



ANNUAL

REPORT 2018

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COVENTRY
& RUGBY
GPALLIANCE

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“
**WE WILL ENSURE THAT
WE REMAIN FOCUSED
ON LOCAL NEEDS, AND
THAT BEING CLINICALLY
LED AND DRIVEN IS
AT THE HEART OF ALL
THAT WE DO.**
”



To Our Stakeholders



Dr Alastair Bryce
Executive Chair

Executive Summary

The Alliance has gone through a period of transition over the past 12 months to end the year in a favourable position with an exciting year ahead.

With the majority of practices' populations now covered in the Alliance membership, we have been in a position to expand our services but also earn a seat at the STP table and influence future local health care decisions.

Our Services

Our major contract, providing Extended Hours in Coventry and Rugby, is likely to be extended to 2020 giving us some welcome stability. It has enabled us to roll out an extended service which we hope to continually evolve. In addition, the GP in ED service has been recommissioned, with improved functionality to be added, such as writing directly in to GP records.

Furthermore, the Admiral Nurse programmes grows from strength to strength gaining national recognition from Dementia UK's GEANS (Getting Evidence into Admiral Nurse Services) programme. Our Training Hub (formally CEPN) and education programme continues to be a growing area of our business with numerous new opportunities presenting themselves.

Additionally to this, we have numerous smaller but equally important contracts such as provision of a Macmillan GP and Macmillan Primary Care Nurse Facilitator, implementation of

a local bowel screening program, and the resilience MOU agreement we hold with the CCG.

We should also recognise the successful commencement of the Clinical Pharmacists who have been integrated within a number of practices in the region.

Regrettably, the Frailty service, which did achieve national recognition at the Best Practice awards this year, has not been recommissioned. However, we look forward to providing an integral part of a community based frailty project in the future.

Financial Highlights

Our end of year financial position is established and secure with a range of ongoing programmes for 2018/19. We had a breakeven position for 2017/18 but have carryover funds to utilise for Primary Care in the coming year.

Whilst the Prime Minister's Challenge funding has long since ceased, it is pleasing that we have continued to function effectively from funds provided through our current contracts.

Whilst we have relatively secured funding for the next 24 months, we must never become complacent, and we continue to look for opportunities to improve and enhance local Primary Care.

Noteworthy Thanks

Once again, I would like to take this opportunity to thank the Alliance colleagues and staff who have worked diligently and passionately all year to deliver services on our behalf. They have often worked long hours, evenings and weekends, above and beyond what is expected to them to provide an excellent service.

The welcome appointment of Mel Duffy as General Manager has brought some stability and managerial experience into the team. Her influence has already begun to show in the work we are undertaking. The staff and governance of the organisation has further matured and developed with the aim of providing a more comprehensive offer to stakeholders. We have had the opportunity to expand our clerical team to provide much appreciated support for the management team.

We continue to benefit from external experience and knowledge provided by our Non-executive directors, Eamonn Kelly, Robert Smith and Paul Elkin. Our governance has matured to a clinically and corporately safe and effective level, reflected in our recent ‘good’ CQC rating for the Extended Hours service.

I would also like to recognise the work delivered by the clinicians and clerical staff working in the various clinical services from Extended Hours to Admiral Nursing. Many work anti-social hours, at short notice without complaint. Our services could not function without their dedication and commitment to patient care.

The Alliance has always looked to unite and integrate Primary Care clinicians and teams. The concept of one large General Practice community will hopefully continue to prosper and grow through the work of the Alliance.

Looking Ahead

It is the nature of the NHS that the structure and form continues to evolve. It has become apparent in the last 12 months that integrated teams or ‘accountable care systems’ are the future structure of Primary Care. This will require us to

work closely with community providers, commissioners, and third sector organisation to deliver more integrated health care to our communities.

This can only be achieved through effective partnerships with other providers and commissioners, sharing both risk and reward as a single health care system.

In order to do this, General Practice needs a common voice and to work together. Practices must be resilient, robust and as effective as possible in order to maintain their independent contractor status and thrive as businesses. We will all recognise the increasing financial and workload pressures on practices and in order to survive, we need to help each other and develop internal resilience measures. This is where the Alliance is integral at providing support.

The Alliance plans to deliver this through a number of new or evolving workstreams:

- Serving Shareholders
- Supporting Practices
- Education and Training
- Provider Services

You can find out more about these workstreams in the Our Work Programme section of this report.

Additionally, you may be aware we have been working with struggling practices to provide an option of working in partnership with them. This is an option that although complex continues to be available if and when required.

Furthermore, there has been, and are likely to be, APMS practice contracts in the coming year. The Alliance would consider it part of its role to bid for these practice APMS contracts with a view to keep the services within existing Primary Care.

Finally, the Alliance only exists due to its membership. We have continued to improve how we interact with practices and clinicians and hope to provide a transparent, honest level of service.

The Alliance is owned by you the stakeholders and we hope to continue to listen to your views and provide the service you request.

About Us

The Coventry and Rugby GP Alliance is a private company limited by shares, wholly owned by local Coventry and Rugby GP practices. As a GP led organisation, we represent 54 GP practice shareholders and cover nearly 420,000 patients.

The Alliance was established with the following aims which continue to direct what we do and how we do it:

- Protect, improve and extend local General Practice through greater organisational scale to provide convenient high quality, comprehensive and integrated services
- Enhance the skills and flexibility of the General Practice workforce to meet population and service needs with programmes of continuing professional development

- Work and collaborate with others to innovate in service provision, building on new technologies and recognising lifestyle choices of service users in the way in which they wish to access care
- Ensure that all we do is valuable, both for the taxpayer and service user, and for those investing their time and money into the Alliance
- Operate ethically, with accountability, probity and fairness at the heart of the organisation

We provide a range of high quality, accessible and responsive services for both General Practices and patients and we strive to build on our achievements of 2017/18 to ensure that we continue to serve the needs of our members. With this in mind, we have updated our work programme to include a Serving Shareholders workstream.



Our work programme

In response to feedback from our member practices, we have challenged ourselves to ensure that the work we are doing helps General Practice and their patients and still remains true to the core values and aims of the Alliance. We have developed our Work Programme so that our practices and partners can understand our key areas of work.

Serving Shareholders

Engagement of our shareholders and stakeholders is vital to our continued success so this new workstream has been developed to ensure a stronger focus on engagement with our members. We have set up a programme of quarterly shareholder meetings which provide an opportunity for us to share information with and listen to our practices and also to demonstrate the value practices get from being a member of the Alliance.

Developments we have been working on for our shareholders include:

- GP/nurse/reception bank
- Procurement Hub
- Centralised data reporting
- Shared HR offer

Supporting Practices

As part of our work to support practices, we are collaborating with Coventry and Rugby CCG to implement the GP Forward View locally, to support Primary Care transformation and ensure the sustainability of high quality Primary Care in Coventry and Rugby. We have developed a menu of support and services to enable practices to identify opportunities and implement plans to improve their resilience.

This offer includes:

- A Practice Resilience Diagnostic
- Support for vulnerable practices
- Emergency/urgent support for practices in crisis
- Temporary staffing solutions
- Coaching and mentoring service for new GPs
- Peer support/clinical supervision
- General Practice workforce planning
- Retention package development for retiring practice staff
- Cluster Admin Support
- Supporting Cluster Development

Education and Training

We deliver a nationally recognised Education and Training service to support our practices to attract and retain good calibre staff with up to date skills. We intend to build on our success as the provider of the Community Education Provider Network to become the Training Hub provider – focussed on delivering integrated education with other health and care partners.

- Developing a General Practice workforce for the future through innovative new roles:
 - Nursing Associate Training
 - Clinical Pharmacists
 - Physician Associates
 - Post CCT Fellowships
 - Occupational Therapist (Sept 2018)
- Supporting our practices to deliver safe, effective care through access to high quality and best value training including:
 - Core training and update for Practice Nurses
 - Clinical correspondence management
 - Non-medical prescribing
 - Advanced Clinical Practice
- Influencing workforce strategy and planning both nationally and locally
- General Practice Nursing 10 Point Plan

Provider Services

We have established a proven track record in delivering Primary Care services across Coventry and Rugby. We have set up and implemented innovative pilots which have become long-term commissioned services and we continue to work with the wider health economy to deliver integrated services.

- We provide a CQC rated “Good” Extended Hours service that offers GP and nurse appointments during evenings and weekends and is accessible to all Coventry and Rugby GP practices from 8 Extended Hours hubs
- We provide a GP in ED service for 12 hours a day, 7 days a week, to see patients who attend A&E with conditions that can be managed by Primary Care
- We provide an Admiral Nurse service, supporting the carers of people with dementia. We work collaboratively with Dementia UK to deliver the service
- We provide a Macmillan GP for Coventry and Rugby and a Macmillan Primary Care Nurse Facilitator for Coventry and Warwickshire, delivering specialist cancer care education to Primary Care teams to improve the quality of cancer and palliative care provided by local Primary Care

Our Journey

KEY:



2014

- Prime Minister Challenge Fund £4M
- Extended hour hubs
- GP in ED
- Frailty
- Nurse Mentors
- Student nurses into primary care
- HCA apprenticeship
- Reception apprenticeships
- Care certificates
- Nursing associates
- Macmillan GP's
- CQC Training

2016

- New nurses to Primary Care
- Nurse & GP Bank
- Reception Admin Training
- EMIS Enterprise, Vision 360
- Cluster Working
- Practice Engagement
- Clinical Pharmacists
- Winter Pressures
- GP Nurse facilitators
- Care Home Flu Vaccinations
- Advanced Nurse Practitioners
- Admiral Nurses

2017

2018

- Extended Hours expansion
- Out of Hospital
- Urgent Care
- GP Development Programme
- GP Team Network
- STP Partnership Working
- Web Consultations
- Resilience and sustainability
- APMS opportunities
- Developing General Practice workforce

2021

CASE STUDY ADMIRAL NURSE SERVICE

About the Admiral Nurse Service

When things get challenging or difficult, Admiral Nurses work alongside people with dementia, their families and carers: giving the one-to-one support, expert guidance and practical solutions people need, and that can be hard to find elsewhere.

The service is an integral part of the local dementia pathway in Coventry and Rugby, and provides specialist clinical, practical and emotional support for families across the domains of the national Well Pathway for Dementia.

A recent Getting Evidence into Admiral Nurse Services (GEANS) report looked to evaluate the Admiral Nurse service and reported that the local service is one of the best in the country with particular strengths in offering support and making a difference to patients and their families.

“The Admiral Nurse is there for me and has time to listen, in contrast to other services who do not have the time to listen. This is the hardest time of my life and at times when I feel I can’t carry on the Admiral Nurse gives me the ‘care’ and motivation to believe ‘I can do this’. I would really struggle without her.”

Carer



CASE STUDY EXTENDED HOURS

Our Extended Hours service - the journey to 'Good'

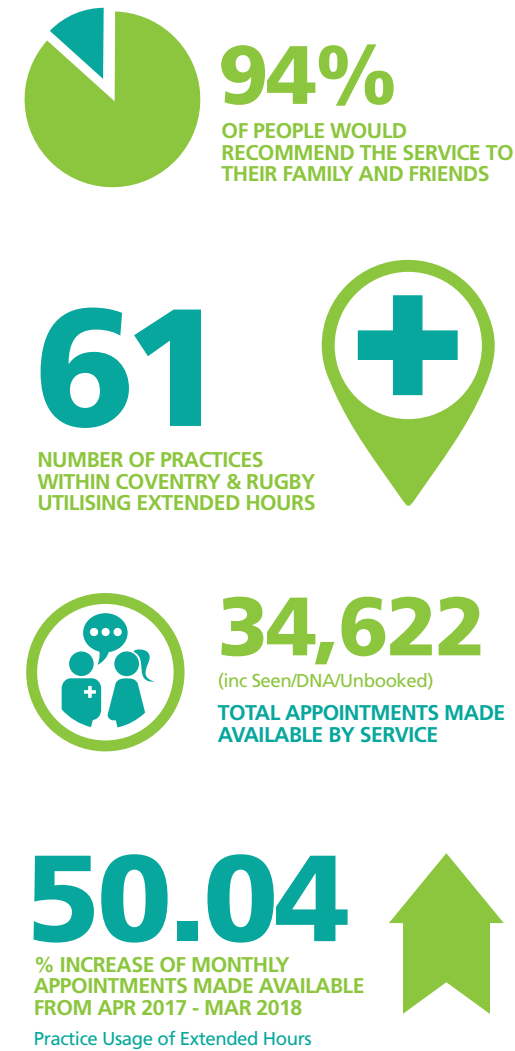
The Coventry and Rugby GP Alliance Extended Hours service has been operational since 2014 and has provided over 27,602 additional appointments in 2017/18 alleviating pressures on both Primary Care and acute hospital services.

In 2018, the Care Quality Commission (CQC) inspected the service to ensure that it is safe, responsive and well-led. We were extremely proud that, following their inspection, the CQC rated our service as 'Good'.

In his report, Professor Steve Field, Chief Inspector of General Practice, praised the service noting that 'staff involved treated people with compassion, kindness, dignity and respect' and 'patients were able to access care and treatment from the service within an appropriate timescale for their needs.'

Ali Bryce, Chair of Coventry and Rugby GP Alliance said: “We are extremely proud of our Extended Hours service. We were confident that the hard work taking place in the service, both frontline and behind-the-scenes, would meet CQC standards and we were very pleased to receive the 'Good' rating.”

The Extended Hours contract between Coventry and Rugby CCG and the Alliance was extended in 2018. The service is developing plans so that more local people know how to access and benefit from Extended Hours appointments.



Financial

Our Income

The Alliance received income totalling £3.958m in 2017/18 compared to income of £4.038m in 2016/17. A breakdown of our income is shown in the table below:

Service	Source	Income 2017/18
		£000s
Extended Access	Coventry & Rugby CCG	1,917
Frailty	Coventry & Rugby CCG	1,211
GP in ED	UHCW NHS Trust	262
Admiral Nurses	Coventry & Rugby CCG	228
Docman Training	Coventry & Rugby CCG	43
Intergrated Neighbourhood Teams	Coventry & Rugby CCG	70
Training Hub (CEPN)	Health Education England	109
Post CCT Training Fellowship	GP Practices	58
Other services	Coventry & Rugby CCG	60
Total		£3958

GP Extended Access Service

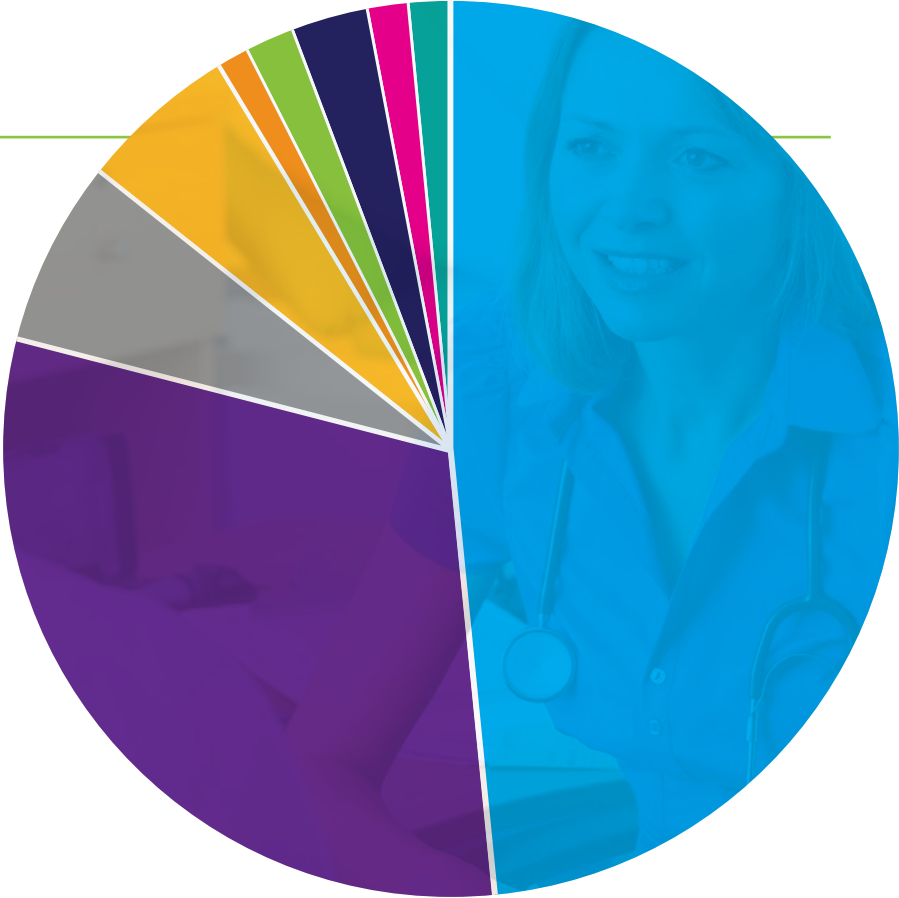
During 2017/18, the GP Extended Access Service was operational from four sites - three sites in Coventry and one in Rugby. From April 2018 onwards, the service has now been extended to seven sites in Coventry and one in Rugby.

Frailty Service

The Frailty Service was deemed by Coventry and Rugby CCG to work as a pilot but could not be scaled up within an acceptable financial envelope, and was decommissioned by Coventry and Rugby CCG on the 31st March 2018.

GP in ED

The GP in ED Service comprised an “in-hours” and an “out-of-hours” service, with UHCW NHS Trust funding the “In-hours” component under a discrete contract, whilst the out-of-hours component is funded by Coventry and Rugby CCG as part of the contract for the Extended Access service.



KEY

Extended Access	48%
Frailty	31%
GP in ED	7%
Admiral Nurses	6%
Docman Training	1%
INT	2%
Training Hub (CEPN)	3%
Post CCT Training Fellowship	1%
Other services	1%

Financial continued

Our Spending

The Alliance’s spending amounted to £3.90m in 2017/18, compared to £3.931m in 2016/17. A breakdown of our spending is shown in the table below:

Cost heading	Expenditure 2017/18	
Pay Costs	£000s	£000s
GP Locums (incl. Clinical Leads)	1,829	
Community Nursing & Social Care	294	
Therapy Services	81	
Corporate Staff – Provider services	395	
Corporate Staff - Other	473	
Directors	203	
Project Management	34	3,309
Premises Costs		
Electric Wharf	92	
Extended Access hubs	46	138
Other costs		
IT equipment, software & support	208	
Training, conferences & publicity	102	
Legal fees	41	
Insurance	22	
Medical equipment & consumables	13	
Bad debts	13	
Accountancy & banking	9	
CQC registration	8	
Other miscellaneous costs	37	453
Total		£3,900

Annual Accounts 2017/18

The annual accounts for the financial year 2017/18 have been prepared by Prime Accountants Group, and show a reported profit before tax of £58,000 (compared to £107,000 in 2016/17) and a net profit after tax of £47,000 (compared to £86,000 in 2016/17).

At the end of 2017/18, the Alliance had retained earnings of £329,000 representing the accumulated net profits since its incorporation.

Contingent Liabilities
As at the end of 2017/18, the Alliance is not aware of any potential liabilities that may crystalize in the 2018/19 financial year that 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

The remuneration paid to the members of the Board of Directors in 2017/18 is set out in the table below:

Name	Role	Remuneration	Pension	Benefits in Kind	Note
		£	£	£	
Dr Alastair Bryce	Executive Chair	49,516			
Dr Jerry Horn	Practice Director	30,940			
Dr H S Dosanjh	Practice Director	30,940			
Dr Nishan Wiratunga	Practice Director	30,940			
Michelle Horn	Chief Nurse	33,449	4,759		1
E Kelly	Non-Executive Director	8,500			
Robert Smith	Non-Executive Director	8,500			2
Paul Elkin	Non-Executive Director	5,667			3
Total		£198,452	£4,759		

- Notes:**
1. Appointed as Director on 10th November, 2017; remuneration prior to appointment amounted to £63,224
 2. Excludes remuneration of £24,825 for undertaking role of Acting Chief Executive up to 20th June 2017.
 3. Appointed on 1st August 2018. The Practice Directors are paid for 2 sessions per week (session equates to 3.5 hours) for 52 weeks a year at the locum rate of £85 per hour. The Executive Chair is paid for 3 sessions per week with an enhancement of 50% to the locum rate to reflect the additional legal responsibilities of the position.

Financial continued

Financial Governance

During 2017/18, 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 Executive Chair and all Executive 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 has been 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 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 an accounts preparation 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 31 March 2018 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 contract with Coventry and Rugby CCG for the Extended Access service is likely to be extended to 2020, operating from 8 sites, and discussions are underway with UHCW NHS Trust regarding the continuation of the GP in ED Services contract.

The Coventry and Warwickshire Training Hub (formerly CEPN) continues to be funded by Health Education England with a view to this being designated a center of excellence.

The Memorandum of Understanding to improve the resilience of Primary Care services agreed with Coventry and Rugby CCG will support practices and identify areas for support.

The contract for the Admiral Nurse service is due to expire in March 2019 and discussions with both Coventry and Rugby CCG and Coventry University are underway regarding an extension to the contract.

The Alliance is currently forecasting another surplus at the end of 2018/19, and is seeking the views of member practices on the optimum use in 2018/19 of the non-recurring funds which it has available.

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 MEMBERS



Eamonn Kelly
Non Executive Director



Robert Smith
Non Executive Director



Paul Elkin
Non Executive Director



Garth Murphy
Patient Voice Champion

CHAIRMAN & BOARD OF DIRECTORS



Dr. Alastair Bryce
Executive Chairman



Dr. Hergeven Dosanjh
Director



Dr. Jerry Horn
Director



Dr. Nish Wiratunga
Director



Michelle Horn
Director of Nursing

NON CLINICAL STAFF



Mel Duffy
General Manager



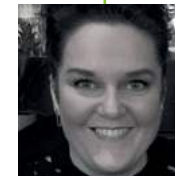
Kojo Nuamah
Head of Finance and Performance



Kerry Crutchlow
Head of Human Resources



Carla Elkins
Practise Development Manager



Andrea Parson
Personal Assistant

Our Values

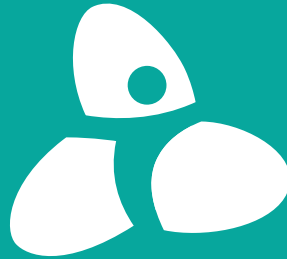
Coventry and Rugby GP Alliance shares and promotes the best of modern medicine and looks for innovative solutions to the challenges we face.

The Alliance believes that by coming together we can better develop skills and consistency not traditionally available in General Practice to deliver improved services to our community.

The following vision and values are the principles that we work to:

- Protect, improve and extend local General Practice through greater organisational scale to provide convenient high quality, comprehensive and integrated services
- Enhance the skills and flexibility of the General Practice workforce to meet population and service needs with programmes of continuing professional development
- Work and collaborate with others to innovate in service provision, building on new technologies and recognising lifestyle choices of service users in the way in which they wish to access care
- Ensure that all we do is valuable, both for the taxpayer and service user and for those investing their time and money into the Alliance
- Operate ethically, with accountability, probity and fairness at the heart of the organisation





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