

Annual

Report 2024



coventryrugbygpalliance.nhs.uk





To Our Stakeholders



Jamuna Krishnarajapuram
Associate Practice Director
and Chair

Dear Colleagues

My journey with CRGPA – starting as a Practice Director in November 2022, and then as Chair from November 2023 - has coincided with General Practice entering the new era of health care named Integrated Care Systems (ICS).

The objectives for ICS's are: to improve outcomes in population health and healthcare; to tackle inequalities in outcomes, experience and access; enhance productivity and value for money; and to help the NHS support broader social and economic development – something I am sure we all support.

My experience of working closely with the CRGPA team has built both my confidence and belief that the Alliance has a crucial role to play within the Coventry and Warwickshire ICS, to help deliver these objectives to the local population by supporting General Practice at Practice, PCN, Place and system level.

Of course, we can only do this collectively, working as one with each other's support.

Peter's departure as Chair of the Alliance last year left a huge hole to fill. I know him personally and professionally as a big part of local general practice and the Alliance. While we can't replicate all of Peter's wisdom yet, we have great new Practice Directors with immense energy and drive. In addition, Daljit has stepped into Josie's experienced shoes as Chief Executive, and I admire her hard work and commitment to leading our great team to do the best we can, week in and week out.

I acknowledge the current climate of despair in general practice due to broader pressures in the health and social care system. Funding has barely kept up with inflation, and a left shift of funding is yet to be apparent. We want to continue to work closely with all our local Practices, and to keep hearing how the Alliance can best help you; and what the Alliance needs to be to support you in the years ahead.

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About Us

We have much to be proud of at Coventry and Rugby GP Alliance. In a few short years, we have devised and brought to life local frontline NHS services which are:

- Supporting local general practice;
- Playing a significant role in keeping people well at home; and
- Easing operational pressures by increasing capacity in general practice.

This success is based on our mix of knowledge and skills including our clinical expertise, a detailed knowledge of the local communities we serve, fresh thinking and an ability to turn our ideas into reality.

We're experts in primary and community-based NHS services which keep people well and meet their daily health needs. This includes providing thousands of extra GP appointments and targeted support for vulnerable patients in their own homes.

Our vision is to strengthen the NHS, by always being on the S.I.D.E of primary care:

Supporting -
patients, communities,
GPs, and the local
care system

Innovating -
to better meet the
needs of patients
and general practice

Developing -
high quality
services

Educating -
and training primary
care staff, so they
have the right skills



Supporting



Innovating



Delivering



Educating



Patient and Stakeholder Feedback

As we move into 2024, we remain committed to the continued progress and improvement of our services, with a strong focus on working with both the patients we serve and our wider stakeholders, ensuring that their voices are heard and valued.

Supporting both patients and general practice is at the heart of everything we do, and we believe that their feedback is crucial in helping us to provide consistently good care.

In 2021, we developed an Engagement and Experience framework to embed a consistent, organisation-wide approach to engagement and experience with stakeholders. This framework is built around three key principles: Listen, Learn, Act. By following these principles, we are able to ensure that we are not only listening to the needs and concerns of our patients and stakeholders, but also using that feedback to drive positive change and improvement.

By working together with all key stakeholders, we aim to create a culture of continuous improvement, where everyone is valued and heard. We believe that this will lead to better outcomes for our patients, and a stronger, more effective organisation.

We obtain information from face-to-face responses, Friends & Family Test cards and on-line surveys; and from other feedback we receive via our complaints and compliments processes.

The feedback provided by both patients and wider stakeholders is reviewed each week, and we take steps to learn from it and to improve our services. This year we have worked hard to take lessons from patient complaints as well as from positive feedback.

We engage in regular communication with our stakeholders to collect and review their feedback, as well as incorporating external information, to ensure that we thoroughly consider and respond to all concerns. Additionally, we also consider feedback from all other providers when evaluating the safety and quality of our services.

We are really pleased to share the following key highlights from our feedback:



Over
73%

Over 73% rated there experience of our services as good



Over
91%

Over 91% of our patient feedback has been positive



Our Work Programme – 2023/24

Our Annual Report provides an opportunity to reflect on the past year - April 2023 to March 2024; and to look forward to setting out our priorities and aspirations for 2024 to 2025.

The last year has been a time of continued evolution and adaptation, with ongoing changes within the NHS and beyond. Despite these challenges, our staff have consistently demonstrated their commitment to delivering exceptional patient care, exemplified by their 'can do' attitude and unwavering work ethic.

We have worked both with and alongside Primary Care Networks that have continued to evolve and thrive, taking a proactive approach to managing the population's health and identifying the needs of their local communities. CRGPA has remained committed to working in partnership with our PCN partners, delivering core infrastructure and services that support their vital work. This flexibility and 'can do' spirit will be essential in helping local primary care navigate the future challenges ahead.

Primary Care Surge Service

Primary Care Surge continues to provide additional capacity to Practices across Coventry and Warwickshire, in times of need. In the year April 2022 - March 2023, we provided additional capacity by delivering 40,600 patient consultations. We receive continuous feedback for the service which remains very positive with Practices feeling the benefit of the support offered

“Always delighted with the service we receive from surge.”

“GP Surge has been a fantastic benefit to our Practice especially when we have required additional GP support to help our patients.”

Respiratory@Home Anti-Virals

Respiratory@Home supports all patients with respiratory exacerbations. Through this service, we continue to clinically triage clinically vulnerable patients from across Coventry and Warwickshire, who have Covid. Since December 2021, we have been helping them access anti-viral treatment, either through infusions in local acute hospitals, and increasingly by our Respiratory@Home GPs prescribing oral anti-viral medications. As testing for Covid has reduced and we are transitioning into a steadier post-pandemic state, we remain focussed on supporting the most clinically vulnerable patients. This cohort has recently significantly expanded, and we continue to provide access and treatment, ensuring patients' health needs are met.



A new self-referral platform was launched in June 2024, making it easier for clinically vulnerable patients with Covid to access our service; and to help take the strain off Practices and Care Homes.





Annual Health Checks (SMI)

Our SMI Healthcare Team continue to support both patients and General Practice in Coventry and Warwickshire by ensuring that some of the most vulnerable patients who are at risk of poor health outcomes, can access an annual physical health check. The service has proved invaluable to improving peoples' understanding of their physical health; improving their health outcomes; providing information around their diet, health and exercise; and with signposting to other services that can help them further. The service is proving popular with those that it serves, with the Team achieving 100% positive patient feedback.

We are currently working with Coventry & Warwickshire NHS Partnership Trust to ensure there are clear joined up pathways between those that can appropriately be seen within primary care, and those that need more specialist support.

Paramedic Acute Visiting Service

Our Paramedic Acute Visiting Service has been Our Paramedic Acute Visiting Service has been established for over 4 years, providing same day General Practice visiting support for Coventry and Rugby. Initially set up to see and treat patients aged 65 years and over, it has been expanded to include all patients from 18 years and over at home where appropriate, with the aim of providing much needed capacity for General Practice, whilst helping to avoid unnecessary hospital admissions by providing a responsive service to patients.

The service is embedded well into general practice across Coventry and Rugby, and we will work closely with Partners to advocate for its role as part of the future Urgent Integrated Care model being developed across Coventry and Warwickshire



Admiral Nurse Service

The service has been delivering much needed support for over 4 years, to carers at their most vulnerable times while caring for a loved one with Dementia. The service provides regular contact, support and direction over - an average of - 12-weeks, ensuring that carers are supported in the everyday management and care that they in turn provide to their loved ones.

The service provides support to people across Coventry, Rugby and Warwickshire North, and the Team can be contacted between Monday to Friday via a dedicated support line number.

DESMOND – Diabetes Education and Self-Management (for Ongoing and Newly Diagnosed) Service

The DESMOND service provides a 6-hour structured self-management diabetes education programme, designed to allow patients to find out more about their Type 2 Diabetes and how to manage it. This course is offered to patients within Coventry and Rugby, either virtually via MS Teams, or face-to-face through two half days or one full day session. Over the last 12 months, we have increased our face-to-face sessions in response to patient feedback, with patients telling us that the interaction with others in a similar situation helps them.

Enhanced Access Service

This service has now been established in its current state for almost 2 years, providing out of hours additional capacity to PCNs that have signed up to the service, in accordance with the Network Contract DES Specification. This year, we will be focussing on expanding the skills mix of staff working in the clinics.



Primary Care Network Business Support Unit

The PCN BSU is now in its fourth year of service provision. With ARRS funding becoming static, this year will be about consolidating the service, with an aim to support staff retention. Our Platinum Service offer provides a comprehensive service to four Primary Care Networks, offering full financial support, HR, and PCN Co-ordination as well as providing Additional Roles staff, with a further 4 PCNs across Coventry and Warwickshire North utilising our Additional Roles service.

Our ARRS service has continued to evolve, and we now have a full service for the following roles:

- Community Paramedics
- Clinical Pharmacists
- Pharmacy Technicians
- Physician Associates
- Social Prescribing Link Workers
- Care Coordinators
- Health & Wellbeing Coaches

Each of these roles has a dedicated, experienced Lead in place to ensure safety, governance, and compliance for both our staff working in the PCNs, and the PCNs that support them.

We currently employ around 80 additional roles staff and are focussing on how we can support them to develop whilst ensuring we are fully compliant with the DES requirements around supervision and training.

We continually review and look to adapt our PCN support offer to ensure that it remains current and relative to any changes and updates to the DES

Alliance Teaching Practice

We are now in our fifth year of running the contract for the ATP Practice, and as you will see from the Financials section, in 2023/24, the service returned a financial surplus.

The workforce is now settling down, with all four sites have substantive GP cover, and we are supported well by our ARRS staff as well as our nursing and admin teams.

As with the rest of General Practice, we are working to improve access to patients by changing the way we work. In doing this, we have been looking at digital solutions as well as improving how our teams work together across all four sites.

We still have an ambition to become a Teaching Practice, and our new Associate Medical Director is leading the charge with this as alongside having discussions with the GP school.

We look forward to another year of development and growth for the ATP.



The Year Ahead

It is widely recognised that general practice continues to face sustained and significant pressure – but despite the huge challenges, more appointments, and innovative ways of providing care continue to be delivered.

2023/24 saw the final year of the PCN DES 5 year framework agreement (Investment & Evolution) with work to take place to engage and build on how the system will respond to the Fuller Stocktake report – which sets out what the future of “integrated” primary care could look like – through our local and evolving Integrated Care System and Board. We will continue to work alongside General Practice to work on what this could and should mean locally.

We continue to work closely with our local Federations and at scale primary care organisations. We have gone from strength to strength through the jointly established Coventry & Warwickshire Integrated Primary Care – a company to help support a “Federations of Federation” collaboration. IPC holds the Training Hub contract for Coventry and Warwickshire, and in the last financial year, was awarded contracts for Digital Transformation and for appointing Clinical Leads for transformation programmes.

CRGPA’s key areas of work for the year ahead will focus on:

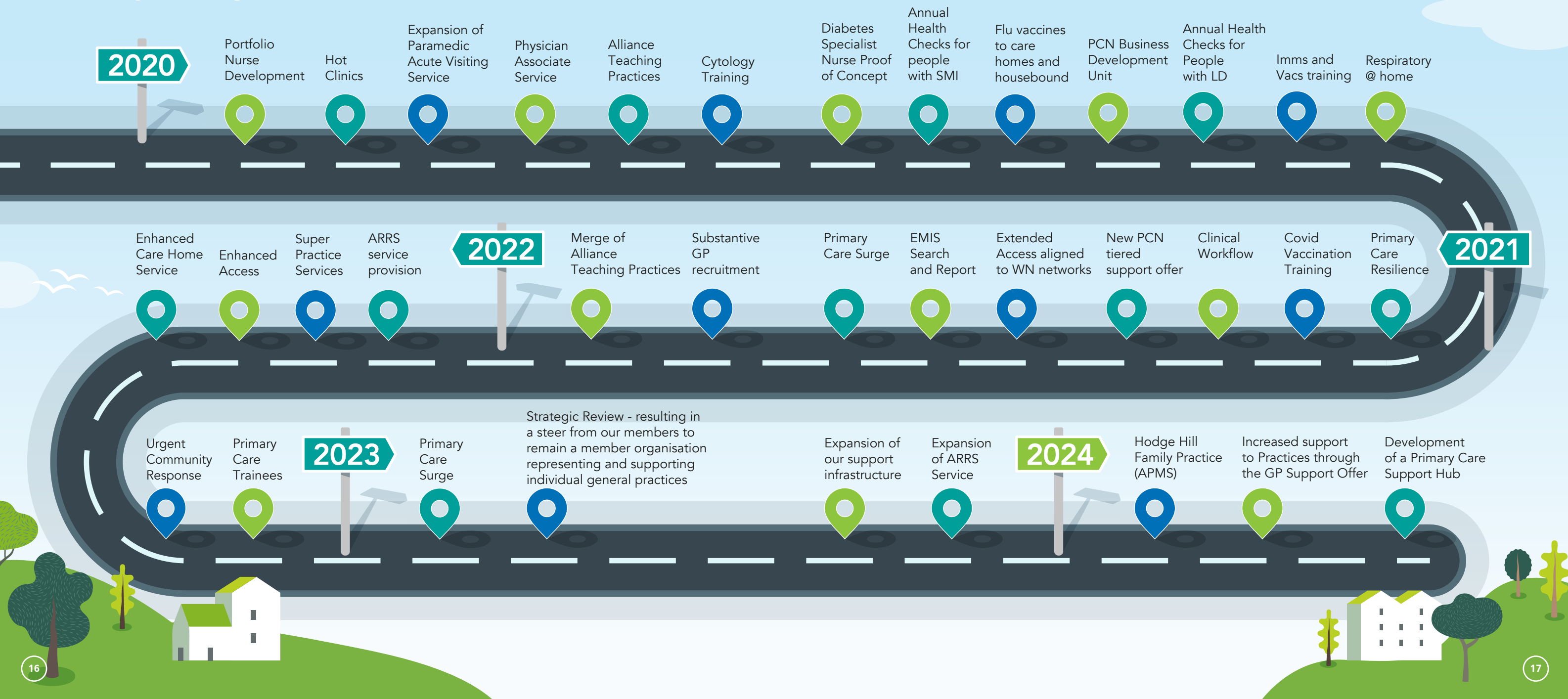
- Supporting local general practice - this has always been at the heart of why we exist, but now more than ever, our member practices have reminded us they need our support.
- Challenges remain around workforce across general practice - we are committed to look for solutions to support individuals and Practices.
- It is important that we deliver our existing contracts to and beyond contractual requirements to remain credible as trusted providers and help support the ongoing sustainability of general practice.

The last year has been a transitional year, with a new Chair and Chief Executive now in place. Staff and teams have evolved, and we believe we have created a steady base from which we can continue to support.

At the Alliance, we will be here – continuing to **Support, Innovate, Deliver and Educate**.



Our journey



Showcasing SMI Annual Health Checks

Our Severe Mental Illness Annual Health Checks service was established in November 2020, providing capacity within General Practice to support those living with severe mental illness (SMI).

As many of us know, this cohort of the population faces one of the greatest health inequality gaps in England, with their life expectancy being 15–20 years lower than the general population. This disparity in health outcomes is partly due to physical health needs being overlooked.

The service offers each eligible patient a 45-minute appointment with a trained Healthcare Assistant to review the patient holistically, and to assess patients for any health problems that can then

go on to be treated and managed. The health check also gives the patient the opportunity to discuss their well-being and any fears or concerns they may have, enabling our Team to signpost them to other available services for further support. This allows the patient and the professional to build up a rapport with one another, ultimately providing the patient with a support network.

This service is available to all Practices in Coventry and Warwickshire, for over 6,000 patients with a severe mental illness, providing additional capacity to General Practice. For any Practice that may still not be signed up for this, you can contact the Team on crgpa.healthchecks@nhs.net



Key achievements this year

The key achievement for this past year is being part of a Coventry & Warwickshire-wide team that was nominated for and won a HSJ award for 'Performance Recovery'. The service is recognised as being a key part of the system being able to improve the number of health checks being delivered from 34% to 82% in just over 3 years. This was a very proud moment allowing the service and the work between CRGPA, CWPT and the ICB to be showcased for its collaborative working improving the health of patients in Coventry and Warwickshire.



Focus for next year

We will continue to grow the service and the support provided to patient's, with an aim to increase the number of patients who receive an annual health check.



Showcasing Paramedic Acute Visiting Service

The Paramedic Acute Visiting Service (PAVs) is available to Practices within Coventry and Rugby for acutely unwell, frail, housebound adult patients, to be seen within their own homes on behalf of a GP.

The key objective is to support General Practice whilst helping to avoid hospital admissions by providing a timely response to patients requiring a same day visit, ensuring patients are cared for at home if appropriate.

We all know general practice is under immense pressure, and that we have a growing ageing population, with multiple complex health conditions. CRGPA developed this primary care led integrated paramedic home visiting model in June 2019 off the back of the **General Practice Forward View** and **NHS Long Term Plan** which both sought to expand the workforce in general practice by considering allied health professionals such as Paramedics. The model saw patients who urgently needed a home visit, be seen and treated by a paramedic, rather than their GP, with the paramedic providing holistic one-stop care to keep the patient safe and well at home, whilst working closely with integrated health, social and voluntary services. This service has delivered exceptionally positive outcomes. As well as providing additional capacity to general practice, it has improved patient experience, and led to better management of pressures on other parts of the local health and care system. This model has since been recommissioned each year and is currently able to just under 12,000 home visits to eligible patients over the course of the year.

Key achievements this year

For the first time, the service was delivered in 2023/24 through a fully substantive workforce, which in turn has helped us to provide continuity of support to patients and Practices.

Focus for next year

We will continue to promote the service and the overall support offer to Practices, with a view to ensuring all capacity is utilised.



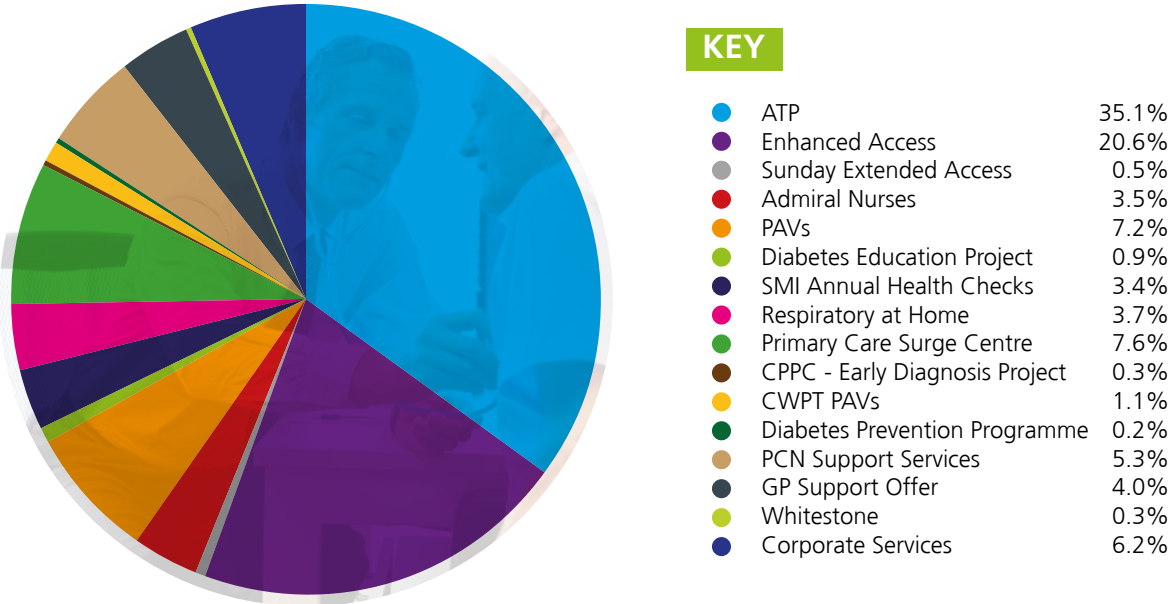
Financial

Our Income

The Alliance received income totalling £9.32m in 2023/24 compared to income of £9.15m in 2022/23, an increase of 1.8%. This has predominately resulted from increased income in the ATP and a full year of income from the Enhanced Access service following the transition from the Extended Access during 2022/23.

A breakdown of our income is shown in the table below:

Service	Source	Income
		000s
ATP	Coventry & Warwickshire ICB / PHSE	3,267
Enhanced Access	Primary Care Networks	1,920
Sunday Extended Access	Coventry & Warwickshire ICB	51
Admiral Nurses	Coventry & Warwickshire ICB	330
Paramedic Acute Visiting Service	Coventry & Warwickshire ICB	667
Diabetes Education Project	Coventry & Warwickshire ICB	83
SMI Annual Health Checks	Coventry & Warwickshire ICB	321
Respiratory at Home	Coventry & Warwickshire ICB	343
Primary Care Surge Centre	Coventry & Warwickshire ICB	708
CPPC - Early Diagnosis Project	Coventry & Warwickshire ICB	29
CWPT PAVS	Coventry & Warwickshire Partnership Trust	99
Diabetes Prevention Programme	Coventry & Warwickshire ICB	19
PCN Support Services	Primary Care Networks	495
GP Support Services	Coventry & Warwickshire ICB	374
Whitestone	Coventry & Warwickshire ICB	32
Corporate Services	Various	580
Total		9,318



During 2023/24, the Enhanced Access service remained strong following the transition from the Extended Access service in 2022/23, along with the ATP which continues to deliver a surplus to recover its deficits in prior years. During the final quarter of the year, the Alliance was commissioned to support a practice in Warwickshire North in the capacity of caretakers to ensure the continuity of patient care. The Alliance was also awarded the APMS contract for a practice on the Birmingham border (Hodge Hill) commencing 1st April 2024, which will benefit our core services and generate future income streams to enable the alliance to continue to be a sustainable organisation. Other commissioned income streams remained stable during 2023/24 and delivery continues to be managed against key performance indicators.

Key areas of service delivery include:

ATPs

Income from the ATP in 2023/24 totalled £3.267m, an increase of 35% over the previous year. This increase mainly resulted from an increase in population to 23,094 as at 31 March 2024 and additional PCN Income. ATP delivered an overall surplus of £80.5m to recover its prior year deficits.

Enhanced Access

2023/24 was the first full financial year for this contract following its transition in October 2022 in line with the changes in the Network Contract DES. Services were delivered for six PCNs across the Coventry & Warwickshire region. Income for the year amounted to £1.9m.

Primary Care Surge

This service remained strong during 2023/24 and delivered an income stream of £708,000 which is a reduction of 7% when compared to the prior year.

Respiratory@Home

Income from this service amounted to £667,000 in 2023/24, compared to £525,000 in the previous year.

Financial continued

Our Spending

The Alliance’s spending amounted to £9.3m in 2023/24, compared to £8.99m in 2022/23. Pay related costs accounted for 80% of the total expenditure (83% in 2022/23) with the remaining 20% relating to premises and general overhead expenses. A breakdown of our spending is shown below:

Service			Expenditure 2023/24	
Pay Costs			000s	000s
GP Locum			1,640	
Clinical & Support Service Staff			4,794	
Corporate Staff			852	
Directors			150	7,437
Establishment Costs				
Electric Wharf			141	
ATP Rent & Service Charges			667	807
General Administrative Expenses				
IT equipment, software & support			311	
Stationery & Postage			19	
Legal Fees			68	
Professional services			178	
Insurance			127	
Medical Consumables			99	
Accountancy			78	
Other Miscellaneous			179	1060
Total			9,304	

2023/24 Annual Accounts

The annual accounts for the year 2023/24 have been prepared by Ballard’s LLP and show a reported profit before tax of £14,150. A Corporation Tax repayment to the value of £3,775 resulted in a post-tax profit for the year of £17,925.

The reported profit for 2023/24 is a financial reduction when compared to the post-tax surplus of £130,359 that was reported in 2022/23.

At the end of 2023/24, the Alliance had retained earnings of £879,308 representing the accumulated net profits since its incorporation.

Contingent Liabilities

As at the end of 2023/24, the Alliance is not aware of any potential liabilities which may crystallise in the 2024/25 financial year, and which have not had adequate funds allocated to them. Therefore, no provision has been made in the accounts to mitigate against such an occurrence.

Directors’ Remuneration

Name	Role	Remuneration	Employer NIC	Employer Pension	Start Date	End Date
		£	£	£		
J Krishnarajapuram ²	Chair	20,852	1,936	2,999	12/07/2023	
P O’Brien ¹	Chair	13,685	633		01/02/2019	31/08/2023
Z Khan ³	Practice Director	18,247	1,826		01/09/2023	
K Mandhyan ⁴	Practice Director	18,247	1,826		01/09/2023	
J Krishnarajapuram ²	Practice Director	3,909	226	562	16/11/2022	11/07/2023
A Dabas ⁵	Practice Director	9,121	3	1,312	01/11/2021	31/10/2023
I Taylor ⁶	Practice Director	9,421	44	1,312	01/11/2019	31/10/2023
E Kelly ⁷	Non-Executive Director	10,264	161		01/03/2017	29/12/2023
P Elkin	Non-Executive Director	13,685	633		01/08/2017	
P Marson	Non-Executive Director	13,685	633		01/03/2021	
J Spencer ⁸	Non-Executive Director	4,562	267		01/12/2023	
Total		135,677	8,186	6,184		

Notes

- ¹ Dr P O’Brien resigned from the role of Chair on 31 August 2023
- ² Dr Jamuna Krishnarajapuram’s was appointed to the role of Chair on 12 July 2023
- ³ Mr Z Khan resigned was appointed Practice Director on 1 September 2023
- ⁴ Dr K Mandhyan was appointed Practice Director on 1 September 2023
- ⁵ Dr A Dabas resigned from his role as Practice Director on 31 October 2023
- ⁶ Dr I Taylor resigned from his role as Practice Director on 31 October 2023
- ⁷ Mr E Kelly resigned from his role as Non-Executive Director on 29 December 2023
- ⁸ Mrs J Spencer was appointed as Non-Executive Director on 1 December 2023

Financial continued

Financial Governance

The Board has established three sub-committees, all of which are chaired by one of the Non-Executive Directors, to oversee the governance of the Alliance's financial affairs:

Remuneration Committee

The Committee is responsible for setting the remuneration for the Chair and all Practice Directors, including pension rights and any compensation payments. The Committee also recommends and monitors the level and structure of remuneration for senior management and all directly employed staff, including, but not limited to, employee terms and conditions and pay.

Audit Committee

The Audit Committee is responsible for providing assurance to the Board on the Alliance's system of internal control by means of independent and objective review of financial and corporate governance, and risk management arrangements including compliance with law, guidance, and regulations governing providers of NHS services.

Finance & Performance Committee

The Committee was established by the Board to maintain an overview of the financial and business affairs of the Alliance. The primary objective of the Committee is to assist the Board in overseeing the financial risk management strategy, policy and treasury matters delegated to it by the Board, and in reviewing and approving major financial transactions on behalf of the Board. The Committee meets on a bi-monthly basis and provides regular reports to the board on these matters and makes recommendations for any changes that need to be made to policies and procedures.

Financial Assurance

At the Board's request, Ballard's LLP have undertaken an 'assurance' review of the company's financial statements in accordance with Section 1A of FRS 102 (Financial Reporting Standards). This review primarily consists of performing detailed audit procedures on the Balance Sheet, walk through tests, performing analytical procedures and evaluating supporting documents received..

Based on this review, Ballard's LLP have reported that nothing has come to their attention to suggest that the accounts have not been prepared:

- To give a true and fair view of the state of the company's affairs at 31 March 2024, and of its profit for the year then ended;
- In accordance with the relevant accounting standards; and
- In accordance with the requirements of the Companies Act 2006.

Going Concern

The Alliance's financial position continues to be stable and the company is expected to remain viable in the foreseeable future.



Alliance Governance

Board



Dr Jamuna Krishnarajapuram
Chair & Practice Director



Dr Kiran Mandhyan
Practice Director



Zafar Khan
Practice Director



Pat Marson
Non-Executive Director, Freedom to speak up Guardian Role



Paul Elkin
Non-Executive Director



Daljit Sandhu
Chief Executive, Senior Information Risk Owner



Jacqueline James
Chief Finance Officer



Kay Fawcett
Chief Nursing Officer



Dr Helen Tyrrell
Medical Director



Dr Claire Kelly
Associate Medical Director

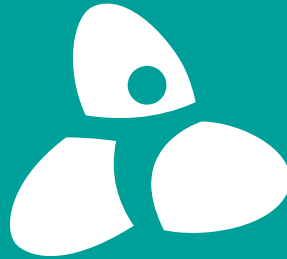


Dr Raymond Ladele
Associate Medical Director

Medical Directorate

Dr Raymond Ladele, Dr Jamuna Krishnarajapuram, Dr Claire Kelly, Dr Helen Tyrrell





COVENTRY
& RUGBY
GPALLIANCE

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