



ANNUAL

REPORT 2019

coventryrugbygpalliance.nhs.uk



Contents

Executive Summary	03
About Us	05
Our work programme	06
Our Journey	10
Case Study	12
Financials	16
Alliance Governance	22

“

**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 Peter O'Brien
Chair

“Strengthening primary care for a stronger NHS”

That phrase sums up what I joined the GP Alliance to do, and what I know the Alliance is increasingly doing. We describe our work in terms of Supporting, Innovating, Delivering and Educating ... and tell everyone that we are on the S.I.D.E. of general practice!

OUR SERVICES

We do some of the things that are best done in primary care, but which would not be effectively or efficiently done at the level of individual practices. Examples of this are the diabetes education sessions that we run (DESMOND), and the Admiral Nurse service - which supports people the carers of people living with dementia.

Our biggest task is to run the Extended Access Service across Coventry and Rugby CCG and Warwickshire North CCG. This service provides 434 hours of appointments a week outside normal working hours for people who would otherwise have problems getting seen about their health problems.

There is a huge logistical challenge in providing services at many different sites, over a large area, outside the normal office hours. There is also a challenge in making the workforce for such a service feel that they are valued parts of a team and supported in their work. This challenge is being met very enthusiastically by our staff, boosted by our new service co-ordinator, Jamie McDonald, and by our new Medical Director, Dr Chris Taggart.

SUPPORTING PRIMARY CARE

Our other big challenge is our great new opportunity - to support the developing Primary Care Networks. The NHS is putting a lot of resources and a lot of trust in these groups, who typically deal with a population of about 50,000 people. They are being given funding to take on new staff to work in primary care - this year there is money for clinical pharmacists and for social prescribers, next year for physiotherapists and physicians assistants, and the following year for paramedics. We are working with the Networks to arrange recruitment of the staff, to provide an HR function and also to make sure that the staff get continued professional education and support.

We are also working closely with Networks to deliver the Extended Access Service at the level of the Networks. This will enable them to make the service provided much more closely linked into the patients' own GP practices, both in terms of location and of continuity of medical care. With the support of the CCG, we are hoping to deliver services based around Networks by autumn 2019.

As we develop links with the Networks new opportunities arise. We are planning to set up a new service in each Network to make sure that there are fully trained and properly supported staff to do the testing required to diagnose COPD and other types of lung disease. We are doing this together with our local hospital doctors and nurses, to aim to get services that are to the standards of the specialists, but provided within our communities.

Working together with other parts of the health service is something that we are doing increasingly. Our new Nurse Director, Jane Hill, has a job that combines working for us with working for CWPT, the provider of community services. We are increasing our links with UHCW, and playing an active role in the local GP Board, which represents primary care across the CCG.

While working with the Networks increasingly, we are still keen to provide support at the level of individual practices. We are setting up a service to support practices summarise the records they receive for their newly registered patients. We will help to ensure that this work is done to a consistent, high standard, such that when a patient moves from one practice to another the new practice does not need to double check the work done at the previous practice. In addition we are setting up a system to help practices provide annual reviews for their patients with Learning Difficulties. We expect to have both these projects running by October 19.

OUR STRUCTURE & PERSONNEL

To enable all this work, we have had to improve our internal organisation. This has partly been a question of making our management structure and our Governing Body and sub-Committee structure clearer. We have appointed Mel Duffy as our CEO and she has been guiding these changes with a very sure hand.

It has also been a question of giving ourselves a strong clinical focus. We have lost the experience and guidance of several of the clinicians who established and developed our organisation; thanks are due to Ali Bryce, Nish Wiratunga, Jerry Horn and Michelle Horn, who all made great contributions over the past few years. As well as appointing Chris Taggart and Jane Hill as Medical and Nurse Directors, Geven Dosanjh and I have been fortunate to be able to co-opt Drs David Gillmer, Claire Kelly and Helen Tyrrell to work with us. Already they are giving us fresh energy and insight, it is good to have them working with us.

For myself coming into the Alliance and taking on the role of Chairman, the overall brief is wonderfully simple (yes it is "strengthening primary care for a stronger NHS") but the complexity of taking responsibility for even a small NHS body has been daunting. I have been hugely blessed to be supported on the Governing Body by Eamon Kelly, Paul Elkin and Robert Smith, who constantly amaze me by the amount of important stuff they know about all sorts of things that I never got taught at medical school!

A previous President of the Royal College of GPs described what our approach should be to providing a good GP service. We should "Shut up and listen, know some stuff and be caring". I would be happy for everyone to hold the GP Alliance accountable to do exactly this!

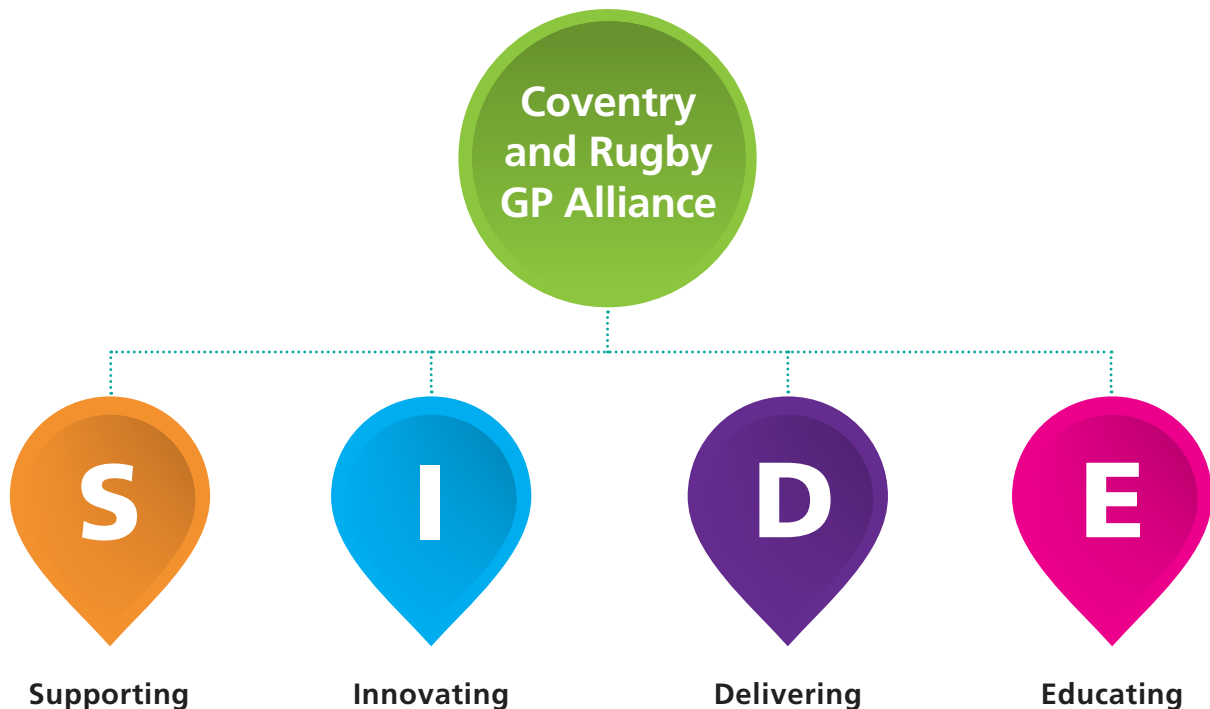
About Us

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 97% of local GP practices and cover nearly 500,000 patients.

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 2018/19 to ensure that we continue to serve the

needs of our members. With this in mind, we have set ourselves key delivery priorities in the following areas:

- Clinical Services
- Clinical Innovation
- Primary Care Development
- Training and Education
- ICS Support
- Improving Governance



Our work programme

In January 2019, NHS England published the Long Term, Plan setting out healthcare priorities for the next 10 years and a 5 year plan of changes to the NHS service model with the aim of:

- Boosting out of hospital care to dissolve the divide between primary and community health services
- Redesigning and reducing pressure on emergency hospital services
- More personalised care to help people gain more control over their health when they need it
- Digitally-enabled primary and outpatient care
- Increasing focus on population health and local partnerships through Integrated Care Systems

The Long Term Plan was followed by the Investment and Evolution publication – a five year framework for GP contract reform to support the delivery of the Long Term Plan. This outlined a commitment to invest £4.5 billion in primary medical and community services, including the development of Primary Care Networks. Over the next 5 years, the funding will cover demand pressures, workforce expansion and new services to meet goals.

At the Alliance, we are continually evolving our work programme to ensure that we are responsive to national and local policy developments as well as local practice, Network and partner needs.

We describe our work in terms of Supporting, Innovating, Delivering and Educating and we challenge ourselves to demonstrate how the services and projects we are delivering are linked to these and the policy priorities.





SUPPORTING

As part of our Supporting work, we are delivering services and projects to support the Primary Care Development goals of the Investment and Evolution framework and to enable practices, Networks and healthcare partners to deliver accessible and sustainable care to local people. We are continuing our collaboration with Coventry and Rugby CCG to support primary care transformation and ensure the sustainability of high quality primary care in Coventry and Rugby. We have developed a support offer for practices in Crisis and will be working with the CCG to identify opportunities for supporting Networks with their Network Contract obligations.

We have also developed a Network offer made up of a menu of services that Networks can select from. These include:

- Corporate Support
- Healthcare Services
 - Clinical Pharmacist Service
 - Extended Hours

We will be implementing these services for Networks from July 2019.

INNOVATING

As part of our Innovating work, we are developing and delivering Clinical Innovation projects to support practices and Networks with new services which make sense to be delivered at a greater scale than the 50,000 network population. We are working with our GP partners on the GP Board to test our innovation ideas and make sure that they are delivered to plan and achieve the anticipated benefits. We are also working with other healthcare partners to ensure our services are better joined up and meet our local Integrated Care System priorities.

Notes summarising, diagnostic spirometry and Learning Difficulties' health checks are projects that will be going-live this year to provide a consistently high quality service across Coventry and Rugby practices.





DELIVERING

We are already an established provider of health care services in Coventry and Warwickshire, delivering high quality and accessible care to local people, including:

- Extended Access
- Admiral Nurses
- DESMOND

Our clinical leaders are driving the continuous improvement of our clinical services to ensure that we not only deliver the best outcomes for people using our services but also the best value for our commissioners. We are currently working with Coventry and Rugby CCG and Networks to improve the links between our Extended Access service to ensure that patients receive a consistent service across the extended working day.

We are also growing our service portfolio to deliver new services that will support the aims of the Long Term Plan and better integrated care locally. This summer, we have launched a new Paramedic Acute Visiting Service pilot to support practices with timely assessment and treatment of patients at risk of admission. We are also launching a pilot to improve local people's uptake of Bowel Screening with a view to getting people diagnosed and treated much earlier. Proactive and Preventative services are a key priority for our health and care system and our pilot will contribute to this.



EDUCATING

Training and Education is core business for the Alliance. We are committed to working with practices, Networks and partners locally and at STP level to deliver the core functions of the Coventry and Warwickshire Training Hub. We will continue to:

- Support the development and realisation of educational programmes to develop the primary / community care workforce at scale to address identified population health needs and support service re-design and the delivery of integrated care.
- Develop and expand high quality learning placement capacity at undergraduate and postgraduate level.
- Provide training and development for multi-professional educators.
- Support better understanding of local workforce planning needs and how these might be realised across the STP, ICS and Primary Care Network level across health (and social care)

We will also support our practices to deliver safe, effective care through continued access to high quality and cost effective training courses through our local Training Centre. Our training includes:

- Core training and updates for all Practice Nursing roles
- Advanced Clinical Practice Masterclasses
- Practice Manager Training and Development
- Development of Portfolio career opportunities

Our journey

2018

Extended
Access Coventry
& Rugby

Extended Access
Warwickshire
North

Clarity and
Blue Stream

Practice
Manager
Training MOU

Medical Records
Summarising
Project

LD
DES

Respiratory
Pathway

Portfolio
Careers

Extended
Access to
networks

DESMOND

EPR
Options
Appraisal

Admiral Nurse
Service Enhancement
and Expansion

KEY:



SUPPORTING



INNOVATING



DELIVERING



EDUCATING

GP
Team
Net



STP
Partnership
Working



Resilience
and
sustainability



Developing
General Practice
workforce



Primary
Care
Leaders



Resilience
and
sustainability



Extended
Access
expansion



Advanced Nurse
Practitioner
development



2019

Paramedic
Acute Visiting
Service



Bowel Screening
Non Responder
Project



Clinical
Pharmacist
Service



PCN
Support



2020

CASE STUDY DESMOND

Type 2 Diabetes is a common lifelong condition that can affect a person's everyday life.

The DESMOND programme is designed to help people manage the changes Diabetes can bring to their life. It provides an opportunity to meet and share experiences with others as the course is run with 10 people.

People with Type 2 Diabetes are able to attend a free education session(s) to discuss practical skills and advice relating to their diabetes including food choices, activity and medication. DESMOND is an education programme designed to support the person with Diabetes to become the expert and manage their own condition. Educators are there to help increase knowledge and understanding of what it means to have Diabetes, but at the end of the day it is the person who needs to be in control and making the decisions.

There is one central referral point and sessions are delivered across Coventry, Rugby and Warwickshire North thanks to a partnership with University Hospital Coventry and Warwickshire (UHCW) and South Warwickshire Foundation Trust (SWFT).

To access the service patients must be over 18, have a confirmed diagnosis of type 2 Diabetes and not attended a structured education session in the past 12 months.

Patients can be referred from their Practice or can self-refer themselves. This is done either via email or telephone.





98%

**OF ATTENDEES SAID
"THE GROUP HAS
ENCOURAGED ME
TO ACHIEVE MY
NEW GOALS"**

"The programme was extremely informative. I was lost after my diagnosis and didn't understand how to manage correctly or the causes of it. The instructors were brilliant at feeding the information in a clear and easy to follow structure. I also felt at ease in asking any question without feeling silly."



2.5
MILLION
PEOPLE LIVING
WITH CANCER.
THIS WILL BE
4 MILLION
BY 2030

100%

OF ATTENDEES
RATED THE
COURSE AS
'EXCELLENT'



40



PRACTICE NURSES
TRAINED ACROSS
COVENTRY AND
WARWICKSHIRE
SO FAR





CASE STUDY MACMILLAN PRIMARY CARE NURSE FACILITATOR

In the UK, cancer remains the leading cause of mortality (NHSE).

Developments in treatment have led to improved outcomes and prognosis, so that cancer is now a long term condition, with 50% of patients living for 10 years. Active management and treatment of cancer is largely centred in secondary care, but primary care plays a key role in supporting patients living with cancer, many who have identified several unmet needs after completing treatment. This aligns with the national cancer strategy "Achieving world class cancer outcomes (A strategy for England 2015-2020) and supports the implementation of the recovery package.

The Macmillan PCN facilitator is working with Macmillan GP's to help implement and embed holistic cancer care reviews for cancer patients by offering training and education to practice nurses across Coventry and Warwickshire to increase their confidence and knowledge when reviewing cancer as a long term condition. The project also includes working with secondary care to discuss the implementation of the wider recovery package agenda.

Training has also been given to pharmacists, medical students and GP Trainees to raise awareness of the ongoing needs of cancer patients after treatment has been completed.

The project will be evaluated to demonstrate, the benefits to patients and primary care.

Financial

Our Income

The Alliance received income totalling £4.244m in 2018/19 compared to income of £3.958m in 2017/18. A breakdown of our income is shown in the table below::

Service	Source	Income 2017/18
		£000s
Extended Access - CRCCG	Coventry and Rugby CCG	2,640
Extended Access - WNCCG	Warwickshire North CCG	456
Admiral Nurses CCG	Coventry and Rugby CCG	264
GP in ED Day time	UHCW	187
GP Resilience (MOU)	Coventry and Rugby CCG	180
Post CCT Fellowship	Health Education England	19
Clinical Pharmacist	GP Practices / NHSE	176
Macmillan	Macmillan	75
CEPN	Health Education England	75
Integrated Neighbourhood Teams	Coventry and Rugby CCG	35
Primary Care Training Centre	GP Practices	15
Other	Various	122
TOTAL		£4,244

GP Extended Access Service

During 2018/19, the GP Extended Access Service was operational from eight sites - seven sites in Coventry and one in Rugby. From August 2018 onwards, the service has now been extended to Warwickshire North with operations based at Chancery Lane.

Admiral Nursing Service

The 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 people with dementia and their carers, the service has been recommissioned by the Coventry and Rugby CCG for another 3 year from April 2019 to March 2022, and due to the success of the service it has now been expanded into Warwickshire North.

GP in ED

The GP in ED Service funded by the UHCW NHS Trust was decommissioned in August 2019 as the service could not be operated within an acceptable financial envelope.

Primary Care Development Memorandum of Understanding (MoU)

During 2018/19, an MoU was agreed between CRCCG and the Alliance to support primary care transformation and sustainability. This was to ensure that local practices are resilient now and in the foreseeable future. Among the services provided within the MOU were Practice Resilience Visits, support for vulnerable practices and those in crisis and primary care workforce development.



KEY

Extended Access - CRCCG	62%
Extended Access - WNCCG	11%
Admiral Nurses CCG	6%
GP in ED Day Time	4%
GP Resilience (MOU)	4%
Post CCT Fellowship	1%
Clinical Pharmacist	4%
Macmillan	2%
CEPN	2%
Integrated Neighbourhood Team	1%
Primary Care Training Centre	0%
Other	3%

Financial continued

Our Spending

The Alliance's spending amounted to £3.77 in 2018/19, compared to £3.90m in 2017/18. A breakdown of our spending is shown in the table below:

Cost Heading	Expenditure 2018/19	
Pay Costs	£000s	£000s
GP Locums (incl. Clinical Leads)	1,336	
Direct services Staff	713	
Corporate Staff – Provider services	171	
Corporate Staff - Other	345	
Directors	284	
Project Management	46	
Premises Costs		2,895
Electric Wharf	83	
Extended Access hubs	50	
Other costs		133
IT equipment, software & support	421	
Training, conferences & publicity	97	
Legal fees	3	
Professional Fees	67	
Insurance	26	
Medical equipment & consumables	29	
Bad debts	1	
Accountancy & banking	4	
CQC registration	8	
Other miscellaneous costs	89	745
Total		3,773

2018/19 Annual Accounts

The annual accounts for the financial year 2018/19 have been prepared by Prime Accountants Group, and show a reported profit before tax of £474,464 (compared to £58,000 in 2017/18) and a net profit after tax of £384,316 (compared to £47,000 in 2017/18).

The profit for the year was due in large part to a delay in implementing some of the non-recurring service developments planned for 2018/19, which have now been carried forward to 2019/20. The funds needed for these developments have been identified within the Alliance's budget for 2019/20.

At the end of 2018/19, the Alliance had retained earnings of £713,384 representing the accumulated net profits since its incorporation.

Contingent Liabilities

As at the end of 2018/19, the Alliance is not aware of any potential liabilities which may crystalize in the 2019/20 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	Note
		£	£	£	£	
Dr Alastair Bryce	Executive Chair (Apr 18 to Jan19)	46,310.10	5,417.90	1,996.83		Apr-18 to Jan-19
Dr Peter O'Brien	Chair (Feb 19 onwards)	9,123.34	1,065.08	-		Feb-19 to Mar-19
Dr Jerry Horn	Practice Director	27,369.96	2,614.80	-		Apr-18 to Mar-19
Dr H S Dosanjh	Practice Director	27,369.96	2,614.80	-		Apr-18 to Mar-19
Dr Nishan Wiratunga	Practice Director	25,089.14	2,300.16	-		Apr-18 to Mar-19
Michelle Horn	Chief Nurse	79,702.73	9,753.74	11,376.18		Apr-18 to Mar-19
E Kelly	Non-Executive Director	10,228.31	249.27	-		Apr-18 to Mar-19
Robert Smith	Non-Executive Director	10,228.31	249.27	-		Apr-18 to Mar-19
Paul Elkin	Non-Executive Director	10,228.31	249.27	-		Apr-18 to Mar-19
Total		245,650.16	24,514.29	13,373.01	-	

Notes:

1. In January 2019, Dr Alastair Bryce resigned from his role as the Executive Chair
2. Dr Peter O'Brien was elected to the position of the Chairman of the Board of Directors and took office in February 2019.
3. In March 2019, Dr Jerry Horn resigned from his role as Director.
4. In February 2019, Mrs Michelle Horn resigned from her role as 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 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 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 2019 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

Our contracts for the Extended Access services in Coventry and Rugby and Warwickshire North have been awarded to March 2020. During this year, we are working with Coventry and Rugby CCG and Primary Care Networks to improve the links between the Extended Access service and Networks. In Warwickshire North, we are working to increase the number of hubs we deliver the service from to improve access for local people.

In the light of the recently published Investment and Evolution document, we have developed a service offer for Networks to provide back office functions and comprehensive healthcare services to support the delivery of the Network Contract DES. We will be mobilising this offer from July 2019 and will be

supporting all Networks with the Clinical Pharmacist services.

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

A new three year contract for the Admiral Nurse Service has been agreed with Coventry and Rugby CCG and expanded to Warwickshire North CCG from 1 April 2019 to 31 March 2022.

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
Executive Chair



**Dr. Hergeven
Dosanjh**
Practice Director



Dr David Gillmer
Interim Practice
Director



Dr Claire Kelly
Interim Practice
Director



Eamonn Kelly
Non-Executive
Director



Robert Smith
Non-Executive
Director



Paul Elkin
Non-Executive Director
(Finance) as of June 2019



Mel Duffy
Chief Executive Officer



Dr Chris Taggart
Medical Director



Jane Hill
Chief Nurse



Dr Helen Tyrrell
Associate Medical
Director

Senior Management Team



Kerry J Crutchlow
Head of Integrated
Assurance



Carla Elkins
Head of Primary
Care Support and
Education



Kojo Nuamah
Head of Finance
and Performance

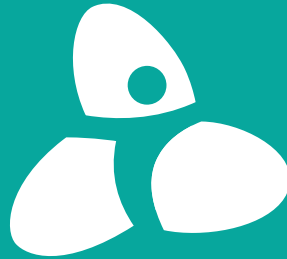


Kristy Mackinson
Head of Transformation
and Delivery



Natalie McGrath
Service Manager





COVENTRY
& RUGBY
GPALLIANCE

Coventry and Rugby GP Alliance

Tel: 024 7771 0980

Email: crgpa.coventryrugbygpalliance@nhs.net

www.CoventryRugbyGPAlliance.nhs.uk