



FOREWORD

The period between April 2020 and March 2021 was probably the most challenging of the NHS's history. The Coronavirus worldwide pandemic had just been declared and GPs in Newham were already starting to see their patients and their colleagues contract the virus.

Newham Health Collaborative was able to play a key role in supporting our GPs. The federation immediately organised on-line access for GPs and their staff. A small hard working team of NHC staff began by arranging with the CCG to secure lap tops and equipment ready to use. Within a month everyone who needed remote working access had it.

This team also supported our front line GPs with PPE and providing access to a network of assistance.

The communications and co-ordination went online too. Our regular GP webinars started and the shared platform of Microsoft teams was established for document sharing and just keep in touch with each other. The Webinars have been consistently attended by over 50 practice staff.

The Primary Care Networks have begun to firmly establish their role this year. NHC worked with all 10 (now 9) and we have supported the recruitment of 19 new Additional Roles Reimbursement scheme staff as well as supporting over 60 PCN meetings and helping the Clinical Directors to build their practice engagement.

The NHC team has seen some changes too – our much loved Chief Executive Steve Gilvin stepped back from the role having taken the organisation through its first years and we recruited Karen Livingstone in October. Karen worked quickly with the local leaders to bring the 7 day access, home monitoring and the 111 / UTC divert services in house. NHC leadership in these areas has seen quality and service improvements across the whole borough.

Towards the end of the calendar year the national work to create and regulate the Covid Vaccine was completed and the country asked Primary Care to roll it out. From mid-December the NHC team were focused on making this work for Newham. Our first vaccine clinics were held in Stratford at the Sir Ludwig Guttman Health Centre and Frank and Patricia Adams were the first Newham residents to receive their dose. The uniting feature of those early recipients was a confidence in their GPs – many of whom had telephoned patients personally to invite them – and confidence in the NHS. Now nearly a year later the team have given over 400,000 vaccine doses and there are clinics across the Borough.

As we go into our new year the NHC Board have a clear plan. We are focused on delivering our goals of: growing our services; supporting thriving practices; enabling effective leaders and building a strong organisation. Key to our next phase is the commitment that we will move to become a Community Interest Company – ensuring that all our resources are invested in Primary Care in our Borough. Some of the resources we have built up this year are already being used to increase our support to practices and we are currently offering a support package to all on CQC assessment. We will look to increase our learning and support package for our ARRS and allied health care professionals as we know how important this will be to reduce the pressures in practices.

Finally, we want to thank our Board and our staff for their incredible work and commitment – we end the year a lot stronger than when we started. We have a few special mentions of thanks, our former CEO Steve Gilvin, Dr Elizabeth Goodyear who led our vaccine work from the NHC Board and our senior commissioner, Selina Douglas all of whom have moved on from their roles in NHC or Newham but we are eternally grateful to them. I also want to personally thank the former NHC Chair, Dr Saidur Rahman, who set the groundwork for me to take forward and finally, I am grateful to our whole NHC family for the support they have given me and our team.

Dr Nadeem Faruq Chair

OUR PURPOSE

Is to Improve the health and wellbeing of our diverse community. We will achieve this through enabling sustainable high quality primary care

OUR VALUES

Our strength is our diversity we are courageous about change and passionate about patients



KAREN LIVINGSTONE CHIEF EXECUTIVE NHC



THE NHC YEAR IN NUMBERS

Newham Health Collaborative (NHC) is a GP Federation representing all 46 GP Practices within the Borough of Newham.

We support a population of over 400,000 people.

NHC STAFF

The organisation grew from **28** to **59** staff in the year with 34 working in our PCNs across the Borough.

800
people are seen by our urgent treatment centre bypass team

each month

14%
Increase in
Turnover

SERVICES

40,621 appointments provided by our 7-day access team.

429 referrals to our Hot Hubs through the pandemic.

1,369 home monitoring appts were undertaken.

6,845 Health Checks were provided by Newham GPs. This represented 68.1% of the targeted residents.

1020 - Chlamydia screening went down due to the Covid restrictions to only 2% of those aged 15-24 eligible for 'opportunistic' screening.

901 or 37% of newly registered patients aged between 16 and 64 were provided HIV screening, reduced on previous years, due to the pandemic.

45,900 vaccines were delivered between Dec 2020 and March 2021.

392 Care home residents and staff were vaccinated at this time.

861 residents were vaccinated in their own homes between Dec 2020 and March 2021.

of our expenditure is on patient services

of our expenditure is on PCN or Practice support

Admin Costs Reduced By

14%

calls re-directed from 111 are supported to access a GP

HELPING PRACTICES AND PATIENTS

Over the year GPs in Newham learned to support patients through a pandemic. Appointments that had been in person had to be arranged differently. NHC worked with Commissioners to get lap tops and secure on-line access for all our GPs within weeks of the pandemic being announced.

Our GPs had to look after themselves as well. Sadly we lost colleagues to the virus.

Initially, supplies of Personal Protective Equipment were hard to find and NHC worked with NHS England to secure the necessary gloves, aprons, hand gel, and the crucial FFP7 face masks. Gradually this process got smoother and our practices ordered their supplies direct – but the NHC chair's office is still stocked with face masks, wipes and gloves.





HEALTH CHECKS

Setting The Right Foundations

Despite an initial suspension of the programme by NHS England, at the end of March in response to the Covid19 crisis, 68.1% of those aged 40-74 who have no pre-existing conditions completed a health check. Services resumed in July with patients offered a virtual or telephone consultation and face-to-face appointments provided for those who needed a BP check or blood test.

To ensure this change to the service was still delivering what was needed NHC conducted a quality audit and established that all our GP practices provided the health checks and were following best practice guidelines without any quality compromise.

By the end of the year, Q4 GPs achieved over 100% of the target for NHS health checks.

"The 8-8 service is a great service for the surgery and our patients. When our emergency same-day appointments have all been booked, we can offer this service to patients and they are usually quite happy to be booked to speak to a GP.

Appointments are easy to book on EMIS and we always receive the consultation notes strength to the patient's records."

SUPPORTING URGENT CARE

Newham Health Collaborative supports Newham General and the 111 referral process by providing GPs to deal with urgent same day primary care cases. Our GPs can be found at the Urgent Treatment Centre – where on average they see 3 patients per hour in the hospital reducing the pressure on the A&E. We also provide a UTC bypass service, where patients triaged with a primary care need can be diverted to our telephone based service. Our clinicians manage on average 850 calls per month.

This service works very closely with our colleagues in the hospital and provides a bridge for the Newham patients to get to the urgent care they need more quickly.

Our GPs also provide support to the 111 telephone service, with calls that have been triaged as being a primary care need. On average 500 calls per month are handled. NHC supported General Practitioner to talk directly with patients, helping them manage coughs, colds, high temperature/flu, diarrhoea, hayfever, and conjunctivitis among many others.



COVID SERVICES

On 11th March 2020, the World Health Organisation declared the outbreak of Covid-19 a global pandemic. Within a matter of days, the prevalence of positive cases in Newham was rapid and evident. To date there have been 13,681 positive cases per 100,000 population since testing commenced in Newham. This was significantly higher than the London average - 12,964 and the UK norm of 12,104.

Between April 2020 and March 2021, 763 people died in Newham from Coronavirus. This represented 185.5 per 100,000 population. This was also higher than London overall where the rate was 183.3.

One of the challenges for General Practice at this time was to find a way of seeing those patients who needed to be seen without risking the health of the GPs and practice staff. Newham Health Collaborative helped by working with two practices to set up Hot Hubs. This enabled Covid positive patients, or those with suspected Covid to be seen separately to

the core practice. Remote consultations as well as face-to-face appointments were provided ensuring that these patients were fully supported but the crucial GP teams were kept safe.

The Hot Hub service started on Monday 6th April 2020 and had 429 referrals of which 86 were referred to the A&E department.

Our Home Monitoring Service (HMS) supported many other patients who had contracted corona virus. The HMS team provided 1369 appointments over the year. Our team of specialist GPs provided oximeters and 12-hour support to help patients self-manage, preventing admissions at Newham General and reducing the pressure for our hospital colleagues.

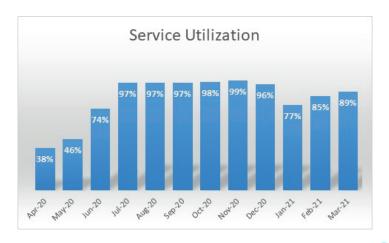
Referrals are now received from GPs by booking a cross-organisational EMIS appointment slots and from local emergency departments. The new service receives on average 30 referrals each month, and has been in operation since April 2021.

7 DAY ACCESS

Newham Health Collaborative has supported the practices in Newham to provide 40,621 more appointments for patients through our 7 day access service. The GP 7 day access allows patients to see a GP or Nurse outside the practices' normal working hours and supports our Practices to fulfil on their contractual delivery for NHSE.

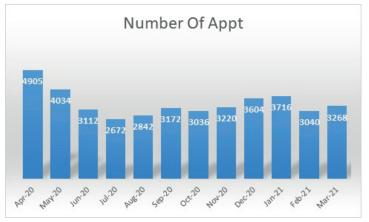
During the year NHC took on delivering this contract directly. The change saw 6 staff transfer to the NHC from the previous delivery and NHC took the opportunity to roll out new training, offer ANP (Advance Nurse Practitioner) appointments, and improve quality.

"Effective service and good outcome Felt listened to and valued my input"



"The particular appointment time is good for the patient"





ROLLING OUT THE COVID VACCINE

Supporting Newham Through The Pandemic

In December NHC was asked to support the Borough by co-ordinating the roll out of the Covid Vaccine. The first vaccines were offered to the 80+ year olds and 3,237 were taxied across the Borough to our specialist vaccine site at Liberty Bridge Road Health Centre.

The first few weeks were carefully managed to support our older residents but it also provided an opportunity for our GPs to meet together having not seen each other for nearly a year during the pandemic.

Since then the team have delivered over 400,000 vaccines – providing over 62% coverage to the Borough.

"(NHC).. they have been fantastic and a great example of population health based approach to deliver the vaccination. Please thank all your teams on behalf of NEL for all the hard work and sacrifice on behalf of Newham's residents"

Dr Jagen John, Clinical Lead of the North East London Integrated Care System



Thousands of residents queued outside our East Ham Covid vaccine service to get their jab



Patricia and Frank Adams, the first residents to receive their Covid vaccine in Newham



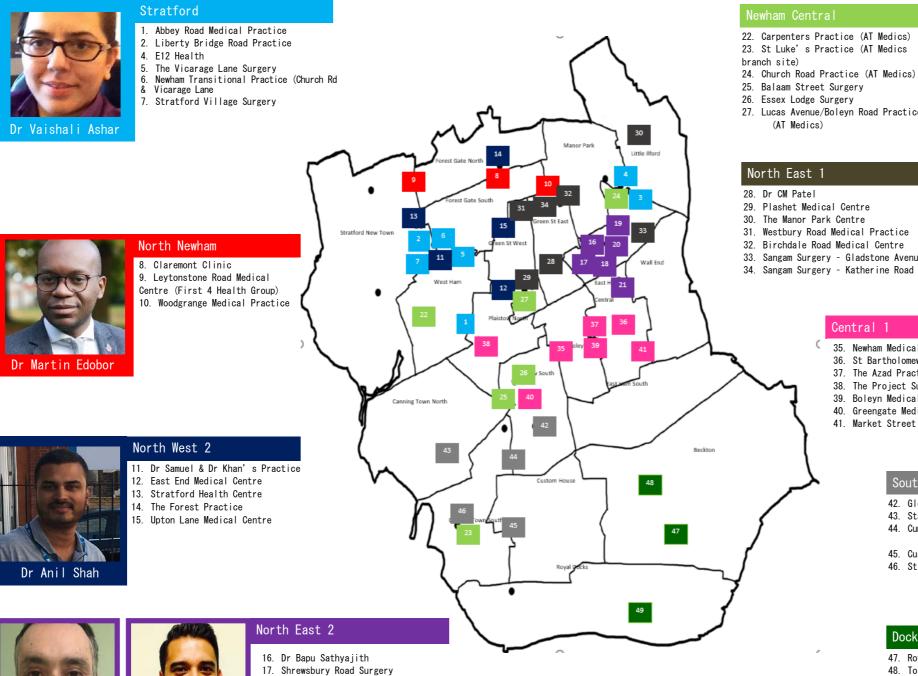
Sir Keir Starmer, Labour Party Leader, visited the NHC team delivering the vaccine service in Stratford

"The team were incredibly supportive as I am needle-phobic but they made the whole process so positive for me"

"Very quick and easy process, with friendly staff"

Newham's Primary Care Networks

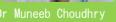






- 22. Carpenters Practice (AT Medics) 23. St Luke's Practice (AT Medics
- 24. Church Road Practice (AT Medics)
- 27. Lucas Avenue/Boleyn Road Practice







- 29. Plashet Medical Centre
- 31. Westbury Road Medical Practice
- 33. Sangam Surgery Gladstone Avenue





Dr Rupom Chatterjee

Central 1

- 35. Newham Medical Centre
- 36. St Bartholomew's Surgery
- 37. The Azad Practice
- 38. The Project Surgery
- 39. Boleyn Medical Centre
- 40. Greengate Medical Centre 41. Market Street Health Group





South One Newham

- 42. Glen Road Medical Centre
- 43. Star Lane Medical Centre
- 44. Cumberland Medical Centre (First 4 Health Group)
- 45. Custom House Surgery 46. St Luke's Medical Centre



- 18. The Summit Medical Practice
- 19 Wordsworth Health Centre
- 20 F12 Medical Centre 21. Lathom Medical Centre

Dock Lands

- 47. Royal Docks Medical Practice
- 48. Tollgate Medical Centre
- 49. E16 Health-Albert Road & Pontoon Dock (AT Medics)



Across Newham the GP practices work together in smaller teams of practices called Primary Care Networks. There are 8 Primary Care Networks (PCNs) in Newham and they support the practices in their network to get help with staffing, pharmacy and a range of services that connect our practices to the needs of our community. NHC has worked with many of the PCNs to manage their meetings and finances, recruit and mange staff and support their delivery of services such as the Vaccine roll out. NHC works with Primary Care Networks to help them with recruitment, the services they provide at a local level and to ensure that all our work is building engagement with the public with each of these locally connected footprints. Over the year our HR team supported the recruitment of:

6 Clinical Pharmacists	4 Physician Associates	3 Social Prescribers	
1 PCN Manager	3 Pharmacy Technicians	2 First Contact Physiotherapists	

Care Homes & Housebound

Key to protecting the Newham residents was reaching out those who were most vulnerable as quickly as possible. Over the Christmas holiday season our teams of GPs spoke with care home managers and arranged visits for our vaccinators. Within a matter of weeks 392 of our care home residents had received their Covid vaccine and we started to work with the staff to ensure they were vaccinated too.

We also contacted the 861 patients who were unable to attend our vaccine centres and we sent GPs and nursing teams out to vaccinate them in their own home.

"I am very grateful for the amazing effort, unflinching dedication and incredible delivery. My thanks to all involved as ICS Chair and also as a Newham resident, who has personally seen the benefit for her family, neighbours and friends. Thank you."

Marie Gabrielle, Chair of North East

Marie Gabrielle, Chair of North Eas

London Integrated Care System



Dr Rehanna Aslam ensures our care home residents and staff were protected by the vaccine

Working with the London Borough of Newham was crucial to the success of the covid support. The Public Health and Social Care teams supported us to ensure the 400,000 residents in Newham had access to the advice, guidance and support they needed to make informed decisions. LBN staff and Councillors were key to the wider residents knowing about our vaccine services.

"The working relationship we have with the NHS is really positive and we are all working towards the same goal which helps us to overcome hurdles quickly and collaboratively for the benefit of Newham's residents, understanding that the national system(s) often don't work for them."

- LBN Public Health Team

HIGHLIGHTS

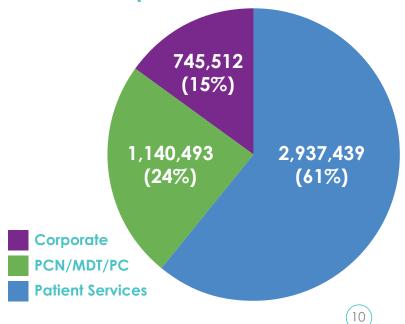
Our financial position - NHC financial governance via the Board, Audit Commitee, Remuneration Committee, external Audit and SFIs





NHC EXPENDITURE 2020-21

Where We Spend The Funds



2021/22

NHC Bank

Supporting more PCN's

Maintaining & reducing costs

Continue to increase contract income

Integrating services to reduce back-office costs

Ensure value for money in decision making

Becoming a CIC

Newham Health Collaborative Ltd (Registered Number: 09954754) Statement Of Financial Position 31 March 2021

	2021 £	£	2020 £	£	
FIXED ASSETS Tangible assets		10,203		15,305	
CURRENT ASSETS Stocks Debtors	1,688,045		549 1,066,857		
Cash at bank and in hand	1,661,458 3,349,503	_	1,463,161 2,530,567		
CREDITORS Amounts falling due within one year	2,963,956	_	2,152,614		
NET CURRENT ASSETS		385,547		377,953	
TOTAL ASSETS LESS CURRENT LIABILITIES		395,750		393,258	
CAPITAL AND RESERVES Called up share capital Retained earnings		295,617 100,133		309,524 83,734	
SHAREHOLDER'S FUNDS		395,750		387,566	
INCOME STATEMENT FOR THE YEAR ENDED 31 MARCH 2020					
	2021		2020	2019	
TURNOVER	£ 4,913,461	14%	£ 4,311,399	£ 2,631,985	
Cost of sales	4,065,126	22%	3,341,940	2,023,542	
GROSS PROFIT	848,335	-12%	969,459	608,443	
Administrative Expenses	827,713	-14%	965,650	559,257	
OPERATING PROFIT	20,622		3,809	49,186	
Interest receivable and similar income	820		688	687	
PROFIT BEFORE TAXATION	21,442		4,497	49,873	
Tax on profit	-5,043		2,000	9,475	
PROFIT FOR FINANCIAL YEAR	16,399		6,497	40,411	

OUR FUTURE

Newham Health Collaborative's Plan for 2021-23

Grow our Services

AIMS

APPROACH

Build from established services

Distinct and brings additionally

Work with partners to re-design pathways

Invest any surplus in support to practices

Ensuring our financia sustainability

Close relationships with

Be the preferred provider for at scale primary care contracts

Dedicated to service improvement

Agile, and innovative with rich knowledge of our Borough Investing in Primary

ACTIONS

Develop our Access & Out of Hours offers

Develop our Urgent Care provision

Develop and establish a full annual vaccine offer

Develop health promotion programmes

Work with Partners to re-design pathways for Primary Care delivery

GOVERNANCE

Primary Care Transformation group NHC Board

Thriving Practices

AIMS

APPROACH

We have a central role supporting Practice and PCN development to enable innovative patient and population based quality services

We will develop a comprehensive offer for all Practices that will stabilise support, innovate and enable collaboration

We will raise the profile and influence of Primary Care & advocate to secure additional funding A clear member offer that enables practice resilience

Operate as a trusted partner with collaboration & peer support

Robust governance arrangements with clear decision making aligned leadership

Transparency in how we operate

Influence funding into primary care to reflect

ACTIONS

Develop a cohesive practice offer -focus on specialist services, economies of scale & reducing the administrative burden to practices

Promote diversity & autonomy of Primary Care - offer services that bring equity of service development & provision

Ensuring compliance with CQC requirements by implementing practice improvement methodologies

Enable practices to focus on improving outcomes for populations by ensuring data & evidence is readily available Support the recruitment, development, promotion and the progression of ARRS roles across Primary Care.

GOVERNANCE

Practice Council
NHC Board

Strong Leaders

AIMS

APPROACH

A strong united primary care voice

A collective agenda with member practices.

Work with primary care networks to develop collaborative opportunities and enable enhanced delivery

Informed & represented at the ICS level

Shape the development of primary care in the ICS infrastructure with a strong primary care voice

Practises enabled to make informed decisions and are supported to engage

Ensure that the voice of our community is at the heart of everything we do – our diversity is our strength

ACTIONS

Lead collaborations of GPs and collective voice

Bring alignment & coherence to Primary Care voice

Support PCNs to work together

Promote primary care voice across the new ICS

Practices to access information and evidence needed to make informed decisions

Providing opportunity for our patient's voices to be heard and influence our services are delivered

GOVERNANCE

Clinical Director meetings NHC Board

Strong Organisation

AIMS

APPROACH

All are clear about their role in delivering our objectives

To have a trusted agile workforce

Staff developed and able to grow their skills and capabilities

Encourage promotion from within

To be an employer of choice through our positive environment

Ensure our staff reflect

All are clear about their role in delivering our objectives

Staff developed and able to grow their skills and capabilities

To be an employer of choice seek to ensure our staff reflect our community

Have access to the IT and analytical capacity to meet our growing needs

Build our research & information analytics to inform our work

ACTIONS

Ensure clear connected objectives for all staff

Establish our training programme

Review recruitment processes -embed community experience & employer of choice

Build support within our staff teams Review ARRS management arrangement

GOVERNANCE

Quality Committee Staff consultative forum NHC Board

OUR BOARD

Dr Nadeem Faruq

GP at Market Street Health Group – elected August 2020 – Chair

Dr Arpana Patel

GP at Dr CM Patel practice – elected August 2020 – Vice Chair

Dr Clare Davison

Urgent Care Lead GP – elected August 2020

Dr Anil Shah

GP at the Forest Practice and Stratford Health Centre – selected as Clinical Director Board Member July 2020

Dr Rupom Chatterjee

GP at the Manor Park Practice – selected as Clinical Director Board Member July 2020

Dr Saidur Rahman (NHC Chair 2019-20)

GP at Plashet Medical Centre – selected as Clinical Director Board Member August 2020

Dr Elizabeth Goodyear (Board Member July 2020 - July 2021)

GP and Clinical Lead for Children & Young People, selected as a Clinical Director Board Member July 2020

Dr Mohammed Alim (July 2021 - current)

GP at Essex Lodge, selected as a Clinical Director Board Member July 2021

Kevin Lowe

Chartered Accountant with PWC – selected as Non-Executive Director December 2017

Mavis Wenham

Non-Exec Director with a tocus on Patient and Community Voice – selected July 2021

Karen Livingstone

Chief Executive - selected October 2020

Sadly, we have lost colleagues this year. Four colleagues in particular were important to Newham Primary Care.



DR PHILIP ABIOLA



DR YUSUF PATEL



DR DEBASHISH ROY CHOUDHURY



DR WALI MUHAMMAD UMRANI

Newham Health Collaborative Vicarage Lane Health Centre 10 Vicarage Lane First Floor Stratford E15 4ES Tel: 020 3688 2385