

CIRCULATION: HOSC

DATE: 06/06/2019

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PML GP Federation: Report to Oxfordshire HOSC

Federation Name: Principal Medical Limited

Report by: Andrew Elphick, CEO

1. **Brief description of your Federation** (i.e. geography/population served/practices involved/services/delivery points)

PML was founded in 2004, as a 'not-for-profit' organisation, by a small group of GPs, with the main aim of ensuring that local NHS healthcare professionals had an opportunity to bid for, and provide, innovative primary care services in their local area.

The PML GP Federation covers (see Fig. 1):

- 33 practices in Oxfordshire with a registered population of 370,000
 - o North
 - o North-East
 - o West
 - o Vale (part of the SW locality)
- 18 practices in Northamptonshire with a registered population of 207,000

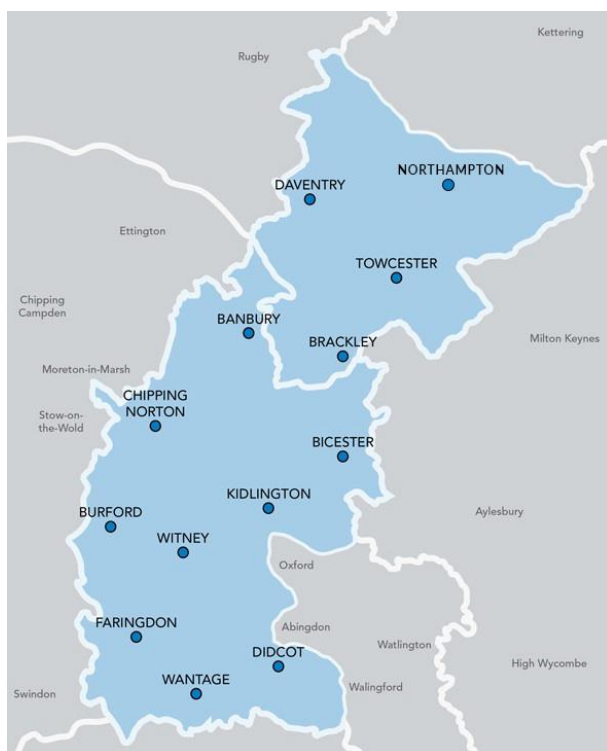


Fig. 1:
PML GP Federation
Geographical Area

We currently provide the following services in

Oxfordshire:

- GP practices:

- Banbury Health Centre
- West Bar Surgery
- GPAF Neighbourhood Access Hubs
- Hospital at Home
- Primary Care Visiting Service (PCVS)
- Mental Health Counselling:
 - In partnership with Oxford Health NHS Foundation Trust (OHFT) and Oxfordshire Mind, as TalkingSpace Plus.
- Public Health Services:
 - NHS Health Checks
 - LARCS
 - OST

We also provide the following services in Northants:

- GPEA Neighbourhood Access Hubs
- Collaborative Care
- Public Health Services
 - NHS Health Checks

We are currently expanding our service provision with the creation of an innovative new practice, delivering patient-centred primary care at multiple sites within a single community – Banbury Cross Health Centre. PML is in the final stages of discussions to bring together West Bar Surgery, Woodlands Surgery and Horsefair Surgery, with Banbury Health Centre, to create a newly integrated primary care service. We will be developing the existing staff and facilities of these four GP practices in Banbury town centre, delivering strong and sustainable services to a growing list of approximately 46,000 registered patients, from late-Summer 2019.

Throughout the duration of this project we have worked closely with the PPG's at each practice, as well as with OCCG to ensure that patient's needs are considered at every stage. Each of the practices are existing members of the PML GP Federation and these long-standing relationships are helping us in the transition to working as one fully-integrated practice.

2. What are your Federation governance arrangements for public transparency and accountability?

As a provider of commissioned services, we act in accordance with CCG contracts and have an obligation to follow processes and meet quality standards set out within these contracts. We also actively participate in locality meetings in our areas, each of which has a patient representative within the group. We use this platform to report on the performance of services to our member practices and to ensure our involvement in all primary care matters within the locality.

Our Governance Group is a formal sub-committee of the Principal Medical Board, with delegated authority for the delivery of both clinical and organisational governance. The group provides leadership and operational support to the implementation of Governance within PML, demonstrating to the Board that the provision of clinical care throughout the organisation is to the highest standard and continually evolving to improve quality. It also ensures that legal and operational responsibilities within services are fully compliant.

Although not federated services, PML-run Banbury Health Centre and West Bar surgery both have active Patient Participation Groups and provide input on how we can develop our services to better meet the needs of our patients.

All information relating to the performance of our commissioned services, including patient feedback, is shared with our GP members through the Federation structures outlined within this document, as well as at our AGM.

3. How do you link with other organisations across the health and care system?

As a Federation, our GP shareholders steer the organisation and make decisions about all aspects of the business. These relationships with GPs extend into the day-to-day delivery of our services as they use the services to meet the needs of their patients and contribute to the running of them, specifically in the case of the Neighbourhood Access Hubs.

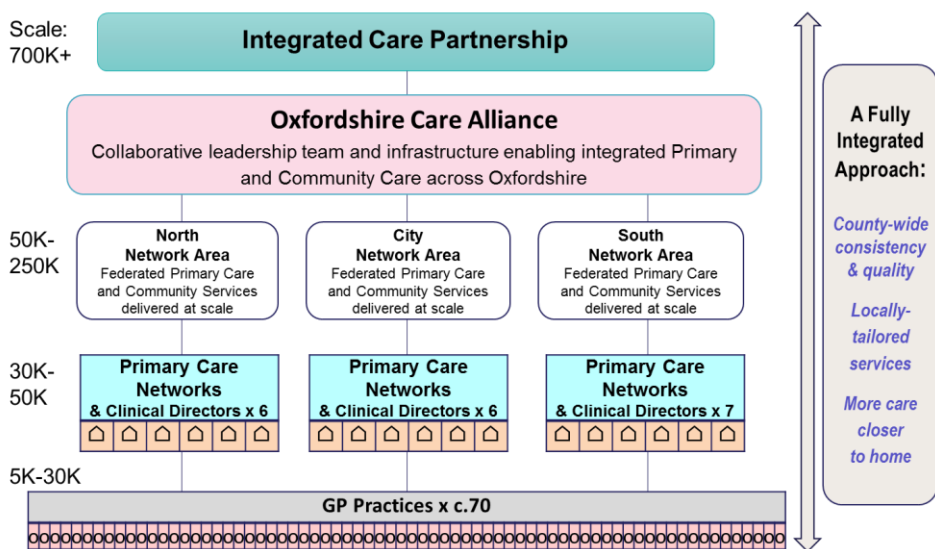
We are members of the Oxfordshire Urgent Care Board alongside the CCG, OUHFT, OHFT and Oxfordshire County Council. This Board aims to ensure urgent care services are well managed in Oxfordshire.

Over recent years we have developed closer working relationships with other organisations through the Oxfordshire Care Alliance (OCA), where we work alongside three other Federations and OHFT, facilitating integration between community and primary-care services by creating a structure that permits practical and deliverable collaboration (see Fig. 2, below). PML sits within both the North and South Federation areas in the middle tier of the diagram.

The OCA as it develops, is intended to be able to adapt services to meet the needs of patients in each area, offering flexibility within the framework.

Fig. 2: OCA Structure

Integrated Care System in Oxfordshire: Map of Primary & Community Care



Each Area Network will align with its corresponding District/City Council and OCCG Localities

4. What are your Federation funding arrangements?

The PML GP Federation is not-for-profit, funded by membership fees from each of the 51 practices in Oxfordshire and Northamptonshire. GP members remain independent providers but work together on specific projects and schemes, which are managed through the corporate services provided by PML, where we provide administrative and management support, and expertise in governance and strategic planning.

Each of our commissioned services are funded in the usual way through CCG or County Council contracts and are delivered in accordance with these contracts. As a not-for-profit organisation, any surpluses are reinvested back into services and training.

5. How is the quality and effectiveness of your Federation-delivered services understood?

PML will always do its utmost to provide the highest quality care it can to its patients, ensuring at all times that it works with the most up-to-date clinical information and current best practice guidelines, in a safe and supportive environment to minimise risk of harm to staff and service users. Each service has an Operational and Clinical lead to ensure all services are delivered safely and within the contractual requirements.

We review and act on a range of information to continually improve our services including:

- Comments, complaints and accolades from patients
- Friends and Family Test (FFT) or similar measures across all our services
- Staff surveys to ensure our staff believe we deliver good, effective services
- A range of clinical and organisational audits to ensure we comply with national best practice standards and our systems and processes are safe. As part of our GP hubs, we audit the quality of consultations of all our GPs to make sure they are of a high standard
- A range of key performance indicators to monitor waiting times, referral rates and clinical outcomes
- Incidents and near misses, to prevent similar occurrences in the future.

All this information is reviewed by our Governance Group to ensure we continually monitor and improve our services.

We are a CQC registered provider with three locations, all of which have been rated as 'Good' at the last inspection:

- Banbury Health Centre
- PML Registered Office (covering our community based services)
- West Bar Surgery*

*The CQC registration will move over to PML following our acquisition of the practice on 02 May 2019.

Both our Practices receive excellent feedback on the NHS Choices website, which permits patients to leave feedback about the quality of care they received.

6. How successful are you at meeting those performance and quality standards for residents across Oxfordshire?

We have met or exceeded key performance indicators across the services that we are commissioned to deliver and in addition to contract review meetings with our commissioners, we have regular monitoring and reporting in place to ensure our services are as effective and efficient as possible.

In 2018/19, we delivered services that provided in excess of 117,000 patient appointments with over 65,000 of these in our Hub services, freeing up 11,000 direct hours in general practice. Our Community Services visited patients at home helping to reduce hospital admissions and enable GPs to stay in practice to manage complex care patients. Our PCVS service provided almost 7,500 visits saving an estimated 3,800 GP hours.

At Banbury Health Centre we provided over 30k patient appointments within the same period, with registered patients able to access pre-bookable routine appointments in less than a week and achieved almost 99% QOF. All our services increased their capacity and efficiency year-on-year, providing value for money.

Across our services we had only 34 complaints in 2018/19, which is less than 0.0003%. All complaints were resolved satisfactorily through our in house governance processes.

7. What are the challenges and opportunities for Federations in Oxfordshire, now and in the future?

Due to the number of member practices we have within our Federation we have been able to provide commissioned services at a scale which delivers benefits to patients and to the system. However, short term contracting/piloting by CCG's does bring short term solutions and this has been a challenge over recent years. Despite any uncertainty at the commissioning level, we are pleased that we are able to be responsive and operate efficiently in the delivery of our services.

The establishment of Primary Care Networks (PCNs) will change the way that Federations work, as we use our existing relationships and experience to help to manage a coalescence of Primary Care delivery at scale within and between each Network.

Recruitment within our sector, specifically GPs, continues to be an issue for all providers in Oxon. With the extended use of Allied Healthcare Professional staffed Multi-Disciplinary Teams in Acute, Community and Practice-based Primary Care and now within the PCNs, there is a broadening of skill shortages beyond GPs and Nurses and with this, a parallel increase in demand driven inflationary cost pressures. Over recent years we have learnt to recognise and respond to the needs of an increasing locum based workforce out of necessity, whilst also building our reputation as a recognisable local employer.