



Annual Report 2016 – 2017

This is the next annual report since the one written for 2013-2014.

Introduction

This annual report covers the period from 1st April 2016 to 31st March 2017.

The past 12 months have seen many changes in Primary Care, along with many challenges. The GP 5 Year Forward View was published in April 2016, along with the report Making Time in General Practice published in Oct 2015 – both looking at how care will, and should be provided and delivered to our population in order to sustain Primary Care in the future. We have started to work on the 10 High Impact Actions in alignment with our own aims:

- Improving the Health of our Population – best health and well-being outcomes for all our patients from the available resources.
- Enhancing the patient experience of care – providing convenient and accessible high quality services
- Reducing per capita cost of health care – maintaining practice profitability and contributing to a high value local health and care experience
- Improving the work life of our healthcare clinicians and staff – employees and partners experiencing a feeling of meaning, success and fulfilment in their work.

This period was the first year of our budget reduction of £100k over four years, since our PMS review in 2015, and we have worked hard to maintain our services despite this challenging time. Our patient population has grown from 28191 to 28292. There are a number of housing developments in progress locally so we expect this to rise considerably over the next few years. There are approx. 1200 homes in our practice area with planning permission granted and building started, along with a number of large developments awaiting planning permission including Hampden Fields comprising 3000 homes and Woodlands comprising 1800 homes.

Partners

Westongrove Partnership has 12 partners. Liz Ferguson joined on 1st April 2015 and Ameet Sahni joined in July 2016. Pippa Moreton retired in 2014.

Management Changes

During 2016 the Partnership appointed Alex Bates to transition as Lead Partner in preparation for the retirement of Auds Walters in Jan 2018.

Following the departure of Louise Grant as General Manager in June 2014 after 12 years at Westongrove, we appointed a new General Manager Gary Edwards in November 2015 who left us in June 2016. This gave us the opportunity to review the management structure, and put in place a new senior management team that would take over the functions of the general manager.

A summary of responsibilities can be seen in the table below:

	Partners	
Kieran (Finance and Personnel manager)	SMT (Auds, Alex, Sarah, Kieran)	Sarah (Operations and development manager)
Assisted by Vicky Stump+ Glen Brockwell . needs specialist support	+ external support(Pam Robinson currently)	Assisted by Vicky Stump
Roles	Roles	Roles
Finance	Coordinate partner lead roles	Operations including IT, IG, CQC, systems and processes, patient experience, PPG, health and safety and risk assessments
HR including recruitment, DBS, employment and interviews ,RTW, sickness monitoring, training requirements, appraisals, leave	Horizon scanning	Line management Vicky Stump
Contracts and estates: insurance, facilities contracts, maintenance, clears, utilities	Identify new income streams	External involvement locally and nationally
purchasing	Education planning	Horizon scanning
Horizon scanning	Line manage pharmacists+/-others	Service delivery and development
Identify new income streams	Clinical services line management	Identify new income streams
Line management, nurses and Weston project	Development, implementation and evaluation of strategic plan	
CQC	CQC	
	Quality Improvement	

To support the new SMT we appointed a number of new team members - Vicky Stump, Management Admin Support and Julie Matthews, Finance Assistant.

In August 2016 Annie Nelhams our Nurse Manager left the team, allowing us to introduce three Nurse Team Leaders – one at each site. Flick Haase, Beverly Campbell and Louise Ross were appointed. Louise Ross decided not to pursue this route, and Caroline Paddison was appointed in May 2017. We also utilised the consultancy services of Pam Robinson during this period to assist in developing the nursing team and the newly appointed Nurse Team Leaders.

5 Year Strategic Plan

In January 2017 the SMT wrote version 1 of the Westongrove Five Year Plan linked to both our mission statement and the Five High Impact Actions.

Training

Westongrove continues to be a training practice with 6 approved trainers, plus the addition of 2 more from next year. In 2016 BGS took on FY2 training. We had a successful training visit from the Deanery when Ameet Sahni became an approved trainer to join the existing

team, and Dr Libby Symmonds was reapproved since joining Westongrove. We continue to take Fast Track Graduate students from Oxford Medical School.

We continue to be a learning organisation with regular clinical and PHCT meetings and monthly PTL sessions

Date	Topic
April 2016	Clinicians – CPR, self learning and audit Non-clinicians – e learning and site based topics
May 2016	Clinicians – CCG Cancer update Non-clinicians – e learning and site based topics
June 2016	Clinicians – CCG Diabetes Non-clinicians – e learning and site based topics
July 2016	Clinicians – Anticoagulation Non-clinicians – e learning and site based topics
September 2016	Clinicians – ECG & sick children Non-clinicians – Cancer Awareness
October 2016	Clinicians – CCG Various topics Non-clinicians – Patient Safety
November 2016	Clinicians – PE Champion Non-clinicians – Dementia Tier 1 training
January 2017	Clinicians – Care Home Medications Non-clinicians – e learning and site based topics
February 2017	Clinicians – CCG Various topics Non-clinicians – e learning and site based topics
March 2017	Clinicians and Non-clinicians – Significant Events

Centralised Administration Team

We are now in our second year of developing a centralised administration team to work across all three sites providing secretarial and administration support.

Pharmacists

During 2016 Westongrove collaborated with a number of local practices to SUCCESSFULLY bid for inclusion in the NHS England Pharmacist in Primary Care pilot. Our initial bid resulted in the appointment of Jen Weston a clinical pharmacist 2016, with a second subsequent successful application for a second junior pharmacist Jen Lowe joining us in September. During this time they have increased patient availability in areas such as medication review, hospital discharges, nursing home prescribing, MI training, Safety Alerts and providing valuable advice to the clinical team.

Weston Project and Community Teams

Our Weston Project has gone from strength to strength providing proactive care for our vulnerable over 75 patients, following our successful bid 2015 as part of an initial 12 month pilot, under the inspirational leadership of Dr Pippa Moreton.

- A manual audit of patients on the case load showed that in 2016, the total number of admissions prevented was 110.
- Patient feedback showed that 95% of patients felt their care at home was better since the Weston project had been working with them.
- Free text comments showed great appreciation for the patient centred approach and relationship of trust that ensure continuity and co-ordination.

- GP referrers felt that their patients had benefited from the service in 95% cases, saved the GPs time in 95% of cases and prevented hospital admission in 30% of cases definitely and 50% of cases probably.
- The Weston Project have also secured a number of step up beds at a local nursing home that have proved invaluable in re-enabling patients who may otherwise have been admitted into hospital or have had to stay in hospital longer.

We have recruited highly skilled team members, but it is continually challenging to recruit additional members due to the uncertainty of the funding every 12 months. We have continued to challenge the CCG about this.

The team were awarded the Bucks County Council Dignity and Respect Award in April 2016.

This model has also been rolled out to a number of other areas across our locality, with the support of Pippa.

During this period the Health visitor clinics were withdrawn from both BGS and ACS.

CQC

Our initial CQC assessment in December 2014 resulted in a 'good' grade, but with some outstanding actions linked to legionella, PGDs, dispensary and emergency drugs trolleys. We had a revisit in January 2016 whereby the assessor was very satisfied with our developments and felt that the initial concerns were invalid.



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Research

During this period we sadly continued to see the decline of research studies but continued to be involved in Spire - cholesterol, AZ Declare and Abbot for diabetes, Novartis - COPD, RCGP – fluenz

Vasectomy Service

Westongrove continued to be the local CCG provider for vasectomies. Upon re-negotiation of the contract, the CCG withdrew the service as an NHS service and we ceased to provide in February 2016.

INR Services

After a successful bid to provide INR services, we continue to provide this very valued service to the patients.

Personnel Changes

Joiners:

Dr Raj joined the team at BGS as a Salaried GP

Dr Libby Symmonds & Dr Claire Chappell joined the Salaried Doctor team at WHC
 Nursing team: Mandy Buttery, Annette Beasley, Julie Willder, Mary Heathcote Smith, Shelly Wade, Sarah Gray, Sandra Tomkins, Lucy Comerford
 Sarah French – dispensary
 Vicky Stump
 Jen Lowe & Jen Weston – Pharmacists
 Admin/Reception: Anna Adamczyk, Ann Hatton, Avril Gates, Angela Taylor

Leavers:

Dr Marcus Gleave left BGS
 Dr Kate Parnell & Dr Kate Jewell left WHC
 Gary Edwards General Manager
 Annie Nelhams Nurse Manager
 Diane Alley, Lucy Comerford, Shirley Westall, Shelly Wade, Sandra Tomkins, Fiona Brockwell
 Shelly Burns, Ann Hatton, Susan Brown, Lisa Rogers

Infrastructure

All site car parks have had spaces repainted.
 Works was completed on 2 new consulting rooms at BGS
 Ground floor decorating project at WHC
 Refurbished consulting room at WHC
 Upgrade of all lighting underway

Technology

Wifi installed at all three sites
 Since 1st April 2016 Westongrove now offer patients enhanced access to their patient records including documents, consultations etc
 Having commenced the use of Web GP as a 12 month pilot in January 2015, we reviewed it's use including patient feedback, and it was not seen to be cost effective so the contract was not renewed in Jan 2016.
 We are keen to offer alternative ways for our patients to consult with us and access our services and are currently investing other solutions.
 Westongrove has responsibility for a number of nursing homes who have implemented the new Airdale system allowing nursing staff to access 24/7

QOF and CSP (Care Support Planning)

2016 – 2017 was our best QOF year ever, achieving maximum points in all areas except diabetes, where we missed DMOO3 – BP 140/80 or less by just 1% despite valiant efforts from the team. Mjog has been a very useful tool in gaining data from patients and assisted us in reaching the BP0002 target for the first time.

Domain	Maximum Available Points	Actual Achievement Points
Clinical	435	434.94
Public Health	124	124.0
Total	559	558.94

CSP continues to be developed and is successfully underway for diabetes. A patient feedback survey was undertaken after our first year developing the CSP approach and of the 15 responses received the feedback was very positive. Between 80% - 93% patients felt that:

- They had discussed what was important to them in managing their health
- They were involved as much as they wanted to be about decisions regarding care or treatment
- They always had enough information given to them
- They felt very supported by the clinician to help them manage their health
- Always felt that the care received was joined up and working for them

Westongrove also provide a number of Enhanced Services over and above our core contract. These consist of:

Bucks County Council Public Health Services	LARCS (long acting reversible contraception)
AVCCG	Care Homes Insulin Initiation
AVCCG Basket of Services	Suture removal Wound care H-pylori testing Near Patient Testing Depot Neuroleptics phlebotomy
NHS England Direct Enhanced Services	Extended Hours Learning Disability Childhood Imms Programme Minor Surgery Kids Flu Adult Flu Shingles Pneumococcal Men ACWY Men B

AVCCG & Fed Bucks

Westongrove continues to play an active role in our locality CCG, attending and participating in meetings & training sessions. Dr Charles Todd completed his term as locality Lead in January 2017.

Fed Bucks came into being in July 2016. Westongrove invested as share holders along with the majority of other local practices, and are closely involved in their activities. The aim of Fed Bucks is to represent practices in bidding for contracts with CCG and BHT

Appendix:
Staff lists



Copy of Staff list
March 2017.xlsx

Separate documents showing improvement photographs.