

COVENTRY AND RUGBY GP ALLIANCE

ANNUAL

REPORT 2016



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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
Chair



Professor Simon Brake
Chief Executive

Strategic Highlights

This year has been a year of significant progress. The Alliance has become a major force in the area, with considerable majority of practice's populations now covered by alliance membership. Our organisational and governance arrangements have matured, and our leadership and staffing clinically led and focused on the Alliance's objectives, and improving outcomes for our members and patients.

We have established three new clinical services through the Prime Minister's GP Access Fund, the GP in ED at UHCW, the Frailty Pathway and Assessment, and the Extended Hours service at the City of Coventry Health Centre. In addition, the CEPN and the Admiral Nurse programmes are now fully up and running, as well as a range of smaller but important work, including a nursing and medical bank, CQC workshops and flu and immunisation programmes.

Continued overleaf...

Financial Highlights

Our financial position is becoming consolidated with a range of ongoing programmes for 2016/17, and a positive out-turn position and surplus for 2015/16, allowing further investment in services and care for the population of Coventry and Rugby. The financial position of the Alliance has benefited from our national funding, and is being strengthened by an increasingly diverse series of funding sources, ensuring improved financial stability for the future.

Operating Highlights

Practical delivery of care has been the key to the success for 2015/16 with several thousand patients seen and treated across our services. Reduction in pressure and increased efficiency has been fundamental, with greatly increased access to primary care services made possible, and reduced lengths of stay, treatment times and fewer admissions to acute care, all of which are in members and patients' interests. Premised based in the city of Coventry health centre have proved very effective, with improved access across Coventry and rugby planned as the services roll out across all practices.

Noteworthy thanks

Colleagues and staff have worked extremely hard and innovatively this year, establishing new services and systems, delivering clinical care, working late into the night, weekends and holidays, volunteering to deliver front line shifts for patient service at short notice to get services up and running, but also to provide the necessary clinical and managerial leadership for services. It's a pleasure to be part of a group of like-minded colleagues, leading new ways of working across general practice and primary care, improving patient care and outcomes, and improving the life of Coventry and Rugby.

During our past twelve months, we have been extremely fortunate to have benefited from Alison's leadership as our Lay Chair. Alison's leadership and wisdom in our midst brought maturity and the patient perspective to our working, as well as decades of knowledge and experience in the field. This year has been Alison's final year of working before a well-earned retirement, and we would want to publically thank her, not just for the past year, but for over 40 years of public service in the realms of health and social care, and wish her the very best for her retirement.

Looking Ahead

The next three years will see improved services and outcomes for our member practices and patients, clinically led and evidence based, focused on local priorities and needs. We will further improve and consolidate our member and clinical leadership and involvement, ensuring that we are able to effectively represent and direct the area's planning and priorities, focused on Primary Care as the pivot around which other services are based.

We will do this through effective partnerships with other providers and commissioners, and work to influence local, regional and national policy in the interests of our member practices and patients. We will focus on maintaining long-term financial and organisational ability, and that our clinical leadership and representation is increasingly effective and respected.

Finally, we will ensure we stay true to our origins, meeting regularly with all members, remaining focused on local needs, remaining clinically led and driven, and placing improved outcomes for patients and member practices at the heart of all that we do.

Our Heritage

Alliance history

The Coventry and Rugby GP Alliance was incorporated on 13th June 2014 as a private company limited by shares. The Alliance is wholly owned by Coventry and Rugby GP practices who are shareholders with 'A' voting shares and 'B' equity shares.

Whilst the Alliance is a new organisation the member practices have a rich heritage in the delivery of high quality, accessible and responsive primary care in Coventry and Rugby.

Alliance aims and goals

The Coventry and Rugby GP Alliance was established with the following aims:

- » Protect and support general practice
- » Improve general practice skills
- » Work better with others
- » Support practices to be more efficient and effective
- » Make probity a core feature

These aims underpin our goals:

- » 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 and professional development;
- » Work and collaborate with others to innovate in service provision, building on new technologies and recognising lifestyle choices of services users in the way 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.



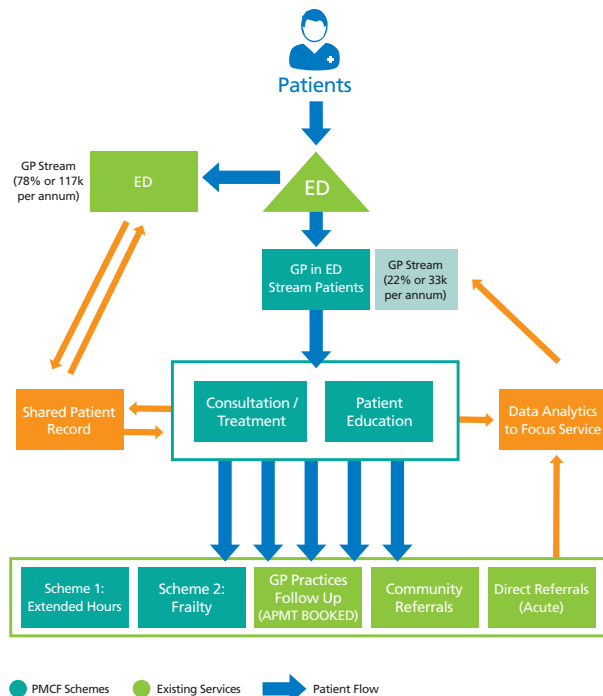
Service Delivery

Prime Minister's Challenge Fund

The Coventry and Rugby GP Alliance was successful in bidding for funding from the Prime Minister's Challenge Fund and is delivering the following workstreams:

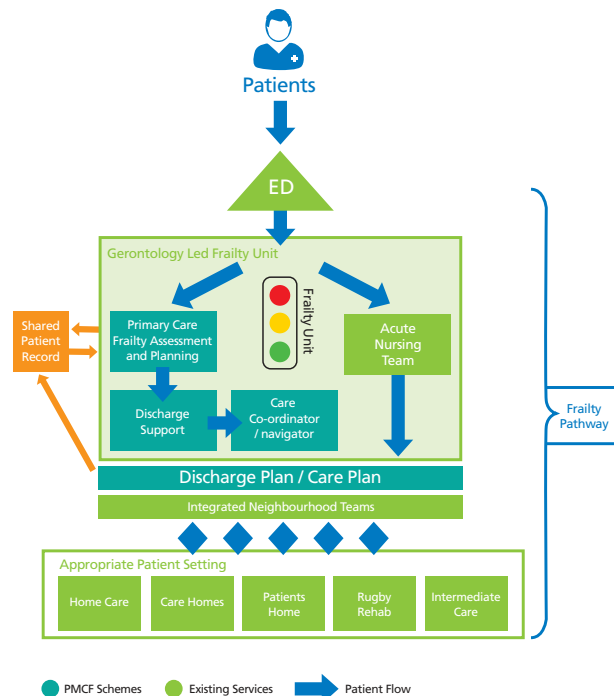
GP in Emergency Department

This project provides a GP in the UHCW emergency department from a dedicated area in the hospital. The service delivery model is illustrated below.



Primary Care Frailty Team

This project provides a GP led frailty team working with both geriatricians and medical teams at UHCW. The service delivery model is illustrated below.



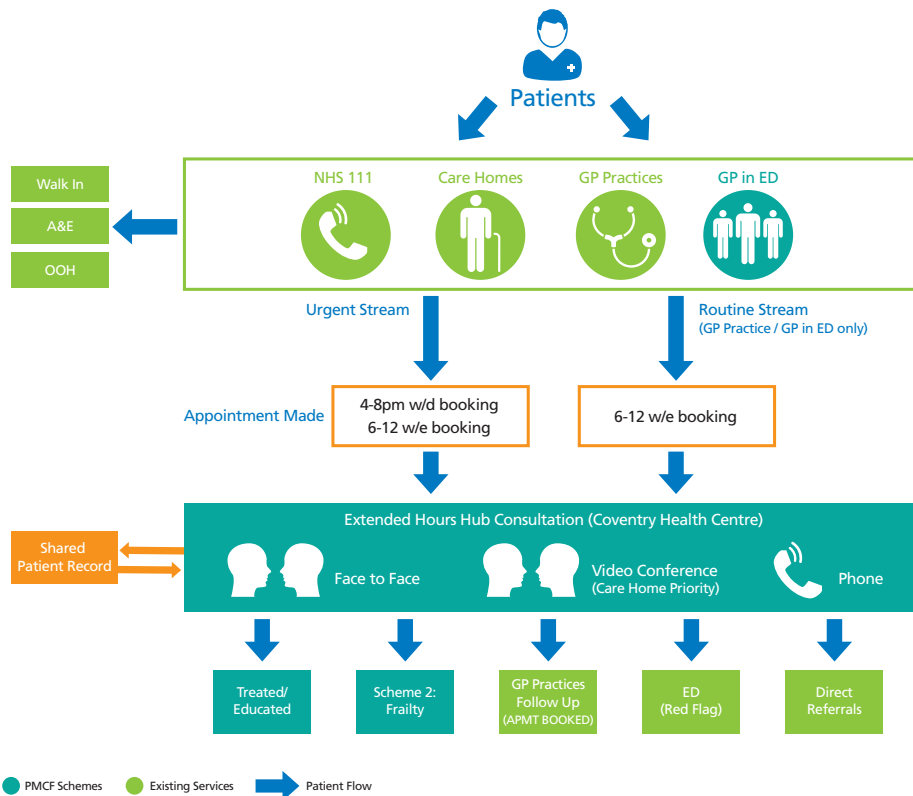


WE AIM TO WORK AND COLLABORATE
WITH OTHERS TO INNOVATE IN
SERVICE PROVISION.



Prime Minister's Challenge Fund

This project provides extended hours GP cover from the centrally located City of Coventry Health Centre. As part of this service the Alliance has achieved full CQC registration. The service delivery model is illustrated opposite.



Service Delivery continued

Community Education Provider Network

The Coventry and Rugby GP Alliance was successful in its bid to Health Education West Midlands to become a Community Education Provider Network.

These networks have been established to support primary care workforce development. In the first year for nurse training and the second and third for doctors, paramedics and pharmacists.

Practice Nursing Bank

The Alliance is starting to build a nursing bank to support practices and hope to extend this over the next 12 months.

Admiral Nurses

The Alliance has been chosen to be the host employer for six new Admiral Nurse posts. From April 2016 the nurses will look after the carers of people with dementia, and the Alliance will work collaboratively with Dementia UK to deliver the service.

Post-CCT Fellows

The Alliance has been awarded resources for five post-CCT fellows by Health Education West Midlands to work with the Alliance in 2016/17 to support and develop primary care.

CQC Workshops

Following feedback from practices the Alliance established a series of CQC workshops to support practices with preparation for CQC inspections.



Future Projects

The Coventry and Rugby GP Alliance board is passionate and committed to supporting and developing primary care in Coventry and Rugby. The board has been supported by Capita to develop a robust framework for business planning and development where opportunities are considered and developed on their merits on a case-by-case basis.

OVERALL
BENEFIT:

1 2 3 **4** 5

OVERALL
COMPLEXITY:

1 **2** 3 4 5

BENEFIT:

Potential £ margin / and investment	Low single figures / none	1 2 3 4 5	50% plus after costs / £100k's
Benefits to patients, alliance and members	Low	1 2 3 4 5	High
Strategic fit (CRGPA)	Low fit	1 2 3 4 5	Highly aligned
Alignment to practice needs	Benefits alliances only	1 2 3 4 5	Benefits member and non-member

COMPLEXITY:

Speed of implementation	Fast (weeks)	1 2 3 4 5	Slow (months / years)
Level of resource / skills required to implement	No or small one off resources	1 2 3 4 5	Dedicated, large implementation
Legal, regulatory or political complexity	Limited complexity	1 2 3 4 5	Significant hurdles
Clinical / service complexity	Low (primary only)	1 2 3 4 5	High (multi-discipline, non - primary)

Financial Statements

Statement of Financial Position

- » Income £4,182,000
- » Expenses £2,634,000
(to month 11)

Ownership Equity

The Coventry and Rugby GP Alliance is owned by its shareholders, its member practices, with equity shares allocated at the rate of one per patient.

Below is a listing of current shareholders and their ownership equity.

NAME OF GP	NAME OF PRACTICE	NO. OF SHARES
Dr Dadhania	St George's Road Surgery	1,789
Dr Bahalkar	Gosford Green Surgery	2,380
Dr Booker	Torcross Medical Centre	2,385
Dr Sadrani	Tile Hill Surgery	2,415
Dr Imoru	Walsgrave Road Surgery	2,535
Dr Bano	City of Coventry Health Centre	2,700
Dr Dillon	Limbrick Wood Surgery	3,033
Dr Bridgeman	Brookside Surgery	3,474
Dr M Kashoty	Clay Lane Health Centre	3,565
Dr Dosanj	Bredon Avenue	3,608
Dr Khan	Central Medical	3,634
Dr Patel	Park House Surgery	3,780
Dr Saeed	Willenhall Oak Medical Centre	3,778
Dr McDonald	Allesley Village Practice	3,842
Dr Mishra	Edgwick Medical Centre	4,297
Dr Aggarwal	Stoke Aldermoor Medical Centre	4,351
Dr Sharma	Holyhead Surgery	4,145
Dr K Jamuna	Copsewood Medical Centre	4,508
Dr Hogg	Willenhall Primary Care Centre	4,561
Dr Alison Payne	Willenhall Primary Care Centre	4,600
Dr Katti	Longford Primary Care Centre	4,749
Dr Kakad	Stoney Stanton Medical Centre	4,813

“ ENSURE THAT ALL WE DO IS VALUABLE,
BOTH FOR THE TAX-PAYER AND SERVICE USER
AND FOR THOSE INVESTING THEIR TIME AND
MONEY IN THE ALLIANCE. ”

NAME OF GP	NAME OF PRACTICE	NO. OF SHARES
Dr Rai	Walsgrave Health Centre	5,210
Dr Kukreja	Westwood Medical Centre	5,305
Dr Pankaj Patel	Woodway	5,315
Dr Beaumont	Priory Gate Practice	5,803
Dr Mistry	Paradise Medical Centre	7,150
Dr Averill	Woodside Medical Centre	7,545
Dr Warburton	Bennfield Surgery	7,732
Dr Alistair Bryce	Woodend Health Centre	7,771
Dr Sihota	Coventry GP.Com	8,129
Dr Wiggins	Jubilee Healthcare	8,967
Dr Smith	Mansfield Medical Centre	9,797
Dr O'Brien	Forrest Medical Centre	9,995
Dr P Chopra	Westside Medical Centre	10,800
Dr Evans	Holbrooks Health Team	11,658
Dr Lawton	Kenyon Medical Centres	11,702
Dr Horn	Park Leys Medical Practice	12,328
Dr Durr	Broomfield Medical	13,909
Dr De Souza	Forum Health Centre	14,906
Dr E Cowan	Allesley Park Medical Centre	15,112
Dr Kapma	Sky Blue Medical Centre	17,233
Dr Cotterill	Central Surgery - Rugby	20,515



Notes to Financial Statements

Accounts

The GP Alliance has a healthy surplus, this being mainly due to the PM GP Access Fund, which was awarded to us with a little over £4M, however with delays in starting the 3 schemes, (mainly due to CQC registration delays and in configuration from our partner organisations) and the schemes not operating to full capacity as yet, we are underspent.

The Financial performance of Coventry & Rugby GP Alliance at Month 11 reporting £2.6M spend against £3.6M budget available.

Hence, as at Month 11 (February 2016) there is an under spend of a £957,000, which consists of the following:

- » Under spend of £918,000 within Prime Minister Challenge Fund (PMCF), and
- » Under spend of £38,000 within other business activity

All of the 3 services reporting underspend. However, Frailty is the main area that causes a £918K of underperformance within PMCF with a reported under spend of £835K and this is due to the service started late in year and the fact that it still does not operate to its full capacity and most of the budgets are not utilised as planned/budgeted at the beginning of the financial year.

Although GP in ED is the most developed service, it is still reporting minor underspend.

Overhead Costs (Programme Implementation, IT Support and Design Costs) are reporting an overspend of £142K Year to Date and is mainly caused by Programme Management costs – Capita costs and other Costs not budgeted at the beginning of the year.

Overall, the 3 services run by the company will result in underspend of nearly £1.3M. However overhead costs are reporting overspend by £163K, which would bring the underspend position in total to £1.1M.

Other Business Activity – detailed commentary & forecast

Coventry & Rugby GP Alliance Limited is participating in other activities, providing following services:

CEPN - Supported by West Midlands Health & Education department. Total Budget is £51K, reporting £22K spend as at Month 11. It is anticipated that there will be further spend in March (around £2K) and the remaining balance of unutilised budget will be rolled forward into the next financial year.

Nursing Support – Provides flu vaccination to Local Community. As at Month 11, Coventry & Rugby GP Alliance has generated a small income of £2K. It is anticipated that more income will be generated via provision of the services by Nurses in March, and reported anticipated income generated from this service for this financial year is around £11K.

Admiral Nurses – Annual Budget of £10K available and is reported utilised as at Month 11 with no further anticipated spend in March 2016.

INT – Annual Budget of £80K. Currently reporting spend of £13K against £20K Budget available as at Month 11.



**THE GP ALLIANCE IS
NOT FOR PROFIT AND
ALL SURPLUS WILL
BE REINVESTED TO
FURTHER THE AIMS OF
THE ORGANISATION
AND ITS MEMBER
PRACTICES.**



Going Concern

A full breakdown of the individual schemes is available on request, this is a highlight report of the finances.

Contingent Liabilities

There is a risk of the balance reported as underspend for PMCF budget to be clawed back by NHS England.

There has been an extensive work done on developing a business plan towards these funds being utilized. Initial discussion with NHS England whether these funds could be carried forward into the next financial year, providing the business plans are sustainable was favourable however, as we were significantly underspent, NHS England made the decision to claw back monies they felt we would not be able to spend, this amounted to over £430,000.

Takeaways

Due to development funds within the PM GP Access Fund, we are financially sound. Our current workstreams and new workstreams will further consolidate the financial security of the GP Alliance. As current schemes progress and increase capacity our expenditure is expected to approximate to planned levels. The establishment costs were included in our challenge fund award and this investment was completed at the start of the projects. We can now focus on new projects which will provide a continuing revenue stream allowing us to achieve our aims and objectives and a sustainable future.

Full report of month end 11 (February 2016) is available.

Who's who at the Alliance



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Lay Chair



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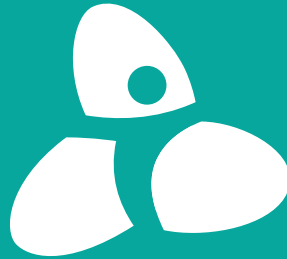
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THE ALLIANCE HAS SEEN
STRONG PROGRESS IN
THE PAST 12 MONTHS.

WE HAVE MANY
ACTIVE WORKSTREAMS
ENHANCING AND
IMPROVING THE
DELIVERY OF PRIMARY
CARE IN COVENTRY
AND RUGBY.

”





COVENTRY
& RUGBY
GPALLIANCE

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