

Annual Report and Accounts

2021/22

TOWER HAMLETS
**GP CARE
GROUP** CIC

LOCAL PEOPLE, LOCAL HEALTH



Overview



Leading the way in service
developments



A community in need:
Our response to the Covid pandemic



Supporting Primary Care At Scale



Highlights of services



Our Workforce




Finance

Contents



| | |
|--|-----------|
|  Overview | 3 |
| GP Care Group – at the heart of the local community | 4 |
| Message from the Chair of GP Care Group | 5 |
| Joint Chief Executive Officers’ Report | 6 |
| Life after the pandemic | 8 |
|  Leading the way in innovative service developments | 10 |
| Virtual Ward | 11 |
| Tower Hamlets Hub LARC Service | 11 |
| In-Hours GP Hubs | 11 |
|  A community in need: Our response to the Covid pandemic | 12 |
| Home Monitoring Service | 13 |
| 111 GP Support | 13 |
|  Supporting Primary Care At Scale | 14 |
| How we supported Primary Care at scale | 15 |

| | |
|---|-----------|
|  Highlights from Services | 16 |
| P-Reset Primary Care Drug and Alcohol Service | 17 |
| Tower Hamlets Advocacy and Interpreting Service | 18 |
| Safeguarding Children Team | 18 |
| Integrated Urgent Primary Care (IUPC) services | 19 |
| GP Out of Hours (OOH) service | 20 |
| Social Prescribing Service | 21 |
| 0-19 Integrated Services | 22 |
| Community Education Provider Network (CEPN) – Tower Hamlets Training Hub | 23 |
|  Our Workforce | 24 |
|  Finance | 26 |
| Revenue | 27 |
| Spend Profile | 28 |
| Financial Results | 29 |



2021/22 Another eventful year of change and challenges

“Even when we can’t always improve people’s health and wellbeing, we will do all we can to help our community and GP Practices to cope and carry on.”

Our Mission

Tower Hamlets GP Care Group is led by local GPs and aims to improve the health and wellbeing of the residents of Tower Hamlets by supporting General Practices and providing excellent primary care in partnership with others.



Head of Primary Care Transformation, Susie Hannah and Mostafa Farook, Practice Manager at Barkantine Practice.

GP Care Group – at the heart of the local community

As the local GP Federation in Tower Hamlets, the GP Care Group (the Care Group) is the membership organisation for all 33 General Practices in Tower Hamlets; supporting them to provide a range of community and primary care services to every single one of the Borough's 330,000 residents.

In addition to running borough-wide services, such as local vaccination programmes, we deliver primary care and community services to the public and offer training support to the local GP practice workforce.

We are proud to be at the heart of the local community, delivering, alongside health partners, the Tower Hamlets Out of Hours GP services, the Urgent Treatment Centre based in Royal London Hospital and the borough's services for children and young people aged from 0-19 years, which includes our award-winning Health Visiting and School Health and Wellbeing service.

The Care Group is a committed partner of Tower Hamlets Together, the local integrated care partnership of public, voluntary sector and health and social care organisations in the Borough that promotes wellbeing, self-help and coordinates health and social care for our community.



The CEPN team strike a pose at the Tower Hamlets Primary Care Careers Fair earlier this year



Message from the Chair of GP Care Group



This has been another eventful year of change and challenges across our social and healthcare system.

These last few years have been trying times for the NHS. The pandemic may have lessened in severity, but Covid is still with us, and the consequences are being felt widely with the impact on our workforce frequently affecting our ability to deliver services at full capacity. It is hard to be positive looking forward with the various political and economic difficulties around us. There will undoubtedly be

widespread ramifications, impacting our most vulnerable patients the hardest. However, despite all these external risks, we have built a resilient, stable organisation that permeates through the community and primary care which patients are able to depend and rely upon. As ever we will undoubtedly meet these forthcoming challenges head on.

During this last year there have been numerous occasions where the Care Group has displayed innovation, flexibility and enterprise to find solutions to problems that often felt insurmountable. The key to this has been the importance of good leadership and effective teamwork. Ensuring that our staff feel valued and supported throughout the organisation is something we should be truly proud of.

A special mention goes to the executive team led by Chris Banks and Tracy Cannell who have shown exceptional leadership in the face of many challenges, and to the directors who have given wise counsel to help us navigate through these tumultuous times.

The Care Group is in excellent shape and has repeatedly demonstrated its importance and benefits to its membership and the communities it serves. Principles such as social justice, climate justice and diversity and inclusivity are important values that we cherish and look forward to further progressing for years to come, both within the organisation and beyond.

Finally, I'd like to thank all the individuals who work for the Care Group who have put in extraordinary efforts during these turbulent times. Any organisation is only as good as the people who work for it and our resilience and proven ability to deliver even in the face of adversity is testament to the strength of our team.

Dr Simon Brownleader
Chair of GP Care Group CIC



Joint Chief Executive Officers' Report



The aftermath of Covid-19, the cost-of-living crisis, and political and economic instability are creating some of the biggest challenges of a generation, with a huge impact on people's health.

It is therefore vital that the Care Group continues to fulfil our mission "To improve the health and wellbeing of the residents of the boroughs we serve by providing excellent community and primary care in partnership with others."



Even when we can't always improve people's health and wellbeing, we will do all we can to help our community and GP Practices to cope and carry on. The year ended 31 March 2022 was the second year of the Covid-19 pandemic. It was different from the previous year because we had been able to vaccinate nearly 200,000 people to protect them from the virus, and we worked hard with general practices and other health and care agencies to get back to normal.

But the new normal has seen general practices stretched, and a massive increase in the numbers using our GP Out of Hours Services and attending our Urgent Treatment Centre (UTC) at the Royal London Hospital, one of the busiest in the country, routinely seeing more than 300 patients a day.

Our children's community services (health visiting, school health and the family nurse partnership), social prescribing service and advocacy and interpreting service have also seen increases in demand to which we have responded with innovative solutions, often involving digital applications to make our services more flexible and accessible.

There is a well-publicised staffing shortage across the NHS, and our services and those in general practice have been affected like everywhere else. We are continually finding ways to attract and retain staff in Care Group services, while our Training Hub and Open Doors practice nursing programme have provided creative ways to recruit,

retain and support practice staff. We have invested in employee welfare through a scheme to provide IT equipment and furniture to help working from home, a confidential counselling service, 1:1 and group support, regular communications, group huddles and social activities.

Moving into the current financial year ending 31 March 2023, we are supporting practices to provide enhanced access so that residents can get primary care up to 10pm on weekdays and 8pm at the weekend and bank holidays.

The Care Group has also expanded our primary care service to support general practices, including more social prescribing resource, IT support, training, and development. We are introducing a new model for general practices faced with partnership retirements or daunting financial risks. Our aim is to make it easier for these practices to attract new people and to keep their surgeries running.



In March 2022 we were awarded the contract for Waltham Forest's Healthy Child Programme (health visiting, school health and family nurse partnership) and started the service from July. This gives us more critical mass and enables us to grow and improve the 0-19 services in both Tower Hamlets and Waltham Forest.

As a member of the NHS family, we know the NHS is an anchor organisation in both Tower Hamlets and Waltham Forest, and we have a shared civic responsibility to contribute to the wider economy through employment, procurement and our impact on the environment. We have committed to a range of initiatives in each of these areas which will see us offering more apprenticeships and job opportunities to residents, especially in under-represented groups, more use of local suppliers, and reductions in our carbon footprint.

The following report gives more detail about each of our services as well as our financial position. We are proud of the part the Care Group plays in primary care and in our community, we are enormously grateful to everyone who works in or is associated with it for their tremendous efforts over past years and in the years to come.

Chris Banks and Tracy Cannell
Joint Chief Executives
GP Care Group CIC



Health Visiting support is available for parents at Children's Centres



Life after the pandemic

We covered our early and wide-reaching response to the effects of COVID-19 pandemic in our last Annual Report (2020/21), however, the threat of the disease remains.

During 2021/2022 we continued to support our local population by delivering the national vaccination programme on behalf of our primary care practices and local Primary Care Networks. In total we are proud to have delivered more than 200,000 vaccinations to the Tower Hamlets population.

The Care Group led and supported several essential COVID support activities including local contact tracing, community COVID testing and Home Monitoring of our most vulnerable residents. We also provided a community outreach service via the Tower Hamlets "Vaccine Bus" in January 2022.

The council commissioned us to develop the mobile vaccine bus to act as a pop-up community clinic to better reach people in areas identified as having low take up of the COVID vaccine.

From stops at Billingsgate fish market, visits to sheltered accommodation known to be frequented by Somali residents and Caribbean churches, the team, who had capacity to vaccinate 200 people per day, made it easier for people to be vaccinated.



With signs that the pandemic was beginning to loosen its grip, the country took the first steps toward a “new normal”, and the Care Group followed through on plans to protect both the people we serve and our frontline workforce by embracing remote consultation and a gradual increase in face-to-face provision where it was safe to do so.

October 2021

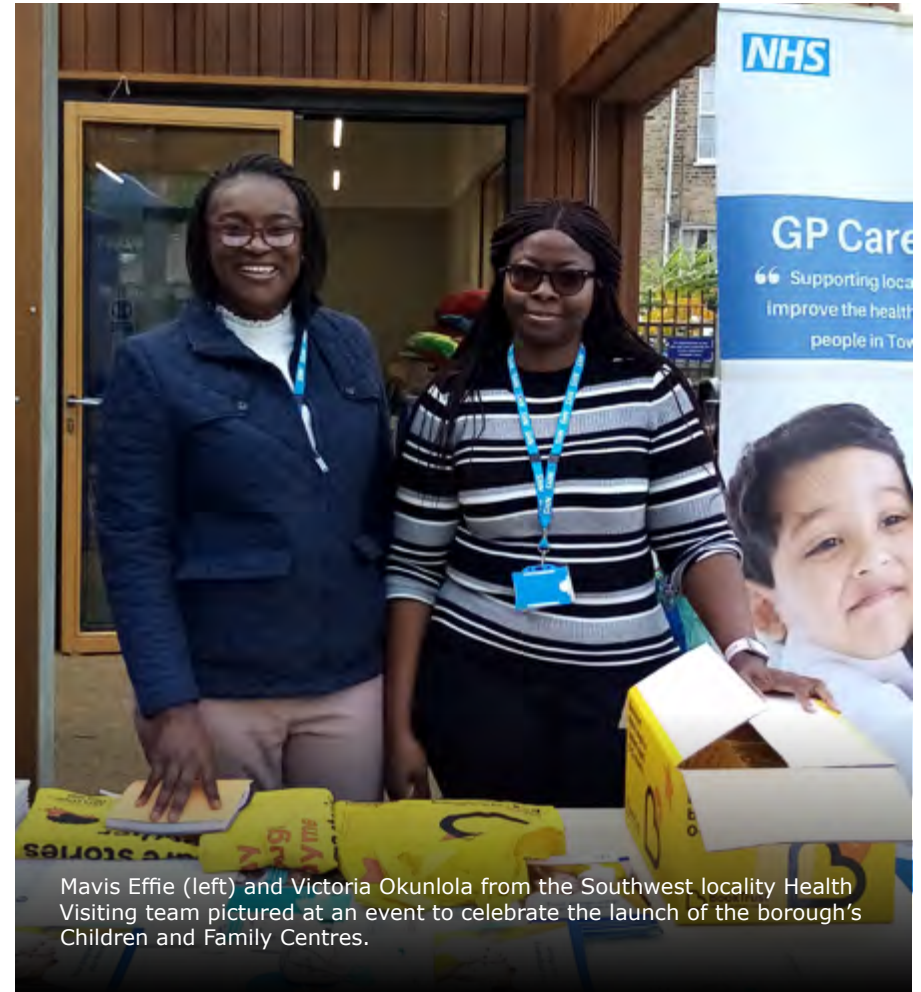
Our Southwest Locality Health Visiting Team attended the Children and Family Centre (CFC) launch event at Ocean Children’s Centre. The pandemic changed the way our services communicate with families, but our Health Visiting team has consistently been offering support and sharing expertise throughout.

Southwest Health Visiting Team Interim Locality Clinical Manager, **Kate Oxlade** explained the importance of health visitors attending these types of events.



As specialist public health nurses, we used this event to share our knowledge and provide health promotion on topics including immunisations, oral health, child development, the role of the Health Visitor, safe sleep, home safety and infant feeding (in line with our BFI accreditation).

We also discussed our MECSH (Maternal Early Childhood Sustained Home visiting) programme with eligible families as an example of the additional support we provide.



Mavis Effie (left) and Victoria Okunlola from the Southwest locality Health Visiting team pictured at an event to celebrate the launch of the borough’s Children and Family Centres.



Leading the way in innovative service developments

Leading the way in innovative service developments

Service innovation has always been a strong driver for the Care Group, we pride ourselves on working with partners to develop better solutions for patient care.

Learn about some of the developments we introduced during 2021/22.



Virtual Ward

During the year we established the borough's first virtual ward. This service freed up much needed capacity in the Royal London Hospital. This innovative project helped patients avoid admission or reduce the amount of time they had to spend in hospital and were cared for on the virtual ward by the Care Group's doctors and nurses until they were well enough to be handed back to their GP.

Tower Hamlets Hub LARC Service

The Care Group, along with partners, implemented a Long-Acting Reversible Contraception (LARC) Hub based on a successful pilot that took place in 2018.

The original LARC Service, which ceased due to the Covid pandemic, was brought back to enable better contraceptive access for women in the borough.



Primary Care Development
Manager Maju Miah

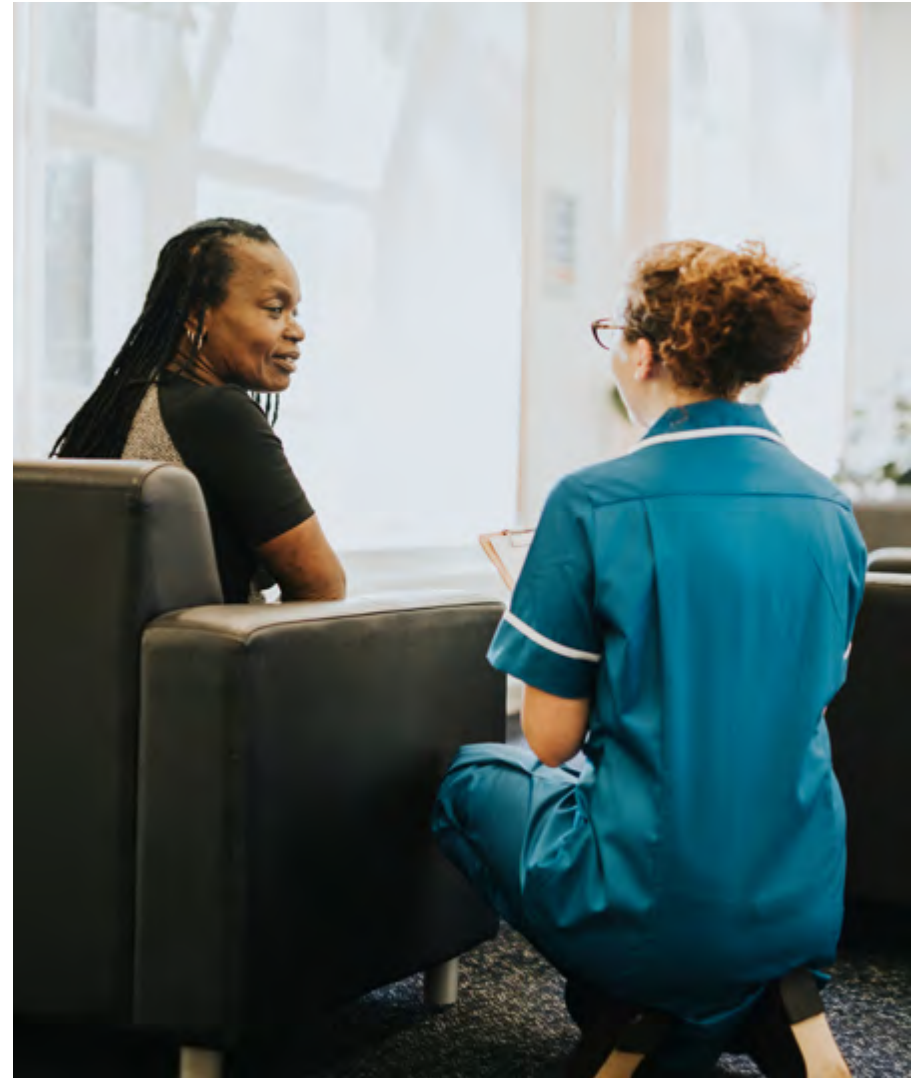


Through an initial assessment of the patient's condition the In-Hours GP Hubs team could identify those who could benefit from a primary care appointment.

The additional capacity provided by the service enabled Barts Health to manage the surge in demand at A&E and in our UTC.

In-Hours GP Hubs

To support our local practices and reduce the pressure of demand at our Urgent Treatment Centre (UTC) the Care Group opened In-Hours GP Hubs to ensure suitable patients could be seen by a GP or Advance Nurse Practitioner by appointment.



A community in need: Our response to the Covid pandemic

A community in need: Our response to the Covid pandemic

The Care Group continued to support our residents and local partners throughout the pandemic with a strong, collaborative response. Read on for some of the highlights...



Home Monitoring Service

At the start of the pandemic the Care Group launched our Home Monitoring service, which has remained an integral part of the system response to managing demand and capacity.

Primary Care Development Manager Maju Miah



Whilst the numbers are lower than at the peak there were still between 30 and 40 patients supported by the service every month for 7-10 days each, allowing them to stay at home with minimal equipment rather than in hospital.

We looked at how the at-home support could be used for non-COVID patients and in particular linking with the virtual ward as a result we have provided support to children with asthma.

111 GP Support

Using the system structures of Out of Hours at our Urgent Treatment Centre, the Care Group continued to provide NHS 111 with local support during particularly busy times. Our support included offering virtual consultations to patients using the 111 service.

This service was so successful when it was launched in 2020/2021, it was funded through the 2021/2022 financial year too.

Vicky Scarborough, Executive Director for Primary Care



Local partners indicate what capacity they can offer to the system, allowing London Ambulance Service to assess capacity requests where needed.

Overall, we have provided Friday and Weekend cover for the majority of 21/22 financial year with well over 11,000 virtual appointments being offered.



Supporting Primary Care At Scale

A key part of our role as a GP Federation is to support local general practices meet the needs of our community which we have done in various ways.

Learn a few ways we achieved this during 2021/22.



How we supported Primary Care at scale

- Establishing and running the vaccination programme on behalf of primary care for the borough and providing early access to vaccination for GP Practice and key hospital staff, police, charities, as well as teachers amongst others.
- Providing rapid access to PCR Covid testing for our general practice workforce.
- Funding a confidential counselling support service during the pandemic for all staff working in Tower Hamlets general practices.
- Providing advice and support to individual practices as needed upon request.
- Setting up alternative access to care when practices had to close due to staffing or other issues and providing the home monitoring service which supported patients directly and reduced home visits.



Vicky Scarborough,
Executive Director
for Primary Care



During the 2021/22 financial year we offered more than 22,000 appointments outside of normal GP operating hours.

- The Care Group supported Primary Care recruitment and employs some practice staff on behalf of some of the practice Primary Care Networks (PCN).
- We provide collaborative support across the Primary Care Networks and facilitate educational support via our local training hub delivered by our CEPN Team (more on the CEPN Team on page 23). This includes support for the PCN Clinical Directors, who are the leaders in shaping Primary Care Strategy in their neighbourhoods.

Extended Access to Primary Care

In addition to the In-Hours GP Hubs (see page 11) we also served residents by providing extended access appointments in six hub sites across the borough. This means that patients can access GP, Advanced Nurse Practitioners, Nurses and Health Care Assistants by appointment outside working hours.



Highlights from Services

The Care Group delivers a wide range of Primary Care and community services to the populations we serve.

The following pages highlight summaries of some of the work and achievements from the services.



P-RESET Primary Care Drug and Alcohol Service

The P-RESET service works in the borough's GP practices helping patients with substance misuse issues. The team operates in partnership with the RESET Treatment and Recovery Services for problem drug and alcohol use.

A highlight for the team was being able to support patients even while working remotely through the pandemic.



P-RESET Service Lead, **Tariq Wooding-Olajorin**



As alcohol is a risk for your health and wellbeing, it is vital that the service continues screening, especially because alcohol intake increased during the pandemic.



The P-RESET service works through practices screening patients remotely using a text messaging service called 'AccuRx', which is supported by one of the GP Care Group's locality clinical leads and local GP. The messaging service allows practices to send alcohol questionnaires to patients and easily follow up appropriately with advice. This new service is one of the reasons why our alcohol screening figures have stayed consistent throughout the pandemic.

Throughout the year the team was actively organising campaigns such as Alcohol Awareness Week highlighting facts about alcohol, the importance of screening, sharing stories and relevant signposting, for practice colleagues and the public.

In numbers...

83%
the number that General Practice has achieved of **Cytology Screening** (Smear tests) for patients eligible for a **substance misuse health check.**

Over **40,000**
Audit Screens in the year
(an alcohol screening tool)



Tower Hamlets Advocacy and Interpreting Service

This year the service saw the benefits of the online booking system of advocacy and interpreting services that it had installed during 2020/21.

GP practices used the system more and on average 1,600 bookings are placed monthly, getting the support of advocates and interpreters. Response times via the online booking system are extremely quick with minimal delays. Due to the remote nature of the system staff can plan flexible working arrangements which has greatly aided staff retention.

Another highlight was an Online Booking System Steering Group which gave advocates space to discuss issues and share experiences of providing a telephone and video offerings to the borough's ethnic minority communities, and how to remain responsive to their needs, especially for those without access to digital technology.



Did you know?

We commissioned a British Sign Language (BSL) App which is available to all GPs and Community Health Services managed by the Care Group. The BSL App gives our local deaf community in Tower Hamlets on-demand, video-link access to a British Sign Language (BSL) interpreter anytime they

visit a Care Group-managed GP practice or Community Health Service whenever it's required.

The virtual provision of our BSL interpreting service is in line with the Care Group's aim of ensuring equity of access to healthcare for all our patients and improving the quality and efficiency of our Advocacy and Interpreting service.



Safeguarding Children Team

Chris Hahn, Lead Named Nurse for Safeguarding Children



Our team continued to work closely with all Care Group services during the year to ensure safeguarding needs were being met.

The team adapted to offering a remote provision via online consultations and face to face services where needed. The demand for safeguarding support has increased during this financial year and the team expanded to take on some additional resource.



Integrated Urgent Primary Care (IUPC) services

Tower Hamlets Urgent Treatment Centre (UTC)

The Urgent Treatment Centre is a GP-led healthcare service which operates 24 hours a day, seven days a week.

Our UTC service saw unprecedented levels of demand during the 2021/22 financial year. From 235 patients per day presenting in April 2021 to a peak average of 316 patients by October, more than double the initial commissioned level. By March 2022, numbers had settled to a steady 302 patients being treated per day.

The service, working closely with our health system partners, quickly and successfully put in place several changes to improve patient flow and ensure patient safety and improve patient experience. Even so the unit can get very busy at peak times and the number of rooms we have in the area available to us limits the number of clinicians we can provide.

One of the initiatives saw us working with colleagues at the Royal London Hospital, who were also facing surges in demand in A&E, on a project called 'admission avoidance in Tower Hamlets' which pulled together a team of GPs, ANPs and Health Care Assistants. The aim was to support and manage patients being admitted into hospital. The service linked closely with the newly developed virtual ward (see page 11) focusing on patients who were ready to leave the hospital. This increased our capacity to effectively manage patients at home.

The UTC team's flexibility and creativity has led to them being recognised across the local healthcare system as capacity enablers who always come up with innovative ways to support the health service.



I was hugely impressed with the UTC staff we met; they've managed to keep the service going; delivering care through the hardest times we've seen. Everyone I met showed a real sense of passion and hard work. It felt like a happy place. It felt like a place that people were pleased to be working in.



David Monk,
GP Care Group
Non-Executive
Director

commenting on
his visit to the
UTC (Feb 2022)



GP Out of Hours (OOH) service

The GP Out of Hours (OOH) service is for Tower Hamlets residents who develop an urgent medical condition that cannot wait until their surgery reopens.

Appointments are arranged by patients calling 111 and having their needs assessed; an appointment with the service will then be booked if appropriate. During the year, as with our other services, the OOH service saw elevated demand.

The service provided primary care support for patients in Tower hamlets via telephone triage, face-to-face appointments, and a home visiting service. This support helped to reduce the number of patients attending A&E and supported patients to manage their symptoms at home.

During this financial year, April 2021 to March 2022, the OOH service reviewed more than 13,000 patients and completed over 800 home visits.

More than
13,000
patients seen

800
home visits

In numbers...

25,000
the number of referrals processed by our Single Point of Access (SPA) Admin team to specialised clinical teams in the community

Did you know?

“The Out of Hours Service (OOHs) was originally organised by a small number of local Tower Hamlets general practitioners in the early 1990s. The service was formed around the idea of GPs from different practices sharing responsibility for providing clinical care to patients who were seeking urgent assistance when their general practice was closed.

By mid-2000, all general practitioners chose to join the OOHs service to provide excellent urgent clinical care at night and at the weekend when they were unavailable. The Care Group took over the management of the service in 2017 and now provides care to the whole Tower Hamlets population of 320,000 residents.”

Dr Jennie Read (now retired) shared the origins of the OOH service (May 2021)



Social Prescribing Service

The Social Prescribing service helps residents connect to non-medical support to deal with social factors affecting their health and wellbeing.

During this financial year the top five most common support requests were exercise and healthy eating, financial, housing, mental wellbeing and social connection.

8,500

referrals received into the service during

(April 2021 to March 2022)

An early highlight for the Social Prescribing team was a partnership with local Arts and Wellbeing charity St Margaret's House and partners. In March 2021, the charity, along with the Care Group, Tower Hamlets CVS, National Academy of Social Prescribing, and London Plus were awarded £47,343 from the Thriving Communities Fund to set up "The Health Tree" to help people of Tower

Hamlets recover from COVID-19 through social prescribing.

Under the banner of "The Health Tree", up to 300 people from Tower Hamlets were able to take part in activities like COVID Cafes, yoga, creative walks, nutrition, wellness workshops, woodwork, legal advice, and talks to address issues of long-term COVID, mental health, and physical activity.

Did you know?

Participants (in the image to the right) enjoying a dance at The Health Tree 'Social Prescribing Day Celebration' on 10 March. Attendees learned about successful social prescribing projects in Tower Hamlets and found out what role arts play in improving health and wellbeing. GP Care Group Social Prescribers delivered a fantastic role-play of the referral/ consultation process. First presenting an interaction between a clinician and a patient being referred, and then of a conversation between a Social Prescriber and the patient, to get a better insight of social prescribing interventions.

A challenging time

"During the pandemic, my team were told we had to work remotely. At first it was quite a challenge as we didn't have the right equipment and patients were needing different kinds of support. Once we received home furniture and equipment things became a lot easier. As for patient's needs, we pulled together as a community and did everything we could by getting food and medication delivered to the elderly and vulnerable. A big part of this support was from the volunteers who were delivering all these things to the community. My team also worked closely with Tower Hamlets Council by checking on the vulnerable patients via telephone to see if they were getting the support they needed."

Tracy Tundervary (Social Prescriber)



Our Social Prescribing Service joined the National Social Prescribing Day celebrations hosted by the Health Tree at the Brady Centre earlier this year



0-19 Integrated Services

Our 0-19 Integrated Services is made up of our Health Visiting, Family Nurse Partnership, School Health and Child Healthy Weight teams.

The focus for the 0-19 team in the early part of 2021/22 was to develop services post-pandemic to ensure families received the best care.

The team reviewed their clinical model which consisted of a blend of face-to-face and virtual clinics for service users.

Responding to the staff shortages of 0-19 recruits across the country, the team refreshed their recruitment and retention strategy with several qualified posts being filled during the financial year. This included a skills-mix review and a 'grow our own' approach in response to the workforce challenges.

A highlight for the team was the launch of a Single Point of Access system developed in February 2022. This allows families and professionals to have better access and response from the service with resource being consolidated across the borough into one team.

Two further highlights for the team focus on healthcare support for children and young people.

Spring 2022 saw the launch of a new Schools Health drop-in service available for young people aged 13-19 to drop in to see a nurse, one day a week every school holiday.

This new service was an additional offer to the confidential 1-to-1 GP appointments available via Health Spot, based at Langdon Park. Health Spot, created by Spotlight, Poplar HARCA's youth provision, and Tower Hamlets GP Care Group, is a GP service free for 11-19-year-olds (up to 25 for those facing additional challenges).

With the launch of these two services, children and young people have access to a nurse who can support them through a wide range of concerns including anxiety issues, sleep problems, diet or healthy eating options, self-harming and more. For prescribing or diagnosing concerns, the nurse can refer the young person to Health Spot.

Geraldine Collins, School Health & Wellbeing Service Lead



We wanted to ensure that young people had easy access to a nurse, even during the school holidays. Choosing Spotlight as a venue was easy as it is a place that young people already frequent in large numbers for various activities; in addition, the Care Group's Health Spot service is based there every Tuesday.



Some of our Health Visitors at this year's Summer of Fun event: Esther (Staff Nurse), Abigail (Student Nurse), Dorothy (Nursery Nurse), Shamima (Nursery Nurse).



Geraldine Collins with some of our Young Advisors



Community Education Provider Network (CEPN) – Tower Hamlets Training Hub

The Training Hub adapted and sustained their normal programme of activities during the pandemic and launched a number of exciting new programmes during the year. Some of these initiatives addressed workforce challenges facing primary care.

Just a few highlights from 2021/22:

Multi-professional coaching and mentorship faculty

There was significant growth in the multi-professional coaching and mentorship faculty. The programme enables access to one-to-one support for all local primary care staff. The programme started with 30 primary care staff and ended the year with 107.



Virtual Reality based 'Through the Eyes of' Programme

CEPN re-launched the Virtual Reality based 'Through the Eyes of' Programme. This training uses empathy building to improve understanding of various health conditions. More than 180 people were trained in the trial phase, with some fantastic feedback and future ideas for development including a focus on visible and hidden disabilities.

Statutory and mandatory training programmes for primary care

More than 1,000 primary care staff benefitted from BLS/AED (basic life support and automated external defibrillator) updates, safeguarding, and the e-learning programmes offered through the Bluestream Academy.

Open Doors General Practice Nurse (GPN) Programme

The Open Doors General Practice Nurse (GPN) Programme continues to offer high quality nursing education support to practice teams including weekly supervision and actional learning sets for six trainee nurses employed by our local practices.

Mayor's Covid Recovery Fund staff wellbeing programme

More than 1,000 people from different disciplines and backgrounds benefitted from the Mayor's Covid Recovery Fund Staff Wellbeing Programme which included virtual mental health and wider wellbeing offers from November 2021 – April 2022. These included Mental Health First Aid training, Suicide Awareness, supporting those bereaved and lunch time wellbeing and wellness sessions.

In numbers...

400

trained in Motivational Interviewing across North-East London

More than

1,600 places

attended Mental Health and Suicide Prevention training in year one.

11

newly qualified GPs started in the borough

600

primary care colleagues benefitted from PLT (protected learning time) during 2021/22



Our Workforce

Supporting the health and wellbeing of our workforce remains a priority in the Care Group. Learn more about some of the activities we focused on during 2021/22.



Images from a "Thank You" party for everyone in the Care Group workforce involved in our COVID-19 vaccination programme



The Human Resources team successfully developed the health and wellbeing offer for all Care Group colleagues during the year.

In addition to our free counselling service and the establishment of the staff Health & Wellbeing Forum, the HR Team introduced the Care Group Employee Health & Wellbeing Programme which offers colleagues wide ranging support and advice such as virtual wellbeing sessions, guidance about managing stress and keeping healthy, including desk exercises and promoting regular walks during the day.

See snaps taken by colleagues during their walks on the back page of this Annual Report.

Other highlights included:

- Reviewing and refreshing our recruitment methods to ensure we continue to offer a great service that is efficient and safe, introducing online documentation.
- Adapted the Covid right to work check requirements and made changes to ensure compliance with the Government statutory Good Work Plan.
- Responded quickly as the vaccine service was mobilised, including rapid on-boarding of 100 new staff and issuing bank contracts for 94 staff so that they could join the programme. The Human Resources Team also worked with Volunteer Centre Tower Hamlets to recruit over 100 volunteers to support the vaccine centres.

The team works closely with Practices and Primary Care Networks on a range of workforce issues.



Wellbeing workshop with GP reception and admin staff May 2022



Finance

As the country began to come out of lockdown, demand on health services remained high. Patients and staff were adjusting to living and working with the effects of COVID-19.

Having a solid financial base allowed us to continue to work proactively in re-designing services based on the “new normal”, a combination of remote consultation and a gradual increase in face-to-face provision where it was safe to do so. We were mindful of a potential surge in demand and ensured that our services were flexible and adaptive.



Revenue - £37.7 Million (10% growth):

We ended the financial year with a small surplus 1.7% of revenue, our cash balances remained healthy and working capital averaged £2-3million across the financial year.

New Contracts:

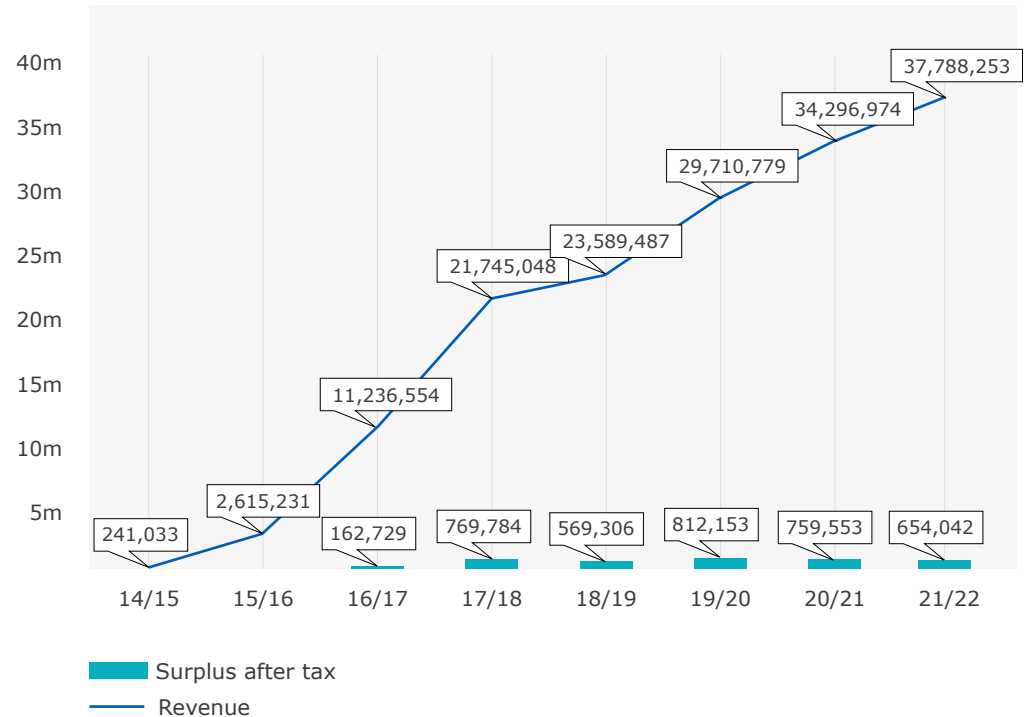
During the year we developed a Virtual Ward service which looked to free up much needed capacity within the acute hospital by managing respiratory patients within the community via support from nurses, consultants and GPs. The model is being further developed at national level due to the success of several pilots seen across the UK.

Our response to COVID support remained strong with the development of a community outreach vaccination team, the team worked on administering vaccinations to the most vulnerable patients. Capacity across the Primary Care System was stretched, with significant increasing numbers of patients presenting to our Urgent Treatment Centre.

Working with local commissioners, we established an In-Hours hub which was vital in providing additional capacity across the emergency and primary care space.



GPCG Revenue Growth £



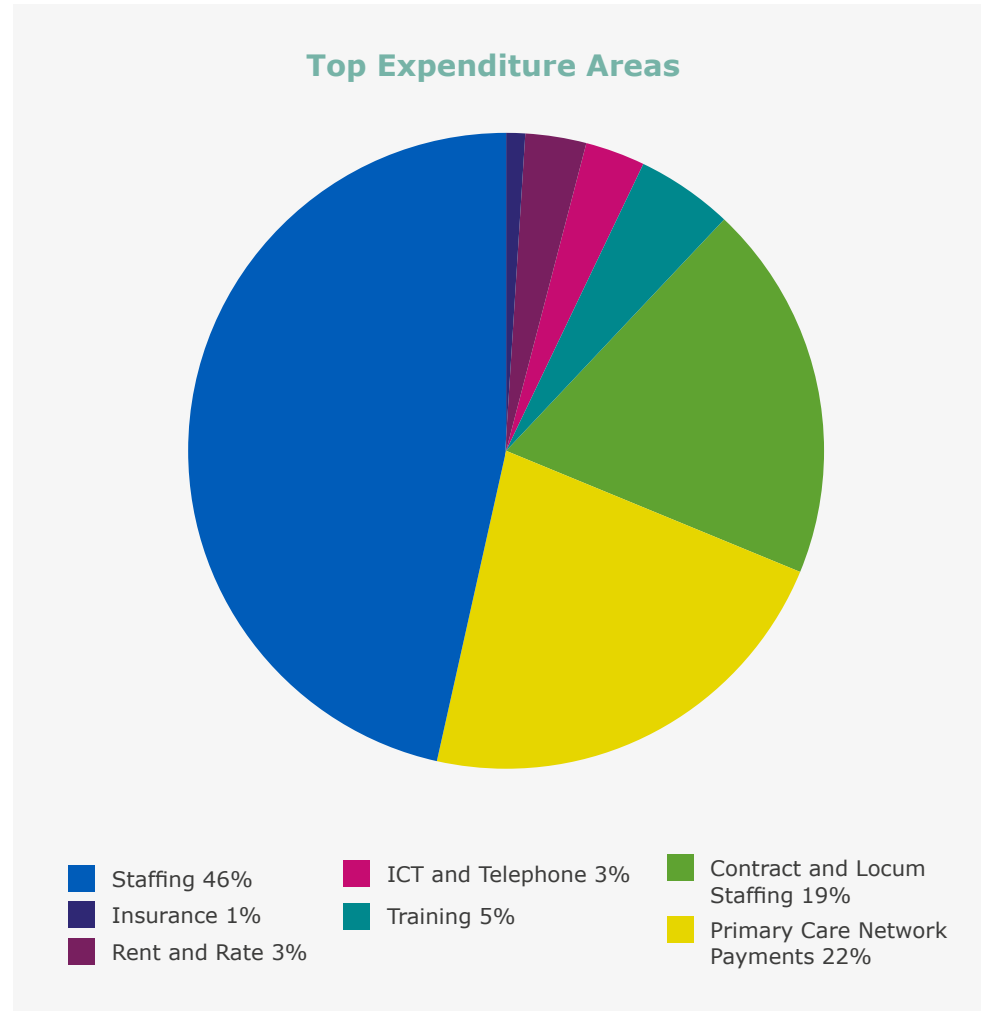
Spend Profile - £36.9 Million (11% increase):

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

Primary Care network payment is the second largest area of spend. Contract and Locum staffing spend relates to both project management and GP expenditure. Non-pay items span across the normal categories, with significant increasing numbers

Going Concern

The Board of Directors is required by company law to assess the Care Group's ability to remain trading for at least the next 12 months. The test for going concern was undertaken and the Boards assessment shows that the Care Group can sustain the impact of significant prudent assumptions and continue to operate for a 24-month period.



Financial Results:

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.

21/22 accounts are the first year GPCG has met Large Company status:

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

It is anticipated that GPCG in 22/23 will continue to meet these thresholds and therefore will be looking to submit annual accounts as a large company.

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

2021/2022 has been another busy year for the Care Group as the

nation comes to terms with living post pandemic, and the impact of COVID-19 is yet to be fully understood.

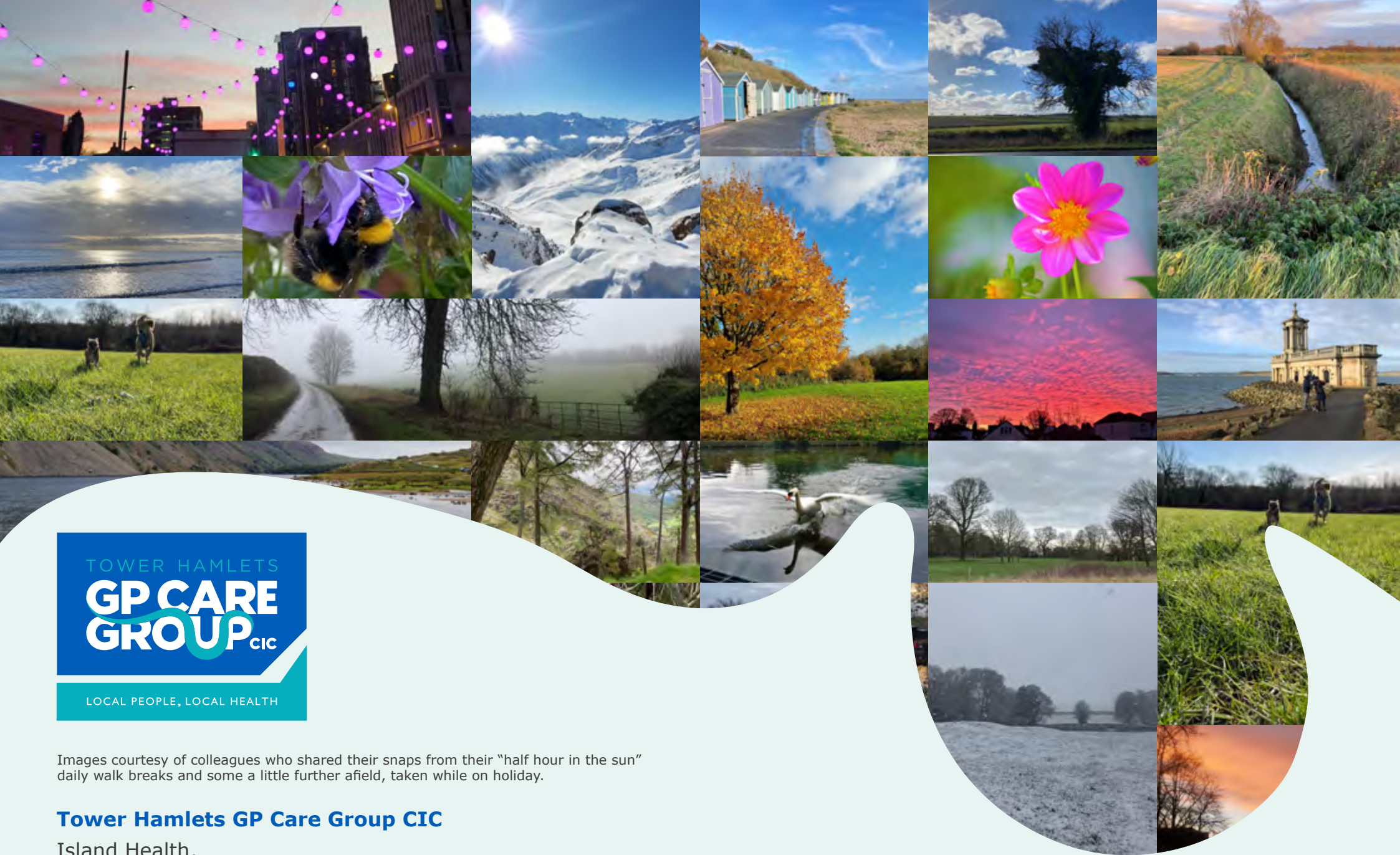
The virus has not gone away, but we must look to how services can be adapted to operate within a post pandemic system, maintaining the effective partnership working and impressive system response we have seen.

We need to take this opportunity to learn and continue to deliver services to ensure we meet our contractual duties and work closely with our system partners.

As we move into a new way of working across an integrated placed based setting, the Care Group is pivotal to ensuring primary care remains at the heart of Tower Hamlets health and care system.

| | 2021/22 £ | 2020/21 £ | 2019/20 £ | 2018/19 £ |
|---|------------------|------------------|------------------|------------------|
| Turnover | 37,787,099 | 34,281,916 | 29,680,371 | 23,573,425 |
| Gross Profit | 37,787,099 | 34,281,916 | 29,680,371 | 23,573,425 |
| Administrative Expenses | -36,980,794 | -33,366,223 | -28,700,989 | -22,886,640 |
| Operating Profit | 806,305 | 915,693 | 979,383 | 686,785 |
| Interest receivable and similar income | 1,154 | 15,058 | 30,408 | 16,062 |
| Profit before tax | 807,459 | 930,752 | 1,009,791 | 702,847 |
| Tax on profit | -153,417 | -171,199 | -197,638 | -133,541 |
| Profit after tax | 654,042 | 759,553 | 812,153 | 569,306 |
| Retained earnings at the beginning of the year | 3,073,521 | 2,313,968 | 1,501,815 | 932,509 |
| Profit for the year | 654,042 | 2,313,968 | 812,153 | 569,306 |
| Retained earnings at the end of the year | 3,727,563 | 3,073,521 | 2,313,968 | 1,501,815 |





Images courtesy of colleagues who shared their snaps from their "half hour in the sun" daily walk breaks and some a little further afield, taken while on holiday.

Tower Hamlets GP Care Group CIC

Island Health,
145 East Ferry Road,
E14 3BQ

www.gpcaregroup.org



bit.ly/GPCareGroup



@THGPCareGroup