

TOWER HAMLETS
**GP CARE
GROUP** CIC

LOCAL PEOPLE. LOCAL HEALTH

TOWER HAMLETS GP CARE GROUP

ANNUAL REPORT



September 2014 – August 2015

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WELCOME

Tower Hamlets GP Care Group Annual Report September 2014 – August 2015



Dr Phil Bennett-Richards
Clinical Director, GP Care
Group

Welcome to the first Tower Hamlets GP Care Group annual report which will provide you with an overview of the development of the GP Care Group in its first year, along with a look ahead to the next.

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The formation of a borough level provider organisation for primary care in Tower Hamlets builds on many years of local GPs successfully working together and collaborating to improve services for patients, most recently in our 8 GP provider networks and four localities. We agreed in January 2014 that the time was right to move to the next level and form a new organisation that represented all GP practices in Tower Hamlets. In September 2014, the GP Care Group was formed as Community Interest Company (CIC).

We are a primary care led and run organisation and our reason for being is to ensure we are able to continue to deliver high quality, responsive and accessible services to the people of Tower Hamlets and sustain and promote local General Practice. Over the last 18 months, as a newly formed organisation, we have been working hard to develop an organisational form. We have articulated our vision and described a set of values to help guide and inform what we do and sense checked them with you. We are keen to work with colleagues, patients and other local stakeholders to help deliver what we aim to achieve. We want everyone to feel able to help shape the way we move forward and be part of the fabric of the Tower Hamlets community providing a strong voice for general practice.

The last year has been the beginning of a new journey for primary care in Tower Hamlets and we sincerely believe that our coming together to work closely will make us stronger so that we in turn can continue to provide an excellent service for our patients and a model that can protect individual practices and allow them to flourish.

It has been a year in which the care group and the scope of its work and opportunities and challenges have evolved rapidly. There have been a number of successes which I am delighted to be able to share with you in this annual report. We very much hope these and future successes in securing tenders for current and other work will contribute to a strong and sustainable General Practice landscape in Tower Hamlets. Looking forward, it is vital that the GP Care Group is able to adapt and respond to the changing world and to turn the results of change into opportunities that will benefit patient care and help sustain and develop General Practice and our organisation. I'd like to pay tribute to all the GP care group board, network managers and other colleagues who have worked tirelessly to respond to the many challenges and opportunities in the national and local health economy over the past year and especially to all of you for your support along the way.

GP CARE GROUP BOARD

The GP Care Group is a Community Interest Company, of which every General Practice in Tower Hamlets is a shareholder. The GP Care Group is led by a Board of elective representatives.

The GP Care Group Board is:

Dr Kamaldeep Tamber
Network 1 Representative



Dr Phil Bennett-Richards
Clinical Director and
Network 7 Representative



Dr Simon Brownleader
Network 2 Representative



Dr Mike Fitchett
Network 8 Representative



Dr Ben Dougall
Network 3 Representative



Ruth Walters
Practice Nurse Representative



Dr Nicola Hagdrup
Deputy Clinical Director
and Network 4 Representative



Debra Russell
Practice Manager Representative



Dr Nirupam Talukder
Network 5 Representative



Ayesha Lulat
Network Manager Representative



Dr Joe Hall
Network 6 Representative



Chris Ley
Network Manager Representative



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



Dr Jackie Applebee
LMC Board observer
(from August 2015)



Dr Sella Shanmugadasan
LMC Board observer
(September 2014 - July 2015)



Tony Hoolaghan
Director of Transformational
Change NEL CSU providing
senior management support

The work of the GP Care Group is supported by the local Network Managers, Dean O'Callaghan, Ashraf Ullah, Asma Karim, Ekaette Inyangudor, Phalguni Trivedi, Aysha Lulat, Chris Ley and Kamaljit Kaur, as well as Abeda Begum who has provided administrative support to the Board over our first year and Tony Hoolaghan and Lisa Henschen, our management support team. All have been crucial in the development of the GP Care Group during this first year.

Our Member practices: The 37 Tower Hamlets practices and the 8 GP networks

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

SW: Stepney & Whitechapel Network

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

SW: The Highway Network

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

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 Network

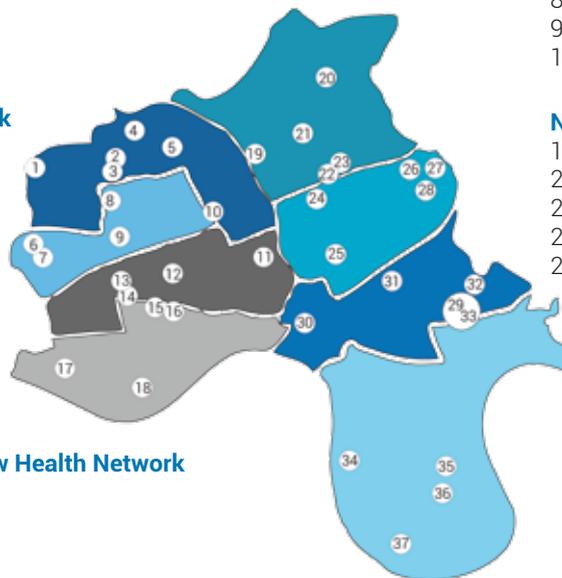
- 29: Gough Walk
- 30: The Limehouse Practice
- 31: Crisp Street Health Centre
- 32: The Aberfeldy Practice
- 33: All Saint's Practice

NW: East End Health Network

- 6: Health E1
- 7: Spitalfields Health Centre
- 8: Blitthale Medical Centre
- 9: Albion Health Centre
- 10: XX Place

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



SE: Healthy Island Partnership

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

THE TOWER HAMLETS GP CARE GROUP

Our Mission

- Tower Hamlets GP Care Group is led by local GPs and aims to provide innovative high quality, responsive and accessible health services

Our Vision

- We will support Practices to work collaboratively to offer equitable, people-centred and holistic services to our patients
- We will work creatively with other providers of care to ensure care is integrated and seamless, maximising the potential for excellent outcomes for patients
- We are committed to high quality, compassion, improving lives and making sure everyone feels included and ensuring all local people have access to our services; especially the most vulnerable people in our community
- We fully commit to promoting and upholding the values of the NHS Constitution in all that we do
- We will ensure patients are treated with respect
- We will be a local health employer of choice offering excellent employment opportunities and support and development of our workforce
- We will be a strong unified voice of general practice in Tower Hamlets

Our Values

- We will work together to put patients at the heart of their care
- We will deliver high quality care that achieves the best outcomes for patients
- To innovate especially in the delivery of patient care
- Our work will focus on the reduction of inequality
- We will take a holistic view of patient care and involve the expertise of the whole multidisciplinary team to help deliver the best outcomes for patients
- Delivery of services that are free at the point of access
- We will be financially stable, managing funds carefully and reinvesting any money we may generate to maintain and improve services for the benefit of local people
- To promote healthy lifestyles and self-care
- To take an evidence based public health approach
- To develop and value our staff
- To keep the Tower Hamlets GP Care Group in the NHS and never compromise quality over profit
- We will regularly consult with patients and local stakeholders about what we do
- To be an open and transparent organisation with a no blame culture

KEY ACHIEVEMENTS OF THE GP CARE GROUP IN OUR FIRST YEAR



Supported local practices and delivered better value through working collectively

We have secured a borough wide solution to website provision for General Practices and which has delivered cost savings to General Practice.

We have secured an e-learning solution at a much lower cost than if Practices were to pay for this individually. The cost for securing this via the GPCG is less than £500 per practice compared with a cost of £1000 for individual contracts.

We are the lead organisation for the Tower Hamlets Community Education Provider Network (CEPN) which is now well established and delivered a wide portfolio of training in 2014/15. This is key to the continuous development of our local workforce and services.

We are exploring a borough wide solution for managing locum services, to ease the administrative burden that managing locum arrangements puts on individual Practices.

Established our organisation and the partnerships we need to grow and develop

The GP Care Group is established as a CIC, and the Governance structure for the CIC is fully established. This sets us up as a credible organisation and provider of services in the market place.

GP Care Group is confirmed as the lead provider within the Tower Hamlets Integrated Provider Partnership (THIPP) for the Community Health Services bid. If we are successful in the procurement, this will enable us to have a strong influence in shaping Community Health Services in Tower Hamlets around the needs of our patients.

The GP Care Group now has its own bank account, which is supported by robust financial procedures and processes.

Our organisational development programme is well underway, with leadership training being undertaken by all of the GP Care Group Board members. We are also working to develop the partnerships that we need to grow and develop.

The GP Care Group is now able to take on direct employment of staff. The first team who have become our employees are the Open Doors Nursing team, who we are very proud to have as part of our organisation.



Become national leaders in the development of new models of care, to support long-term sustainability of General Practice

The Tower Hamlets Integrated Provider Partnership (THIPP), of which the GP Care Group is a key partner agency, has been successful in its application to become a Vanguard site, and is the only Multi-speciality Community Provider site in London.

This gives us an important opportunity to develop the models of care in our local community from a bottom-up perspective and ensures that primary care is central to the evolving model of care.

Increasing local primary care provision

The Prime Minister's Challenge Fund has led to over £3 million additional investment in primary care in Tower Hamlets. This will support work to address the cycle of demand, grow our relationships and joint working arrangements with community pharmacy and explore a weekend service offer in General Practice.

Supporting care closer to home and improving patient experience

Contracts have been awarded to the GP Care Group for phlebotomy, transport services and surgical aftercare. This has secured the future of key elements of local services run by practices for patients in primary care.



ENGAGEMENT AND CONSULTATION WITH OUR GP COMMUNITY STAKEHOLDERS

During the past year we have used a range of approaches to engage and consult with our GP community Stakeholders.

1. GP Care Group Networking Events

We have shared information/updates and consulted through the bi-monthly Tuesday evening Networking Events. Areas which have been discussed include the legal structure and Board membership, the priority areas of work which the GP Care Group Board and operational team should be undertaking, the scope and content of the borough-wide Prime Minister's Challenge Fund application, our role within the THIPP and our working relationship with our THIPP partners, the Vanguard application and reviewing the success of the Networks in Tower Hamlets.

These networking events have acted as a sounding board for the GP Care Group and offered both challenge and support, and an opportunity for the wider GP community to be kept abreast of key developments.

2. Network Structures

We have sought to disseminate information through network boards via the GP Care Group board representative from that network and onwards via the individual network boards' representatives from each practice, the network central team and the network clinical leads. Each network has a representative on the GP Care group Board and their network manager contributes to the operational group. Through this structure all 8 networks have a direct link into the GP Care Group board's communication and engagement processes and decision making and are kept up to date with developments and are able to feed in their views

3. Practice Manager Forum

Engagement and communication with practice managers takes place through regular attendance of GP Care Group board members and network managers to the TH Practice Managers' Forum. In January 2015, a workshop took place to engage practice managers in looking at opportunities of working at a scale and creating efficiencies.

The workshop was very well attended with over 30 practice management teams present and all 8 GP network teams. The workshop identified many areas where synergies could be created across both the GP Care Group and practices and between practices themselves.

Key priorities agreed included developing a borough-wide training programme and a borough-wide locum bank.



4. e-Bulletin

We have produced an e-Bulletin after each board meeting and in response to other key events.

5. Education events

We have led educational events to promote integrated care and the wider workings of THIPP and the Vanguard using a range of models including Open Space which proved popular.

LOOKING AHEAD

We are pleased to be able to share an overview of the key priorities for the GP Care Group in the year ahead.



Open Doors Nurses HENCEL
Quality Award Winners 2015

To be a financially sustainable organisation

We are aware that we need to have a long term financial plan for the GP Care Group in place, which a dedicated management team and corporate structure that allows our objectives to be effectively delivered. Securing new opportunities as a provider organisation will be essential to our ability to achieve this.

To develop partnerships with organisations that we trust and who share our values

We believe this is important for our long term financial sustainability, as it will allow us to collaborate with and in some cases jointly provide services with other organisations. The development of the New Models of Care programme and our status as a Vanguard site will really support how our partnerships develop, specifically within THIPP.

To continually review and improve how to submit high quality and successful tenders that enable us to deliver services for local people

We want to keep services for patients in Tower Hamlets locally delivered by local providers, and therefore it is vital that we can compete in the market place and win new and existing contracts that will secure our future.



We wish to work with local practices at network, locality and borough level to harness the benefits of working at a range of scales

We see the current GP provider structure, that includes practices, networks and localities as an exemplary model that has led to the delivery of world class clinical primary care and seek to strengthen this design by evolutionary not revolutionary form. In collaboration with practices, we will build on the successes we have had already to procure services via the GP Care Group at a significant cost saving. We believe this will be another key to securing short and long term financial sustainability of General Practice.



Maximise the opportunities from our Vanguard status to accelerate integration of care

The New Models of Care Vanguard programme provides a key opportunity to inject pace into the integration plan for primary, community and out of hospital care in Tower Hamlets.



We will develop our leadership skills and link in with the Tower Hamlets Primary Care Leadership Programme, to enable us to be the leading provider of primary and community health services in Tower Hamlets

The Prime Minister’s Challenge Funding has been secured for Tower Hamlets to support the way in which primary care addresses increasing demand and to explore how we might increase access to General Practice on weekends and in the evening. The implementation of this will be a key focus area for the GP Care Group over the next year. In addition, we will work with Tower Hamlets CCG as delegated commissioners of primary care services, to provide support where appropriate, on the development and implementation of their local primary care strategy.



Developing patient centred services and ensure effective engagement with our communities

We will develop skills and tools, which ensures that we are patient centred in our delivery of services and that we listen to patients to understand their experiences. We will also ensure that we are listening to our staff and members, communicating with them effectively, and continually developing mechanisms for reflecting and learning on our approach in these areas.

MORE INFORMATION, COMMUNICATING & WORKING WITH THE GP CARE GROUP

Engaging with our member organisations, as well as local organisations and communities is at the core of our values. We have established the following ways of contacting us, and are always open to feedback about how we can improve this:

Speak to us!

The Board member representing your Network on the Board, as well as your local Network Manager are available to you for information about the GP Care Group.

Visit our website

www.gpcaregroup.org

Read our regular e-bulletins

These go out to everyone working in primary care at least once a month.

Forums

The Network Board meetings, Locality meetings and monthly Tuesday evening GP Care Group Networking events provide opportunities to hear about the work of the GP Care Group and discuss what these mean for local Practices.

Feedback

Let us know what we can do better, differently or if you feel we are on the right track.

Join us

If you have any area of expertise, ideas or a specific skill that you feel will help the Care Group please let us know. We have some co-opted spaces on the board currently vacant and are always keen to have fresh ideas to help us with our work to deliver our vision.

Mould the future!

Attend our end of year Annual Review on the 5th November 2015.



