

# Greater Peterborough Network

## Annual Report

An update to our stakeholders on 2021/22  
and a look ahead to 2022/23



# Greater Peterborough Network



**BOARD OF DIRECTORS  
2021/22**



**DR NEIL MODHA**

Clinical Chair

**MUSTAFA MALIK**

Chief Executive Officer

**ANGELA BRIGHT**

Non-Executive Director

**DR SUNDEAP  
ODEDRA**

GPN Vice Chair

**DR RHIANNON  
NALLY**

GPN Director

**DR HARSHAD  
MISTRY**

Clinical Lead

**DR ESTHER GREEN**

GPN Director

**DR KAUSHIK  
PILLALAMARRI**

GPN Director

**DR RUTH BEESLEY**

GPN Director

## Spotlight on

**ANGELA BRIGHT**  
NON-EXECUTIVE DIRECTOR

"I'm not involved in the day to day running of the business, but instead act as a guardian of the governance processes and the development of strategy.

My duty alongside the board is to ensure appropriate challenge is made, that any conflicts of interest are identified and managed appropriately, and that the GPN Board acts in the best interests of its shareholders, member practices and patients. I also chair three sub- committees of the GPN Board to ensure probity, transparency and effective corporate governance."

## Remuneration Committee

The committee makes recommendations for ratification by the GPN Board concerning the principles by which members of the Board of Directors and senior managers are remunerated. In so doing the committee takes into consideration the long-term objectives of GPN; the benchmark for similar roles in other relevant organisations; the requirements of the role and the performance of the individuals concerned.

## Audit & Financial Processes Committee

The committee assists the board of directors in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the company's process for monitoring compliance with laws and regulations and the code of conduct.





# FOREWORD

**Dr Neil Modha**  
CHAIR



Looking back on 2021/22 it has been another challenging year for General Practice, our staff and our patients as the Covid pandemic has rolled through different phases. The pace and scale at which our member Practices adapted to mobilise vaccination sites across our City was truly impressive. The numbers of patients vaccinated through our GP Practice-led centres is something we should look back on with pride.

Some of our most memorable moments at GPN from the last year have come as a result of working together with staff from across our member practices to deliver COVID vaccinations. Reflecting on the complexity of the challenge and how well our teams worked together is something we should all keep in mind as we face the next few years and the impact such a major global event will have on our communities and health and care system. We listened to the feedback of member practices with respect to housebound vaccinations and quickly responded. This is a good example of the benefit of having a GP Federation to co-ordinate and deliver services across a population. Through this exercise we realised the large overlap in populations served by practices.

2021/22 was definitely a year when the Additional Role Reimbursement Scheme (ARRS) stepped up a gear. Given the challenges of the employment market and the other competing demands, we have seen an increase in the diversity and number of staff working across our Network to support our patient populations which has to be a positive. GPN has helped PCNs with recruitment and training of new staff and will continue in 2022/23 to think strategically about how this investment opportunity can be maximised for our Practices and Patients. Ensuring that Greater Peterborough is ahead of the curve when it comes to recruitment and retention of staff.

For all the challenges that the year has brought us all, 2021/22 has been a successful year for GPN. It continues to grow and diversify its portfolio and establish itself as an at scale primary care provider that can respond quickly to opportunities to deliver services to benefit our patient population.

This year sees another seismic shift in our Health and Care landscape with the introduction of Integrated Care Systems (ICS) and all the challenge and opportunity that this brings General Practice. We look forward to continuing to work with and for our member practices, working hard to ensure Greater Peterborough patients and practices are represented within the ICS.

**Mustafa Malik**  
CEO



It's been an interesting year for GPN. We have worked hard to continue to be responsive to our members through COVID and seek new opportunities to provide at scale services to our patient population, whilst at the same time helping to sustain the organisation. As you will see in the report we have provided at total of 40,000 additional appointments through a combination of the GP Hub, the Surge Hub and Winter Access capacity.

With the support of the GPN Board we have been able to establish ourselves as a "can do" at scale community provider that can mobilise services quickly and deliver services across populations, examples of which you will read more about in this report; our work supporting the Ambulance Trust to enable crews to attend more calls, our BP@Home and the diabetic review service, and our contract to provide health checks to patients with serious mental illness across Peterborough, Wisbech and Cambridge.

As we look ahead to 2022/23 we are excited by the prospect of building on this work across our "Place" and have shaped an ambitious strategy to support our practices, patients and system; ensuring GPN is considered a key provider within our Integrated Care System and continuing to advocate for primary care as an effective and efficient model for delivery of patient care, but most of all we need to ensure that we are adding value to our members and the patients that they care for.

This year, as ever, will be a year of change. Big changes in the Commissioning Landscape with the introduction of ICS with a greater emphasis on provider collaboratives (Integrated Care partnerships for North and South) that GPN has and will work hard to ensure Greater Peterborough's voice is heard at.

October 2022 sees the contract for Improved Access move from GPN to PCNs. Discussions with PCNs about subcontracting GPN to continue to deliver are progressing well. This year we also plan to update our articles of association and run Board elections. Providing an opportunity for GPN to future proof the organisation for the next chapter of its journey as an at scale Primary Care organisation in a new Integrated Care System.

*Neil Modha* *Mustafa Malik*



# ABOUT GPN

## WE ARE

- A GP Federation owned and run by the shareholding member practices
- Governed by a board of elected GP Directors, with a Chief Executive Officer and Non-Executive Director
- An ambitious at scale primary care organisation with a passion for integration and innovation

## WE DO

- Enhanced evening and weekend access to General Practice
- Recruitment, induction and support of workforce through a team dedicated to supporting Primary Care Networks and hosting of the Cambridgeshire & Peterborough Training Hub
- Deliver at scale services to improve the health and wellbeing of the populations we serve
- Connecting General Practice with the wider health and care system, operating as a "network of networks" for our PCNs, representing member Practices at system and place level meetings

**Supporting** our Practices and PCNs  
**Influencing** the System to increase the range and scope of primary care provision at scale  
**Sustaining** the development and growth of GPN

## PRINCIPLES

- To act as the foundation stone for our members - supporting them to deliver high quality health care
- To attract innovation and investment into primary care
- To be dynamic - always seeking out new opportunities for our practices and PCNs
- To be the primary care provider at scale - supporting delivery of services at place level that benefits our patients and members
- To engage our clinical community - identifying local clinical leaders to drive service redesign and delivery across our place
- To face challenges head on, working collaboratively to deliver solutions

## AMBITION

- To be the primary care provider at scale, with the aim of achieving £10 million turnover and directly employing 100 staff in the next 2 years
- Delivering "end to end" pathways where there are opportunities or gaps in delivery, such as Spirometry and our local Urgent Community Response
- Becoming the "provider of" services instead of "in addition to"

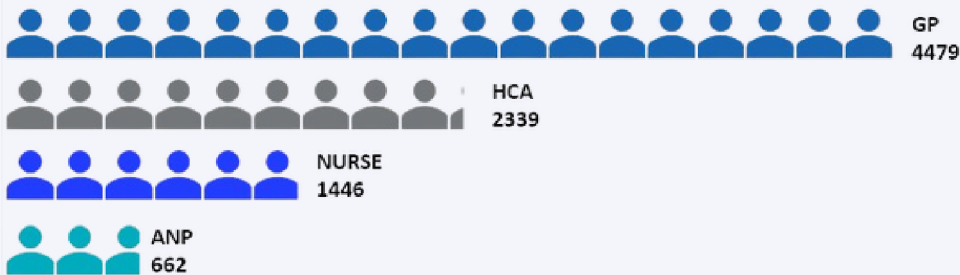




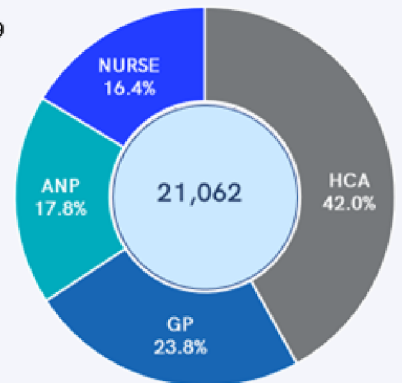
# A YEAR IN DATA

## GP HUB APPOINTMENTS

8926



## SURGE APPOINTMENTS



Over 29,000 slots available in the GP and Surge Hubs

**8475**  
working hours  
delivered in the  
GP and Surge  
hubs

**95.9%**  
of respondents  
scored GPN services  
as good or very good

**17,499**  
unique patients  
booked in at the  
GP and Surge hubs

**89.6%**  
utilisation rate  
across the Surge  
and GP Hub sites

**41,024** Appointments in total across the Home Visiting service, GP Hub and Surge Hub



**1179**  
SMI Health checks  
delivered across  
Peterborough &  
Wisbech, **70%** of target  
population



**11,036**  
HCA visits to **4,306**  
individual housebound  
and shielding patients



**525** Smear  
appointments  
booked, with over  
73% attendance.



**161** patients assisted  
with accessing  
other health  
services, such as  
smears, Mental  
Health and  
Council services

**152** patients  
signposted to  
lifestyle services  
such as weight  
management  
and smoking  
clinics



**46** patients visited  
were over 100 years  
old  
The youngest patients  
visited were 18



**93.2%**  
Phlebotomy  
success rate



**98.0%** of Routine referrals visited  
inside 21 days  
**95.2%** of Urgent referrals visited  
the same or next day



**31,355**  
Patients booked into the  
phlebotomy service at  
the City Care Centre



greaterpeterboroughgps.nhs.uk



# OUR CONTRACTED SERVICES

## GP HUB

The GP Hub offers routine appointments on evenings and weekends with GP, ANP and HCA appointments available. In November 2021, The Hub moved to the City Care Centre, a multi-use NHS property in the centre of Peterborough.

## HOME VISITING SERVICE

The Home Visiting Service provides timely care for registered housebound patients, carrying out basic procedures such as blood tests, blood pressure checks and urine screening, allowing the referring clinician to make informed decisions about the patient's care.

## SERIOUS MENTAL ILLNESS HEALTH CHECKS

The contract to provide SMI health checks across Peterborough, Wisbech and Cambridge involves our specialist HCAs conducting physical health checks with patients on the SMI register. The appointment includes health screening procedures like ECG and BP with the aim of increasing physical and mental wellbeing.

## EATING DISORDER MEDICAL MONITORING

This year, we have been commissioned to pilot providing medical monitoring for patients living with an eating disorder that are considered mild to moderate risk. Working with system colleagues, we have set up a referral pathway with the specialist adult eating disorder service where they can refer patients to receive ongoing medical monitoring from their registered practice with one of GPN's specially trained HCAs. More recently we have expanded this to receive referrals from practices who have concerns about patients and would like GPN to continue the medical monitoring.

## POPULATION HEALTH PROJECTS

### BP @ HOME

BP @ Home, a self-monitoring service went live 7th February 2022. The service is available to all Peterborough patients with an irregular BP that do not have a pre-existing diagnosis of Atrial Fibrillation.

On receipt of referral GPN send a HCA to visit that patient on the day of the referral to drop of a loaned BP machine. A member of the team spends time with the patient showing them how to use the machine. A BP Monitoring diary is provided and the GPN team call or text the patient each day, entering daily AM and PM BP readings to the patients record.

Following the monitoring, practices will be provided with an average BP graph.

So far 145 patients have been referred for self monitoring.

### POPULATION HEALTH - SOUTH PETERBOROUGH PILOT

GPN has continued to support South Peterborough PCN with its work with the National Association of Primary Care to analyse patient data and provide proactive interventions using a team of Personalised Care roles to connect patients to services and support in their area with a view to demonstrating a reduction in GP Practice contacts. GPN's Business Analyst has helped to design and run Systmone reports and continues to support the evaluation. Early indications show a reduction in GP appointments. The approach will be showcased and shared with the members once evaluation completed.







## WINTER ACCESS FUND

GPN received some winter access funds to increase clinical capacity over February 2022 - March 2022. This capacity was delivered by GP and ANPs to increase the number of appointments needed from this skill set due to increase in patient demand. A total of 250 additional clinical hours equalling 1,000 additional appointments were delivered. GPN extended opening hours to 22:00 to offer additional appointments for overflow to support on the day demand. This proved highly popular with a high utilisation rate. This offer was taken up by all practices across Greater Peterborough and was welcomed by practices.



## ADDITIONAL SURGE FUNDING

The Surge was initially commissioned for 3 months but was extended for a further 12 months due to demand and pressure on practice during COVID and vaccination demand. This service was delivered at Parnwell Medical centre Monday-Friday 2pm-7pm. And total number of 5,733 hours and over 33,000 appointments with a mixed skill set of GP, ANP, Practice Nurse and HCAs were delivered. Additional services such as on the day ECGs proved very popular for both practices and patients. The service acted as an overflow with appointments opening on the day and was used by all practices across Greater Peterborough.



## WELLBEING AND INNOVATION FUND

To support Practice teams and encourage innovative practice across Peterborough, GPN made available £1000 to support the wellbeing of their staff and £1000 to support innovation to each practice. Our practices had some great ideas to increase morale at work and look after team wellbeing after what has been a relentless two years, including outdoor seating, gym memberships, and wellbeing hampers. Practices used the innovation fund to trial new ways of working including purchasing dictation software, standing desks and new medical equipment to speed up consultations.



*"Thanks again to GPN - Our team are really enjoying having their breaks outside on a comfy chair"*



## HR SUPPORT

GPN has commissioned independent HR Consultant Bethan Billington to provide up to 16 hours of consultancy advice to every member site. Bethan can offer support our member Practices with HR related queries including contract reviews, disciplinary proceedings, and policy updates. In order to access this offer simply contact Bethan direct on: [bethan@bbconsultants.org](mailto:bethan@bbconsultants.org)



## DATA QUALITY MOT

In 2021 GPN offered access to Denise Green, a Systmone consultant to carry out a fully funded and confidential review of the clinical system unit and reporting to identify any coding issues that may impact performance. Feedback was positive, identifying both time savings and changes to how activity is recorded/captured. In 2022/23 this will continue, with particular focus on IIF and QoF to ensure the work practices are doing is recognised and income is maximised.



# COVID SURGE VACCINATION WEEKENDS

During June 2021 we were asked by the CCG to help boost take up of the vaccine in and prevent a third wave of the Delta variant by holding 'Walk-in Clinics' for anyone over the age of 18. The response to our call for volunteers to work these weekends was incredible, with 85 different staff members from practices, CPFT, City Care Centre, CCG and of course Team GPN helping across the four days.



Weekend 1 was focused on the residents of PE1 where take up was lowest across the city. We saw 1129 patients with 78% being first doses and 49% being from the PE1 target area. By offering jabs with no appointment necessary we saw a number of unregistered patients many of whom are of no fixed abode and who previously would've been unable to book an appointment.



Weekend 2 was held at Peterborough United in a football function room more used to serving up pies than Pfizer! We saw 1269 people (including 8 POSH players) and having an ambulance and crew on site meant that patients who had previously been turned away from clinics due to previous anaphylaxis were able to be vaccinated. We saw a bigger take up from the 18-25s this weekend, thanks in part to POSH's support via social media and giving visitors the chance to have their photos taken with the League 2 cup.

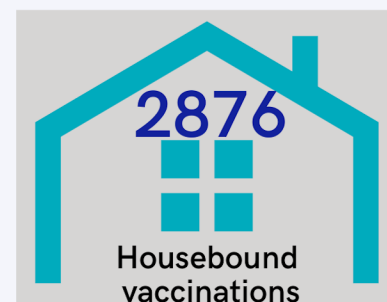


## HOUSEBOUND VACCINATIONS



GPN were also able to support with the vaccination of the most vulnerable patients by coordinating housebound rounds across Peterborough, providing 1855 jabs across the first two doses. By tackling the task at scale we were able to provide efficient routes for vaccines to be given to patients based on their location regardless of the practice they are registered at, rather than vaccinators from different practices potentially visiting the same on different days.

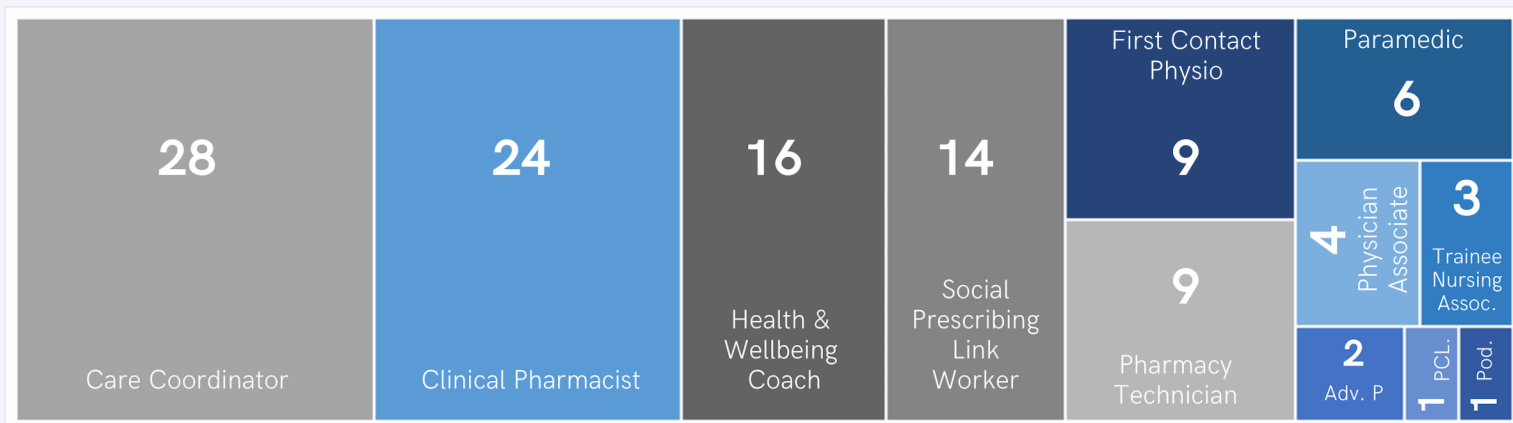
Most recently we worked over Christmas to coordinate 979 booster vaccinations for housebound and vulnerable patients from practices across the Federation, helping the regional number of eligible patients receiving their booster exceed 90%.





# ADDITIONAL ROLES REIMBURSEMENT SCHEME

Throughout the past year GPN have supported the recruitment of ARRS roles including Paramedics, Physicians Associates, Social Prescribers, Care Coordinators, and First Contact Physiotherapists. In total there are now 117 ARRS roles across the 6 PCNs in Greater Peterborough.



In addition we are helping our members and the CCG to bring together details covering the full budget across Peterborough, aiming to maximise the expenditure and reduce any underspend which, due to the challenging employment market we all find ourselves in, is likely to be significant in 2022/23. This has included employing central roles working across all six PCNs including a podiatrist, a Care Coordinator and a Personalised Care Lead (PCL).



## Spotlight on

**SAM STOCKER**

**PODIATRIST**

Sam Stocker joined GPN in January and provides first contact podiatry appointments to all member practices and so far has seen over 250 patients.

"My role has been to triage patients with podiatric needs, providing self-care advice, requesting diagnostics and referring to the appropriate services required. I have a varied workload which has included MSK assessments, wound management, ingrown toenails, diabetic foot and routine care advice. As my appointments can be booked in directly from the GP practice, I am able to reduce patients waiting times in seeing a foot specialist as all patients currently have a consultation within two weeks. Booking direct allows more flexibility with referrals as I can provide advice and guidance on foot conditions that are not seen by Podiatry departments such as verruca care."



## Spotlight on

**JILLIAN HALL**

**PERSONALISED CARE LEAD**

GPN took the decision to invest in Management Support to help recruit, train and support this new cadre of Personalised Care workforce by appointing Jillian Hall as

Personalised Care Lead in November 2021.

"As Personalised Care Lead for GPN I can support your PCN to develop the roles of Social Prescribing Link Worker, Care Coordinator and Health & Wellbeing Coach to embed them into your practices, create strategies to help maximise the impact that personalised care roles can have in terms of patient outcomes and reduce demand on practice clinical capacity. I am also available to support your PCN with mentoring, group support, recruitment and development of these additional roles."



# OUR PLANS FOR 2022/23

GPN's strategy has three key themes with which our objectives for 22/23 are based on:

To support our Member Practices and the patients they serve

To influence our system to recognise the important role General Practice has in population health management

To sustain GPN to continue to work with and for our members as a dynamic and responsive at scale provider of community services

## Support Members

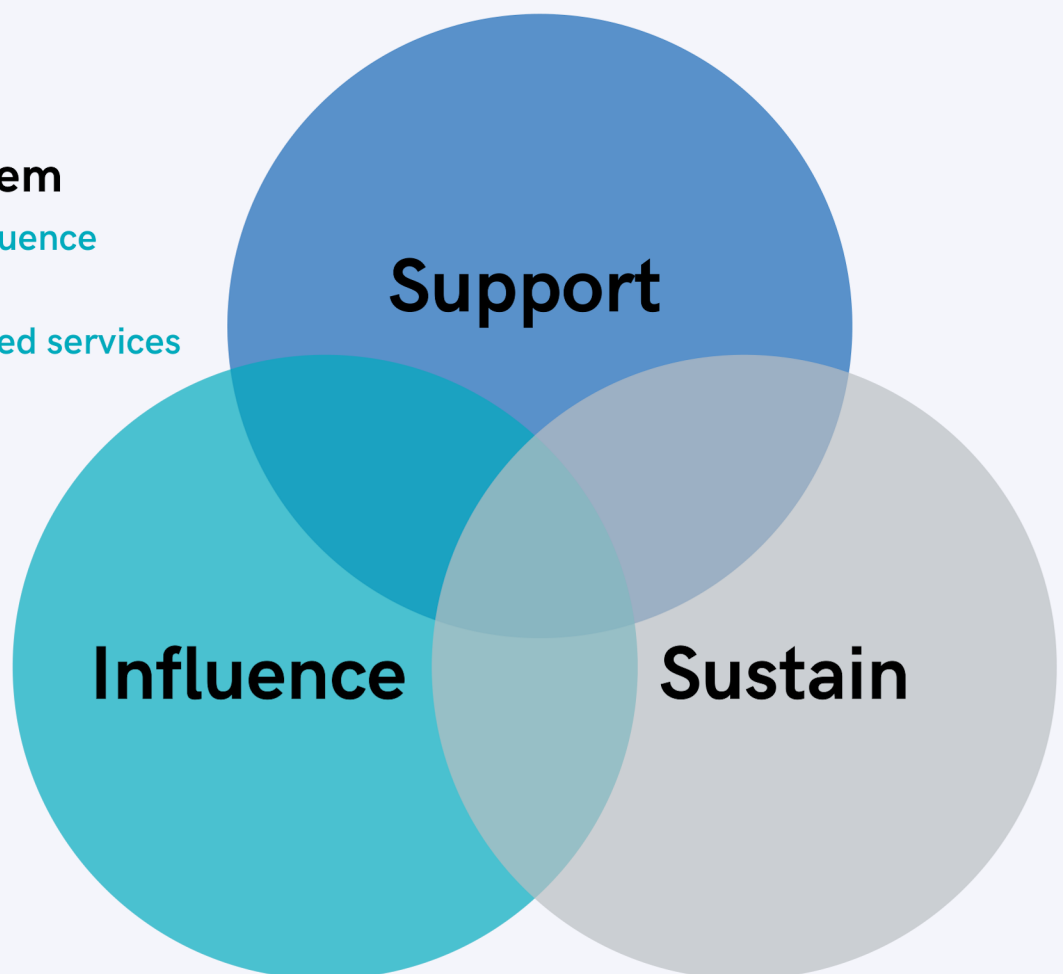
1. To design and deliver Enhanced Access services which benefit our population
2. To support practices to effectively manage patients with Long Term Conditions
3. To scope the feasibility of a Patient Helpdesk related to the secondary care backlog
4. To provide timely and accessible data to help Practices & PCNs prioritise resources
5. To strengthen our alignment to Practices & PCNs to maximise the benefits of the DES
6. To provide support to attract, retain and develop workforce into Primary Care

## Influence System

1. To increase system influence
2. To increase delivery
3. To expand commissioned services

## Sustain GPN

1. To increase revenue, ensuring ongoing sustainability
2. To review Articles of Association aiming to future proof GPN
3. To develop a Communication and Engagement strategy that raises the profile of GPN





During 21/22 we started some interesting projects supporting patients, practices and our local partners. These projects are aligned to our principles, ambition and objectives for this year. We are pleased to say we have received extensions of funding to continue in 2022/23.

## HOUSEBOUND DIABETES REVIEWS

One of the initiatives GPN is most proud of from 2021/22 is our diabetic reviews of housebound patients.



We are pleased to say GPN have agreement to continue to deliver this service in 22/23 with funding received from North Integrated Care Board.

Our diabetes trained HCAs carry out a full diabetes assessment including foot checks, urine samples and BP checks. The proactive reviews have identified concerns requiring escalation or changes in care, ranging from urgent podiatry referrals, high blood pressures and urgent adjustments to insulin regimes.

It is a great example of how a data driven, population health initiative can make a significant impact on the health and wellbeing of some of our most vulnerable patients for a relatively low level of investment.

## SPIROMETRY



GPN have been working with NWAFT to train nurses and HCAs in spirometry to help tackle a backlog within NWAFT.

The aim is to establish a practice support service ready for winter pressures. This will enable patients to receive the right diagnosis in a timely manner alongside the correct treatment path.

Our team are already shadowing and supporting clinics within NWAFT to complete their competencies. "GPN plan to run clinics alongside NWAFT to double the capacity currently available. By winter we hope to be providing our own service, improving access to spirometry for practices and patients." - Deputy Lead Nurse, Claire Rainger

## AMBULANCE SUPPORT SERVICE

"Very, very, very good service, way quicker than what it would have taken to get through to GP practice, Clinician very helpful and thorough" - Paramedic J

The Ambulance Support Service was introduced 8th of February 2022; its aim is for EEAST ambulance crews to be able to reduce time on site, by handing over care co-ordination of patients that don't require transfer to hospital to a member of the GPN team. Staffed by HCAs with clinical oversight from an ANP, since the pilot began the service has received 78

referrals and over 70% of patients were kept at home. We also made 214 follow up comfort calls to the patients whilst they have been in our care and have received excellent feedback about the service from our patients, as well as the Ambulance crews.

The service has reduced time for a clinical handover to approx. 5 minutes (instead of average 45mins) with more patients being able to stay at home as a result of GPN interventions ranging from adjusting medication, referring to social care (enhanced response service), to taking observational data and undertaking follow up welfare checks and ordering aids and adaptations for the home.

"Feeling very appreciative, it's a wonderful service, can hardly believe it - it's been so great. Comfort calls have been great, can't believe how good it is - feels like the service actually cares"



# Greater Peterborough Network



## OUR TEAM



### OPERATIONS

The Operations Team lead on all commissioned services including the Home Visiting Service and GP Hub.

Led by Operations Manager Helen Lord, they can be contacted via [helen.lord7@nhs.net](mailto:helen.lord7@nhs.net)

### PRACTICE SUPPORT

The Practice Support Team work to provide innovative offers, and at scale problem solving initiatives and pathways.

Led by Programme Manager Rob Henchy, they can be contacted via [rob.henchy@nhs.net](mailto:rob.henchy@nhs.net).

### FINANCE & HR

The Finance & HR Team manage the finances and people of GPN and Cottenham surgeries.

Led by Finance Manager Sinead Atkinson, they can be contacted via [sinead.atkinson2@nhs.net](mailto:sinead.atkinson2@nhs.net)

### CLINICAL

The Clinical Team are on hand for advice and escalation of clinical issues, as well as training and development of HCAs and SMI Teams.

Led by Lead Nurse Annaleah Blease, they can be contacted via [a.blease@nhs.net](mailto:a.blease@nhs.net).

### DATA & REPORTING

The Data team provide analysis and reporting across all business functions, both to practices and commissioners.

Led by Business Analyst Ben Mather, they can be contacted via [ben.mather@nhs.net](mailto:ben.mather@nhs.net)

### THE TRAINING HUB

The Training Hub provide training, education and workforce support for Primary Care staff across Cambridgeshire and Peterborough.

Led by Manager Jo Oldfield, they can be contacted via [candptraininghub@nhs.net](mailto:candptraininghub@nhs.net)

## Members of our....



SMI TEAM



SOCIAL PRESCRIBING TEAM



HCA TEAM



PERSONALISED CARE TEAM



"Great system. I was able to minimise GP's time by sending photographs of my condition and a telephone consultation. The GP identified treatment and emailed prescription to my local pharmacy of choice. Great efficient service. Thank you" - GP HUB

"Very efficient. Fantastic. Couldn't ask for more. Highly recommend service" - GP HUB

"Two lovely young ladies. Treated me extremely well. 12/5" - Diabetes



"Call back was quick. Questions were to the point and efficient. Got the result I was hoping for with medication sent to my pharmacy straight away. Thank you" - Surge Hub

"Receptionists were extremely friendly & professional. The nurses were understanding to my fear of needles they put me at ease & listened" - Surge Hub

"Lovely, Absolutely delightful. Very professional. A wonderful system for people like us. Couldn't have wished for better" - Home Visiting