

Annual Report 2019/20

side by side



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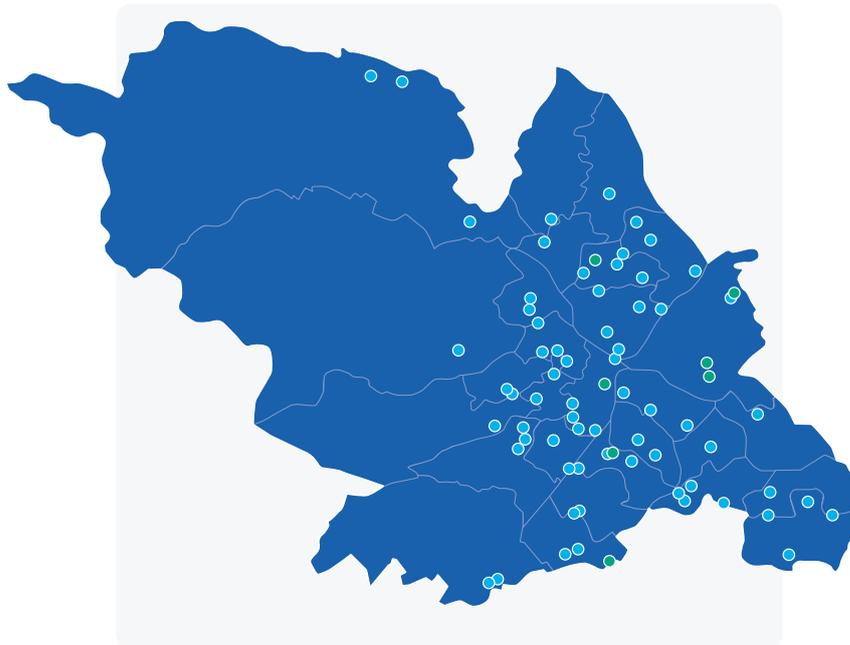
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Side by side: Primary care working together

Chair's Foreword

We have all been working together, as primary care in Sheffield, to make sense of the changes to the GP contract and to make them work for us. Over the last year we've jointly developed some of the support functions that will allow us to do that. This includes the pooling of back office functions, holding of funds, joining up to deliver training and development, and working up the at-scale workforce solutions that are needed.

At the same time we have come together to influence strategy in the Accountable Care Partnership in Sheffield, the Integrated Care System in South Yorkshire and Bassetlaw and at national level to shape primary care direction to ensure it delivers on the interests of our patients. The Primary Care Mental Health Programme has been a fantastic example of this; a truly groundbreaking service that has been made possible by our ability to advocate together effectively as a primary care sector in Sheffield for some of the most vulnerable in our community.

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Equally, during this Covid-19 pandemic you have come together to make a massive contribution to the system's response to the crisis making changes to some of the services we already deliver together – like our extended access services – and rapidly deploying new ones. Throughout we have shown that, together, we can be system leaders; not least in our coordination of the testing service for primary and social care staff and the testing response for outbreaks.

It gives me huge pleasure to present the annual report for Primary Care Sheffield which records some of the work we've undertaken together as general practice in Sheffield. By taking stock we not only reflect on the enormous amount that has been achieved but look forward to making the next steps in our journey, side-by-side.



A handwritten signature in black ink that reads "John Boyington CBE".

John Boyington CBE



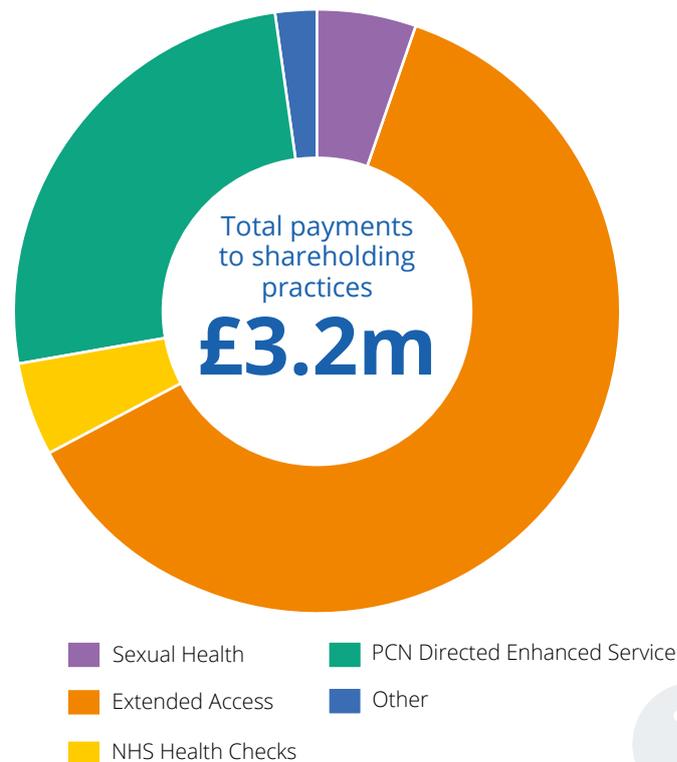
Side by side: for stronger practices

Protecting and increasing income streams

During 2019/20 Primary Care Sheffield made payments for medical services of more than £3.2m to our shareholding GP practices.

One of the ways that we successfully increased income streams was through our bid to provide Sheffield's community **sexual health services**. We planned to subcontract around two thirds of the contraception service and 90% of the community gynaecology to Primary Care Networks. The volume of activity sub-contracted is around 20% (£100k) more than under the arrangements previously contracted directly between Sheffield City Council and practices.

Similarly, joining together to provide an **extended access service** through PCS has improved access to primary care services and protected practice income. The 75 practices who participate receive a total of £2.7m over the two year contract.



Improving access to primary care services whilst freeing up practice time

During 2019/20, we have provided additional capacity for GP direct booking through the extended access service and created quick access to advice and guidance via CASES. Over the same period we opened six contraception clinics.

The physio and pharmacy workforce solutions have enabled PCNs and practices to extend their clinical team, release GP time, and offer patients the opportunity to access the most appropriate health professional for their needs.

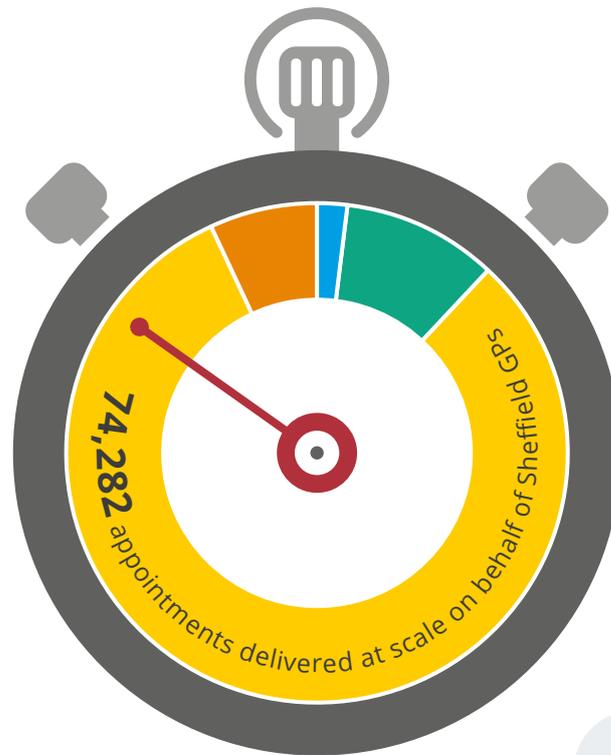
Extended Access: **60,384** appointments

Sexual Health / Contraception: **5,015** appointments

Physiotherapy Service: **7,371** appointments

NHS 24-hour ECG monitoring: **1,512** appointments

+ **25,584** hours of clinical pharmacy time



Targeted management support to practices

Primary Care Sheffield has continued to provide resilience support to practices in Sheffield by assisting with the development of financial plans and implementing quality improvement programmes.

As part of our approach to making the primary care sector more resilient we now run seven practices across the City. We have put in place a package of measures to address their needs and improve quality.

Inspected and rated

Good



Clover Group Practices inspected and rated Good

As a result of quality improvement work all these practices are now rated 'Good' by the CQC and our intervention ensured that around 180,000 appointments were retained in the City in 2019/20. Our approval as a training practice is testament to the improvement in quality and with the group now achieving financial balance we see a positive future for their services.

Primary Care Sheffield also provides the city's violent patient scheme and providing health care to the City's 1,750 trafficked persons and asylum seekers under Locally Commissioned Service (LCS) contracts.

PCN support

We have delivered ongoing support to PCN development through the provision of a range of functions including administrative support for the PCN Clinical Directors, holding of funds, training and development, and the delivery of at scale workforce services. We have worked collaboratively with the Clinical Directors to ensure a single agenda for the developing Networks and the services within them and incorporated them in our governance through the PCN subcommittee of PCS board.



Improving quality

Primary Care Sheffield is helping improve quality of services through our Clinical Assessment Support and Education Service (CASES), training support, clinical education in care homes and our equalities champion.

2019/20 saw more than 27,500 patient referrals GP peer reviewed by CASES with advice and guidance offered to referring GPs and learning shared through briefing documents and learning events.

Our training arm, Primary Training Solutions, launched its courses to shareholders in September 2019 to provide a programme of accredited training to help practices to maintain their compliance with statutory and profession requirements for GPs and practice staff.

At the same time the Inclusion Health Champion for Sheffield, a post hosted by Primary Care Sheffield, has worked to improve the quality of services provided to homeless people as part of her overall role reducing health inequalities across the city.

Primary Care Sheffield also led work to introduce Restore2 Clinical Education training into Care Homes.

In 2019/20 CASES
reviewed

27,500
patient referrals



Side by side: for the future

As national strategy seeks to drive integration through the alignment of NHS operational planning guidance with elements of the GP contract, we have asserted our influence at the Accountable Care Partnership locally, through the Integrated Care System in South Yorkshire and Bassetlaw, and through our national profile on behalf of our shareholders.

Primary Care Network development

We offered a number of training opportunities relating to the requirements placed on Primary Care Networks. This includes supporting PCNs to meet responsibilities around General Data Protection Regulation (GDPR) and offering accounting services. Other events helped with the facilitation of network development plans.

Better integration of primary and social Care

Practices in Sheffield agreed to allow PCS to acquire a domiciliary care company, Intercare, in June 2017 and made two further acquisitions, purchasing Home Alternative in April 2019 and Serenta Homecare in July 2019.

These new acquisitions are part of the long-term strategy to trial and deliver improved integration between primary and social care and we are already involved in work with Sheffield City Council to develop their strategy for domiciliary care. The intention is to review opportunities for provision of service at the intersection of primary and domiciliary care relating to mobility, cognisance and nutrition. They also contribute to PCS's infrastructure; strengthening our financial resilience and increasing the support we can offer practices.

Research office

In early 2020 we launched our research office to support general practice throughout Sheffield and provide coordinated input into research trials. The research office will boost the ability of primary care to collaborate on an equal footing with universities and NHS trusts. The aim is to make Sheffield a centre of excellence for primary care research. We have also formed a research collaborative with Sheffield University and Sheffield CCG to support general practice with research.



Side by side: for patients

Primary care in Sheffield has come together through PCS to extend the range of services we provide and increase the number of patients we care for. We are proud of the continuous high ratings our patients give our services.

Primary and community mental health transformation programme

The primary and community mental health transformation programme has been a brilliant example of joint working and co-design by Primary Care Networks, Primary Care Sheffield, Sheffield Health and Social Care NHS Foundation Trust, Sheffield MIND, NHS Sheffield CCG, and service users.

The programme is designed to transform services for adults and older adults by breaking down traditional barriers between primary and secondary care, in addition to addressing gaps in existing service provision.

Clover Group practices

Primary Care Sheffield runs four GP practices across 7 sites in the city providing GP services to around 5% of Sheffield's population.

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97% of patients attending an NHS Health Check

99% of our patients receiving a 24hr ECG

95% of patients using our vasectomy service

94% of patients attending a sexual health clinic

Almost all patients told us they would recommend the service to their friends and family



Extended Access, including urgent primary care

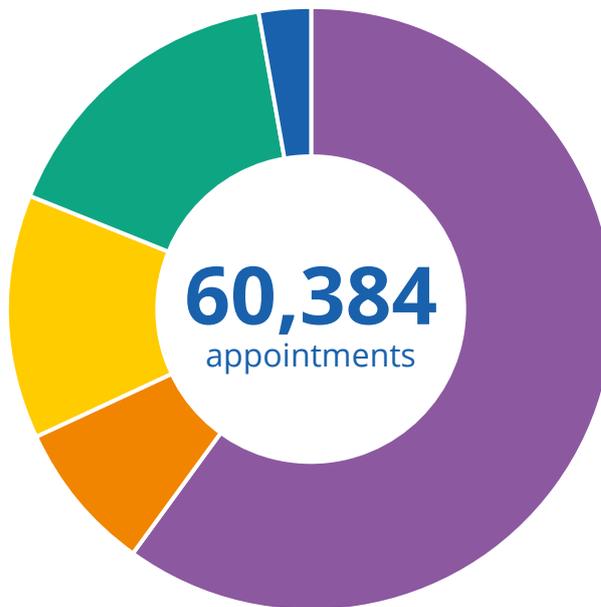
We continue to improve the extended access service and improve access to primary care for patients all over the city. In 2019/20 we provided appointments for over 60,000 patients across our six hub sites. Results from the national GP patient survey showed that 62% of patients in Sheffield were satisfied with the appointment times available to them. Sheffield scored higher than the national average for the number of patients able to access GP services out-of-hours.

As part of this we are working with PCN leads and STH to create a singular approach to non-core hours primary care through closer working with the GP collaborative, as well as the City's walk-in centres and emergency departments.

The national GP patient survey showed that

62%

of patients in Sheffield were satisfied with the appointment times available to them



NHS Health Checks

Primary Care Sheffield was commissioned by Sheffield City Council to deliver NHS Health Checks across Sheffield. As a result, all checks are carried out by qualified and trained clinical staff within local GP surgeries. In 2019/20, 8,934 patients had an NHS Health Check.

These Health Checks detect risk factors and disease in members of the public who attend. As a result 375 patients were referred to diabetes prevention programmes, weight management programmes, smoking cessations and alcohol services.

Vasectomy Service

We provide a non-scalpel vasectomy service in the community at Richmond Medical Centre which had a 'good' Care Quality Commission rating for 2019/20, with 'outstanding' in the caring domain. The service saw 335 patients, almost 18% up from the previous year which is around 65% of the total vasectomy procedures undertaken in Sheffield.

24 hour ECG Service

We provide an NHS 24-hour ECG monitoring service at eight clinics across Sheffield. All clinics are within existing GP practices. In 2019/20 the service saw 1,512 patients; an increase of over 60% on the previous year.

Sexual health & community gynaecology

We launched six community contraception clinics in December 2019 and subcontract with each PCN to deliver a range of sexual health services to patients. We also established a remote emergency contraception phone line, delivered by our Clinical Pharmacist team, who are able to consult patients over the phone and issue a prescription for collection at the patient's pharmacy.

Domiciliary care

Primary Care Sheffield provided 245,000 domiciliary care visits per year through Intercare in 2019/20. Intercare services were rated as 'good' by the CQC in 2017. Serenta Homecare was rated 'good', with 'outstanding' in the well-led domain in 2018.



Side by side: responding to COVID-19*

Primary care in Sheffield has worked together to adapt services in response to the coronavirus pandemic. The system has come together to deliver some of those changes - including changes to extended access services.

Sheffield Community Testing Service

To support GP resilience and allow staff to remain at work we worked with the CCG, Local Authority and Sheffield Teaching Hospitals to set up a fast turnaround, local, testing, service for health, social care and voluntary sector staff, and members of their households, in April.

In order to meet demand, the number of swabbing appointments has been monitored constantly and increased where necessary. The service has been able to see the vast majority of people either the same day or day following registration with results turned around in 24 to 48 hours.

Extended Access & Covid Hubs

We are reducing pressure on practices by helping to isolate COVID+ patients using the new in-hours 'hot hubs' at Sloan Medical Centre, Darnall Primary Care Centre and The Flowers Health Centre in addition to an increase in out-of-hours appointments. A free taxi service has also been provided for patients who otherwise would have used public transport to get to their appointment.

The Sevenhills Network COVID-19 vulnerable person visiting service

As part of an approach to reducing inequalities over 1300 vulnerable people in Sheffield have benefited from this home visiting service set up by the practices in the Sevenhills PCN, supported by Primary Care Sheffield. The visits, resulted in an action affecting the patient's management plan in 50% of cases. Changes ranged from referrals for suspected cancers, to medication changes, emergency admissions and referrals for social support.



Side by side: overview in numbers



Side by side: COVID-19

3,285 Covid-19 tests provided to community health and social care workers

5,400 'hot' hub appointments provided

1,300 vulnerable patients visit through the Sevenhills Network COVID-19 visiting service



Side by side: for practices

£3.2m invested into practice shareholders via PCS contracts

180,000 appointments protected through our management of four GP practices across 7 sites in the city

74,282 appointments delivered at scale on behalf of Sheffield GPs

27,500 patient referrals GP peer reviewed by the CASES service



Side by side: for patients

81% patients in Sheffield described their experience of GP services as being good or very good

98% of our Sexual Health Sheffield users would recommend to their Friends and Family

60,384 evening and weekend appointments provided

245,000 care visits per year



Finance summary

As a company with a social purpose, any financial surplus we make is reinvested back into primary care services for the benefit of patients.

The summary Profit and Loss Account in the table below shows a loss after taxation in 2019/20 of £29,000 which is in line with our plans to break even each financial year.

Profit and Loss Account

All figures to £'000	2019/20 £'000	2018/19 £'000
Income	<u>12,654</u>	<u>7,564</u>
Cost of sales	<u>12,690</u>	<u>8,274</u>
Gross profit / (loss)	(36)	(710)
Interest receivable	7	6
Profit before taxation	<u>(29)</u>	<u>(704)</u>
Tax rebate on loss	-	132
Profit / (loss) for Financial year	(29)	(572)

Balance Sheet

The Balance Sheet as at 31st March 2020 details the company's assets, liabilities and shareholders' equity.

All figures to £'000	£'000
Fixed assets (fixtures, fittings and equipment)	809
Current Assets (stock, debtors and cash)	4,976
less Creditors	(5,182)
Net Assets	603
Capital and Reserves (Called up share capital)	
Profit & loss reserves	603
Total Equity	603

Note: Share capital is 75 shares of £1

The balance of £603,000 of profit and loss reserves is required to ensure the future sustainability of the company.



Our Year ahead - a message from our Chief Executive

Back in 2014 the primary care community in Sheffield took the bold step to come together as PCS to start developing scaled solutions to the problems we faced as a profession. The challenges that we face today are as complex and multi-layered as they were back then, with COVID adding its own set of complications.

As a result the resources we have to deliver change are even more constrained but the need for innovation in order to transform remains as important as it ever has been. As always, PCS is committed to working with our shareholders to develop the solutions together.

We've come a long way since 2014. The foundations we have built continue to stand us in good stead. I hope that throughout the

COVID-19 crisis practices have felt the benefit of the PCS infrastructure, the existence of which has enabled the rapid and evolving responses to support practices such as hot hubs, testing services and support to PCN development.

Throughout the last year, as well as the provision of services, PCS has also continued its system leadership role, influencing system change at a Sheffield, regional and even national level on behalf of all our practices.

I know from talking to practices that PCS is seen as an integral to delivering our shared strategy for primary care in the city. A strategy that takes advantage of all the levels of scale, protecting the sovereignty of individual practices, supporting PCNs to work within their respective

populations and delivering services where appropriate to do so at citywide scale.

As we look to the future I recognise just how important it is to remain connected to our shareholders, so that our agenda is your agenda and the vision for future General Practice in Sheffield is one we all share. To that end, the coming few months will see us re-focus our efforts on engagement with practices and an openness to co-develop solutions to the issues we face collectively. This annual report, alongside our business plan, is an important step on that road.



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