

**NHS** SOUTH DURHAM HEALTH  
COMMUNITY INTEREST COMPANY



# Annual Report & Accounts

South  
Durham  
Health CIC



For the year ended  
28 February 2017



## **Forward from the Chair, Dr Diane Robinson**

I am delighted to present the Annual Report 2015/16 for South Durham Health CIC. I took over as Chair of South Durham Health in June 2017 following the retirement of Dr Rob McKinty. I would like to thank Rob for his work as chairman and, particularly, for his support of fellow GPs who opted to take on the role of directors in the Community Interest Company. As a result of Rob's retirement, we welcomed a new director for the Sedgefield Constituency in July 2017 (Dr Mirza Hassan, Ferryhill and Chilton Medical Practice) and we are delighted to have co-opted Dr Sanna Moss (Silverdale Family Practice) who expressed an interest in working with the federation.

Last year's report set out our ambition to provide an expanded range of services working with and for practices so that we can meet our objective of meeting the needs of communities in South Durham. Over the past year or so we have been able to make real improvements in what we can offer to practices and patients. The Primary Care Mental Service which is delivered in partnership with Tees Esk and Wear Valley NHS Foundation Trust and IntraHealth Federation is now fully recruited and working into all practices. From April 2017, after consultation with members, we took on delivery of a new Primary Care Service delivering same day urgent care appointments delivered by six member practices. This was put in place in a very short space of time which was a testament to the resourcefulness and openness of practices to new ways of working. The service has also allowed us to recruit some very experienced nurses from other sectors to work locally in primary care. In addition, we have also extended the hours of operation of our nursing service for frail elderly. The Anticoagulation, Diabetes, Health Checks and (for Sedgefield) Primary Care Service contracts which we hold with commissioners now provide remuneration for practices.

As well as the funding which is available to practices supporting the delivery of commissioned services, we have been able to provide to additional funds for programmes which practices have told us that they value and which benefit patients. These include funds for additional GP and pharmacist sessions to improve the quality and coordination of support for at risk patients at home and in care homes, and payments for clinical leads in priority programmes, as well as support for training and education.

We have grown our capability to support practices and their patients by achieving CQC registration in February 2017 and we aim to continue to develop our capacity and capability going forward. We want particularly to focus on our role in workforce development. Key to all of this remains engagement with our members and patient groups to ensure that we are developing a clear strategic direction for our future work both as a federation supporting the interests of our practices and as a provider of services on their behalf.

**Diane Robinson**

**Chair. South Durham Health**

## **ABOUT SOUTH DURHAM HEALTH**



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South Durham Health (SDH) is a federated group of 22 General Practitioner (GP) practices. The federation serves the localities of Easington and Sedgefield and surrounding areas in County Durham. General Practices have agreed to work together to better meet the needs of the communities they serve. To support this goal, they have formed a not for profit Community Interest Company (CIC). The members of the CIC are GP partners in our 22 practices and they select six members to serve on a Board of Directors which provides leadership for the federation. In addition we have a Chief Executive, Business Manager and Administrator to work alongside the Board and members.

## Our Goals

Community Interest Companies exist to promote the interests of local communities. The purpose of South Durham Health CIC is:

**To relieve illness and promote health in South Durham** - the work of SDH will improve health care services for people living in South Durham to help them live healthier, happier lives, and:

**To ensure that General Practice in South Durham is viable** – the work of SDH will support general practices as the best way of delivering the personalised, comprehensive health care which is essential to the health and well-being of people in South Durham.

## Our Objectives

Our objectives are:

**To work with patients and communities** and understand the health needs of people in South Durham so that we can work with the practices to design and deliver the right services for the future.

**To make South Durham an outstanding place to train and work** as a primary health care professional so that there are the skills and the capacity available to general practice to meet the needs of patients;

**To provide services** so that we can support general practice in meeting the needs of patients and so that we can generate resources to invest in programmes which support our objectives.

**To promote and support shared good practice, collaborative working and shared services** amongst our member practices so that they can make most effective use of resources and continuously improve their services.

**To do business effectively** so that we can best meet the needs of our members.

To give general practice in South Durham a strong voice in shaping the future of health services in the North East by being a **credible partner and engaging with networks, formal and informal**.

**To seek and deliver additional resources** to assist general practice to sustain and develop services and to support practices in difficulty in accordance with the wishes of our members.

## ACHIEVEMENTS



## Meeting the Needs of Patients

A key objective of South Durham Health is to provide services that support general practice in meeting the needs of patients. During 2016/17 we delivered improvements to our existing services and added new services which benefit patients and practices.

### Highlights were:

- **Designing and mobilising a new Primary Care Service to provide urgent same day appointments for residents of Durham Dales and Easington CCG, demonstrating the flexibility and responsiveness of our practices in working together to a tight deadline to deliver a high quality service;**
- **Supporting a new model for the delivery of Diabetes services;**
- **Going live with the Primary Care Mental Health service from 1<sup>st</sup> April 2016 and rolling that out to all our practices;**
- **Working collaboratively with other federations to ensure that practices can continue to deliver valuable local services.**

### Primary Care Service

'Getting Care Right for You' was a public consultation by Durham Dales Easington and Sedgefield CCG which provided an opportunity for the public to have their say about potential changes to the way the urgent care services (the range of health services available to people who need urgent care advice, diagnosis and treatment quickly and unexpectedly for needs that are not considered to be life threatening). As a result of the consultation, from 1<sup>st</sup> April 2017, South Durham Health is operating a new Primary Care Service which provides access to a minor ailment service accessed through 111 in five locations – Sedgefield, Newton Aycliffe, Spennymoor, Peterlee and Seaham (a sixth location in Easington is operated by IntraHealth with whom we work closely). We have recruited experienced Advanced Nurse Practitioners plus reception staff to work in the service which is managed on behalf of South Durham Health by GP practices who are members of the federation. Local GPs across the federation are also contracted to work in the service. The service has had positive patient feedback in the first months of operation. We worked closely with colleagues in County Durham and Darlington Foundation Trust, Durham Dales, Sedgefield and Easington CCG (DDES CCG), North East Ambulance Service( NEAS) and Durham Dales Health to put in place this new way of working which involved considerable challenges: developing an understanding of how 111 works, recruiting staff against tight timescale, sourcing premises and resolving IT issues.

We are regularly collecting feedback from service users which has been very positive.

*“Excellent service, friendly helpful and understanding”*

*“Positive staff members throughout the visit and very helpful”*

*“Great service!”*

*“Had a fantastic experience with a poorly child who needed treatment out of hours”*

*“I am very pleased with the service. The Nurse Practitioners treated me very well and listened to me with respect”*

### Diabetes Service



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From July of 2016 we have been working as part of a collaborative arrangement with County Durham and Darlington NHS Foundation Trust, North Tees and Hartlepool NHS Foundation Trust and City Hospitals Sunderland NHS Foundation Trust to implement a new way of delivering diabetes services which means that more patients will receive their care via their GP surgery. Specialists from the Trusts are working with General Practitioners and nurses in each practice. There are groups of doctors and nurses working together in Easington and Sedgefield to identify training and education needs and assess what support individual practices need to take on a more specialist role using funding made available through Durham Dales, Easington and Sedgefield CCG.

The Federation continues to work closely with the Diabetes Systems team, participating in the Easington Locality Group, Sedgefield Locality Group and the Diabetes Governance Board. The Locality Groups provide the focus to review performance across practices, using the dashboards provided by the network and to identify where there is a need for improvement or issues for discussion. Individual practice visits are being undertaken as required and training delivered as required.

Eleven practices are now assessed as delivering care at the highest level (Care ++), four at Care + and six at Care Basic.. It has become apparent that not all practices will be able to achieve Care ++ status. This is either because of workload and capacity choices within the practice or because practices are so small they may have insufficient patients on insulin to achieve and maintain competency. Some small practices do wish to achieve Care ++ status and payments and so are actively looking for how they can achieve that ambition within the new diabetes model and we are working with the Diabetes Network to support this.

### Primary Care Mental Health Service

This service which was introduced as part of a partnership arrangement with Tees, Esk and Wear Valley Foundation Trust and the Intrahealth Federation to provide specialist mental health nurses providing clinical advice to GPs including advice and prescribing support, with support from secondary care, has been in operation since April 2016. The service has been well received by patients and practices. During its first year of operation the service quickly experienced a high level of demand. There were lessons learned in that the Service was rolled out without full complement of staff to provide instant access for patients within practice. This allowed for testing and evaluation of the model but there were disadvantages: staff were quickly overwhelmed and as additional staff were recruited changes at practice level affected the effectiveness with which staff became embedded in the practice team.

The partnership arrangements with TEWV and Intrahealth have worked well, and in response to operational feedback, the funded hours of direct clinical time have been increased (making three part time posts full time) to meet demand and make posts as attractive as possible. The service is now fully recruited.

Our developing plans for the service include:

**Training for mental health nurses** – additional training in psychological skills

Training for practice staff – request for practices for guidance on risk management response to self-harm/suicide risk

**Advance nurse practitioner role** – a vision for a role free of allocated clinics to provide quick response in areas of high demand; support for urgent referrals; complex cases; cover; and support to nurses working in the service.

All nurses to be trained as **Non-Medical Prescribers**



**Specialist supervision for delivery of psychological skills.**

We regularly collect patient feedback which is consistently positive:

*“Before attending every day was a battle with myself, lack of motivation and self-worth. However, after each session some more than others, I was able to learn different techniques to deal with situations and thoughts that prior to this time I had never been able to do”.*

*“I received a service that provided me with some much needed support, advice and guidance and for that I am grateful”.*

An early survey of practices was undertaken and we will repeat that in early 2018 to ensure that we continue to develop the service to meet local needs.

**Vulnerable Adults Wrap Around Service**

The contract for this service was renewed for a further two years from August 2016 following evaluation by the commissioner, DDES CCG. For winter 2017/18, DDES and North Durham CCGs jointly commissioned an extended hours service which has allowed the service to continue to operate 6pm to 8pm weekdays and to extend the hours of operation at the weekend. We are working closely with Primary Care Home leads to ensure that the service is operated in the most effective way to support practices and meet the service specification.

**Working with other federations**

Changes in commissioning arrangements are leading to the federations across County Durham working more collaboratively which we believe strengthen our ability to support practices. County Durham Public Health determined that they would work with a lead federation to contract for the delivery of NHS Healthchecks and South Durham has worked closely with Derwentside federation as the lead to ensure that practices can continue to provide this service. Federations have also worked closely together on the new contract arrangements for sexual health services which was tendered by Public Health in 2017 and on the initial stages of the procurement process for integrated community services across DDES, North Durham and Darlington.



## Supporting General Practice

South Durham Health works with its practices to provide a workforce which has the skills to respond to local health needs and ensure that there is the capacity within practices to deal with demand. This includes promoting the development of expanded roles for primary care staff, ensuring careers in South Durham are attractive and supporting practices to provide additional capacity and develop skills in priority areas.

### Highlights include:

- **Expanding the skilled workforce in primary care;**
- **Providing financial support for practices to provide additional capacity;**
- **Supporting training and development; and**
- **Promoting collaborative working to add resilience to practices.**

### Supporting the expansion of the skilled workforce in South Durham

- **New roles in primary care**

We continue to support the development of clinical pharmacists in primary care to broaden the skill mix available to practices. Three pharmacists are now in their second year of the three year contract with NHS England working as part of practice teams in five practices. In 2017, NHS England announced further funding for more posts and we are working with seven more practices in a bid to attract funds for new posts, which the federation will also support through its own resources.

The new Primary Care service has successfully recruited into Advanced Nurse practitioner posts. These staff come from a variety of backgrounds including from Out of Hours services operated by foundation trusts and from the prison service. The response to adverts for staff was very positive. Some staff are working jointly between practice teams and the Primary Care service. We believe that this has provided an opportunity to experience primary care working and that in the long term that this will increase the pool of talent available to practices.

- **Community Education Provider Network**

South Durham is working with North Durham NHS Clinical Commissioning Group (ND CCG, Durham Dales, Easington and Sedgefield Clinical Commissioning Group (DDES CCG), IntraHealth, Durham Dales Health Federation, Derwentside Healthcare Limited, Central Durham GP Providers Limited, and Chester Le Street Health Limited as part of a network with the initial objective of:

- Supporting general practice capability for both clinical and non-clinical staff;
- Increase placement capacity for nurses/physician associates / pharmacists / paramedics / other allied health professionals;
- Explore ways to develop sufficient clinical mentorship in primary care for nurse / GP training; and
- Identify multi-professional education needs to support the planning of continued professional development programmes.



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Our chair will take a lead with the CEPN chair in developing means of attracting and retaining physicians' associates into local general practice, building on successful local experience.

- **Career start**

We continue to work with DDES CCG to support the delivery of the Career Start scheme which invites applicants to apply from across the UK for salaried GP posts, based in practices across Easington and Sedgfield. The successful applicants receive two years' joint funding from the CCG and Health Education North East. The GPs will receive mentorship as well as help to focus on their clinical and personal development and the opportunity to take part in a range of educational activities.

- **New Initiatives**

There are offers being made to practices locally for support for federated working to encourage GPs in to the area by offering flexible employment opportunities and for GPs to undertake remote working. We will support practices who wish to take up these ideas or have ideas of their own.

### **Additional resources**

South Durham continues to make available financial resources to support its member practices. We have for the past three years been funding additional GP and pharmacist sessions to improve the quality and coordination of support for patients with practices providing patient reviews, medication reviews, discussions with relatives, home visits and advice and support to the VAWAS ANPs. We provided £200,000 in 2016/17 from our own resources and Systems Resilience funds to continue this programme, and as practices told us they value the programme, which supports the national and local strategy for frail elderly people, we have increased this to £300,000 for 2017/18. Systems Residence funds were all directed to the additional hours for VAWAS nurses to support home visiting, discharge and care home support so the funding this year comes exclusively from federation generated resources.

We also provide funding to support additional continuous development programmes for named clinical leads in each practice which provided up to £2,400 per practice in 2016/17 and is continuing in 2017/18.

Practices benefitted this year also from a bulk subscription which South Durham has taken out with Frist Practice Management to provide access to resources to support practice managers. We will seek feedback on whether practices felt that this was beneficial and if so look to repeat this next year.

### **Collaborative Working**

We continue to look for opportunities to support practices to work together so that they can take up opportunities which otherwise would not be available to individual practices, to improve the resilience and to share ideas and good practice. The Primary Care Service has brought six practices together working within a network model which, as well as fulfilling requirements of commissioners, has offered provided opportunities for development and offers a platform for the future as new opportunities for working at scale present.



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### • Primary Care Home

In 2015 South Durham Health won recognition as a Primary Care Home pilot site for a group of four practices in Newton Aycliffe and Shildon working together with patients and other local agencies to develop a “Plan for Life” to ensure the sustainability of local health services and respond to the particular needs of the local population. DDES CCG has since achieved accreditation as a “Community of Practice” for all practices in DDES to develop the Primary Care Home model, bringing together groups of practices with partner agencies:

- to give a voice for local people and clinicians as new systems of delivery are developed;
- to support delivery of the ‘out of hospital model’;
- to reducing secondary care demand; and
- to focus accountability at population level.

Primary Care Home lead GPs quickly identified that this model requires some infrastructure and the federation is now supporting each PCH group (and joining groups bringing together the PCH areas). As well as supporting the programme, this offers a valuable means of engaging with practices and the opportunity to identify common themes and issues across the whole South Durham patch as part of our forward planning.

### Training and development

South Durham Health runs protected learning time events for practices for all practice staff to update their knowledge and skills and to come to together with colleagues from across South Durham. We run four events in each locality. Sessions provide practices with access to essential training plus information on areas of clinical priority (Adult and Child Safeguarding, Anticoagulant training, Assessment, Management and Referral of young people with eating disorders, COPD Inhaler Techniques, HIV update and Diabetes Prevention), resources to assist in practice management (Fine tune your appraisal skills, Maximising Income and Minimising Cost and Delivering Service Excellence) sessions are also provided to assist the administration of General Practice (Medical Terminology, Fire Awareness, Chaperone training, Information Governance training and total team working in Primary Care ).

We run both Clinical and Non Clinical CPR at the eight events across both localities. This is always very well attended and well received.

This year Delivering Service Excellence was a highlight. It received some very positive feedback from Practice Mangers who felt they really took something away from the session that they could put into practice.

South Durham funds access to “Skills for Health” through which every practice can access e-learning for statutory and mandatory training. 583 registered users in practices are routinely accessing 47 courses.



## Organisational Capability

One of our objectives is to do business effectively so that we can best meet the needs of our members. We have worked hard to grow the capacity and capability of the federation. One of our goals was to achieve registration with the Care Quality Commission as a service provider, which we did in early 2017. This provided greater opportunities for us to employ clinical staff where it supports our strategic aims, and to engage in more substantial procurement processes for new services. We are also now accredited as an Employing Authority with the ability to provide NHS pensions for staff who work under qualifying contracts. We are continually reviewing and improving our governance processes to make sure that the organisation operates with a high level of transparency and probity and have in place a programme of Board Development.

## FORWARD PLANS

Our aspiration for the future is to continue to develop the capability, skills and capacity we need to support practices and their patients and to provide an expanded range of services working with and for practices so that we can meet our objective of delivering services which meet the needs of communities in South Durham.

We will continue to pursue programmes across our all of objectives in the next twelve months but, recognising the limits of our current capacity there will be a particular focus on the following:

### **Working with practices, local CCGs and other federations to take more active role in training, education and recruitment we will:**

- Look at ways to optimise skill mix – in particular recruiting and deploying more clinical pharmacists and exploring new opportunities including physicians' associates;
- Explore opportunities for a research programme to enhance the attractiveness of jobs in South Durham as part of our workforce strategy and to support the development of clinical practice;
- Tailor the training and education we currently provide in support of professional development in member practices to ensure that this enhances the attractiveness of jobs in South Durham by coordinating Time Out programmes more effectively with DDES CCG and Durham Dales Federation; and
- Develop our role as part of the Community Education Provider Network with other partner organisations to determine how best we work together to ensure that the training and education we offer in South Durham is exemplary, that we can offer flexible, attractive careers – appointing a clinical lead to support this work.

### **Engagement with practices**

We have excellent engagement with many practices, particularly with practice managers, but are keen to find ways of ensuring that we have dialogue with more GPs working across South Durham and better links into some practices who find it difficult to attend Practice Managers Council and other events. A group of directors and the practice manager representative on the Board are reviewing how we currently work and what we could do to be more effective and we would welcome views from any members as to how we ensure that we are developing a



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relevant and effective future programme of work and that the federation is structured in a way that meets practice needs.

### **Community Services Contract**

The procurement of a new model for delivery of Community services offers opportunities for primary care to have a more developed role, but also, in the short term poses some risks to practice resilience as a result of mobilisation for a new contract and potentially a new provider, and specifically, changes to the operation of the VAWAS service which will in future form part of the community services specification. South Durham Health has worked closely with the federations across County Durham to engage with potential providers of services and to explore with them their approach to delivery of the service specification and to provide some definition of the expectation of a future partnership, specifically that the approach to establishing this service should be to build on partnerships and collaboration and that any Governance arrangements should reflect this approach and that any provider and suggested model should be able to deliver a flexible approach at the operational level and allow for different approaches and delivery models to be developed at a cluster/hub level to reflect local needs. As a result primary care should have an equal voice in establishing the strategic direction and delivery of the services during the life of the contract.

We will engage appropriately with the tendering process and with the eventual provider of services during the mobilisation period which will run until September 2018, linking with member practices.

### **Internal capability**

We will continue to develop robust clinical and corporate governance as the complexity of what SDH delivers increases: IT Governance is main area in need of work and our agreed objective is to work towards completion of the IT Toolkit.

We will keep under review the Infrastructure to support our objectives, either through employed of staff or through links to other federations or appropriate external sources to ensure that any solutions we put in place are both resilient and cost effectiveness.

We will look to put in place a SystemOne reporting unit to support data collection and governance for the Primary Care Mental Health service and the VAWAS service.

## **Investment Plans**

Our current investment plans include:

### **Pharmacists and Care Home Visits**

Our largest area of support to practices to date has been for pharmacists, care home and home visits (as additional activities). This investment accords with our objectives in that:

- It provides a benefit to a vulnerable section of the Easington and Sedgefield population;
- It is in line with CCG objectives of reducing admission and providing support for the vulnerable elderly; and
- It supports practices, adding to the resources available to them and enhancing the quality of the services that can be offered to their patients.



Support to this programme is being made available again during 2017/18, offering a fund of £300,000 to practices. And, subject to evaluation, we hope to replicate this in 2018/19.

### **Clinical Leads**

**In line with our objective to make South Durham an outstanding place to train and work** as a primary health care professional we have in previous years offered funds to support continuous professional development to each practice. The budget for this is £600 per practice in each of the following areas:

- Mental health
- Dementia
- Vulnerable Adults/Care Homes

### **Clinical Pharmacists in General Practice**

Supporting the recruitment of clinical pharmacists is in line with our objectives in that it:

- Provides additional capacity into practices;
- Improves patient care through the provision of specialised resource in practices;
- Adds to practice resilience through changing the skill mix to release GP time.

7 practices benefited from the first wave of NHS England funding for this programme. There is further funding available but the rules are different this time round:

- The NHS England programme will provide funding for a maximum of 1 pharmacist to 30,000 population; and
- The tapered funding is at lower level than in the first wave.

The new rules mean that the amount of pharmacist time towards which NHS E funding can be secured through the scheme is very restricted and we will use some federation funding to ensure that we can employ sufficient pharmacists to provide at .3wte for smaller practices and .5wte for larger practices (which is in line with what the successful first wave practices received).

### **Support for Primary Care Home**

Durham Dales and Easington CCG have grouped of practices across the CCG catchment with the aim of:

PCH leads have been established to work with the 5 PCH groups within the South Durham area. The Board have agreed to offer support to the operation of these groups, and offered either financial support so for administration or through direct support from federation officers, dependent on the needs and preferences of each group. PCH leads have opted for support from officers and we will keep under review the scope of what PCHs require, how best we can resource this whilst meeting other demands.

### **Continued support for training and development**



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We will provide support for practices through continued funding for Time Out sessions and through subscriptions which give all practices access to Skills for Health and First Practice Management. In discussion with Practice Managers we will also fund agreed targeted additional training for practice managers with initial suggestions being employment law, IFRS 35 and Information Governance.

## **Thank you to members**

The Chair, Directors and staff would like to offer thanks to members of the federation for their engagement and support during the past twelve months and look forward to working with all member practices over the next year.