



ANNUAL REPORT 2020

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COVENTRY
& RUGBY
GP ALLIANCE

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per week”



To Our Stakeholders



Dr Peter O'Brien
Chair

The past year has been one of consolidation and growth for the Alliance, with the added twist of the coronavirus pandemic.

General Practice and Primary Care have changed considerably with the recent emergence of the Primary Care Networks (PCN) and the advancement of IT solutions. Both these factors have been important in us growing as an organisation that exists to “strengthen primary care for a stronger NHS”.

A year ago, our biggest service by far was provision of the GP Extended Access appointments. We worked from nine premises with IT that did not integrate with the GP record. We now work from 32 sites in Coventry and Rugby and Warwickshire North, offering in excess of 2,000 appointments per week in clinics that are simple for primary care to book into, and with IT that supports patients to be seen using the GP clinical record.

A year ago, Primary Care Networks were preparing to take on staff from other disciplines, starting with Clinical Pharmacists. By the end of the year, we will be employing 27 Pharmacists on behalf of all Networks in Coventry and Rugby, in addition to a team of Paramedics who provide a Coventry and Rugby-wide acute visiting service.

For more than two years, we had been planning to have a city wide service to produce electronic summaries of medical records coming into GP surgeries. By last November, we had a service operating in all but one surgery in Coventry, and had offered this service to Rugby practices as well.

To set these services up, we have been grateful for support from the Primary Care Networks, the CCG and the LMC, all of whom have been very constructive and keen to develop better services.

This year has also seen us working more closely in partnership with the Coventry and Warwickshire Partnership Trust, who provide community services including nursing, to find ways to better integrate primary and out of hospital care.

In the midst of all this and as the coronavirus pandemic was at its height, we were asked to take on the responsibility for running “hot hubs” - clinic sessions where patients who may be suffering from coronavirus could be seen with strict infection control and use of PPE. The logistical challenge of

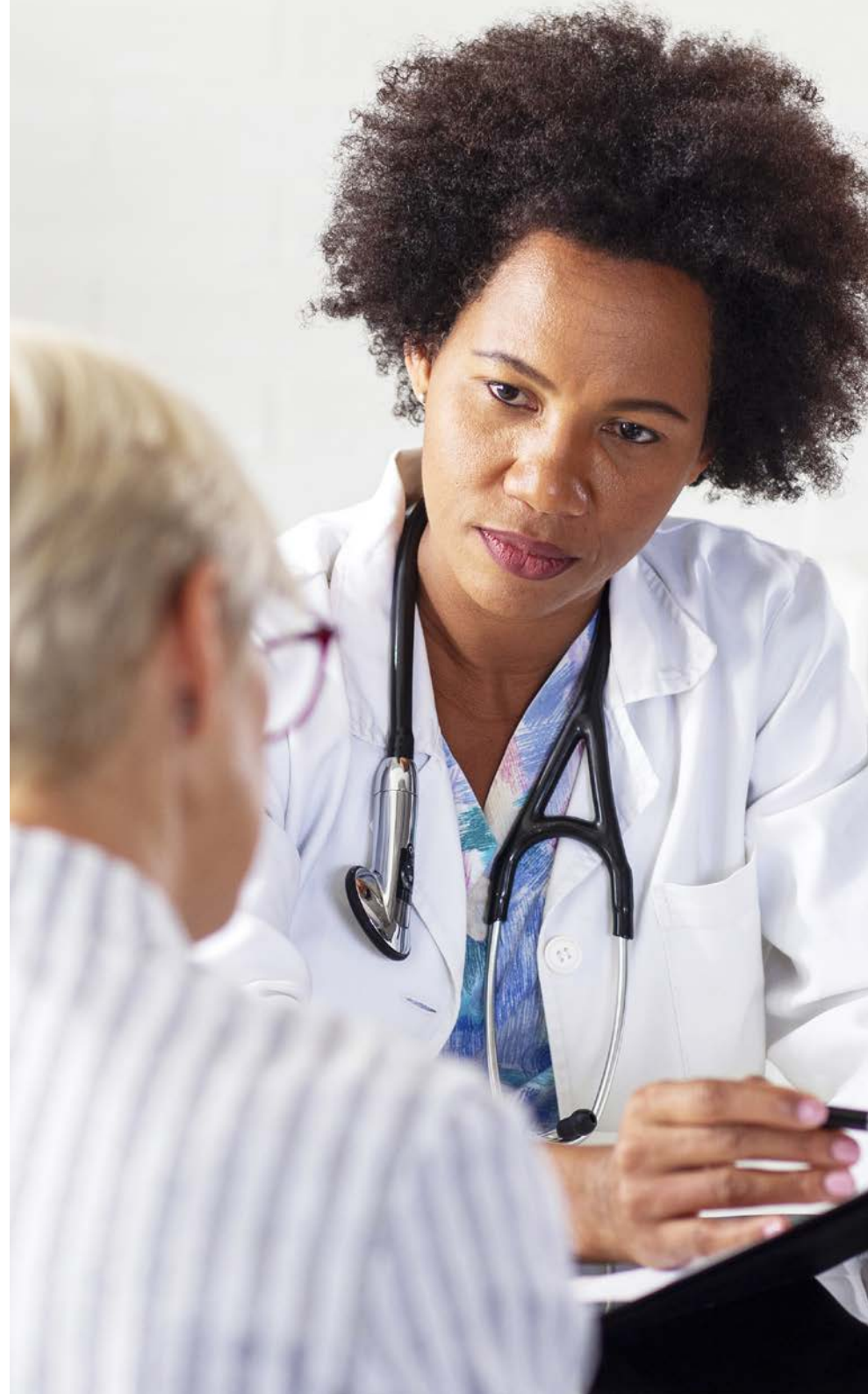
setting up and running these sessions at speed was considerable, but we were able to rise to the challenge and are confident that we could do so again should there be a second wave of the disease.

We also re-deployed some of our staff to support other areas of the system during the pandemic. Both our Admiral Nurses and recently recruited Portfolio Nurses have worked with Coventry and Warwickshire Partnership Trust Community Teams to do what was most required to help support patients in these challenging times.

To do all this – to grow, to expand, to respond and support - we have been fortunate to have an excellent management team. Mel Duffy, our Chief Executive, has nurtured and developed a team around her that is wonderfully capable, hard-working, flexible and focussed on the clinical outcomes we want to achieve for our population.

Of course the best management teams and medical advisers are nothing without their front line staff. We have been pleased to see many committed and caring staff staying with us to help our services develop, and new people joining us to help our services grow. This year has seen an exponential growth in our workforce as we welcome new Medical Notes Summarisers, Practice Portfolio Nurses and Health Care Assistants. We have also re-configured our Extended Access Team to improve its resilience and with that, welcome new members to the Team.

We're still here. We're learning fast. We're growing quickly. And we are still on the SIDE of general practice - Supporting, Innovating, Developing and Educating.



About Us

We are a GP Federation that is committed to supporting and delivering high quality primary care services to the local population, and to strengthening and developing general practice.

Formed in June 2014, we are a private company limited by shares, and as such, we are wholly owned by the practices within our Federation – i.e. 94% of general practices in Coventry and 45% of practices in Rugby, covering a total population of around 450,000.

We continue to provide a range of high quality, accessible and responsive services, whilst always looking forward to find new ways to support general practice and our local population.

Services Commissioned by local CCGs:

- **Extended Access** – across Coventry, Rugby and Warwickshire North
- **Paramedic Acute Visiting service** – currently across Coventry and Rugby
- **DESMOND** – Coventry, Rugby and Warwickshire North
- **Admiral Nursing** – Coventry, Rugby and Warwickshire North

- **Bowel Screening Non-Responder Service** – across Coventry and Warwickshire
- **Primary Care resilience support** – across Coventry and Rugby

Services Developed by CRGPA for local Practices & PCNs:

- Medical Notes Summarising
- Clinical Pharmacists
- PCN Support Services
 - Nominated Payee Function
 - Network Co-Ordination
 - Secretariat Support

We also host local Macmillan facilitators who have been fundamental to developing Cancer Care Reviews for patients across Coventry and Warwickshire; and working in partnership with South Warwickshire GP Federation to co-host the Coventry & Warwickshire Training Hubs in support of primary care workforce and education.

Our work programme

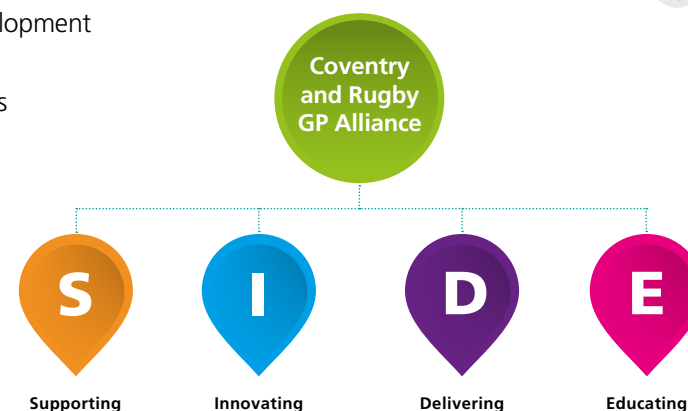
As we move into the second year of both the *NHS Long Term Plan* and *GP Investment & Evolution 5-year framework for General Practice*, there continues to be investment into the NHS with the aim of:

- **Expanding primary and community services** by increasing investment and the workforce to deliver increased numbers of appointments
- **Improving urgent and emergence care performance** and expanding capacity
- **Transforming the way we care** by having more proactive care to prevent ill-health and making better use of technology
- Continuing to improve outcomes and care for people with a **learning disability or autism**
- Delivering **productivity and efficiencies** to work within financial envelopes

This includes an additional £1.4 billion in PCN funding between 2020/21 to 2023/24 to support a further 6,000 Additional Reimbursable Roles - on top of the original 20,000 announced last year - and 100% of reimbursement. The investment is for PCNs to:

- Support **workforce** expansion, redesign and team development
- Improve **patient access** and practice waiting times
- Build operational relationships with community providers (including pharmacies) to support **integrated care**

At the Alliance, our work plan continues to evolve to support local and national local policy developments, as well as local practice, Network and partner needs – in terms of **Supporting, Innovating, Delivering and Educating**.



Supporting

With the advent of Primary Care Networks and 2019/20 being the first year of the GP Network DES contract, we have worked closely with our local PCNs to understand and support their needs. Having established a Clinical Pharmacist service across all Coventry and Rugby networks last year, this service will now further grow as we increase the number of Clinical Pharmacists provided from 13 to 27.

Last year, we launched the Paramedic Acute Visiting pilot service and we were successful in securing a 12 month extension to include expansion to Rugby. We have also invested our own development funds to increase the service by three Paramedics to better align the service for PCNs. We have engaged and listened to our local networks to help us improve the service model. This year, we will continue to implement refinements to the service to ensure it is fit for purpose for when the new Additional Reimbursable Roles for Community Paramedics come on line in 2021/22.

Our Corporate Offer for Network Administration and Nominated Payee functions also continues in 2020/21, with more PCNs taking up these services whilst we explore options for additional business support services such as a HR offer.

We have supported and helped to establish Hot “Hubs” or “Clinics” across three place areas as our contribution to the COVID-19 response – Coventry, Rugby and North Warwickshire – and these are continuing to operate. Our support, input and delivery model was tailored to meet the needs of each of those places, and we will continue to work with local systems to flex and respond to their needs.

Innovating

Having operationalised a Medical Notes Summarising service, we will work with local Commissioners to find a long term, sustainable model for the on-going funding of this service.

Following a successful recruitment exercise for Practice “Portfolio Development” Nurses – which saw an overwhelming level of interest and applicants – we have recruited an invaluable team of nurses who we will help to develop and grow to deliver a range of checks and interventions. Our first area of focus is the delivery of Annual Health Checks for people with Learning Disabilities and a quality assured Primary Care Respiratory service. For both of these areas of innovation we will work with our local partners in secondary and acute care to ensure we have quality assured and clinically supported and supervised services.

Delivering

The Alliance is proud of its continual drive to improve the services it offers, to better meet the needs of both general practice and the local population. Last year, we radically changed the way in which we deliver the Extended Access service to redesign the service model from nine to 32 hubs across Coventry, Rugby and Warwickshire North, and to better align it to local populations needs. This work saw the alignment of capacity to PCN populations to improve access to clinics for local people: the introduction of new booking systems to make it easier for General Practice to book patients in; and IT solutions to enable our clinicians to access patient records and task Practices with follow-up instructions and care. We also piloted a clinic on the George Eliot Hospital site and are

exploring options for replicating this model in Rugby, thus moving towards models of integrating primary and urgent care.

Our Admiral Nurses contract has been extended and expanded beyond Coventry and Rugby and into Warwickshire North, with the additional scope to support training of other professionals.

Our DESMOND service has been tailored to meet the changing needs of service users by adding an on-line offer to maintain access to education during COVID, and we will continue to work with University Hospital Coventry & Warwickshire NHS Trust for the Bowel Screening Non-Responder service.

We have recently been commissioned to provide Annual Health Checks for people with Severe Mental Illness (SMIs). We are proud to have recruited our first cohort of Health Care Assistants, who – in line with our development ethos – will be trained to offer a range of care – starting with a focus on these Health Checks.

This year also sees an exciting step in the Alliance’s history as we move into direct delivery of General Practice care. Having successfully been awarded the contracts for four APMS practices – we are proud to be delivering care from Broad Lane, City of Coventry, Foleshill and Stoke Aldermoor surgeries. We are committed to delivering high quality care to our patients, and by working in partnership with Warwick Medical School, to operate as Centres of Excellence for teaching, research and innovation.

Educating

Our work to support the training and workforce development needs of primary care goes from strength to strength. Our partnership work and development with South Warwickshire GP Federation enables us to continue to co-host the Health Education England (HEE) Training Hub and satisfy HEE governance requirements. Whilst we continue to deliver a range of training and development opportunities – Advanced Clinical Practitioner (ACP) development; frailty education and development; receptionist and clerical training; and GPN speciality training to name a few – this year sees us working with the South Warwickshire GP Federation to find ways to further strengthen our working arrangements to enable us to deliver a truly system-wide offer across Coventry and the whole of Warwickshire.

All this whilst we continue to offer accredited training courses through the Training Centre for Coventry and Warwickshire – such as cytology, immunisations and ear irrigation.



Our journey

KEY:  SUPPORTING  INNOVATING  DELIVERING  EDUCATING

2019

Portfolio Careers Primary Care Leaders Medical Records Summarising Project Resilience and Sustainability Extended Access alignment to networks Advanced Nurse Practitioner Development DESMOND Admiral Nurse Enhancement and Expansion Paramedic Acute Visiting Service Bowel Screening Non Responder Project

2020

Annual Health Checks LD Crisis Response Spirometry Service Physicians Associates Training Centre Expansion Paramedic Acute Visiting Service enhancement Clinical Pharmacist Service Portfolio Nurse Development PCN Support

2021

GP Fellowships Receptionist and Clinical Training Annual Health Checks SMI Hot Hubs APMS Practices Coventry and Warwickshire Training Hub Clinical Pharmacists expansion PCN corporate offer expansion Student Nurse Placements

Showcasing our Clinical Pharmacists

Introduced in 2019/20 as an “Additional Reimbursable Role” through the Network Contract DES, the Alliance has provided a comprehensive Clinical Pharmacist Service to all Primary Care Networks in Coventry and Rugby since September 2019.

The Clinical Pharmacists work in general practice as part of the multi-disciplinary team in a patient facing role to clinically assess and treat patients, using their expert knowledge of medicines for specific disease areas.

Our Clinical Pharmacists are enrolled in, or have qualified from, an accredited training pathway that equips them with the skills and competencies to be able to practice and prescribe safely and effectively in a primary care setting.

Our comprehensive Clinical Pharmacist service is underpinned by an integrated support function which provides access to high quality clinical supervision and professional development, and management services including payroll and HR.

“ The Clinical Pharmacist service is highly valued, especially for a PCN like ours where we have 12 separate practices. It offers a method to allow Clinical Pharmacists to work across practices without having the responsibility of recruitment, HR, payroll, training, supervision and many other factors. It has allowed our PCN to recruit speedily and all members are very happy with the level of skill from both the Clinical Pharmacists and Physicians Associates. The Alliance has helped us to deliver on our workforce strategy. Overall, the services has allowed all practices, small and large to benefit. ”



Our comprehensive Clinical Pharmacist service is **underpinned by an integrated support function giving clinical pharmacists access to expert supervision and development.**

“ The service is very useful for medication support and audits. ”



Patients makes appointment with GP and requests home visit



GP reviews patient and determines suitability for PAVS



GP books slot on EMIS



Paramedic reviews request for PAVS



Paramedic attends patient and updates patient record



Contact made with GP following the visit if required



Showcasing our Paramedic Acute Visiting Service

Operational since June 2019, the Paramedic Acute Visiting service is a home visiting service for GPs and patients in Coventry and Rugby.

It was originally set up for patients aged 65 and over where an urgent visit is required to avoid unnecessary hospital admissions that may otherwise result if the patients' symptoms persist.

During the recent pandemic and to better support the local health system, the criteria was changed to accept patients aged 18 and over and patients who may require a home assessment for their primary care needs.

GPs make a medical assessment of the patient's suitability for a visit, and if they meet the criteria, they can book a visit from one of our Community Paramedics to visit them instead.

We are building up to a team of seven Paramedics to support improved alignment to the Primary Care Networks, all of whom will carry out a number of clinical interventions. They take a range of equipment with them on each visit – an Automated External Defibrillator (AED); diagnostics (blood pressure machine, blood glucose tests, peak flow, sphygmomanometer, stethoscope, otoscope and pulse oximetry tests); basic life support items (life support bag, valve, marks and airway adjuncts), infection control (hand gel, gloves, masks) and a wound care kit (bandages, gauze and first aid items).

Feedback from local GPs has been complimentary with one writing to say:

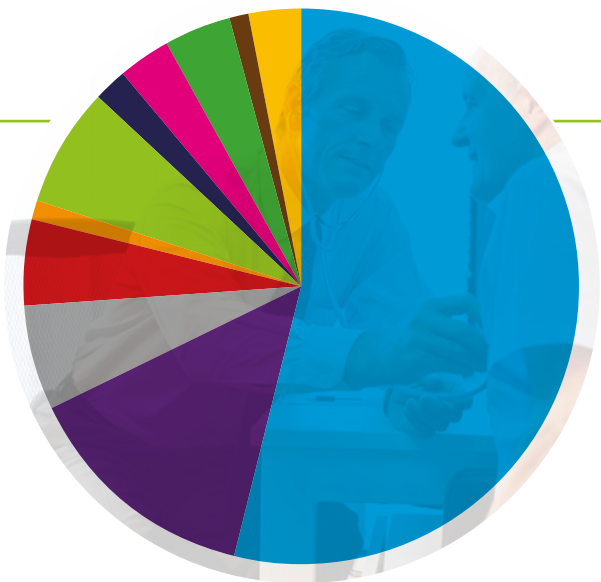
“Excellent service from PAV service who visited a patient with abdominal pain, fever, who was shielded. Prompt visit and call back by Cathy who was sweltering in her full kit, then admission was arranged (via email) through the wonderful Paula. I think Paula, the PAVs and AccuRx have all revolutionised my practice.”

Financial

Our Income

The Alliance received income totalling £4.831m in 2019/20 compared to income of £4.244m in 2018/19. A breakdown of our income is shown in the table below:

Service	Source	Income
		£000s
Extended Access - CRCCG	Coventry and Rugby CCG	2,584
Extended Access - WNCCG	Warwickshire North CCG	695
Clinical Pharmacists	NHSE & GP Practices	355
Admiral Nurses - CCG	Coventry and Rugby CCG	299
GP Resilience (MOU)	Coventry and Rugby CCG	250
Macmillan	Macmillan	77
Primary Care Training Hub & CEPN	HEE	166
PAVS	Coventry and Rugby CCG	189
Desmond	Coventry and Rugby CCG	49
Post CCT Fellowship	HEE	33
Other	Various	121
Total		4,831



KEY

- Extended Access - CRCCG 54%
- Extended Access - WNCCG 14%
- Admiral Nurses CCG 6%
- GP Resilience (MOU) 5%
- Post CCT Fellowship 1%
- Clinical Pharmacist 7%
- Macmillan 2%
- Primary Care Training Hub & CEPN 3%
- PAVS 4%
- Desmond 1%
- Other 3%

GP Extended Access Service

During 2019/20, the GP Extended Access Service underwent significant redesign to align the service to Primary Care Networks and improve access for local patients. As a result of this alignment, the service is now operational from 32 sites across Coventry, Rugby and Warwickshire North rather than nine sites.

Clinical Pharmacists

In September 2019, the Alliance launched a Clinical Pharmacist Service for Primary Care Networks to meet the requirements of the Network Contract DES. This service superseded the Clinical Pharmacists in General Practice Scheme which had been jointly funded by NHSE, the Alliance and participating practices.

Admiral Nursing Service

The initial 3 year contract for the Admiral Nursing Service ended on 31st March 2019. However, due to the positive impact and the value the service added to the lives of Dementia patients and their carers, the service was recommissioned by the Coventry and Rugby CCG for another 3 years from April 2019 to March 2022. Warwickshire North CCG also commissioned a 3 year Admiral Nursing Service contract to enable the service to be extended into Warwickshire North.

Memorandum of Understanding (MoU)

In 2017, a MoU was agreed between Coventry and Rugby CCG and the Alliance to provide support to GP practices, with the primary aim of ensuring that practices are resilient now and in the foreseeable future. 2019/20 was the second year of MoU delivery which included the development of a Crisis Response and operational model; resilience support to practices in crisis; and workforce development to support Primary Care Network priorities.

Financial continued

Our Spending

The Alliance's spending amounted to £4.765m in 2019/20, compared to £3.773m in 2018/19. A breakdown of our spending is shown in the table below:

Cost Heading	Expenditure 2019/20	
Pay Costs	£000s	£000s
GP Locums	1,468	
Clinical & Support Service Staff	1,567	
Corporate Staff	447	
Directors	164	
Project management	33	3,679
Premises Costs		
Electric Wharf	108	
Extended Access hubs	82	190
Other costs		
IT equipment, software & support	239	
Publicity & communications	65	
Conferences & seminars	28	
Training & CPD	59	
Legal fees	12	
Professional services	54	
Insurance	24	
Medical equipment & consumables	52	
Accountancy & banking	4	
CQC registration	2	
Practice charges & reimbursable costs	66	
Development & innovation	239	
Other Miscellaneous	50	895
Total	4,764	

2019/20 Annual Accounts

The annual accounts for the financial year 2019/20 have been prepared by Prime Accountants Group, and show a reported profit before tax of £67,327 (compared to £474,464 in 2018/19) and a net profit after tax of £54,535 (compared to £384,316 in 2018/19).

At the end of 2019/20, the Alliance had retained earnings of £767,919 representing the accumulated net profits since its incorporation.

Contingent Liabilities

As at the end of 2019/20, the Alliance is not aware of any potential liabilities which may crystallise in the 2020/21 financial year and which have not had adequate funds allocated to them and therefore no provision has been made in the accounts to mitigate against such an occurrence.

Directors' Remuneration

Name	Role	Remuneration	Employer NIC	Employer Pension	Benefits in Kind	Start Date	End Date
		£	£	£	£		
Dr Peter O'Brien	Chair	£54,740.04	£6,164.27	-	-	01/02/2019	
Dr Nishan Wiratunga	Practice Director	£1,140.42	£58.37	-	-	01/04/2018	30/04/2019
Dr Hergeven Dosanjh	Practice Director	£27,369.96	£2,387.71	-	-	01/04/2018	
Dr Ian Taylor	Practice Director	£7,386.50	£523.70	-	-	01/11/2019	
Dr Hardev Singh Mann	Practice Director	£7,386.50	£492.45	£1,062.20	-	01/11/2019	
Dr Claire Kelly	Practice Director	£7,735.00	-	-	-	01/05/2019	31/10/2019
Eamonn Kelly	Non-Executive Director	£15,413.38	£739.01	-	-	01/03/2017	
Paul Elkin	Non-Executive Director	£15,413.38	£739.01	-	-	01/08/2017	
Robert Smith	Non-Executive Director	£14,272.96	£581.63	-	-	01/02/2017	29/02/2020
Total		£150,858.14	£11,686.15	£1,062.20			

Notes:

1. Dr Nishan Wiratunga resigned from his role as a Director on 30th April 2019.
2. Mr Robert Smith resigned from his role as Non-Executive Director on 26th February 2020.
3. Dr Claire Kelly resigned from her role as Practice Director on 31st October 2019 and took on the role of Associate Medical Director.

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.

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 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.

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.

Financial Assurance

At the Board's request, Prime Accountants Group have, in addition to preparing the Alliance's accounts, undertaken a review of the Alliance's financial statements in accordance with ISRE 2400 (Revised) as part of a limited assurance engagement, and have performed additional procedures to those required under a compilation engagement. These primarily consist of making enquiries of management and others within the Alliance, applying analytical procedures and evaluating the evidence obtained.

Based on the review it has been concluded that the financial statements are:

- A true and fair view of the state of the company's affairs as at 31st March 2020 and of its profit for the year then ended;
- In accordance with United Kingdom generally accepted accounting practice;
- In accordance with the requirements of the Companies Act 2006

Looking Forward

The contracts with Coventry & Rugby and Warwickshire North CCGs for the Extended Access service have been extended to March 2021. At this time, it is anticipated that the CCG-commissioned Extended Access service will be integrated with PCN extended hours from April 2021 so that PCNs will determine their provider requirements for 2021/22 onwards.

The Alliance will continue to support the delivery of the Additional Roles Reimbursement Scheme for PCNs through an extended service offer that delivers Clinical Pharmacists, Physician Associates and other new roles to the PCNs.

From July 2020, the Alliance will take on new APMS contracts to provide Core and Additional GMS service provision from four Coventry practices. These contracts have been awarded for five years with an option to extend for a further two years.

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 Peter O'Brien
Chairman



Dr. Hergeven Dosanjh
Practice Director



Dr Hardev Mann
Practice Director



Dr Ian Taylor
Practice Director



Dr Chris Taggart
Medical Director



Dr Helen Tyrrell
Associate Medical Director



Dr Claire Kelly
Associate Medical Director



Paul Elkin
Non-Executive Director (Finance)



Eamonn Kelly
Non-Executive Director



Melanie Duffy
Chief Executive Officer



Jane Hill
Chief Nurse

Senior Management Team



Kerry J Crutchlow
Head of Integrated Assurance



Carla Elkins
Head of Primary Care Support and Education



Lorna Wright
Interim Chief Finance Officer



Daljit Sandhu
Head of Planning and Development



Natalie McGrath
Head of Operations



Nazish Khan
HR Manager



Sarah Barnes
Head of Safety and Quality





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