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Introduction

Delivering High Quality and Compassionate Primary Care

Welcome to the 2024/2025 Hereford Medical Group Annual Report.

In this report, we highlight some of the key work and achievements from the past twelve months.

We also aim to offer readers a clearer understanding of the wide range of tasks and activities involved in running a busy GP practice. We hope you find the report informative and that it provides valuable insight into the day to day operations of the practice.

If you have any feedback, we'd be pleased to hear from you. Please contact us at: hwicb.hmg.feedback@nhs.net











The HMG Partners

The beginning of 2025 marked a significant milestone for the practice, as we bid farewell to one of our long standing and highly respected partners, Dr. Ian Roper, who retired after many years of dedicated service. Dr. Roper's contributions to the partnership and the wider community have been deeply valued, and his presence will be greatly missed by his colleagues and patients alike.

In contrast, 2024 was a year of exciting growth for our partnership. In October, we were delighted to welcome two new partners, Dr. Claire Hollingsworth and Dr. Becky Collins. Both bring with them a wealth of experience and a diverse range of skills that complement our existing team, further enhancing the quality and breadth of care we provide. Their arrival marks an important step forward in the continued development and evolution of Hereford Medical Group.





Ceri Chaplin



Cath Laird



Lynsey Wells



Laura Handscombe



Claire Hollingsworth



Tristan Jones



Erica Sibley



Waqas Safdar



Hayley Driver



Rhys Hardwick



Andy Hargraves



Sarah Morgan-Jones



Becky Collins



Gemma Llewellyn







Patient Population & Demographics



Boundary

To be eligible to register with the practice, patients must live within the practice catchment area that comprises around 335 square kilometres spanning from Wormelow to Bodenham and from Tarrington to Staunton on Wye!

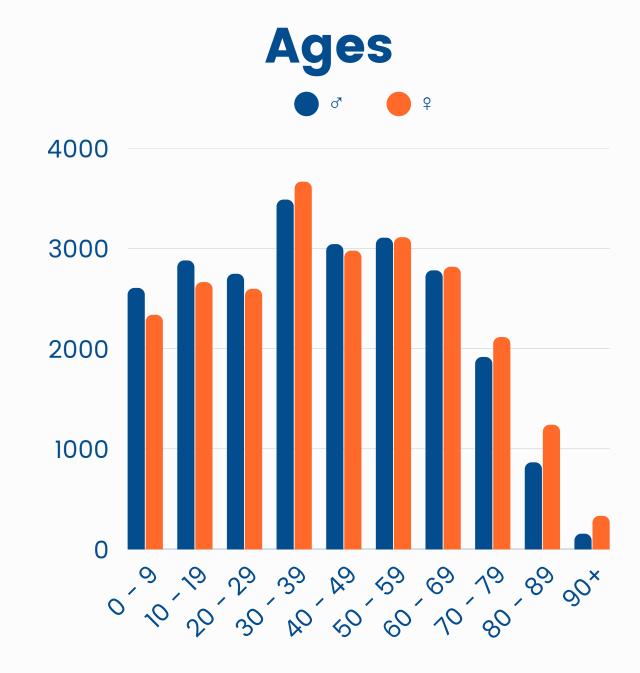
List Size

47,425 Patients

442 Nursing & Care
Home Patients

299 Housebound Patients

70 Temporarily Housebound







Annual Practice Activity



What did April 2024 to March 2025 look like for HMG?

Referrals Made



9,131

Prescriptions Completed



898,406

Online Medical Requests



118,360

Fit / Sick Notes Issued



8,092

Telephone Appointments



27,779

Face to Face Appointments



139,004

Appointment Attendance



91.74%





Human Resources at HMG

Whilst 2023 was a challenging year, we continued to make progress and achieve our objectives in 2024.

Staff

- We welcomed 70 new starters
- We saw 42 leavers
- Our total workforce in 2024, including trainees, comprised 215 members of staff

As a learning organisation we have supported:

- 12 Physician Associate students
- 3 Pharmacy students
- 2 Student Nurses
- 6 work experience students
- 12 Registrars

New Initiatives

- The team is currently onboarding all staff to the new People HR Program. This will enable HR processes to be more efficient.
- We received 34 Flexible working requests, of which 27 were approved
- We continue to be proud to operate as a Real Living Wage Employer
- The staff reps group welcomed new social committee representatives.
- The Newly Formed Organisation Development Group meet monthly to share and support each others continuous improvement projects.
- One of our HR officers is about to qualify at CIPD Level 5-ensuring that all our HR team are working to Industry Standards.
- Our Occupational Health Nurse, that started with us last year, has settled in to the role of supporting both the staff, and the organisation during periods of sickness. They have also qualified as our Mental Health First aider.
- We are looking forward to welcoming Medical Students from the Three Counties Medical School later this year.





Enhanced Services

Alongside the core contract, GP practices also provide enhanced services.



At HMG we provide the whole range of enhanced services that are on offer.

These include:

- Quality & Outcome Framework (QOF) QOF is a national NHS requirement for GP Practices based on managing patients with chronic diseases.
- Minor Surgery
- Flu Vaccinations
- Referrals to Weight Management Support
- We continue to support the Covid vaccination programme, including for patients that are living in care homes, as well as those who are housebound.

We also provide a range of locally enhanced services including:

- Blood Tests
- ECG's
- Leg Ulcer Management

23,682

phlebotomy appointments (blood tests) offered in 2024



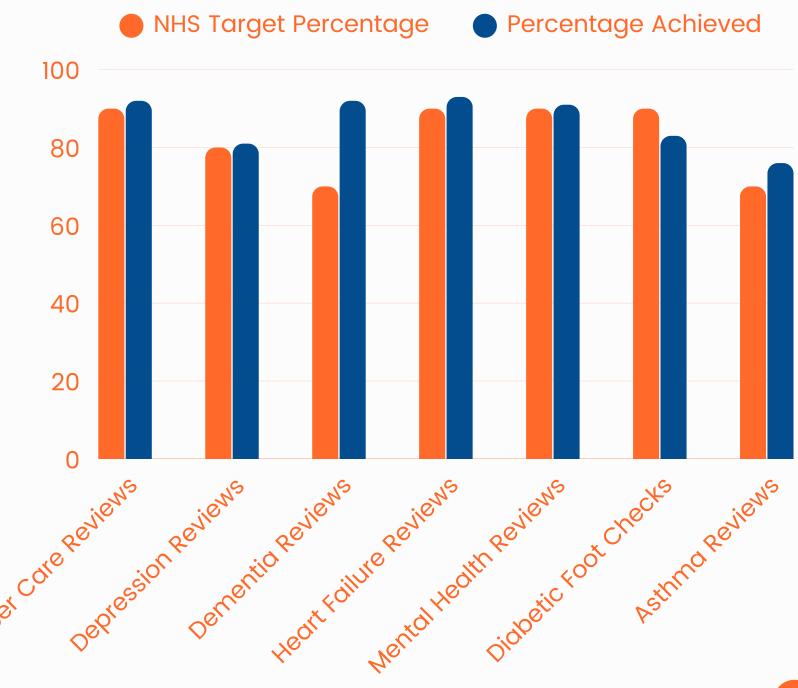


Enhanced Services

Quality & Outcomes Framework (QOF)

Practices have targets to meet in order to satisfy QOF requirements. Some of these targets include:

- Quality & improvement in Patient Access
- Improvement in prescribing of addictive medicines
- New cancer care reviews
- Newly diagnosed depression reviews
- Face to face annual dementia reviews
- Annual heart failure reviews
- Mental health reviews
- Diabetic foot checks
- Annual asthma reviews





Immunisations & Vaccinations • Chi



Ongoing vaccination of the patient population is essential to ensure that protection is provided both to the patient and the local community.

September 1st 2024 saw the introduction and role out of the first approved RSV (Respiratory Syncytial Virus) vaccine to help protect against serious complications resulting from this virus which is a common cause of coughs and colds which can lead to more serious conditions like pneumonia and bronchiolitis especially in babies and older adults and we are currently awaiting details which will see significant changes to the UK childhood immunisations programme going forward.

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- Childhood Imms All children registered with Hereford Medical Group are called and recalled for vaccination in line with the UK schedule. Anyone new into the UK is also offered vaccination to bring them into line with the UK schedule. Over 2,700 appointments were booked for administration of vaccinations to this cohort in the 2024/25 year.
- Pneumococcal Given to babies at 12 weeks & 1 year. A one time only vaccination is also offered to adults over the age of 65 and to those patients who have certain "at risk" conditions such as heart or kidney In the 2024/25 year a total of 877 adults received their pneumococcal vaccination.
- Shingles Offered to patients age from 70 to 79. This vaccination moved from a single dose to a two dose schedule given 3 months apart. In the 2024/25 year a total of 976 eligible patients received their shingles vaccinations
- Flu Given annually to all patients aged 2 & 3 in surgery (age 4-10 in school), over 65, all pregnant women, anyone in an "at risk" group and anyone registered as a carer In 2024/25 HMG vaccinated 8,981 patients within these groups.
- Covid vaccinations Since the introduction of covid vaccinations in December 2020 HMG has remained proactive in rolling out this vaccine in both the Spring and Autumn to eligible groups including our most vulnerable patients who reside in care or residential homes or who are in our community but housebound and unable to visit clinics.







Surgery Site Updates

Ongoing investment, alterations and improvements taking place at our surgery sites included:

- Quay House and Bobblestock surgery sites have both been fitted with solar panels to assist with energy efficiency
- Quay House had a much needed external clean
- Bobblestock has had internal alterations to make essential space for storage and also new flooring throughout to remove the old carpet and replace with Polyflor vinyl flooring, making it easier to clean and maintain.
- Our car park at Station Medical Centre once again allowed for a drive-thru option for flu and Covid vaccines. This is proving a popular form of appointment with patients allowing patients to remain in the comfort of their own safe environment without the need to sit in waiting rooms until they are called
- Recycling is active at all sites with the introduction of food waste imminent in addition to our current cardboard, paper, glass, cans, ink toners and coffee pods
- Two taxi bays at Station Medical Centre have been repurposed to allow for a Parent and Child parking bay
- The bollards at Station Medical Centre have been moved to stop traffic parking on the slabbed area which was causing breakage and trip hazards



HEREFORD MEDICAL GROUP

The role of quality improvement in general practice

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HMG's Quality Team brings together a range of professionals from across the organisation, including:

- GPs
- Pharmacists
- Nurses
- HMG Management Board Members
- Managers
- Safeguarding Officer & Coordinator
- Patient Advice and Liaison Service Officer
- Quality & Education Administrator

Having a dedicated quality team helps us focus on improving both the quality and efficiency of our services in important areas.

The team's work is guided by values such as self-reflection, shared learning, partnership, and leadership, all aimed at supporting ongoing improvements in the care that we provide.







Significant Events & Learning Events



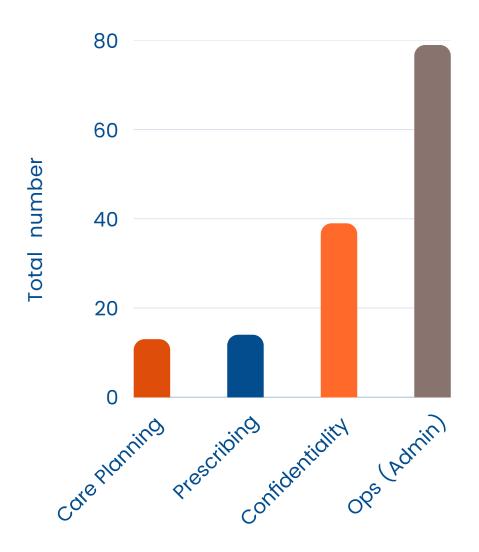
HMG encourages staff to report significant and learning events. This helps us to improve the quality of the service that we provide.

- A learning event is an opportunity for a practice to discuss less serious adverse events or positive events relating to patient activity
- A significant event is any unintended or unexpected event, which could or did lead to harm of one or more patients

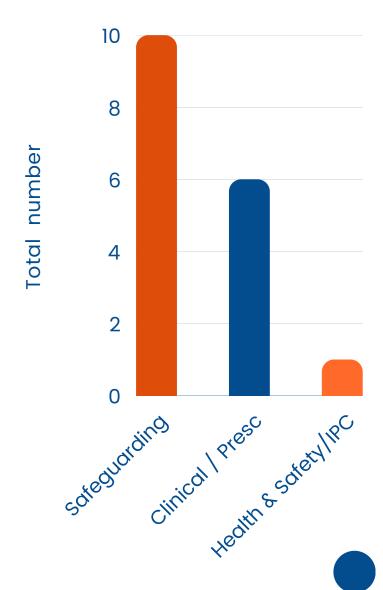
The QAG (Quality Assurance Group) dealt with 17 significant events, which has resulted in:

- All suicides and unexpected deaths being reported and reviewed at the monthly Safeguarding meeting
- Protocol agreed within Practice for HbA1c (A test used to monitor blood glucose levels) results over 100 go to the Admin GP for consideration and added to the duty list if it is felt an urgent review is required
- Changes to checks of Paediatric prescription conversions before being issued

Learning Events



Significant Events







The last 12 months in Quality at HMG:

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Clinical Research

- 1 project completed
- 5 projects in progress
- 2 projects awaiting start

Through our research we have supported and improved Asthma Care, contributed to the surveillance of flu, Covid and other respiratory diseases and Improved safety of vaccines.

Patient Experience

- The Patient Participation Group has continued with regular in-person meetings and has welcomed a new patient chairperson and vice chairperson. There is now a Patient Participation Group Committee that meet between the regular membership meetings.
- Dealt with over 348 complaints

Improved Infection Control Measures

- A new Infection Prevention & Control (IPC) Lead Nurse has joined the team
- New policies
- A regular audit of premises and also staff training has been implemented

Protected Training Time for Staff

- Team building events Seated Yoga, Mindfulness
- Guest speakers for Carer Links, Hereford Veteran Support and LGBTQ+ Healthcare
- Basic life support training



Quality at HMG

HEREFORD MEDICAL GROUP

The last 12 months in Quality at HMG:

Shared Learning and Education

- A new Quality and Education Administrator joined the team.
- The Quality Team has introduced a quarterly newsletter. It covers trends and themes from complaints, learning, and significant events. It also provides updates on Infection Control and Safeguarding figures and reminders.
 - 32 GP Education/Clinical Education lunchtime sessions have been organised by the Quality Lead GP, including:
 - Talks from the Gastroenterology Lead Clinical Nurse Specialist at Wye Valley Trust
 - Consultant ENT Surgeon at Wye Valley Trust
 - Sessions by our own clinical staff on:
 - Interpreting lab results
 - Vulval dermatology
 - Safeguarding refresher sessions led by our Safeguarding Officer

Safeguarding

- Safeguarding Officer attended conference in Kidderminster to present on Safeguarding in Primary Care
- Safeguarding Coordinator joined the team

In 2024 SG Team processed

- 147 Multi Agency Safeguarding Hub (MASH) Checks
- 1,092 Police Incident Reports
- 62 Multi Agency Risk Assessment reports
- 59 Initial Child Protection Case Conference Reports
- 190 Child Protection Case Conference Reports

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Pharmacy at HMG The role of the Pharmacy Team



The HMG Pharmacy Team is made up of:

- 1 x Lead Pharmacist
- 4 x Pharmacists
- 2 x Pharmacy Technicians
- 1 x Trainee Pharmacist
- + a variety of undergraduate pharmacy students throughout the year.

The role of the HMG Pharmacist:

- Medication Reviews Working with patients to make sure that they are getting the best out of their medicines
- Medicine Management Ensuring that medicines list is accurate, up to date and safe following hospital discharge
- Medicine Information Providing medicine related advice to practice staff & patients
- Signposting Ensuring patients are referred to the most appropriate healthcare professionals at the right time
- Care Home Medication Reviews Working with elderly patients who have complex medicine needs

The role of the HMG Pharmacy Technician:

- Supporting the HMG Pharmacy Team To maximise safe & cost effective prescribing to improve patient care, e.g. undertaking audits/projects to identify issues & make changes to improve our practice
- Supporting the Prescription Clerk Team Resolution of medicines related issues, e.g. stock shortages, sourcing medicine alternatives
- Collaborative Working with other Health Professionals –
 Working with community pharmacies, nursing homes,
 hospitals, etc to resolve medication issues
- Drug Monitoring Ensuring regular blood tests are booked for patients on high risk medicines to ensure long term patient safety
- Patient Counselling Working with patients who are about to start a new medicine regime







Medicines Related Targets

Annual local and national medicines related targets set to ensure GP Practices are delivering high quality care to their patients and helping to make the NHS more sustainable.

Examples of medicines related targets include a minimum number of medication reviews, switching some types of insulin, emollients and pain killers to less expensive alternatives without compromising patient care.

Safer Prescribing Initiative

Targeting specific patients on certain high risk medicines which can cause harm if not regularly monitored, ensuring blood tests are booked, reminders sent to patients etc, and ensuring that appropriate follow ups are arranged.

Greener Inhalers Initiative

Ensuring the inhalers for patients with certain respiratory conditions are prescribed the most effective inhalers which have the lowest carbon footprint to help reduce the impact on climate change.

By The Numbers...

33,044	Patients receiving a prescription
22,631	Patients receiving repeat prescriptions
1,355	Structured Medication Reviews completed
286	Structured Medication Reviews for Care Home Patients
3,494	Discharge documents and clinic letters processed
2,293	Medicine related calls answered by the Pharmacy Team





Prescriptions at HMG

In response to patient feedback and evolving needs, we launched a dedicated Medication Enquiries Line in October 2024.

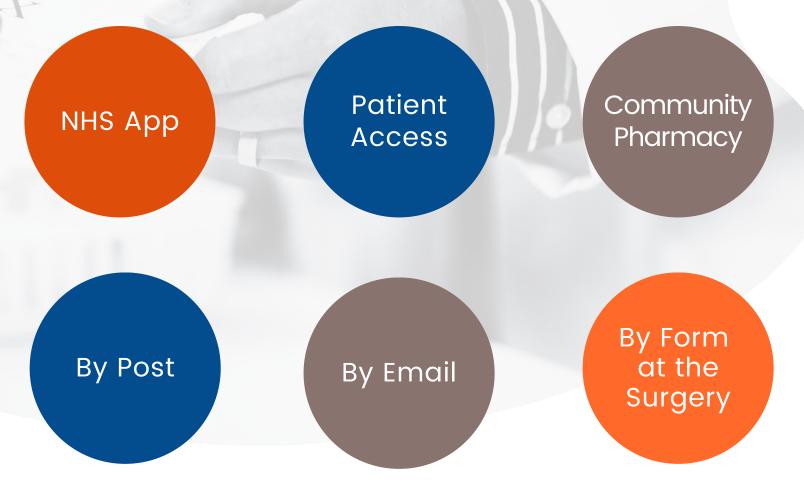
This service is staffed by our knowledgeable Prescription Clerks, who are committed to assisting patients with any medication related queries. Our aim is to provide a streamlined and efficient service, ensuring that any concerns around medication are addressed promptly and accurately without creating extra traffic on our main phone line.

Our website has become a vital tool in managing prescriptions, processing approximately 2,260 prescriptions every month. We understand the importance of convenience and accessibility for our patients, and as such, we offer multiple options for ordering prescriptions:

- NHS App: Patients can use the NHS App to order repeat prescriptions, providing a quick and simple method.
- Online via our Website: Patients can easily order repeat prescriptions through our secure online repeat prescription form.
- Postal Requests: Patients can send their repeat prescription requests via post, which will be processed by our team and sent to your nominated pharmacy.
- Pharmacies: Some pharmacies will order repeat medication for patients. Please speak to your local pharmacy to see whether they are able to assist.
- In Person at the Surgery: For those who prefer to do so, patients can visit the surgery to request their repeat prescriptions using the post box at the entrance or by completing a form in reception.



On average 16,000 separate prescription requests per month are actioned by our team 99







Phones at HMG



We have implemented several enhancements to our cloud based telephone system. The system has been improved to include the following quality of life features:

- Virtual queuing and call back this means the system will call the patient at the top of the queue, and the patient will retain their position should they miss the returned call and telephone the surgery again on the same day
- Improved access for patients whose first language is not English. Our virtual Receptionist can speak Polish, Romanian and Arabic and will translate the information back to English for HMG to respond
- We have introduced an automated check and cancel appointment service that is available twenty four hours a day, including bank holidays

112,424 calls have been answered and dealt with by our reception team in the last 12 months

56,311 patient call backs made

446 Calls (approximately) per working day!

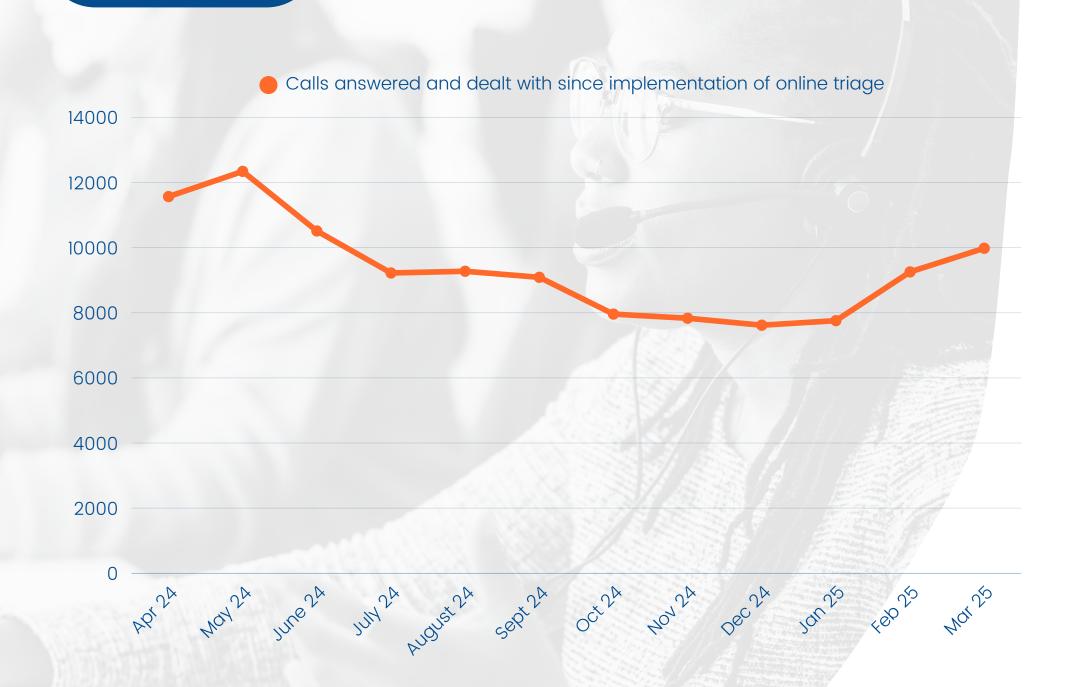




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Phones at HMG

The team has worked hard to improve call response rate



This has included:

- Moving to an online triage model for both routine and same day appointments appointment requests. The graph to the left shows the reduction in telephone traffic since introducing the online triage models - less volume directly relates to faster response times
- Call Recording for training, monitoring and conflict resolution purposes
- Virtual Receptionist to assist during busy periods, with optional human help if required
- Remote Telephonists have been employed to assist with demand
- We have introduced a Dedicated Medication Enquiries line that is manned by our Prescription Clerks between 12:30-5pm, Monday to Friday





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Community Pharmacy Consultation Service at HMG

We are always looking for ways to improve our patients experience and engage with other services to help direct our patients to the right place for their need. HMG volunteered for the pilot NHS scheme to help patients in April 2022. This scheme has now evolved into the Pharmacy First Initiative.

Our reception team plays a key role in helping patients access quicker care by referring them to local community pharmacies for a range of agreed conditions.

They've always been excellent at guiding patients to the right services, and that continues with the new Pharmacy First scheme. We've actively promoted this initiative from the start, and we still do!

HMG was proud to be recognised by NHS England as a national leader in this area. In fact, we were chosen to take part in a training video used across the country. The video featured some of our very own team members.

By leading the way with the Community Pharmacy Consultation Service and the Pharmacy First scheme, HMG saved 2,099 GP appointments between 2024 and 2025. These freed-up slots allowed us to focus more time and care on patients with complex medical needs.





Access to all GP appointments at HMG

Working Together for Your Care

We implemented a Total triage model in July 2024 following six months of detailed planning. A dedicated working group met regularly, out of hours, to design and prepare for the transition, ensuring systems, staffing and patient communications were aligned. Since that time our friendly Reception Team have been working hand in hand with our experienced GP's to ensure that our patients receive the right care, at the right time. All routine and same day care requests are reviewed by a GP, with a response usually provided within one working day.

This approach brings a number of benefits for our patients:

- Improved safety and reduced clinical risk all requests are triaged by a Doctor
- Faster access to investigations tests like blood work can be arranged ahead of your appointment
- More effective use of GP time allowing doctors to focus where they're needed most
- No need to call back patients are reassured that their request will be triaged within a day
- Shorter call waiting times less volume overall on the phonelines
- You're seen by the right clinician from the start the most appropriate clinician is assigned to you
- Better continuity of care helping you to see the same professionals when possible

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Access to all GP appointments at HMG

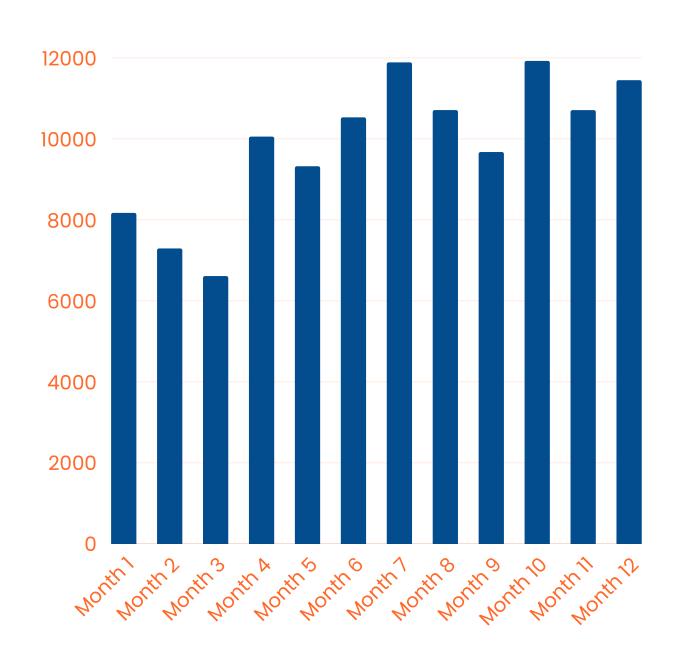
Working Together for Your Care

Did you know that 78% of online consultation forms were completed by patients using a mobile phone with the remainder using a computer or tablet?

The graph to the right illustrates the volume of patient requests and enquiries received monthly between 2024 and 2025.

Patients presenting with urgent medical issues that require same day attention are promptly managed by our dedicated Urgent Care Team.

Did you know that the average response time from submission of the form to the patient hearing the outcome is less than 90 minutes!





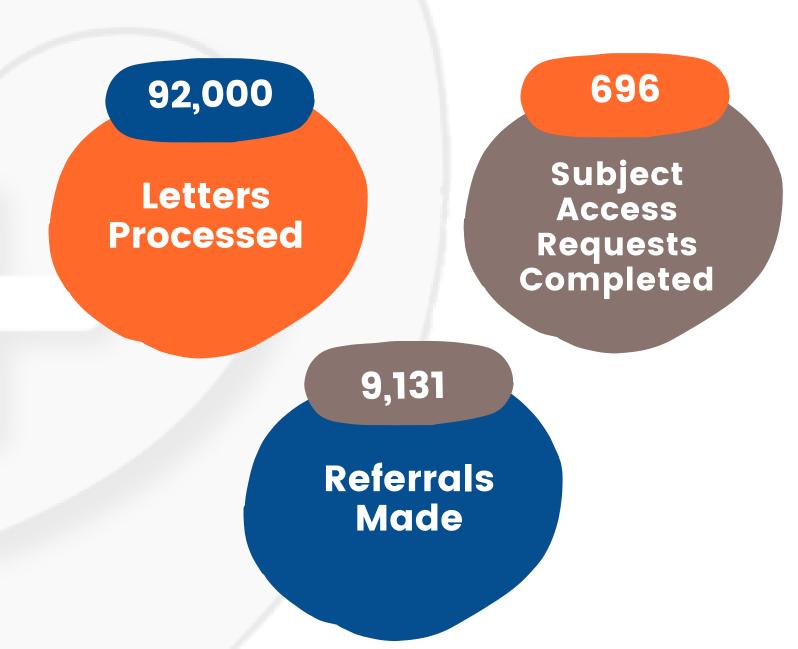


Admin Team at HMG

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Supporting patient care in 2024 and beyond

Our administrators and medical secretaries work behind the scenes to support patient care and our clinical teams.



Duties include:

- Patient registrations
- Removal of patients when deceased or changing practice
- Scanning of documents
- Summarising notes
- (SARS) Subject Access Requests requests for patient information
- Reports for solicitors/insurance and other companies
- Audio typing
- Referrals to hospitals
- Reading, filing and sending requests for further action from letters received into the practice





Finance at HMG Key Facts & Figures

HMG's income is made up from:

- General Medical Services (GMS) Income
- Integrated Care Board (ICB) and Federation
 Income
- Private Income
- Income from use of practice facilities

HMG's top four expenses are:

- Staff related costs
- Rent
- Property expenses
- Medical supplies

HMG are paid a total of £112.50 per patient, per year from GMS income

General Medical
Services income
increased by
only 10% in
2024

Staff costs account for 80% of total expenses at HMG!





Clinical Workforce

The front line

The HMG Clinical Workforce is made up of:

- 14 x GP Partners
- 15 x Salaried / Retained GP's
- 14 x Practice Nurses
- 8 x Nurse Practitioners
- 10 x Health Care Assistants
- 2 x Nurse Associates

- 5 x Paramedic Practitioners
- 5 x Physician Associates
- 1 x Student Physician Associate
- 1 x Biomedical Scientist
- 2 x Phlebotomists
- 3 x Mental Health Practitioners

Key projects & achievements in 2024:

- Development of a Long Term conditions hub that subsequently launched in January 2024
- Development of a New Wound Management Team
- Mandatory training rates have been good, and a new appraisal cascade system has been developed and rolled out in 2024 using various toolkits to encourage constant growth and development for the future
- New ways of working and recruiting have been explored, and implemented. We have developed a workforce plan in 2024 that supports a redesign of the workforce to help maximise clinical quality and appointment availability
- We appointed New Clinical Practice Nurse Leads and more Paramedic Practitioners to enhance our Clinical Workforce
- We supported our Teams to develop Clinically through University Courses to enhance and advance practice
- We have supported our Teams to develop Leadership skills through the NHS Leadership Academy Mary Seacole Programme

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HMG Primary Care Network Projects & Achievements 2024



Proxy Access In Care Homes

 Supporting our care homes with proxy access for medication ordering.

Improving Uptake of Cancer Screening / Early Cancer Diagnosis

• Working to improve the uptake of screening programmes. Screening reminders and information sent to patients in addition to the national screening programme to support patients to make informed decisions regarding screening.

Proactive Social Prescribing

- We have continued our project to link patients newly diagnosed with cancer to our social prescribing service to offer additional support.
- Ongoing support to veterans.
- Wide range of community engagement sessions with other local organisations to raise awareness of Social Prescribing and the positive impact it can have.
- Appointment of a Children and Young Person social prescriber to enable us to support a wider range of patients.

Long Term Conditions Hub

- This is now in place, the hub is supported members of the HMG wellbeing team; eg care coordinator and health and wellbeing coach.
- It has also been supported by external organisations.

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• Breathlessness Toolkit for patients with Chronic Obstructive Pulmonary Disease (COPD)

Working With Local Pharmacies

• HMG held an event with our Community Pharmacy partners to gain a better understanding of how we can improve collaborative working and support for patients.



HMG Primary Care Network Projects & Achievements 2024



Health Inequality Projects: Asthma in Children & Young People

- Working with local community hubs to improve understanding of asthma in the community and to increase uptake of asthma reviews.
- Local community and partner organisations have been very supportive of the project.

Health Inequality Projects: Childhood Immunisations

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• Continue to work to improve uptake of childhood immunisations, including working with public health and child health teams

Health Inequality Projects: LGBTQ+ Community

- Support and signposting information has been made available on the HMG website.
- Staff education session and information for staff available on internal webpage.
- New online consultation form made available for transgender patients for use with any issues relating to gender identity.

Health Inequality Projects: Proactive Care - Frailty

- Named Frailty Lead.
- New resources page created for staff to help support patients.
- Advanced care planning pack created for patients.

Health Inequality Projects: Digital Inclusion

- NHS app support and information available to on the HMG website.
- Hard copy of Practice Newsletter available in reception.

Supporting Care Homes

- Enhanced Health in Care Home Lead
- Direct link for care homes to care coordinators for both clinical and non-clinical queries
- Provision of weekly ward rounds
- Proxy access for medication ordering



2024 Achievements



Total Triage Implementation

• One of the biggest achievements in 2024 has been the implementation of Total Triage. Patients can submit requests using the online form throughout our normal working hours. Staff are also able to complete forms on behalf of patients who might not have access to a computer.

CQC Inspection

• In January 2025 the practice underwent a Care Quality Commission (CQC) inspection. Whilst we are currently awaiting the outcome, immediately following the inspection we developed a comprehensive action plan to pick up on some of the initial feedback that the inspectors gave.

LGBTQ+ Resources

• During the year we developed a detailed resource page on our website for Transgender patients (seen <u>HERE</u>) Alongside this information is a dedicated page on our internal intranet to assist clinicians in supporting patients. LGBTQ+ healthcare is one of the HMG Primary Care Network's identified health inequalities.

Improvements to Support Processing Blood Test Results

• We Introduced new software (GPAutomate) to support the processing of 'normal' blood tests. This includes an SMS message to the patient to let them know that their result is normal. This improves consistency and also frees up GP time to concentrate on those results that require further attention.





2025 / 2026 Focus

Looking ahead...

Call Response Times

• We will continue to work on the telephones to improve response times for patients. This work is already well underway and time taken to answer the phones is already significantly better.

Continuity of Care

• Our next area of work to improve patient care is on Continuity of care. We understand the importance of continuity for both patients and staff and we will be implementing a range of measures to help this. We are committed to developing a model that balances patient access with the benefits of ongoing relationships between patients and their clinicians.

Recruitment

• Further increasing the number of GPs at the practice. We have been recruiting new GPs over the last couple of months and by the Autumn we will have approximately 10% more GP sessions that we started the year with.

Streamlining Processes

• Roll out of ABtrace – this is software which will help streamline and improve the process of recalling patients for long term condition reviews.





Stay informed with the latest updates on our ongoing work, projects, and service improvements by following the HMG Facebook page, visiting the HMG website, or by subscribing to our email news updates via the website homepage.

