medical record, they can also use this to book GP appointments and order repeat prescriptions. In 2019/20 we will integrate the NHS App with the local online consultation provider and work toward each practice being fully equipped and competent in adopting the various technology enabled solutions.





## Knowledge Management

The Knowledge Management workstream brings together the many scattered sources of information for clinical use in Tower Hamlets primary care. There will be a single service which stores and retrieves information for the clinical teams.

In 2018/19 we identified a provider (Clarity GP Team Net) which offers a complete suite of features and functions specifically tailored to the needs and growing demands of primary care. In 2019/20 we will fully implement this software with a virtual librarian to manage the platform.

## Other Projects

The GP Care Group continues to identify opportunities to improve quality, achieve cost savings and sustain primary care by managing at scale. Other current projects include:

- Online Training (Bluestream)
- CEG training
- Practice website
- Clinical Waste
- Bloods transport (City Sprint)
- Patient Messaging (Iplato & AccuRx)
- Medical records storage
- ABPM Machines.



# Supporting Primary Care At Scale

## Networks

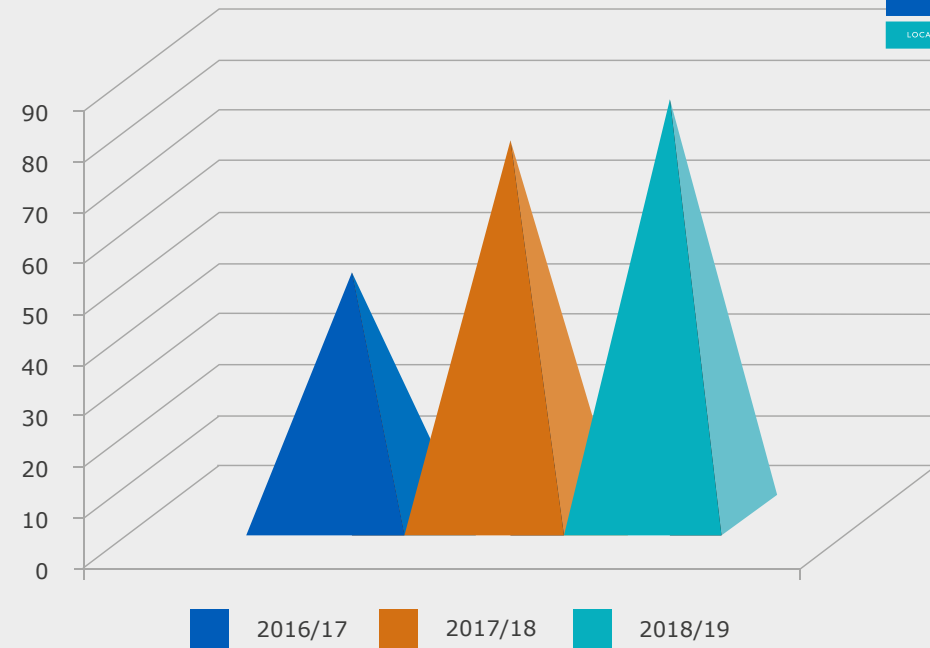
### Network Improved Services (NIS)

We have made significant progress in collaborations between our networks, our constituent GP practices and our corporate team over the last year.

This has enabled us to achieve outstanding results on some of the NIS Clinical KPIs (Key Performance Indicator). For example, the Learning Disability Health Check has historically been a challenging metric. With a renewed focus and collective effort, we have exceeded the target and delivered 82% of Learning Disability Health Checks. Uptake has increased by 8% since 2017/18, and 26% compared to three years ago.

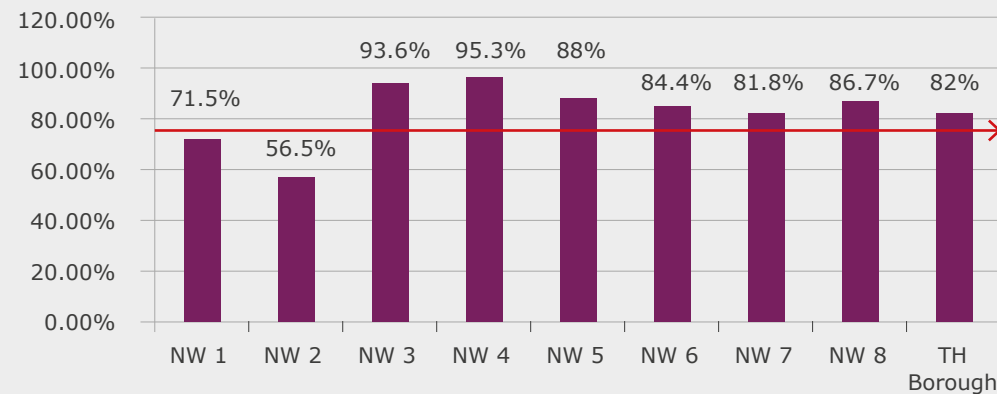


% Health Checks Completed



% of LD ptnts 18yrs+ Health Checks Done

**Target 75%**





## A New Centralised Business Intelligence Unit (BIU)

The new BIU team has centralised support to networks and practices to do things once rather than eight or 36 times. This has freed up time and resources for other things. For example, it produces the recall lists for all practices and networks. There are now regular lists for childhood immunisations, NHS Health Checks, P-RESET, and learning disabilities. We will soon be adding Integrated Care.

To replace inefficient individual reports with manual entries on excel sheets, the BIU team has worked with CCG commissioners and GP Practices to develop a new platform and tools that supports all GP Practices to deliver the NIS in Tower Hamlets. The new borough-wide online digital dashboard reports on multiple aspects of primary care with interactive tools and tabs. All networks and practices can now review, compare and monitor performance trajectories and perform gap analyses.

## NIS Sharing & Learning Meetings

Quarterly meetings for networks and practices have been introduced to discuss challenges and issues as well as sharing best practice and learning with each other. Since its introduction, we have held six successful meetings and the feedback from these meetings has informed the new NIS 19/20 specifications.



## Borough-wide NIS Contract

The creation of a single contract has replaced eight separate network-based contracts to increase efficiency. All eight networks' quarterly submissions are now collated and reviewed collectively prior to submission to the CCG. A single point of contact has been established at the Care Group to liaise between the CCG and the networks, streamline communication and give a consistent overview. This has reduced the number of contract review meetings and considerably reduced the time devoted to this for both networks and the CCG.



## The Community Education Provider Network (CEPN)

CEPN continues to focus on developing as a hub of integrated learning. The CEPN optimises education and training approaches across member organisations, reducing duplication, improving efficiency and creating a platform to showcase education initiatives to other stakeholders. In general practice, this includes supporting working at scale across the borough to ensure cost effectiveness and quality control.

During 2018/19, the coordination of training activities saw more than 4,000 places being filled. The team has grown, recruiting an additional full-time coordinator to drive forward our implementation plan. We are investing in and recruiting to a trainers' faculty to support nursing priorities and mental health education and training. Further successes in the service include:


- Recruitment support in general practice, including 10 'first

five' GPs, three Nurses and three Physician Associates.

- Increasing the number of placements in primary care including Physicians Associates and GP Nurses.
- Over 200 administrative and reception-based staff members trained on various programmes to support the aim of reducing clinical workload and to improve job satisfaction.
- Development of digital tools to enhance learning and development. The 'Communicate Educate' programme expands further with over 70 videos now added to the local webcast platform, the launch of the GPMSKlearning.com website and the introduction of Virtual Reality in learning.
- Continued development of the local GP Vocational Training Scheme including development of simulation-based programmes.

- Continued development of career pathway development programmes such as the Health Care Assistant (HCA) development programme and the Management and Leadership development programmes for future practice managers.
- Providing education programmes that benefited staff from over 100 organisations and more than 150 different professions. With more than 4,000 places filled on education programmes coordinated by the CEPN.
- Strengthening relationships with leaders across children and young people's services including connection with local schools and colleges through the various intervention-based programmes.

The CEPN also supports 'Tower Hamlets Together', the local integrated care partnership, where we help bring together organisations and professionals to drive forward positive change through innovation and integrated working.

>100 

Organisations and more than 150 different professions benefited from education programmes

>70 

Videos added to the 'Communicate Educate' programme

>4,000 

Place filled on education programmes





## Open Doors

The Open Doors team works closely with the CEPN to provide development opportunities and basic training for clinical staff in the nursing family focussing particularly on those employed in general practice settings.

We started working in 2008 to recruit and train new Practice Nurses for the Primary Care Trust and have kept going since. It is a very small team (a manager and currently three part time Clinical Tutors) but we have now trained and recruited a total of 61 new Practice Nurses, supported and trained HCAs at every level to provide a career ladder for them into professional work and have also supported inter-professional learning.

### In 2018/19 the team has:

- Provided Care Certificate training to 48 practice staff, social services day carers and

day centre staff from both Newham and Tower Hamlets in a cooperative venture with Newham staff from ELFT teaching alongside the Open Doors tutor.

- Recruited three more Practice Nurse trainees to join our two-year training programme in February 2019. All four of our second years were offered permanent jobs at their practices and three have decided to stay in Tower Hamlets.
- Run our popular Royal College of Nursing accredited two-day Cytology Screening (theory) training. We also provided cytology updates to staff in Tower Hamlets and beyond. The revenue earned by selling places enables us to provide free training for Tower Hamlets staff.
- Built on our previous work with care home staff by running four workshops at the Zaccheus Centre aimed at carers in the

community. There were two sessions on diabetes and two sessions on Asthma / COPD.

- Provided three flu updates for around 60 Health Care Assistants giving the vaccine, supporting safe practice and ensuring Tower Hamlets staff have up to date knowledge.
- In May 2018 we had a fabulous celebration – our Open Doors 10th Anniversary with Jane Milligan (Accountable Officer for North East London), Jane Clegg from NHS London and Care Group Chair Simon Brownleader amongst the guests. Lots of graduates from the programme also joined us.

48 

Practice staff, social services day carers and day centre staff received Care Certificate training

3 

More Practice Nurse trainees to join our two-year training programme

60 

Health Care Assistants were provided with three flu updates



# Primary Care Delivery

## GP Extended Access Hubs

In 2018/19 the GP Extended Access Hubs offered more than 30,000 hub appointments to Tower Hamlets patients with over 80% utilization across the appointments available for doctors, pharmacists, nurses etc.

We have worked with networks to understand how the hubs can support the local needs of each network. As a result, we opened additional hubs to increase the accessibility for patients in Networks 1, 5 and 7. We reviewed the skill mix of the clinic appointments to ensure these were meeting local needs, this has led to the addition of new Health Care Assistant sessions. We have also

extended the range of services to include latent TB Tuberculosis) screening and cervical screening.

The Emergency Department at Royal London Hospital utilised more than 3,330 of our hub appointments in 2018/19, which helped to support the reduction of waiting times.

The range of services available continues to grow, we are working with NHS England to provide LARC fitting and cervical screening. There is also an exciting new development in progress to provide a dedicated GP Extended Access Hub within the Spotlight Centre at Langdon Park specifically for young people.





**Sharing best practice**

Our hub team supported the Barkantine and St Andrews practices to transition from Walk in Centres to full time hubs. We are continuing to work collaboratively in providing extended access across Tower Hamlets.

We have continued to be a national extended access buddy to support service developments across existing extended access hubs in London. Processes developed by our hub team such as Emergency Department bookings have been implemented in three other boroughs.

**Evaluation & Inspection**

In 2018/19 we undertook an evaluation of the extended hours access hubs service with all our GP practices in three areas:

1. The experience to date for using/offering the hub services to patients
2. Any improvements they could suggest for the services, and
3. Ideas to consider for the future.

**Comments received included:**

- On the whole, patients appreciate the service, but I think that the hub appointments are sometimes used as a backstop when a practice is down a doctor and they can't cope. The reception just filter and book into the hub when there is no available appointment, this means a suboptimal appointment.

- Useful service to meet needs of patients
- I am happy with all hub sites. Our patients in Network 1 have given good feedback regarding their experience in the hub. Keep up the good work!
- Useful service offering late evening appointments and early morning weekends.
- Very good service.
- Hub works well for our patients.

The feedback received has formed the basis of the development plan for 2019/20.

The hubs were subject to a CQC (Care Quality Commission) inspection at the end of 2018/19 and were rated as 'Good' in all domains.

We have had very positive patient feedback and have low levels of complaints:



**'Reception staff are excellent'**



**'Excellent service. I couldn't get an appointment at my practice. Dr saw me here today'**



**'Just a line to say thank you to the hub for prompt care'**



## P-RESET - Primary Care Drug and Alcohol Service

This GP Care Group Service is in its second year and provides clients with holistic clinical care in their own GP practice. It is delivered in collaboration with GP practice teams and the Reset Tower Hamlets Drug and Alcohol Recovery Services.

### It provides vital services in GP practices including:

- Opioid Substitute Prescribing
- Problem Alcohol use Identification and Brief Advice (IBA)
- Primary care focused Annual Health Checks and Plans for those registered as having substance misuse problems.

The aim of this enhanced service is to encourage practices to assess problematic substance use and support GP registered patients aged 18+ in receiving treatment for their substance misuse at the Reset Tower Hamlets Drug and Alcohol Service.

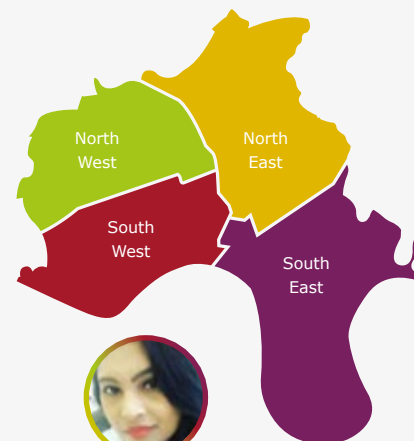
### During 2018/19, we have:

Recruited P-RESET Locality Substance Misuse Leads to help monitor the overall delivery of the service and to facilitate the necessary clinical quality and safety needs for the service in each locality.

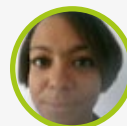
The Care Group supports the objectives of the London Borough of Tower Hamlets with their commitment to provide a support and treatment system that equips people with the tools to build their capacity and move towards a life where drugs and alcohol do not negatively impact their lives, their families and the wider community.



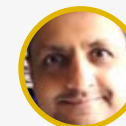
## P-RESET Locality Clinical Leads



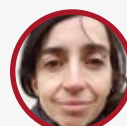
**Narenza Dhanasar**  
Borough-wide Specialist Nurse



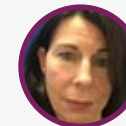
**Araba Ashun**  
North West Locality



**Ameet Gordhan**  
North East Locality



**Raquel Gracia**  
South West Locality



**Kristen Shirke**  
South East Locality

'A dedicated team of 3 GPs, a Pharmacist and a Nurse Practitioner - Bringing local expertise to a highly specialist area of work!'

251

Patients have received a full seven part Health Check and Health Plan

15,647

Completed Alcohol Reviews (Audit Cs) with established patients

70

Tower Hamlets clinicians trained in Substance Misuse Management





## 0-19 Service

The Care Group has provided the Health Visiting Service for three years and had an opportunity to bid for the School Health and Wellbeing Service. We also submitted a tender to continue providing the Health Visiting service and to take on the Family Nurse Partnership Service from 1 April 2019 for the next seven years. We are delighted that we were successful with both tenders as it gives us the opportunity to build better, more integrated pathways and support for children, young people and their families.

We hold quarterly service forums to share best practice and highlight quality improvements with external speakers and partners to increase integration and learning. We have corporate membership of the Institute of Health Visiting (iHV) and our Clinical Director is an iHV Fellow.

## School Health and Wellbeing Service

The School Health and Wellbeing Services transferred to the Care Group on 1 September 2018. Only 30% of staff were in post when the service transferred to us from the previous contractor so we have been through a period of intensive recruitment making it challenging to deliver to the full service.

We have worked closely with, and been supported by, the School Health Advisory Board and Commissioners. This has helped to steer service delivery and the initial focus was on setting up safe systems and processes. Priorities were safeguarding, attendance at ICPC (Initial Child Protection Conferences) and review case conferences as well as creating and reviewing Individual Health Care Plans for children in school with medical needs.

We have now successfully recruited to all our School Nursing roles and their allocation to over 90 Schools across Tower Hamlets, and the identification of link School Nurses to our eight primary care networks is now complete.

The next step for the service is to review current care pathways and seek to integrate these with GP practices as well as develop new partnerships to increase access to support for families.

100% 

We have achieved 100% recruitment to school nursing roles



## Health Visiting

The Health Visiting Service has a key role in delivering the Healthy Child programme using the 4/5/6 model approach and specifically promoting attachment and relationships with a focus on supporting healthy development in early years, recognising the importance of brain development and the critical 1001 days agenda.

**We have made significant improvements in the delivery of all five postnatal contacts and as a result we have some of the highest rates in London, we are now focussing on the improvement of antenatal contacts.**

We have invested in remote working, training, support and working in partnership to improve performance. This has included:

- Moving to integrated clinics with Children Centres to better support families and identified needs to target delivery to improve health outcomes for local families and children.
- Strengthening the role of the link Health Visitor for each GP practice, with an increased focus on HVs attending GP-led multidisciplinary meetings to improve joint working.
- Implementing Maternal Early Childhood Sustained Home-visiting (MECSH) to better identify, offer additional targeted and focused interventions based on recognised needs to improve health outcomes for vulnerable children and their families in a more proactive, needs led and evidence-based way.

Staff are encouraged and supported to attend professional conferences; one of our Health Visitors presented a paper and poster at the annual CPHVA Conference. Examples of innovation include:

- A minor ailments programme at primary schools
- Somali community outreach to allay MMR fears
- An Extra-Care project with GP/ Health Visitor joint appointments for families frequently attending A&E for minor ailments
- A support group for Autism Spectrum Disorders working with Children's Centres which had very positive parental feedback.





## Clinical Pharmacy

In 2018 we signed up to the NHS England Clinical Pharmacist in General Practice Programme to support the introduction of clinical pharmacists working in GP practices. This formed part of the expansion of the general practice workforce so that patients have better local access to a range of highly trained health professionals for their needs.

We successfully recruited seven pharmacists to work with our GP practices. These clinical pharmacists are highly qualified experts in medicines and can help people in a range of ways. This includes carrying out structured medication reviews for patients with ongoing health problems and improving patient safety, outcomes and value through a person-centred approach.

## Community Health Services (CHS)

The Care Group is the alliance manager of the community health services contract, working in partnership with Barts Health NHS Trust and East London Foundation NHS Trust. Our ambition to create world class, cutting edge services remains and we are continuing to put innovation at the forefront of all CHS services. We do this as community services are essential to support successful primary care.

Key to this is developing our local integrated Care Coordination offer so that in the future, we have a mature, primary care focused model that is multi-disciplinary and supports patients with complex needs effectively.

As part of this contract, the Care Group directly manages and delivers a number of services which are set out on the next pages.



## Tower Hamlets Advocacy and Interpreting Service

The Tower Hamlets Advocacy and Interpreting Service (THAIS) is a free and confidential service for anyone requiring additional support to access healthcare through one of our 36 partner GP practices, plus a small group of additional services.

THAIS aims to bridge the gap between patients and carers, who use English as a second language and primary care service providers of Tower Hamlets.

In 2018/19, the service responded to a total of 65,070 patient support requests, including fixed advocacy sessions in GPs, responding to ad hoc requests and telephone interpreting. There were 56% interpreting episodes and 44% were advocacy related contacts.

The service reduced "Did not attend" (DNAs) by 15% and increased telephone interpreting activities by 15%.

The service handled 90% of the requests through its permanent staff. The remaining 10% of the requests were covered through zero hours contracts and Newham Language Shop (NLS) agency.

THAIS supported 225 British Sign Language requests and the service increased cervical screening calls in various Tower Hamlets GP practices from 2,406 to 4,741.

THAIS has invested and deployed a new electronic booking system (Interpreter Intelligence) to improve referral management between GPs and Advocacy Service as well as improve efficiency.

**65,070**   
Patient support requests

**4,741**   
Cervical screening calls

## Single Point of Access (SPA)

The Single Point of Access team receives referrals from all adult and children's Community Services provided by Barts Health and the East London Foundation Trust (ELFT).

The SPA also takes telephone referrals for the TOPs (Termination of Pregnancy) service. This service provides a telephone messaging service for patients, carers and health care professionals and is manned 24 hours a day seven days a week.

This is a busy service that consistently processes well over 2,000 referrals and 1,000 messages per month.

We have succeeded in ensuring that Social Services has access to EMIS (our patient records system). The SPA is due to be moved so that ELFT and social care triage can be co-located to integrate and coordinate care for patients from first contact, so that they only have to tell their story once.

We are also exploring the use of Artificial Intelligence (AI). This will help to free staff up from various routine tasks, allowing them to take on public facing aspects of care and directing patients into care pathways.

**24/7**   
Service provided by SPA

**2,000**   
Referrals processed by SPA



## GP Out of Hours Service

The Tower Hamlets GP Out of Hours Service offers face to face consultations and a home visiting service to registered Tower Hamlets residents and visitors when their GP Practices are closed during the hours of 6.30pm to 8am on weekdays and 24 hours at weekends and Bank Holidays.

Since August 2017, patients are referred to GP Out of Hours following a telephone triage via the NHS 111 service.

The Out of Hours service also supports GP Practices by providing a telephone answering service during the day when surgeries are

closed for meetings, training or when there has been an emergency. The service continues to provide full cover when surgeries are closed for Protected Learning Time and on Thursday afternoons.

At the beginning of October, the service moved to the Out Patients Clinic 1 (Cavell entrance) at the Royal London Hospital. This has improved the facilities for the service and increased waiting room space for patients.

The service was inspected by the CQC in October 2018 and was rated as 'Good' in all domains.



## Urgent Treatment Centre

During 2018/19 we successfully concluded negotiations to set up a 24/7 primary care-led Urgent Treatment Centre (UTC) service that went live on 14 August 2019. This service is compliant with NHS national and London specifications and is co-located with the GP Out of Hours Service in Clinic 1 at the Royal London Hospital site.

The UTC is an exciting development as it gives us a strong platform to deliver urgent primary care at scale, as well as improving care pathways. In its first month it has exceeded several targets including:


- 150 patients a day, averaging over 200
- 99% of patients were seen within four hours
- The average wait was less than two hours
- Only around 2.5% of patients were referred on to the Emergency Department.

Care Navigators are being developed to play a key role with patients including managing flow, undertaking investigations, registering patients with local GP Practices and social prescribing.

> 150   
Patients a day

2   
Hours average wait

99%   
Seen within four hours

2.5%   
Patients were referred to A&E

# Quality

## Continuously improving

We put quality first; our core goal of improving outcomes and our culture of innovation encourages new ideas and their implementation.





## Our culture of innovation is fostered through:

### Skills development:

- Competencies embedded into job specifications
- Training courses in creativity methods/innovation management.
- Internal and external experts/coaches to guide/facilitate success.
- Promoting innovation as a core organisational value

### Our Processes:

- Developing 'idea management' exercises
- Workshops to leverage innovation across services
- Expertise matched to specific tasks
- Linking innovation to other governance processes

### Creating ideas/horizon scanning:

- Sponsoring champions and offering dedicated time
- Being an active partner in 'Tower Hamlets Together' "open" to ideas and encouraging innovative partnerships
- Experimenting with new concepts
- Collaboration/co-production with patients, carers and partners to capture insights and source new ideas and trends
- Attendance/presentation at national/international conferences
- Actively seeking opportunities for involvement in national policy development

### Systematic implementation and drive improvement by:

- Sponsoring champions
- QI (Quality Improvement) /PDSA (plan, do, study, act) cycles

- Sharing learning and foster rapid adoption at team/partnership meetings
- Acknowledging/celebrating the effect of change via newsletters and staff awards
- Benchmarking performance/peer review
- Project management reporting to organisational governance structure

### Technological innovation opportunities:

- Giving patients, carers and professionals easy access to information/support, optimizing self-care, treatment and support
- Predictive modelling
- Creating personalised solutions
- Continuity of care & multi-agency team working
- Access to specialist advice and support
- Supporting, monitoring and early intervention.



## Assuring our performance against standards

The CQC fundamental standards uses five key questions to assess the quality & safety of services.

- Is the service safe
- Is the service effective
- Is the service caring
- Is the service responsive
- Is the service well-led

These values are embedded into the Care Group governance structure and we draw on intelligence from a wide range of sources to provide assurance and inform future quality improvement planning. This includes:

- Complaints, compliments and suggestions received from service users and their family/carers
- Patient feedback in response to questionnaires and discovery interviews

- Incidents and a clinical audit programme for each service, these and any emerging themes are reviewed at the Quality, Safety & Governance sub-committee. The sharing of learning is embedded in team meetings, reviewed by the sub-committee and assurance provided to the Board
- Performance against key indicators. Many of the metrics for Health Visiting and School Health are derived from the listening exercises undertaken with commissioners. The performance against these metrics is responsive to expressed local needs and can provide assurance effectiveness and safety
- Staff survey results

In 2018-19 we received a total of nineteen complaints across the organisation. The small number of complaints makes thematic analysis less reliable in most of the services.

However, the SPA complaints related mainly to a new process for referrals from healthcare partners. We are working with the partners to improve the referral process and to date in 2019-20 we have not received any further complaints.

Service	No of Complaints
GP Out of Hours	8
Single Point of Access	5
Hubs	4
Health Visiting	1
School Health	1

Compliments are received via a generic email inbox and on patient feedback forms. In 2018-19 we received positive comments via the email and these are shown regularly to the board. The Care Group ensures that teams and individuals receive these comments as well as the overall patient experience reports.





**OOH Service**

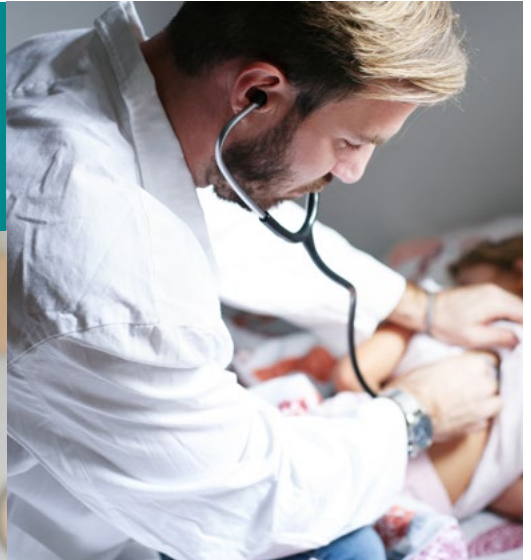
**Health Visiting**

“Dr was perhaps the most engaging, comforting and approachable doctor I have ever come across. I have never met a GP who got down on my level as much as her, and I genuinely believe she is an absolute credit to not only the GP profession but the NHS as a whole. I was feeling quite down when I arrived because it had been a difficult day, but after ten minutes with her infectious laugh and fantastic ‘bed-side manner’ I actually felt considerably better. She was professional, quick but not rushed, thorough and even took the time to educate me on how to avoid repeating the same problem again. Tower Hamlets is very lucky to have her”



“I want to feedback that I thought the service was outstanding. My appointment was exactly on time, the premises were clean and the reception staff very helpful”

“I just wanted to say thank you and keep up the great work”



“I had a visit from one of your team,.... this week. .... was great, she gave us lots of useful information and was very thorough with going through everything.”

## Understanding our patients' experience

We have a dedicated Patient Experience Team that uses a variety of ways to gather the views of service users, carers and those living with long term conditions in Tower Hamlets. This feedback is used to identify and support improvements in Community Health Services and across the whole system in Tower Hamlets. This is a small team supported by a number of trained volunteers.

In 2018/19 the team began doing intensive whole systems reviews by pathway and extended the feedback they obtained to cover staff, managers, commissioners and stakeholders across the community.

Following the successful implementation of recommendations within the Continence System Review, the team undertook a whole system review of Foot Health. Through excellent relationships built with those providing foot health support and services, a number of

the recommendations made about foot health across the system have already been adopted and the report will inform further developments and contribute to improve foot health in Tower Hamlets.

The Patient Experience team supported the ELFT pilot of a Care Folder by talking to patients and carers about their experience. This feedback was shared with managers and staff teams and contributed to developments in the pilot.

At present, the team is currently looking at admission avoidance and safe supported discharge in Tower Hamlets, including ways that those living with long term conditions manage their health and avoid having to spend time in hospital. This report will be completed in late autumn 2019.

The team is also undertaking a series of feedback sessions with staff and community groups to help understand more about uptake

of the flu vaccine. The valuable feedback obtained to date will help to tailor the provision of information and inform service delivery to address some of the challenges and improve uptake of the vaccine.

The team is also planning to gather qualitative feedback with patients and carers in the Urgent Treatment Centre, GP Extended Access Hubs, and GP Out of Hours.



Image shows discussion about flu vaccine with local people attending the Zacchaeus Project, a Voluntary sector facility in E2.





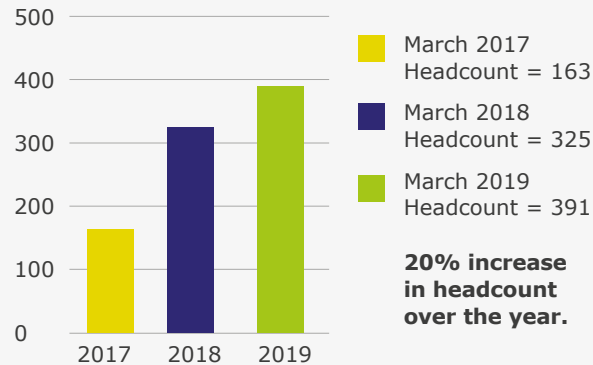
# Our Workforce

Our average sickness rate in 2018/19 was 4.58% for all staff, this compares well to the average rate of 4.79% for all community trust providers. We offer an independent confidential counselling service to all our staff.

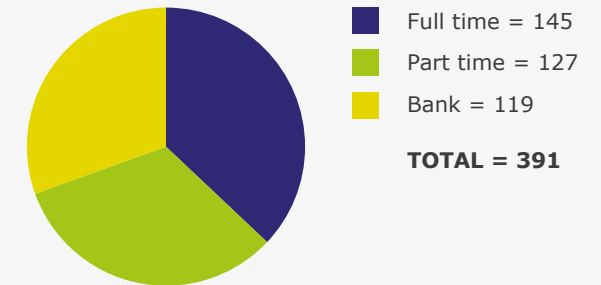
NHS Jobs is our primary route to recruit staff and our average time from recruitment to commencement (fill rate) for posts is less than five weeks.

We offer the NHS pension to all eligible staff and we have reviewed our pay rates to ensure that we are compliant with the London Living Wage standards for all our staff.

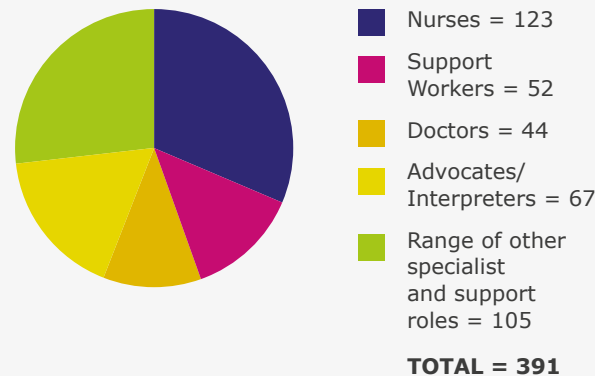
**Changes in Headcount**  
across the period 2019



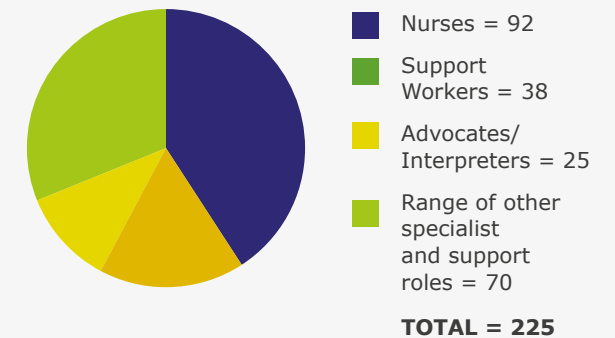
**Staffing breakdown**  
by contracted hours 2019



**Types of staff employed**  
Headcount 2019



**Types of staff employed**  
WTE 2019



## Human Resources Support

The Human Resources team supports the Care Group by offering a full range of services including managing the payroll and Occupational Health service contracts, recruitment, advising with employee relations cases & Employment Tribunal claims, providing workforce data and supporting TUPE transfers.

At the start of 2019 we welcomed colleagues from the primary care networks across Tower Hamlets, TUPE transferring 20 people from nine different employing organisations. In September 2018, the local School Heath service joined the Care Group, with 20 new colleagues transferring across. This transfer also brought a high number of vacancies that required urgent attention.

The first Care Group staff awards ceremony took place in early December 2018, with around 130 colleagues attending a lively and fun packed evening party.

Seven exceptional individuals/ teams walked away with an Inspire trophy, nominated by their colleagues for their particularly special contributions at work.

**We believe that our employment practices are fair and reasonable, and we always try to resolve any individual concerns internally in the best way that we can.**

However, it is not always possible to reach agreement, and whilst it is disappointing to end up at Tribunal, during this period, the Care Group has had to defend itself in two Employment Tribunal cases. We were successful on both these occasions.





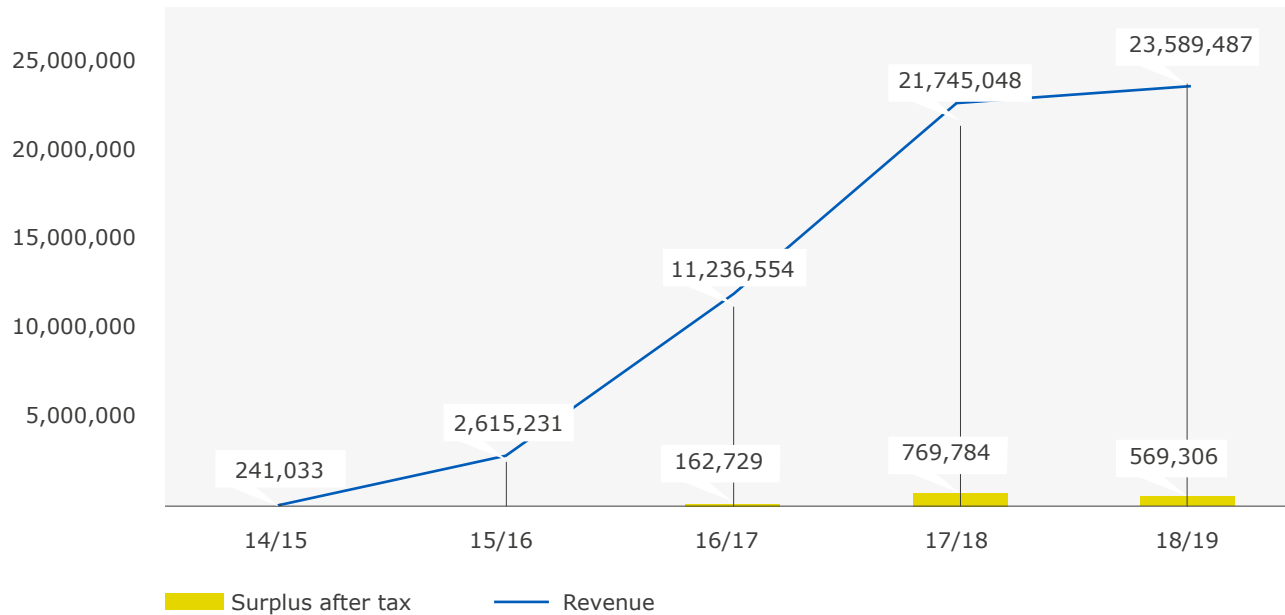
# Finance

We are delighted to report another healthy financial year for the Care Group. We have seen dramatic growth in previous years and in comparison, 2018/2019 has been more of a consolidatory year. Revenue continued to grow with the addition of a new service contract, and our surplus after tax was £569,306.

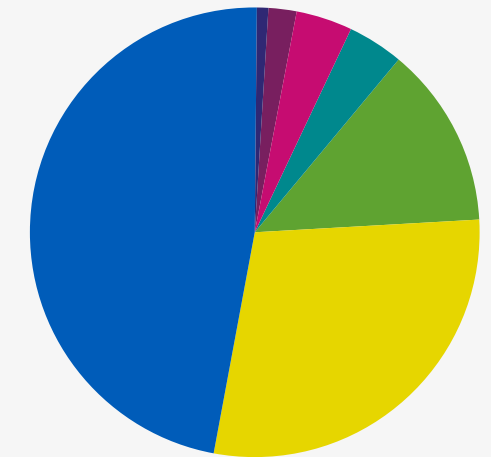


## Revenue - £23.5 Million (8% growth):

GPCG Revenue Growth £



Top Expenditure Areas



- Staffing 47%
- Insurance 1%
- Rent and Rate 2%
- ICT and Telephone 4%
- Training 4%
- Contract and Locum Staffing 13%
- Primary Care Network Payments 29%

## Balance Sheet and Cash Management:

All surpluses generated from current and previous years has been retained for future investment. As the Care Group continues to grow, a level of revenue reserve is required to cover off potential financial risks relating to loss of contracts as well as investing in new services.



## Financial Results

BDO, our External Auditors, has issued an unmodified 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. We were commended on our financial governance structures for an organisation which has seen such rapid growth, we will continue to ensure these processes grow with us in the years to come.

As the NHS looks to implement the 10-year long term plan, it is even more important that provider organisations have a solid financial base to build upon. The Care Group will work alongside practices, networks and Tower Hamlets Together Partners to deliver continued improvements in health and social care outcomes for the residents of Tower Hamlets. We look forward to an exciting 2019 and beyond.

### Profit And Loss Results

	2018/2019 £	2017/2018 £
Turnover	23,573,425	21,737,478
Gross Profit	23,573,425	21,737,478
Administrative Expenses	-22,886,640	-20,794,697
Operating Profit	686,785	942,781
Interest receivable and similar income	16,062	7,570
Profit before tax	702,847	950,351
Tax on profit	-133,541	-180,566
<b>Profit after tax</b>	<b>569,306</b>	<b>769,785</b>
Retained earnings at the beginning of the year	932,509	162,724
Profit for the year	569,306	769,785
<b>Retained earnings at the end of the year</b>	<b>1,501,815</b>	<b>932,509</b>

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

### Balance Sheet

	2018/2019 £	2017/2018 £
Fixed Assets	240,914	74,951
Current Assets	11,368,325	9,363,310
Current Liabilities	-10,070,775	-8,491,474
Deferred Tax	-36,612	-14,421
Net Assets	1,501,852	932,546
Shareholders' Funds	1,501,852	932,546



TOWER HAMLETS  
**GP CARE  
GROUP** CIC

LOCAL PEOPLE, LOCAL HEALTH

**Tower Hamlets GP Care Group CIC**

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