


TOWER HAMLETS GP CARE GROUP ANNUAL REPORT AND ACCOUNTS 2017/18



Tower Hamlets GP
Care Group's aim is to
improve the health and
wellbeing of people
in Tower Hamlets

OUR COMMUNITY OF BENEFIT

To “carry on activities which benefit the community and in particular (without limitation) to plan or provide health and social care and related services and preserve, protect and promote improvements to health and social care.”



Where to find more information

Visit our website: gpcaregroup.org/annualreport

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WELCOME

I have been involved with the Tower Hamlets GP Care Group from the beginning and have seen it grow from a fledgling organisation to one of the largest place-based federations in the country. Our achievements in only a few years have been exceptional and have really shown what partnership, collaboration and coordinated endeavour can achieve.

The GP Care Group provides an increasing number of services, including: Health Visiting, Community Education Provider Network (CEPN), Open Doors, GP Out Of Hours, Single Point of Access, Patient Experience and Extended Access GP Hubs teams, and most recently the School Health and Wellbeing Service, to name a few. All of our teams work hard to provide high quality outputs for service users, partners and the community of Tower Hamlets.

One example of our ethos of working together is the newly formed Primary Care Development Collaboration (PCDC) between the Tower Hamlets Clinical Commissioning Group (CCG) and the GP Care Group, which oversees the development of primary care and sponsors projects that will give increased support to practices and consequently patients, to improve outcomes.

The GP Care Group has a strong desire to innovate and devise novel approaches to the way we work in order to improve the systems we work in.

“All of our teams work hard to provide high quality outputs for service users, partners and the community of Tower Hamlets.”

There are difficult times ahead for Primary Care, not least the challenge of recruiting the future workforce, however, the GP Care Group has brought the local primary care together and given GP Practices a voice that allows us to deal with the approaching challenges, head on.

The vision for this organisation has always been about supporting primary care and after a very strong start, the next few years will be about building on previous successes and creating an environment in which primary care, in its widest sense, can be more sustainable and able to flourish.

OVERVIEW OF OUR YEAR

The Care Group had a remarkable year of growth, doubling our annual income from £11m to £22m and our staff from 163 to 325.

We have expanded across a number of services, which are described in the following pages. The changes that have transformed our organisation involved TUPE transfers of large numbers of staff, linking up IT and information systems, organising estate, building our back-office teams and management capability to support functions, while continuing to provide high quality services that are safe and responsive to the needs of our service users, members and partners.

As an unwanted diversion, we also had to deal with the repercussions of a malware attack that severely affected parts of the local NHS. Fortunately, and thanks to fast action by our in-house team, the impact on GP Practices and our own services was minimal.

We began the financial year with the new Community Health Services contract in an 'Alliance Partnership' with Barts Health NHS Trust, East London NHS Foundation Trust and Tower Hamlets Clinical Commissioning Group. As part of this arrangement, we directly manage the GP Out of Hours service, the Health Advocacy and Interpreting Service, the Single Point



Chief Executive Officer's Report
by **Chris Banks**

of Access for community services, and the Patient Experience teams. We also have overall responsibility for coordinating the Alliance Partnership.

This financial year was also the second year of the Health Visiting contract, where we provide children and families' public health nursing services to Tower Hamlets residents. We also started managing the Integrated Care Network Improved Services (NIS) scheme for General Practices, which aims to check appropriate referrals to services.

A cornerstone of our work is supporting our General Practice members and we are proud of the high-quality training offered to local practice nurses through our Open Doors team as well as the provision of coordinated core Continuing Professional Development (CPD) training for GP practice staff through our CEPN team.

Our Extended Access GP Hubs, a service that offers GP appointments outside of normal business hours, picked up pace and moved from the pilot phase, turning into a contracted service on 1 April 2017. We also launched a pilot for a Borough-wide Social Prescribing service, an initiative that was recently embedded in the Government's new Loneliness Strategy to tackle the growing problem of isolation and loneliness among older people.

The Care Group's approach from the beginning has been to get to a sustainable footing in order to provide Primary Care-led services, to support General Practice in Tower Hamlets, and to be its voice in the wider health system. There is no doubt that 2017/18 saw the Care Group take a giant step towards this goal.

I would like to thank our staff for their fantastic contribution, and our members and partners for their continuing support and faith in us.

TOWER HAMLETS GP CARE GROUP BOARD

There have been a number of changes to our Board since the last Annual Report. The following Board Members retired at our elections in November 2017 and formally stepped down on 31 December 2017:

Dr Phillip Bennett-Richards (former Chair and Network 7),
Dr Nicola Hagdrup (former Vice-Chair and Network 4),
Dr Sabir Zaman (Network 1), and Dr Sella Shanmugadasan (Network 5), as well as Ayesha Lulat and Chris Ley,

(Network Manager Representatives), Debbie Russell (Practice Manager Representative), Ruth Walters (Practice Nurse Representative). We offer our sincere thanks to them for their leadership and hard work and commitment to the Care Group over several years.

The new Board Members are: Dr Judith Littlejohns (Network 1), Ms Virginia Patania (Network 4), Mr Balvinder Kullar (Network 5) and Dr Naureen Bhatti (Network 7). We welcome them and thank them for volunteering to represent their Networks on the Board.



Where to find more information

Visit our website: gpcaregroup.org/annualreport

ELECTED REPRESENTATIVES AND INDEPENDENT



CHAIR
Dr Simon Brownleader
(Voting)
Network 2



Dr Naureen Bhatti
(Voting)
Network 7



Dr Judith Littlejohns
(Non-Voting)
Network 1



VICE CHAIR
Dr Joe Hall
(Voting)
Network 6



Dr Ben Dougall
(Voting)
Network 3



Balvinder Kullar
(Voting)
Network 5



Virginia Patania
(Non-Voting)
Network 4



Dr Mike Fitchett
(Voting)
Network 8



**INDEPENDENT
DIRECTOR & AUDIT
CHAIR**
Ms Jayne Payling
(Non-Voting)

EXECUTIVE



CHIEF EXECUTIVE
Chris Banks
(Voting)



**JOINT CLINICAL
DIRECTOR**
Dr Stuart Bingham
(Non-Voting)



**DIRECTOR OF
QUALITY ASSURANCE**
Ruth Walters
(Non-Voting)



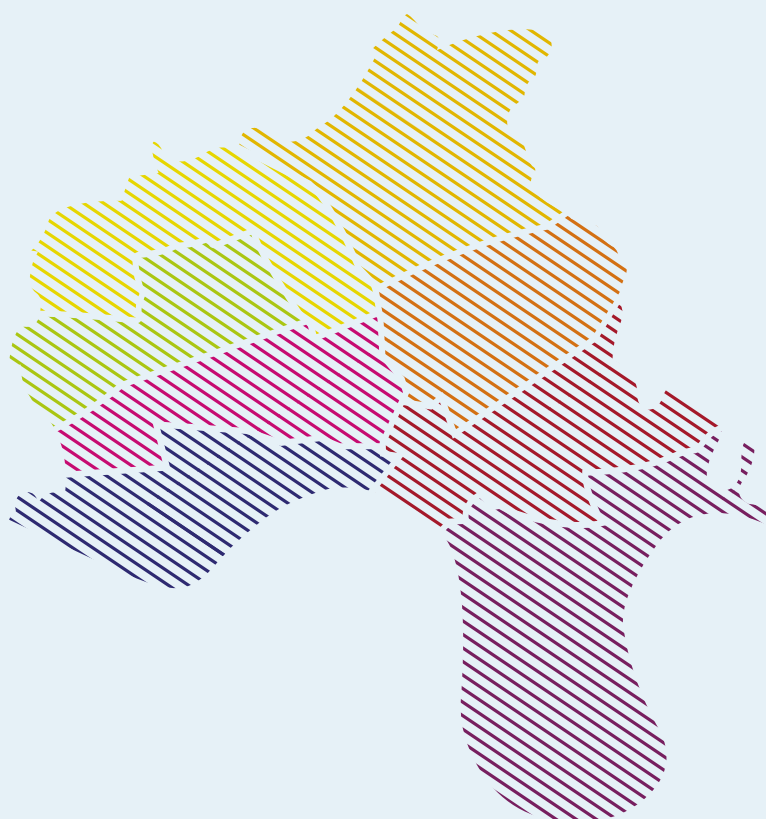
**CHIEF OPERATING
OFFICER**
Tracy Cannell
(Non-Voting)



**DIRECTOR
OF FINANCE**
Zainab Arian
(Non-Voting)




**JOINT CLINICAL
DIRECTOR**
Isabel Hodkinson
(Non-Voting)



NETWORK

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THE FUTURE ... CHIEF OPERATING OFFICER, TRACY CANNELL

As this report is published in November 2018, we are already over half way into the 2018/19 financial year. It is a year of consolidation and building on solid foundations.

However, consolidation does not mean we are sitting still.

On 1 April 2018, the management function of our eight Primary Care Networks transferred to the Care Group. The Networks, clusters of GP practices providing localised healthcare, are now able to centralise some of their functions to reduce duplication across eight Networks, releasing capacity to work at Borough-level on other Primary Care projects.

Another project currently keeping us busy is running an NHS England supported training scheme for clinical pharmacists who have been placed across the Networks as part of a national initiative to develop new workforce roles. September 2018 also saw us begin a new contract to provide school nursing services in the Borough.

We are in advanced discussions with Tower Hamlets CCG and Barts Health NHS Trust to set up a Primary Care-led Urgent Treatment Centre in the Emergency Department at the Royal London Hospital to bolster the local integrated urgent and emergency care offering in the Borough.

“Our future strategy focuses on improving the services we already provide and to increase our support to Primary Care.”

Finally, we are excited at the prospect of taking over management responsibility for one of our General Practices.

Our future strategy focuses on improving the services we already provide and to increase our support to Primary Care. This includes initiatives to recruit and retain GPs, (not least through the excellent General Practice Vocational Training Scheme), developing new workforce roles like clinical pharmacists and physicians' associates in conjunction with partners such as the East London Health and Care Partnership and supporting our local EQUIP team which is making such a difference for many practices.



**OUR SERVICES,
ACTIVITIES &
INITIATIVES
IN 2017/18**

PRIMARY CARE SERVICES & DEVELOPMENTS

Liane Fitzgerald – Assistant Director of Operations, Primary Care



SALARIED GP SCHEME

As part of our mandate to help General Practices with clinical capacity issues, the Care Group in partnership with Tower Hamlets CCG and the General Practice Vocational Training Scheme (VTS) has been running a Salaried GP Scheme. This involves employing graduate GPs in partnership with Tower Hamlets General Practices to offer them development and educational opportunities as well as clinical sessions in the Extended GP Access Hubs and GP Out of Hours (OOH) service.

eCONSULT

We are constantly looking for ways to improve accessibility to healthcare and one solution is eConsult, an online portal where patients can self-check their symptoms and receive on the spot medical advice 24/7. We have successfully rolled out this online consultation service in 35 Tower Hamlets General Practices. Working with the eConsult operational team, we have been supporting practices with engagement and customer sign up issues. There has been a marked increase in the number of customers using the portal across our practices. Many Networks and practices have focused on eConsult as part of their EQUIP projects, which has led to some great success stories and initiated different methods of utilisation for individual practices.

EDENBRIDGE

We have continued to develop our bespoke Edenbridge hub dashboard that sits live on 'EMIS Community', our clinical

system for delivering integrated healthcare. The dashboard has allowed us to analyse real time data more accurately and monitor and report on the service daily. The GP Care Group was the first site to have Edenbridge run on EMIS Community and we are pleased to have worked alongside Edenbridge to develop a robust and high-quality dashboard. We continue to collaborate with them to develop and incorporate metrics that can enhance reporting for future planning. All Tower Hamlets General Practices can now access the GP Care Group hub dashboard.

PRIMARY CARE DEVELOPMENT COLLABORATIVE

The GP Care Group and the CCG have developed a Primary Care Development Collaborative (PCDC) which aims to ensure our local General Practice is high quality, sustainable and fit for the future. Together with Tower Hamlets CCG and the Local Medical Committee, we have identified six key workstreams to focus on in the PCDC.

- Tower Hamlets Health Club
- IT Informatics
- Knowledge Management
- Workforce
- EQUIP & Practice Support
- GP at Scale / Back Office

A key focus of the PCDC is to ensure that Primary Care remains front and centre of all development work.

GP OUT OF HOURS KEY STATS

29,277 - patient contacts in 2017/18

21,092 - calls offering medical advice

1,509 - patients visited at home

6,676 - face to face consultations

Jane Baylis – Service Manager for GP Out Of Hours and Single Point of Access



GP OUT OF HOURS SERVICES

The Tower Hamlets GP Out of Hours (OOH) service is open from 6:30pm until 8:00am weekdays and 24 hours at weekends, offering medical care for Tower Hamlets registered patients, residents and visitors to the Borough. The service also takes referrals from the Emergency Department at the Royal London Hospital.

The service supports GP Practices by providing a telephone answering service 'in hours' when surgeries have closed for meetings and for those surgeries that close on a Thursday afternoon, covering for practices that wish to attend the regular Protected Learning Time (PLT) events and others such as the GP Summit.

Following the launch of the North East London NHS 111 service, provided by the London Ambulance Service, on 1 August 2018, the OOH service delivery changed.

Calls triaging is now completed by the NHS 111 service, however, the GP OOH service still provides the face-to-face consultations and home visits. NHS 111 sends the referrals electronically to the Out of Hours service.

In the first three months of this contract, the OOH service has seen a significant increase in face-to-face consultations.

GP STAFFING

GP staffing overnight remains a challenge. We have introduced an 'on-call from home' session. The GP works from home and is called out to carry out any home visits or confirmation of death calls. The driver collects them from their house and delivers them home once the visit has been completed.

SINGLE POINT OF ACCESS

The Single Point of Access (SPA) service manages referrals from GPs and Health Care Professionals to Community Health Services. This includes GPs and the extended Primary Care teams, children's specialist services, foot health, diabetes, dietetics, incontinence, ArCare (respiratory services), the TOPS (Termination of Pregnancy Service), Heart Failure, Audiology, Speech & Language & Neurology.

The District Nursing night service is now co-located with the OOH service. Work is underway to co-locate the triage of referrals by the extended Primary Care teams with the Single Point of Access. There are also advanced discussions taking place with the London Borough of Tower Hamlets for the triaging process of Health & Social Care to be integrated.



EXTENDED GP ACCESS HUBS

We started 2017/18 with Extended GP Access Hubs operating across four sites on Mondays to Fridays 6:30am to 10:00pm and on Saturdays and Sundays 8:00am to 8:00pm. We then adjusted the service hours to match demand patterns for weekday appointments with far less activity on Sundays.

We use a range of staff including GPs, clinical pharmacists and nurses. In the 2018/19 financial year, we are spreading capacity across the Borough by creating additional hubs. Both OOH and the Emergency Department (ED) use a large proportion of hub appointments. We have worked closely with ED to enhance utilisation and embed a safe clinical pathway. Overall, utilisation levels for 17/18 were at 90%.

“We are proud of the fact that we have presented our clinical model, challenges and success to more than 200 sites across the UK.”

FLU CLINICS

We offered extended hours flu clinics in our Primary Care hubs to support all practices in Tower Hamlets to deliver their flu campaign.

BCG CLINICS

In 2017/18, there was a shortage of the BCG vaccine. We used our Extended GP Access Hubs to target vaccinations for Tower Hamlets on a Primary Care level. The team worked hard with practices and clinicians to develop a safe, effective system which ensured all high-risk babies had access to the BCG vaccination locally.

SHARING BEST PRACTICE

We worked with NHS England as an Extended GP Access buddy, which has included sharing best learning and experience of delivering a successful extended GP access model by linking with other CCGs and federations who are in the early stages of extended access mobilisation. We are proud of the fact that we have presented our clinical model, challenges and success to more than 200 sites across the UK.

Where to find more information

Visit our website: gpcaregroup.org/annualreport

WHAT RESIDENTS SAY ABOUT OUR SERVICES...

ON eCONSULT

“Effective and quick way of communicating with the practice without needing an appointment”

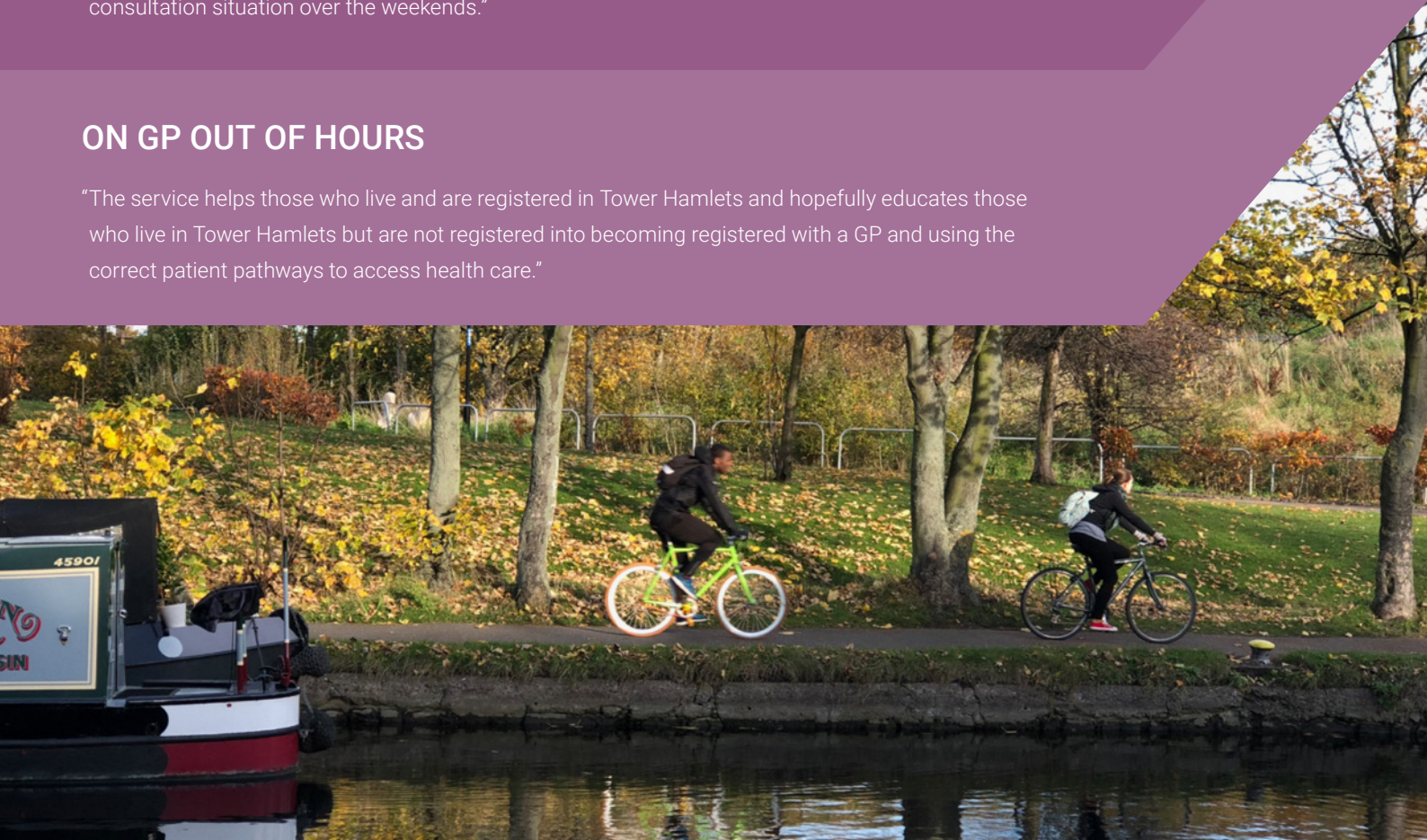
ON EXTENDED GP ACCESS HUBS

“Just a line to say ‘thanks’ to the hub for prompt care. I went to my surgery, and was offered an appointment at the hub, at a time comfortable to me. Meaning I did not have to take time off work! Bliss. Long live the hub!”

“The hub provides us with a suitable and accessible solution to our face-to-face consultation situation over the weekends.”

ON GP OUT OF HOURS

“The service helps those who live and are registered in Tower Hamlets and hopefully educates those who live in Tower Hamlets but are not registered into becoming registered with a GP and using the correct patient pathways to access health care.”



HEALTH VISITING SERVICE

Jenny Gilmour – Clinical Director of 0-19 Services



The Health Visiting Service in Tower Hamlets delivers an integrated 0–5 service delivery model, working closely in partnership with Children Centres and GPs to improved Public Health outcomes of the local population.

The service successfully improved performance and delivered better care through investment and training, support and working with local partner services. Integration with Children Centres is being strengthened, and we are targeting joint initiatives to improve health outcomes for local families and children.

SOME OF THE KEY HIGHLIGHTS IN 2017/18

The team is responsible for delivering the National Healthy Child Programme for 0-5 years. Health Visitors have benefited from recent investment and training funded through the Tower Hamlets Together Partnership Board. The funds enabled the delivery of the New-born Behavioural Observation (NBO), which promotes bonding and attachment between mothers and babies as well as Maternal Early Childhood Sustained Home Visiting (MECSH), an intensive licensed programme delivered by Health

Visitors to families identified antenatally or up to 6-8 weeks after the birth with identified additional needs, up to when the child turns two years old.

The team has also been working closely with Children Centres to deliver an integrated offer at key points of the Healthy Child Programme in venues close to families' homes. This has helped to promote community engagement through delivery of joint initiatives in response to identified need.

There has been a real commitment to investing in improved technology for staff including issuing mobile devices to facilitate agile working. Other highlights involved consolidating working bases into four hubs across the established Tower Hamlets localities, improving the electronic clinical systems for record-keeping linked to the GP record system (EMIS), commitment to maintaining staffing levels with a focus on clinical Health Visitor staff and appropriate skill mix to support service delivery tailored to areas of need.

“Health Visitors have benefited from recent investment and training funded through the Tower Hamlets Together Partnership Board.”

Where to find more information

Visit our website:

gpcaregroup.org/annualreport

WHAT RESIDENTS SAY ABOUT OUR SERVICES...

ON A PARENTING SUPPORT GROUP

"Sleep was one of the top topics among my group of mummy friends.
As a new parent this was a course I definitely found useful."

"It helped me to understand different methods to interact with my daughter"

"It was useful for me to know how I can support my child at home"

"I really wanted to attend a new parent course, so this was a great help!"



PATIENT EXPERIENCE

The Patient Experience Team uses a variety of ways to gather the views of service users and carers who receive support from integrated community services in Tower Hamlets to make improvements.

The service underwent a shift in focus in early 2018 and instead of producing monthly service specific feedback from service users and carers as they had done previously, the team began undertaking more intensive whole systems reviews by pathway. This has meant that in addition to gathering feedback from service users and carers, interviews are held with staff, managers, and stakeholders across the community.

HIGHLIGHTS DURING APRIL 2017 – MARCH 2018

The team were involved in gathering feedback that led to a system change, which was one of the High Impact Change Model recommendations for managing transfers of care from hospital to home with the aim of achieving reduced delayed discharges. How did they do this? The Patient Experience Team interviewed a patient who identified that they would like to have organised the care that they required after surgery, before admission. It was discovered that this was not possible within the existing system, so the Admission Avoidance and Discharge Service (AADS) team began exploring and finally implemented a change that has since been able to effect smooth and supported discharge for a great

number of patients who would otherwise have spent longer in hospital than required.

The team also produced their first Whole Systems Review into Continence during the summer, and this contained 12 key recommendations for improving the pathway. Work is currently underway to explore ways in which these recommendations might be acted on across the system.

The team is currently engaged in their second Whole Systems Review, this time focusing on Foot Health.

The team is proud to have successfully engaged with a wide number of stakeholders across Tower Hamlets, which has proved key to ensuring that their reviews are inclusive and robust. Building trust across the community has enabled the work programme to flow organically. When the draft reviews are fed back to those who have participated in the creation of the report, there is a high level of interest in being involved in the next review, so this has provided momentum and helped to achieve a standard of work that has been well received.

“The team is proud to have successfully engaged with a wide number of stakeholders across Tower Hamlets, which has proved key to ensuring that their reviews are inclusive and robust.”

HEALTH PROFESSIONAL ON THE PATIENT EXPERIENCE...

"We should never assume that just because we are doctors or healthcare professionals and can cure things that we know the whole story. It's important to remember that the patient's experience is unique and belongs to them."





HEALTH ADVOCACY & INTERPRETING (A&I)

Lawrence Muyimba – Service Manager for Advocacy and Interpreting

The bi-lingual Health Advocacy & Interpreting Service is run by a team of trained health advocates who use their experience and language skills to tackle barriers that block vulnerable people's access to health care services.

This service facilitates equal access to primary and community health care services for all residents of Tower Hamlets.

During 2017/18, the Advocacy and Interpreting Service attracted 74,064 patient contacts through various methods. This highlights the importance of advocacy and interpreting services in delivering Primary Care services within Tower Hamlets.

The Advocacy and Interpreting service, provided through permanent staff, accounted for 78% of contacts, with 22% being provided by Praxis Interpreting Project, a partner organisation and sub-contractor to the Care Group, and Newham Language Shop

Using outside agencies, the Advocacy and Interpreting Service covered 264 British Sign Language requests and completed 2,406 cervical screening calls in various GP practices. The number of onward referrals for health promotion, advice and generic advocacy generated 4,962 of the patient contacts.



GP PRACTICE STAFF ON THE ADVOCACY AND INTERPRETING SERVICE

"We run a telephone triage access system which means we have very high numbers of consultations and the advocacy service is very flexible in working with us. For example, today we have done a telephone or face to face consultation with about 25 patients. We could not manage without the service."

Jubilee Street Practice

"The service is very well-liked by all patients and staff. They are punctual, have great knowledge of local services to signpost patients, and empower patients to self-care and treat. They are also approachable and supportive to all clinical and non-clinical staff and are always willing to help and go the extra mile for patients."

St Paul's Way Medical Centre



COMMUNITY EDUCATION PROVIDER NETWORK (CEPN)

Ekramul Hoque – CEPN Service Lead



Community Education Provider Network (CEPN) manages the planning and delivery of education and training for the health and social care workforce within the community.

CEPN aims to develop the workforce to enable high quality and sustainable integrated care within the local health and care landscape. In Tower Hamlets, the CEPN has been operating for four years and has an ever-growing number of local organisations supporting its development.

The service operates with a small team, including a service lead, coordinator, and two administrators. The service is also supported clinically by a GP lead. There has been a continuous growth and desire to invest further due to the increasing number of activities and tangible positive outcomes from the team's work.

ACHIEVEMENTS IN 2017/2018 INCLUDE:

- Providing education programmes that benefited staff from more than 100 organisations and more than 150 different professions.
- Learner testimony of more than 95% stating an increase in knowledge and confidence as a result of training.
- Building on the monthly Protected Learning Time programmes as the bedrock for all its programmes, ensuring wider health and care are engaged in joint learning activities.

- Delivery of key GP Forward View enablers and general Primary Care development programmes. This includes Practice Managers development programme, GP retention development, the General Practice Nursing 10-point plan and the delivery of the receptionist and administration development programme.
- Supporting recruitment and development of additional roles in Primary Care including Physicians Associates, GP Nurses and Clinical Pharmacists in General Practice
 - Delivery of an innovative approach multi-professional learning including piloting a new approach to medical student learning
 - Develop key work programmes with strategic partners across other CEPNs through the development of the Sustainability and Transformation Plan (STP)
- Business development of the network grossing almost £30,000 additional income.
- Establishing a successful foundation to deliver education through technology. Production of eight webcast videos in under eight weeks generating more than 500 views.
- Successful delivery of continuous professional development programmes across Tower Hamlets and adjoining boroughs.

“CEPN aims to develop the workforce to enable high quality and sustainable integrated care within the local health and care landscape.”

The programme continues to reach varied groups within health, care and the wider wellbeing communities, including education, enforcement, employment, housing and recreational groups. By learning together, the CEPN is helping to bring together organisations and professions to address the wider determinants of health in the community.

WHAT GP MEMBERS SAY ABOUT OUR SERVICES...

"A GP member summarised the CEPN succinctly as an "Organic and strong network which has built demonstrable beneficial relationships with its stakeholder partner organisations to the benefit of the population of Tower Hamlets and across North East London."



Where to find more information

Visit our website: gpcaregroup.org/annualreport



THE OPEN DOORS SERVICE

Vicky Souster – Education and Development Manager

The Open Doors team, which comprises six experienced Practice Nurses, celebrated its 10th anniversary this year.

Nearly 50 nurses have graduated from the programme since 2008 when the programme began, many of whom are still working in the area. Just under 50% of Tower Hamlets practices have a Practice Nurse trained by the team, with some having more than one.

Following a demanding two-year programme, these nurses have transformed from skilled acute and community nurses into General Practice specialist nurses undertaking advanced nursing roles in long term condition management, preventative health and screening programmes. The nurses graduate with a PG Dip or BSc from City University of London, who we have partnered with to deliver the academic programme.

Open Doors offers weekly tuition on site with patients and an Action Learning Group weekly in year one and fortnightly visits in year two. The programme seeks to provide the highest levels of quality teaching and support and is funded by Tower Hamlets CCG and Health Education England.

Health Care Assistants in General Practice are supported by the team with a dedicated monthly Protected Learning Time session with visiting speakers and a forum. The team also provides career support and training from Care Certificate Level right through to

qualified nursing status. Seven practice teams have offered to sponsor their HCAs on a new apprenticeship route into a BSc in Nursing. While these plans are in development, it is hoped that they will start in spring 2019.

The team also creates and delivers training events e.g. flu vaccination updates for HCAs, and Cytology training and updates for registered clinicians.

Following a very successful two-year project working with residential care homes to deliver training to care staff on the subjects of diabetes, respiratory disease, wound care and heart disease, this year, the team has developed similar workshops for residents in Tower Hamlets who wish to learn more about diabetes and chronic lung disease (COPD) and Asthma.

Other highlights has seen the team successfully collaborate with a community centre in Bethnal Green. This work will be evaluated in December 2018.

The key to the team's success is the hard work and dedication of the four Clinical Tutors and a Practice Nurse Educator, jointly employed by Newham and Tower Hamlets with HEE funding, to support newly trained Practice Nurses and manages the team's Care Certificate Programme.

ON THE OPEN DOORS SERVICE...

"Our goal is to improve patient care by providing Practice staff with relevant and up to date education. My team has provided an amazing service to Tower Hamlets nurses and HCAs, they have worked extremely hard and produced excellent results."

Vicky Souster, Open Doors Service



P-RESET - PRIMARY CARE DRUG AND ALCOHOL SERVICE

Chris Ley – Service Lead, P-RESET



The Primary Care Drug and Alcohol Service was commissioned by the London Borough Tower Hamlets in October 2017 to provide within

General Practice:

- 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.

This service provides clients with holistic clinical care in their own GP Practices and is delivered in collaboration with GP Practice Teams and the Reset Tower Hamlets Drug and Alcohol Recovery Services.

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

The team, has consolidated and developed eight Practice Hubs to allow Care-Co-ordinators to work alongside practice teams to provide integrated support for patients. Seven new hubs are in development, with four more in early discussions.

“This service provides clients with holistic clinical care in their own GP Practices”

50

General Practice Staff involved in P-RESET Learning/practice sessions

1,026

Patients currently in shared-care treatment

58

Tower Hamlets clinicians RCGP Alcohol Management Cert

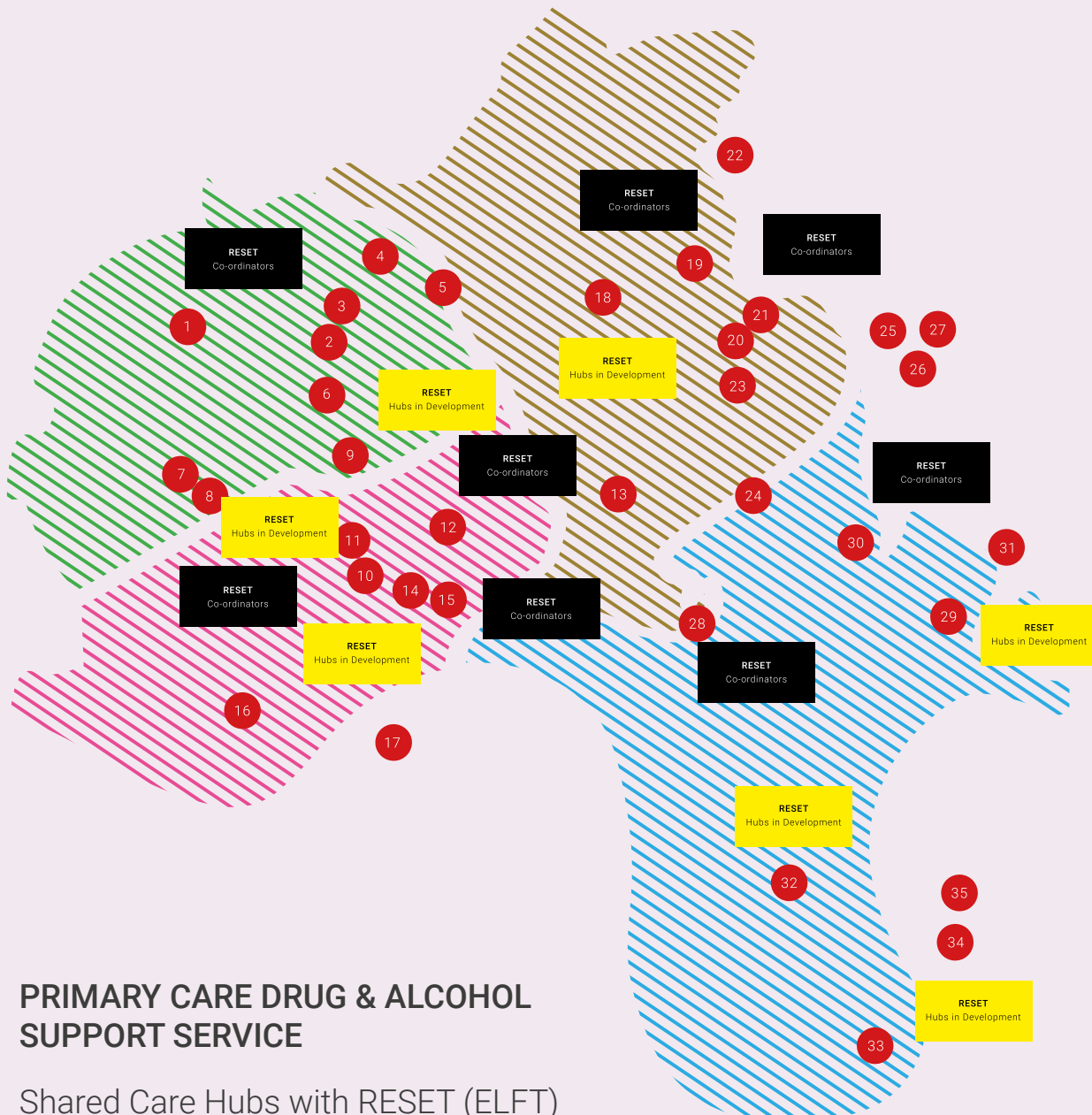
6,123

Completed Audit C's for Established Patients

127

Tower Hamlets GPs and other staff who have achieved RCGP Drugs Misuse Part 1 Cert

North West Locality	South West Locality	North East Locality	South East Locality	RESET Co-ordinators
<p>Network 1.</p> <p>Wards: Weavers, Bethnal Green, St Peters</p> <p>GP Practices 1. Strouts Place 2. Bethnal Green 3. Pollard Row 4. Mission 5. Globe Town</p>	<p>Network 3.</p> <p>Wards: Whitechapel, St Duncan's & Stepney Green</p> <p>GP Practices 10. Whitechapel Health 11. City Wellbeing 12. Harford Health 13. Brayford Square</p>	<p>Network 5.</p> <p>Wards: Bow West, Bow East</p> <p>GP Practices 18. Grove Road 19. Tredegar 20. Harley Grove 21. St Stephan's 22. Ruston Street</p>	<p>Network 7.</p> <p>Wards: Lime House, East India Lansbury</p> <p>GP Practices 28. Limehouse 29. Gough Walk 30. Crisp Street 31. Aberfeldy</p>	<p>Hubs Currently in Place</p>
<p>Network 2</p> <p>Wards: Spitalfields & Banglatown, Bethnal Green South</p> <p>GP Practices 6. Blithedale 7. Health E1 8. Spitalfields 9. Albion</p>	<p>Network 4</p> <p>Wards: Shadwell, St Katharine's & Wapping</p> <p>GP Practices 14. East One 15. Jubilee Street 16. St Katharine's Dock 17. Wapping</p>	<p>Network 6.</p> <p>Wards: Mile End East, Bromley by Bow</p> <p>GP Practices 23. Merchant Street 24. St Paul's Way 25. Stroudley Walk 26. St Andrews 27. Bromley by Bow 27. XX Place</p>	<p>Network 8.</p> <p>Wards: Canary Wharf, Blackwall & Cubitt Town, Island Gardens</p> <p>GP Practices 32. Barkantine 33. Docklands 34. Island Health 35. Island Medical</p>	



PRIMARY CARE DRUG & ALCOHOL SUPPORT SERVICE

Shared Care Hubs with RESET (ELFT)

SOCIAL PRESCRIBING

Kam Kaur – Service Lead, Social Prescribing



Social Prescribing has received Government endorsement with the recent announcement that it will be a key solution to tackle the increasing issue of loneliness.

“GPs are to prescribe social activities for patients suffering from loneliness. Instead of offering pills, family doctors will be encouraged to use “social prescribing” to refer lonely people to activities including cookery classes, walking clubs and art groups.” Announcing an extra £1.8million for community projects, such as creating new community cafés, art spaces or gardens, Theresa May said social prescriptions would reduce demand on the NHS and improve patients’ quality of life.

We have long realised that Social Prescribing is an essential element of a primary care offer, and we are proud of all the patients/families that have benefited from the service.

SOME HIGHLIGHTS DURING 2017/18:

The Tower Hamlets Social Prescribing service has successfully engaged all 36 GP practices and eight Primary Care Networks. Each Network has a named Social Prescriber and more than 2,500 referrals were received from a range of clinicians.

The top five issues were:

- Low level mental health needs
- Social isolation
- Weight management
- Housing issues
- Financial concerns

The service operates a holistic approach, with more than 2,000 onward referrals, 333 activities across 279 voluntary organisations.

Improvements in patients’ overall wellbeing have been captured through the Measure Yourself Concerns and Wellbeing (MYCaW) assessment tool. Patients interviewed were positive about the service and cited being able to talk to someone and voice concerns, appointment length, the support services available in the community and the Social Prescribers themselves as aspects of the service they valued.

The service also evidenced a demonstrable shift in demand: 12.3% reduction in GP appointments between the six months before and six months after patients’ appointments with a Social Prescriber (418 fewer appointments in a cohort of 890 patients who had seen a Social Prescriber).

“12.3% reduction in GP appointments between the six months before and six months after patients’ appointments with a Social Prescriber”

The independent evaluation concluded that Social Prescribing is valued by professionals and patients across Tower Hamlets and fills an important gap in the local health system, in terms of addressing patients’ social determinants of health and increasing patients’ awareness of the voluntary and community services available in the Borough, supporting them to manage their own health through better use of wider community assets. It recommended a continuation of the primary care model with centralised management support, with systematic data-recording and reporting tools.

WORKING TOGETHER IN TOWER HAMLETS



The GP Care Group is a member of Tower Hamlets Together (THT), a partnership of statutory, community and voluntary sector organisations commissioning and providing health and care in Tower Hamlets.

The partners include Tower Hamlets Clinical Commissioning Group, the London Borough of Tower Hamlets, Barts Health, East London NHS Foundation Trust and the Tower Hamlet Community Voluntary Service.

THT is aimed at improving the health and wellbeing of the community, through the provision of high quality and cost effective services. It started as a centrally funded NHS "Vanguard" Programme designing new models of care,

and is now taking the lead on whole population health, service design and integration.

"THT is aimed at improving the health and wellbeing of the community, through the provision of high quality and cost effective services."

The GP Care Group is represented on the THT Board as well as the Borough Health and Wellbeing Board. We also lead the Tower Hamlets Alliance Partnership which has legal responsibility for providing community health services.



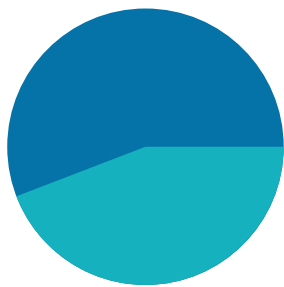
OUR WORKFORCE

Nick Percival – HR Consultant



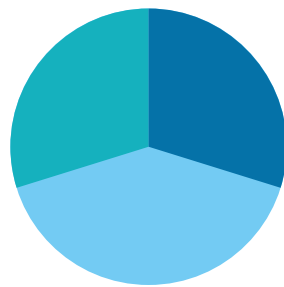
At the start of this year the local GP Out of Hours, Advocacy & Interpreting and Patient Experience services were all TUPE transferred into the Care Group. This resulted in more than 130 new people joining the workforce.

Flexible working is important for people in community-based services and a large proportion of staff (just over 80% of the contracted workforce) work here part time.



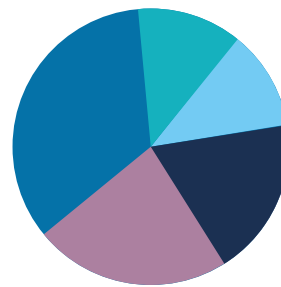
Changes in Headcount across the period

■ March 2017 Headcount = 163
■ March 2018 Headcount = 325



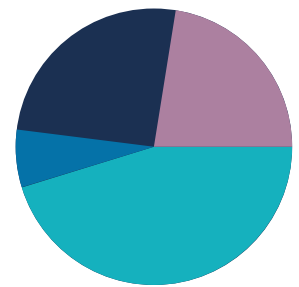
Staffing breakdown by hours

■ Full time = 122
■ Part time = 102
■ Bank = 101



Types of staff employed - headcount

■ Nurses = 102
■ Support Workers = 39
■ Doctors = 39
■ Advocates/Interpreters = 55
■ Range of other specialist and support roles = 90



Types of staff employed - WTE

■ Nurses = 83
■ Support Workers = 32
■ Advocates/Interpreters = 19
■ Range of other specialist and support roles = 49

We also have a large number of colleagues working on bank contracts. This reflects the unpredictable nature of demand in some services and also allows staff flexibility about when and how much they want to work. Around a third of the workforce is on a bank contract.

Considering the workforce by whole time equivalent, or contracted hours, about 45% are qualified nurses with a further 17% in clinical support roles.

GENDER PAY GAP

The Care Group's first annual gender pay gap report was published in March 18. It showed that women employed by the Care Group are, on average, paid 17% more than men. This is generally because most of the staff TUPE transferred into the organisation are female and bring NHS pay terms with them.

STAFF SURVEY

We ran the first annual staff survey during March 2018. All staff were emailed a link to an online survey and about a third of the workforce took part.

The feedback from staff was generally very positive. People reported being enthusiastic about their work, feeling trusted by their manager and feeling good about the quality of work they are able to achieve.

Support from line managers was reported as very positive and staff generally look forward to going to work.

Where to find more information?

Visit our website:
gpcaregroup.org/annualreport

SOME OTHER HIGHLIGHTS DURING APRIL 2017 – MARCH 2018

Pension auto-enrolment took place in January 2018. This required us to identify all staff not already in an occupational pension scheme and to enrol them into a relevant pension. We ran joint communications with our payroll provider to ensure staff were aware of the changes and enrolled 85 people into the NHS Pension and five into the NEST scheme. From this date, all new joiners were also automatically enrolled into a pension.

We are locally based and very accessible and this means that managers receive very responsive and flexible support when they need to recruit. We regularly achieve time to hire of less than four weeks, including completion of the six pre-employment checks recommended by NHS England.

In November we launched an employee assistance programme for all staff. The service provides free access to professional support offering emotional, psychological and practical help. This ranges from referrals for specialist face to face counselling to information and advice on a wide range of personal and work-related issues.

Welcoming the 136 new community staff TUPE transferred in April was particularly important. We have strong working relationships with our payroll provider and working closely with them and with our new colleagues meant that we were able to ensure that the transfer was as seamless as possible and that everyone was paid correctly in their first month with the Care Group.

This has been a very busy year for us and we have relished the variety of demands and the opportunities to be involved across so many elements of Care Group activity. Ensuring that staff are paid correctly and that TUPE transfers run smoothly are key priorities for us, both areas of success this year.



FINANCE

Zainab Arian – Director of Finance



It has been another notable year for the GP Care Group, with strong delivery and growth across all our service areas. Revenue levels doubled in 2017/18 with the start of several new service contracts. We ended the financial year with a small pre-tax surplus of £950,351.

REVENUE - £21.7 MILLION:

New Contracts:

Community Health Service Contract £5.6 million -

The award of this contract increased the Care Groups annual turnover by £5.6 Million. The dedicated operational team worked hard to ensure service delivery not only improved the quality of care being provided to our local population but remained within contracted financial levels.

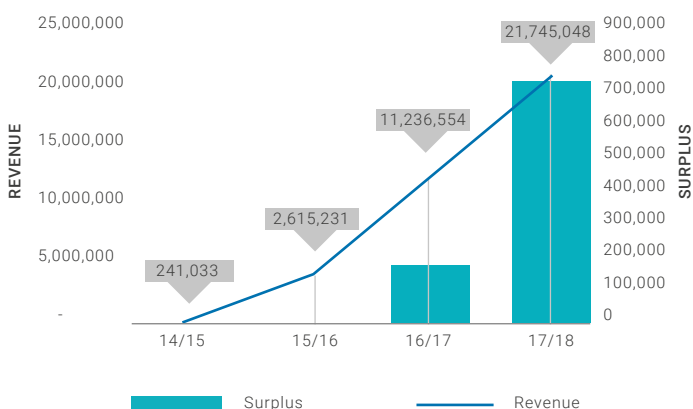
Network Incentive Scheme £5.4 million -

The Care Group continued to expand its service offering back to General Practice by taking on the contractual responsibilities of the Network Incentive Scheme. In doing so we are improving the timeliness of payments out to General Practice helping Cash Flow.

SPEND PROFILE - £20.7 MILLION:

In-line with previous years, the majority of spend relates to staffing which includes substantive and agency/bank workers. An increase in Primary Care Delivery costs was seen in 2017/18,

GPCG REVENUE GROWTH £



directly relating to the Network Incentive Scheme Contract. As part of service transformation for Health Visiting, investment was made into Information and Communication Technology infrastructure to aid in the move towards mobile working.

Project Management expenditure overall relates to several Tower Hamlets Together Vanguard schemes, that have subsequently come to an end during 2018/19.

FINANCIAL GOVERNANCE AND AUDIT:

With the growth achieved over the past four years, we have invested in ensuring our finance function has the relevant financial controls. To this end, we implemented a new purchase order and invoice approval system. This has enabled operational services to order more effectively and improved managements control of expenditure. In addition to this, we also introduced a new accounting system that has streamlined treasury payments and reduced the time to produce the monthly financial position.

BDO, our External Auditors, have 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 also commended on our investment in financial infrastructure.

This financial year has allowed us to continue to build a solid and strong financial base, which will place us in good stead for the coming years that will no doubt hold many challenges. We look forward to a busy 2018/2019 and beyond where we will continue to strive to improve the Health and Social Care for the residents of Tower Hamlets.

The full set of accounts is available at:

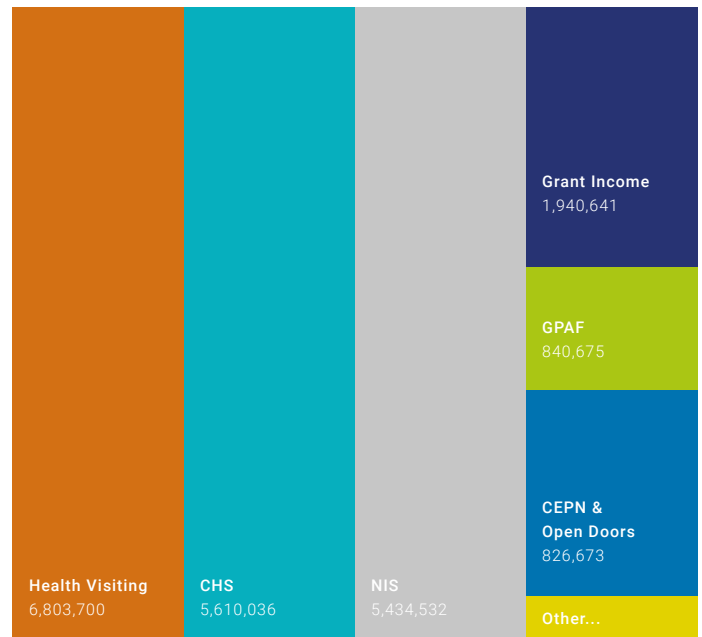
gpcaregroup.org/annualreport

FINANCIAL RESULTS:

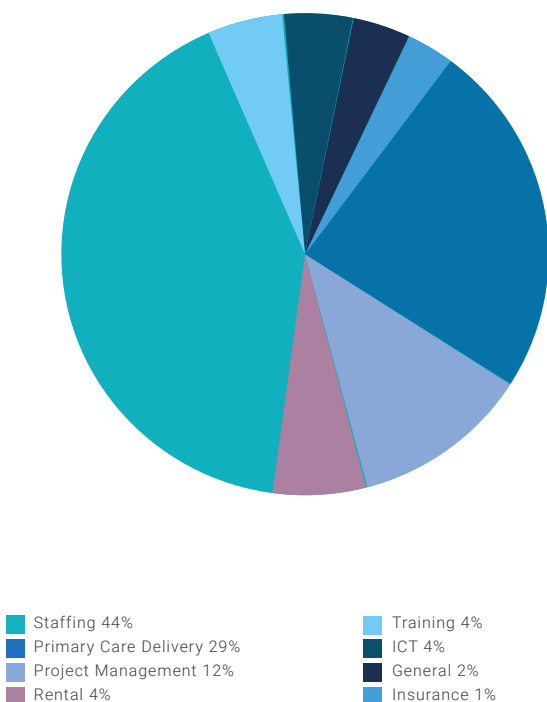
SURPLUS	2017/18 £769K	2016/17 100% RETAINED FOR INVESTMENT
*EBITDA%	4%	2%
*ROCE	0.85	1.18
CASHFLOW	£2.15M	£644K
WORKING CAPITAL	£1.06M	£162K

* ROCE: Return On Capital Employed
 * EBITDA: Earnings Before Interest, Tax, Depreciation and Amortization

REVENUE CONTRACT BREAKDOWN:



SPLIT BY EXPENDITURE TYPE



PROFIT AND LOSS RESULTS

	2017/2018	2016/2017
	£	£
Turnover	21,737,478	11,225,509
Gross Profit	21,737,478	11,225,509
Administrative Expenses	(20,794,697)	(11,033,143)
Operating Profit	942,781	192,366
Interest receivable and similar income	7,570	11,039
Profit After Tax	950,351	203,405
Tax on Profit	(180,566)	(40,681)
Profit after tax	769,785	162,724
Retained earnings at the beginning of the year	162,724	-
Profit for the Year	769,785	162,724
Retained earnings at the end of the year	932,509	162,724



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