

TOWER HAMLETS GP CARE GROUP ANNUAL REPORT 2016

WWW.GPCAREGROUP.ORG

ST ANDREWS HEALTH CENTRE 2 HANNAFORD WALK LONDON E3 3FF



TOWER HAMLETS
**GP CARE
GROUP** CIC

LOCAL PEOPLE. LOCAL HEALTH

WELCOME



This year has seen the Tower Hamlets GP Care Group continue to develop and provide a unified provider voice for primary care in Tower Hamlets. It's a true privilege to work in Tower Hamlets and be part of a system that continu-

ously strives to ensure the best possible care is delivered for our population in increasingly difficult financial times locally and nationally.

A major highlight at the beginning of the year was to have successfully tendered for Health Visiting in the borough. The pleasure that we all had in welcoming health visiting staff to be part of the Care Group in April was particularly special. Working together to support Health Visiting teams to maximise their ability to deliver the quality of service to our population in partnership with colleagues across specialties has been very exciting.

Our Vanguard work with partners across health and social care and with the CCG has been rebranded as Tower Hamlets Together. We have been able to create and rapidly evolve a number of workstreams all aiding in enhancing and creating new models of patient care. The staff innovation fund work has been one visible area that has delivered direct support and encouragement to primary care; others include the on-going work of the incredible Open Doors team and CEPN (the education team) which has calmly and efficiently delivered on our core principle of learning together, working together, delivering best care together. Many of the other projects on a larger footprint have gained national acclaim as part of the New Models of Care programme.

CONTENTS

2-3	Welcome
4-5	Supporting Primary Care: Workforce
6-9	Supporting Primary care: Delivery
10	GP Care Group Board
11	Network Structure
12-13	The Present and Beyond
14-15	Get Involved





The Community Health Service procurement is on-going and we hope will be successfully concluded in the very near future. This work has been challenging for many of us in the Care Group who with colleagues in East London Foundation Trust and Barts Health have worked tirelessly through the competitive dialogue process. We all trust that the close relationships and mutual support that we have built over more than two years of partnership work will remain rock solid and see us through to a successful conclusion with the imminent start of a truly transformative model of integrated community care.

The key challenge we all have in General Practice over the coming months and years is sustainability. Work with Network Managers and the CCG is on-going to explore ways of ensuring we recognise the value of networks and cement the tremendous improvements in patient care that have been delivered by practices at Network level. We are committed to jointly exploring new ways of working which might achieve better outcomes for our patients, for example learning from the work done developing hubs using resources from the Prime Minister's Challenge fund to determine what does and what doesn't work for our patients and practices in Tower Hamlets, whilst maintaining those values that we all hold dear.

None of us are finding the financial outlook easy to manage, but the strength of our collaboration at network, locality and borough level does allow us to be in a better position than many colleagues elsewhere in the country. Our tradition in Tower Hamlets of working together to help each other to produce better health and wellbeing outcomes for the population will, I trust, stand us all in good stead.

I hope you find that this report highlights the work that we have done, our plans for the future and helps provide a better understanding of the driving factors behind our approach. Finally, I would like to extend thanks to my colleagues on the GP Care Group board, the senior management team, our Network Managers, and all of our employees and colleagues who have worked so hard throughout the year. We could not have come as far as we have without the support and encouragement of our 37 member practices and all the colleagues who work within the care group and within primary care at every level in the borough who do an amazing job. Thank you so much!

Best wishes

DR PHILLIP BENNETT-RICHARDS
CLINICAL DIRECTOR

SUPPORTING PRIMARY CARE WORKFORCE

OVER THE LAST YEAR WE HAVE BUILT ON OUR PROJECTS THAT SUPPORT PRIMARY CARE AS WELL AS CREATING NEW WORKSTREAMS

CEPN

GP Care Group are proud to host and contribute to the Tower Hamlets Community Education Provider Network (CEPN) to support workforce development in primary care and deliver integrated education working with other local health and care partners.

**“THE CEPN IS GIVING US
FANTASTIC OPPORTUNITIES
TO INVOLVE RESIDENTS,
COMMUNITY PARTNERS
AND FRONTLINE WORKERS
IN LEARNING...”**

WE HAVE

- Increased our focus on delivering integrated education to bind the local health and care workforce together, thus enabling better patient care
- Seen over 100 different local organisations take part in its training activities; which has been recognised and commended by Health Education England
- Undertaken an extensive audit of the General Practice workforce to provide a better understanding of the current workforce to inform planning for the future primary care workforce
- Helped young people in Tower Hamlets gain access to employment skills via the business administration apprenticeship scheme

Once again, Tower Hamlets General Practice has been praised for its commitment, including the number of apprentices recruited at such short period of time
For more information about the CEPN including upcoming education courses and to ask any questions please visit: www.thcepn.com

OPEN DOORS

The Open Doors team works in partnership with CEPN, providing clinical education and mentoring for Practice Nursing staff and Health Care Assistants. Our award winning team have supported many HCAs and nurses to achieve nationally recognised qualifications. The programme enables many practices to recruit, develop and retain a highly skilled workforce.

RECENT DEVELOPMENTS INCLUDE

- Updates for flu vaccination
- Cytology training
- Secured funding from Health Education England for five new trainee Practice Nurses
- Funding has also been secured for a new trainee member of the teaching team to support further training for HCAs
- The Care Homes project has to date trained over 200 residential care home staff that are without nurses on site, promoting health and wellbeing for residents with respiratory disease (especially COPD), diabetes, and heart failure. This has been proven to reduce hospital admissions and is supporting GPs and their teams in caring for residents

“THE BEST TRAINING I HAVE HAD. EASY TO UNDERSTAND, VERY GOOD, FRIENDLY TEACHERS” CARE SUPPORT WORKER ON OPEN DOORS”

SUPPORTING PRIMARY CARE DELIVERY

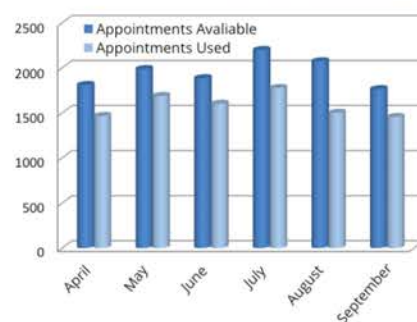
GP CARE GROUP

GP Care Group became the service provider of the Prime Ministers Challenge fund with the aim to help support primary care by offering a variety of services for Tower Hamlets patients at scale.

In December 2015, four Extended GP Access hubs opened, one in each of our localities providing appointments with GPs in the evenings and at weekends. All 37 GP practices and the Out of Hours service can book appointments directly for Tower Hamlets residents.

With the extended access GP appointment usage consistently achieving 75% or above the next phase of the pilot was rolled out. Health Care Assistant and Independent prescribing pharmacist (IPP) appointments were offered and most recently weekend nursing appointments.

EXTENDED ACCESS TOTAL APPOINTMENT USAGE 2016



Month	Appointments Available	Appointments Used	Usage %
April	1810	1467	81.05%
May	1987	1689	85.00%
June	1886	1602	84.94%
July	2199	1777	80.81%
August	2073	1501	72.41%
September	1764	1455	82.48%

(*Appointment usage totals include GP and Nursing, reporting on HCA and IPP is on-going)

The extended access hubs have been able to further support primary care in Tower Hamlets due to their flexible approach. Recently the Hubs were commissioned by the Tower Hamlets Clinical Commissioning Group to hold specialist BCG clinics to administer the vaccine. Due to a national shortage it had become impossible to provide sufficient supplies at an individual practice level.

SOCIAL PRESCRIBING

Also funded as part of the Prime Ministers Challenge Fund, the Cycle of Demand team examined the impact that self-management models of care could have as a means to lessening the growing pressures placed on general practice by the increasing demand. The team consisted of Challenge Facilitators, Health Champions and Community Researchers who were deployed to understand the perspective of local people, general practices, and community organisations across six themes.

- Practice Capacity- real ability to deal with the volume of work in general practice
- Staff Wellbeing- do we have a resilient work force able to cope with the pressure
- People's Participation in Health- are local people encouraged and supported to be really involved in health
- Whole Community Health and Wellbeing- what can whole communities achieve when they work together
- Wider Determinants of Health: how do social factors (education, employment, housing etc.) impact health and contribute to demand in primary care
- New Ways of Working- what can we do differently to reduce demand

"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 CLINIC, AT A TIME COMFORTABLE TO ME. MEANING I DID NOT HAVE TO TAKE TIME OFF WORK! BLISS. LONG LIVE THE HUB!"

The work uncovered a huge amount of activity happening in our communities with over 150 innovative projects. The study of these projects established that patients are our biggest asset. Their healthy choices, wellbeing behaviours, work as carers and activity in the community are all supportive of improving health and wellbeing as well as primary care. This has highlighted the opportunity in primary care to support the strengthening of this capability so that we collaboratively build healthy communities. More information about the work done by the Cycle of demand team and the report detailing their findings can be found at <http://www.cycleofdemand.org>

TOWER HAMLETS TOGETHER

The work of the cycle of demand team around supporting models of self-management will be utilised by the newly rebranded Tower Hamlets Together (THT) Partnership. Formerly known as Tower Hamlets Integrated Provider Partnership (THIPP); the new branding now includes the CCG and Tower Hamlets Council for Voluntary Service added to the already established partnership of the GP Care Group, The London Borough of Tower Hamlets, Barts Health and East London Foundation Trust. The partnership between both health and social care organisations looks to ensure services are provided in a more coordinated way to reduce duplication and improve the overall experience and outcomes for the population of Tower Hamlets. With such a large partnership the THT work stream has a wide remit with a number of on-going collaborative projects spanning across multiple areas of patient care.

Below are just a few areas that the THT partnership is focusing on:

- Developing stronger links between health, childcare, education, social care, voluntary and community sectors, in order to improve accessibility, quality and effectiveness
- Involving families in designing health and care services to ensure they are responsive to their needs
- Being able to respond rapidly to patients with an urgent health problem to prevent their condition worsening and them needing to be admitted to hospital
- Reducing the frequency and length of stay of hospital admissions
- Seeking to prevent the onset of specific diseases or other demands on the health and care system by addressing their risk factors, such as smoking or low levels of physical activity
- Supporting people's preferences for where they receive care and treatment, with a focus on providing care as close to home as possible

The vanguard status held by Tower Hamlets means that the work done towards fulfilling these aims will be supported by NHS England and innovations will be used as examples for other areas around the country. If you would like more information about the Tower Hamlets Together partnership and up to date news please visit <http://www.towerhamletstogether.com>

SUPPORTING PRIMARY CARE DELIVERY

OVER THE LAST YEAR WE HAVE BUILT ON OUR PROJECTS THAT SUPPORT PRIMARY CARE AS WELL AS CREATING NEW WORK STREAMS

HEALTH VISITING

THE HEALTH VISITING
CLINICAL LEADS TEAM



THE HEALTH VISITING SERVICE IN TOWER HAMLETS

The Health Visiting Service provides advice and support for all parents of children up to age 5 years on parenting, child development and health issues, working in partnership with GP Practices, the local authority (Children's Centres and other early years services) as well as other services across the borough.

The service and over 100 staff transferred from Barts Health to the GP Care Group on 1 April 2016 following a competitive tender process. The Board of the GPCG welcomed the team at a tea party where all board members personally provided (and in most cases baked) the cakes themselves!

The provision of health visiting was important to GP Care Group as we see this as an opportunity to make a fundamental difference in improving the health and wellbeing of children and their families in Tower Hamlets.

HOW WE ARE IMPROVING

- Taking a holistic and coordinated view and continually improving the 0-19 pathway to meet the needs of children and families in Tower Hamlets
- Bringing Health Visiting into a true partnership with primary care and all agencies working in Tower Hamlets for the benefit of children and their families
- Building exciting and attractive career and development opportunities and ensuring Health Visitors are effectively supported by the wider system



KEY DEVELOPMENTS

WE WOULD LIKE THE OPPORTUNITY TO SAY THANK YOU TO ALL STAFF THAT HAVE BEEN A CREDIT TO THEIR PROFESSION, WITH YOUR CONTINUED HELP AND DEDICATION WE LOOK FORWARD TO A BRIGHT FUTURE FOR HEALTH VISITING IN THE BOROUGH.

- We have already put in place a new structure to provide an experienced professional lead supported by four locality leads to improve partnership working, improve career opportunities, and increase support for staff teams. A new Director of Health Visiting, Carrie McGregor, an experienced health visitor by profession, joined us on 1 September, now leads the senior team. Carrie joins Yvonne Dockery (Locality Clinical Lead – South West), Helen Miller (Locality Clinical Lead North West) and Anne Foster (Health Visiting Education Practitioner). There are also two new clinical leads that started in November - Janine Ellule (Locality Clinical Lead North East) and Hamida Serdiwala (Locality Clinical Lead South East), both of whom have previously worked within Tower Hamlets health visiting
- Two service workshops have been held to involve staff in the formulation and delivery of a development plan for the service
- We now monitor performance data with the support of a new in-house GP Care group data support team; our quarterly monitoring figures are showing substantial improvements and increased data accuracy
- All health visitors are provided with mobile phones and we are developing mobile working, moving towards an electronic based caseload for health visitors
- An in-house 'staff bank' has been created to provide high quality, flexible staff support in a cost manner
- Work has begun at creating a single directory of services to support professionals and families which will be contained via the GPCG website

GP CARE GROUP BOARD

Please find below the elected representatives who currently sit as Directors on the GP Care Group Board



Dr Sabir Zaman
Network 1 representative



Dr Joe Hall
Network 6 representative



Chris Ley
Network Manager
representative

NW: THE ONE NETWORK

1. Strouts Place Medical Centre
2. Pollard Row Practice
3. Bethnal Green Health Centre
4. The Mission Practice
5. The Globe Town Surgery



Dr Simon Brownleader
Network 2 representative



Dr Phil Bennett- Richards
Clinical Director/
Network 7 representa-
tive



Dr Mike Fitchett
Network 8 representative

NW: EAST END HEALTH NETWORK

6. Health E1
7. Spitalfields Health Centre
8. Blithehale Medical Centre
9. Albion Health Centre
10. XX Place



Dr Ben Dougall
Network 3 representative



Dr Nicola Hadgrub
Deputy Clinical Director/Net-
work 4 representative



Ruth Walters
Director of Quality / Practice
Nurse representative

SW: STEPNEY & WHITECHAPEL NETWORK

11. Harford Health Centre
12. Brayford Square
13. City Wellbeing
14. Whitechapel Health Centre



Dr Sella Shanmugadasan
Network 5 representative



Debbie Russell
Practice Manager representa-
tive



Ayesha Lulat
Network Manager representa-
tive

TOWER HA

ADDITIONAL SUPPORT

Additional support to the board over the last year has come from:



Christopher Banks
Chief Executive



Tracy Canell
Chief Operating Officer



Tony Hoolaghan
Director of Primary Care



Christopher Hall
Director of Finance

The network structure in Tower Hamlets enables GP practices to work collaboratively to enhance the general practice care for Tower Hamlets residents. The support we have received from the network managers and their coordinators coupled with the engagement from the network chairs have been major factors in our success over the last year.

NE: BOW HEALTH NETWORK

- 19. The Grove Road Surgery
- 20. Ruston Street Clinic
- 21. Tredegar Practice
- 22. Harley Grove Medical Centre
- 23. St. Stephen's Health Centre

NE: MILE END EAST & BROMLEY BY BOW HEALTH NETWORK

- 24. Merchant Street Practice
- 25. St. Paul's Way Medical Centre
- 26. Stroudley Walk Health Centre
- 27. Bromley-by-Bow Health Centre
- 28. St. Andrews Health Centre

SE: POPLAR & LIMEHOUSE HEALTH WELLBEING CENTRE

- 29. Gough Walk
- 30. The Limehouse Practice
- 31. Chrisp Street Health Centre
- 32. The Aberfeldy Practice
- 33. All Saints Practice

SE: HEALTHY ISLAND PARTNERSHIP

- 34. The Barkantine Practice
- 35. Island Medical Centre
- 36. Island Health
- 37. Docklands Medical Centre

SW: THE HIGHWAY NETWORK

- 15. East One Health
- 16. Jubilee Street Practice
- 17. St. Katherine Docks
- 18. The Wapping Group Practice

AMLETS GPCG NETWORK STRUCTURE

Network 1: The One Network (NW)
Network Manager: Dean O'Callaghan
Network Chair: Dr Kamaldeep Tamber

Network 2: East End Heath (NW)
Network Manager: Ashraf Ullah
Network Chair: Dr Anwara Ali

Network 3: Stepney & Whitechapel (SW)
Network Manager: Asma Karim
Network Chair: Dr Ben Dougall

Network 4: The Highway Network (SW)
Network Manager: Yash Rangineni
Network Chair: Dr Jens Rubach

Network 5: Bow Heath Network (NE)
Network Manager: Phalguni Trivedi
Network Chair: Dr Naimish Amin

Network 6: Mile End East & Bromley by Bow Health Network (NE)
Network Manager: Ayesha Lulat
Network Chair: Dr Savitha Pushparajah

Network 7: Poplar & Limehouse Wellbeing Network (SE)
Network Manager: Chris Ley
Network Chair: Dr Ben Hart

Network 8: Healthy Island Partnership (SE)
Network Manager: Kamiljit Kaur
Network Chair: Dr Ben Shankland

THE PRESENT AND BEYOND

Leading the local Vanguard programme, developing the Prime Ministers Challenge Fund Hubs, securing the Health Visiting contract and our involvement in the future provision of Community Health Services are all evidence of the considerable progress we are making as an organisation to support and place primary care at the forefront of local service development and delivery. We have recognised the need to grasp opportunities as they arise, we are changing and adapting to the challenges we face, and developing our infrastructure to put us in a strong position for the future.

PRESENT

SUPPORTING PRIMARY CARE THROUGH WORKING AT SCALE

Our current projects to support individual practices by providing support at scale, include e-consulting, social prescribing, a salaried GP scheme, sharing best practice policies and procedures, and NHS pension training.

We are also consulting practices to identify areas where we can collectively work at scale to make primary care in Tower Hamlets stronger and more sustainable. This complements the CCG's commissioning intentions and we will undertake option appraisals and develop business cases for the most popular areas such as centralised patient registration/call & recall/appointments booking, Bulk buying, OD support, In hours visiting, MDU fees, HR support (payroll).

SALARIED GP SCHEME

In common with much of the NHS, Tower Hamlets wants to recruit and retain more GPs. Tower Hamlets CCG commissioned the Care Group to set up and run a new scheme for salaried GPs. We devised a package that includes advertising, recruitment, and placement and shared employment with practices, and in our first round attracted two excellent candidates who are now employed at practices within the Borough. The scheme makes advertising and employment of doctors much more affordable for practices because the advertising costs are shared and they only pay for the sessions the doctors work for them. The scheme is attractive to the doctors because the Care Group provides non-practice clinical sessions, and receives additional training and facilitated peer support. All of which improves the experience and professional development of newly qualified GPs.

HUMAN RESOURCES

The GPCG Human Resources team has been created in response to the significant growth of its staff, with the transfer of over 140 employees since April. We have engaged a new, high quality payroll provider used to dealing with the NHS at scale and our HR team has overseen putting the new payroll system in place along with the selection of a new occupational health provider to provide further support to employees.

THE FUTURE

In the year to come we have a number of developments that we are working on

- Locality Integrated Care Boards to support local delivery and management of community health services and improvement of population health
- Improving GP information technology with the CCG to improve the process of primary care referrals along with the delivery of pathology results
- Continued development of the GP Salaried Scheme to help recruitment for practices throughout the borough
- Developing a single point of access system to help direct patients to the most appropriate service for their needs
- Continued support to increasing social prescribing through the networks
- Working with East London NHS Foundation Trust on developing quality improvement skills in primary care
- Playing an active part in the leadership of the Multi-specialty Community Provider Vanguard programme

Engagement of our shareholders and our stakeholders is vital to our continued success. Information and updates will continue to be shared via our bi-monthly Networking events, which will be a driving forum behind our future projects and procurements. We will work with the Practice Manager Forum to support practice managers and we will also be supporting the network level patient participation groups. The progress of these workstreams and those mentioned throughout the report will help to shape the development of primary care in Tower Hamlets for the coming months and years. As a GP Federation we aim to build on our successes by being a leading innovative and influential primary care provider throughout the borough. Last year was one of significant growth and achievement for GP Care Group and we will build on this in the coming year by pushing the boundaries of collaborative working, to ensure Tower Hamlets has a modern, high quality, sustainable, responsive and accessible primary care service that meets the needs of the community and supports the partners and staff of the 37 practices who are our members.

FINANCIAL

Prior to 1st April 2016, the Care Group's annual turnover was below the threshold for preparing audited accounts. We have filed unaudited accounts for the year ended 31 March 2016 with the Registrar of Companies. The accounts can be viewed at <https://beta.companies-house.gov.uk/company/09233816/filing-history> or please contact us directly at St Andrews Health Centre, 2 Hanaford Walk, London, E3 3FF for a copy. Copies will also be available at the Annual General Meeting on 21st November 2016.

GET INVOLVED

WE WOULD LIKE TO WELCOME YOU TO CONTACT US TO FIND OUT MORE ABOUT WHAT WE DO AND GET INVOLVED AS WELL AS GIVING US FEEDBACK.

CYCLE OF DEMAND

More information about the work done by the Cycle of Demand team and the report detailing their findings can be found at:

www.cycleofdemand.org



TOWER HAMLETS GP CARE GROUP

If you would like to have more information on upcoming GP Care Group developments or to sign up to our regular E-bulletins containing up to date Care Group news please visit:

www.gpcaregroup.org

Address:
St Andrews Health Centre
2 Hannaford Walk
London
E3 3FF

Telephone: 02070936721

TOWER HAMLETS COMMUNITY EDUCATION PROVIDER NETWORK (CEPN)

For more information about the CEPN including upcoming education courses and to ask any questions please visit:

www.thcepn.com



TOWER HAMLETS TOGETHER

If you would like more information about the Tower Hamlets Together partnership and up to date news please visit:

www.towerhamletstogether.com

WORKING WITH US

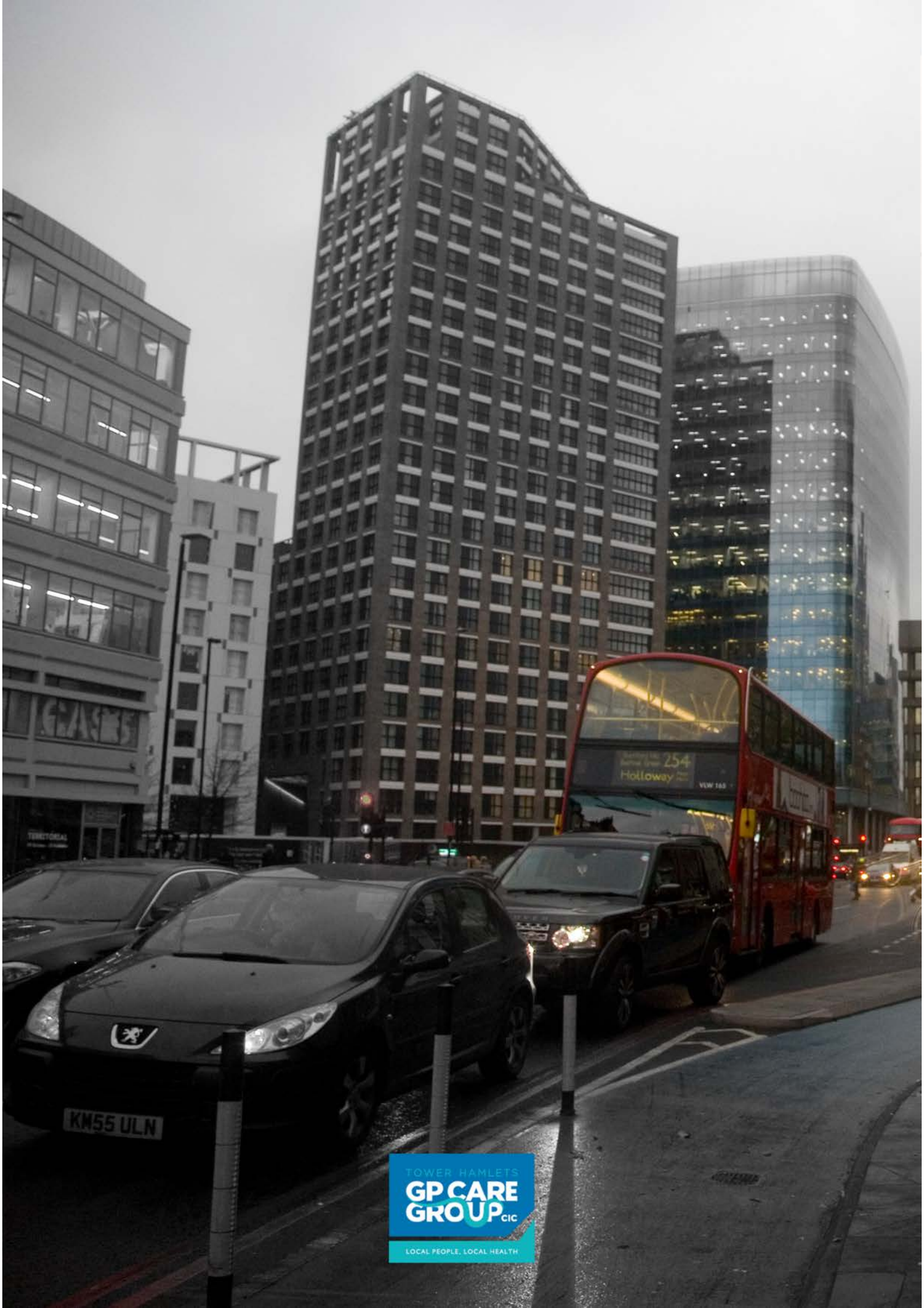
We advertise our vacancies on NHS Jobs, if you have the required skills and expertise we would be keen to have you on board – visit www.jobs.nhs.uk/cgi-bin/advsearch

REGULAR MEETINGS

Information about our future work is discussed at numerous forums including at the network board meetings, locality meetings and bi-monthly GP Care Group Networking events held on a Tuesday evening.

“Delivering better health through partnership”





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