



LEEDS GP CONFEDERATION

News and updates for primary care colleagues from your Confederation - August 2019

Welcome...



Jim Barwick, CEO

Welcome to our latest round-up of what's been happening and what's coming up at the Leeds GP Confederation.

We appreciate that you've had a great deal of information and correspondence from us over the past few months as primary care networks (PCNs) have been developed and new contracts have gone live. We also understand that the pace and scale of change has caused some issues. As a member-led organisation, we've tried to support you through these changes – and there's more about that [below](#).



Chris Mills, Chair

Now that things are a little more settled, we're aiming to make our communications more regular ([see below for details](#).) This is in response to feedback from our [latest stakeholder survey](#), which identified that we needed to get better at letting practices know what we're doing.

We hope that you find this update useful and interesting. Please send any suggestions or comments to leeds.confed@nhs.net. As always, please get in touch if you have questions or would like more information about anything.

Best wishes,
Jim & Chris

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Latest from the Board

Future plans for the Confederation and LCH

On 30 July, members of the Confederation Strategic Board and the Leeds Community Healthcare NHS Trust (LCH) Board took part in a development session to look at future options for working together more closely. This was the fifth such session, the purpose of which is to develop our joint working around our model of care and maximising resources for the people of Leeds.

The session covered

- National / local context
- Clinical integration developments
- Primary care networks
- New ways of working, including the new model for [primary care mental health services](#) and the Confederation / LCH 'employ / deploy' [workforce offer](#)

From there, we went on to look at how the Confederation and LCH can further work together in such a way to ensure that PCNs have the freedom they need to flourish and that local care partnerships are able to develop. The following principles will guide how we work together:

- We will speak with one strategic voice for primary and community care
- We will aim towards an integrated and aligned clinical model
- We will develop an under-arching structure that supports delivery

Those attending then looked at what these principles mean in practice – what does one strategic voice look like, how do we make integrated care work and what structures need to be in place to make this happen?

Feedback from tables included:

- There need to be fewer, more inclusive forums, groups and committees, with clearly defined duties and transparent decision-making
- The functions of management teams or boards need to be based around supporting PCNs and LCPs
- We need to empower staff to provide integrated, person-centred care by removing organisational barriers
- Strategy needs to be backed up by action
- We need to appreciate different organisational cultures, taking forward the best attributes and leaving behind the less desirable elements
- The language we use needs to be precise and unambiguous
- We need to be clear and transparent about future developments

Our next steps are to work with LCH and the CCG to develop our integrated working further. We'll keep you updated via future Strategic Board meetings and these updates.

Primary care network development

Challenges & opportunities

Since the Confederation was formed over a year ago, an important part of our role has been to help improve care in Leeds by supporting local health and care partnerships and by helping spread best practice across the city.

PCNs give us a formal structure – and a national mandate – to do that, but with such major change, there will inevitably be tensions and challenges, as well as opportunities.

At the Strategic Board in July – the first attended by the new clinical directors – **Dr Abiye Hector-Goma, Clinical Director for the Chapeltown PCN**, spoke passionately about how by working together, PCNs can help us achieve our collective ambition in Leeds – to improve the health of the poorest fastest:

Primary care networks present a fresh opportunity for us to improve the health of all our people. The Leeds vision, "to improve the health of the poorest fastest" is altruistic and deserves a collective approach.

To achieve that, we must not rush to set up a myriad of services for the benefit of professional and vested interests. Whatever benefits such interventions bring for people will be short-lived.

Instead, we should build a solid foundation based on a clear understanding of the needs of people, especially the poorest across the city, including those who live in some of our more affluent areas.

Their health needs may stem from a wide variety of factors, not always medical, and they can only be addressed by real investment upstream - in prevention and in tackling the root causes of health inequalities.

In allocating funds for downstream services that treat or respond to what our patients present with, we must never forget that it takes a lot more effort to overcome the barriers people in some communities face. Straight line "equal" distribution of resources to PCNs will only widen health inequalities. We must make sure that investment in services and technology take that into account.

We understand that as well as opportunities to make a real difference to patient care, PCNs also bring considerable challenges for practice staff. Over the past few months, we've been supporting the development of PCNs in several key areas, including legal, financial, digital and employment.

Since our original [support offer](#) in May we've progressed a number of projects, in response to what you and your colleagues have asked for. These are evolving to meet your needs, so please keep letting us know what you need.

Legal support

We were conscious that the speed at which PCNs were required to be established did not allow time for due diligence, so we arranged for all Leeds networks to have specialist legal support. While we appreciate there have been occasional issues with this, we hope you have found the support valuable.

Finance

As part of our finance offer, we developed **cost sharing agreements** to protect practices from VAT implications.

If your practice hasn't yet signed the cost-sharing agreement and nominated shareholders agreement, please do so as soon as possible and send to simon.boycott@nhs.net

Digital

We're committed to developing the way we use technology across the city, both how we use current systems as well as shaping future developments.

We'll soon be providing training and development that will add real value in practice. You should have already information about this and a request to highlight your team training needs.

We would also like to recruit anyone interested in digital developments to join task and finish groups or become digital champions, as well as practices and PCNs who would like to take the lead when testing new systems.

Please help us deliver an effective digital improvement programme by completing [this short form](#) by **31 August**.

Workforce

We want to support PCNs by offering an 'employ / deploy' model for mandated roles. We have worked closely with LCH to develop a proposal where LCH have offered to employ the staff recruited into mandated roles on behalf of the PCN.

The advantages of this model are that the employment and financial risks for the PCN are mitigated, whilst keeping costs to a minimum and crucially ensuring that PCNs have day to day control in terms of the management and deployment of the individuals in these roles.

The model involves LCH providing "pay and rations" i.e. administering the recruitment, providing contracts with NHS terms and conditions, arranging payroll, assuring staff training and so on. The PCNs would recruit the new staff and deploy them where they need them, defining the roles and activities and providing line management.

LCH have worked with interested PCNs and legal advisors to further develop the model so that it meets PCN needs and a draft service level will shortly go out to those interested PCNs. The intention is to first use this model with the clinical pharmacy roles, and then extend the same principles to all the other mandated roles over time.

NHS England webinars

NHS England is supporting the development of primary care networks through a series of webinars aimed at those working within primary care and the wider NHS. [Find out more...](#)

Contract news

An essential part of our purpose is to be able to hold contracts and deliver services across general practice in Leeds and in partnership with other providers in the city. We currently hold four such contracts:

Leeds mental wellbeing service (LMWS)

In July, the CCG confirmed that the Leeds Mental Wellbeing Service contract has been awarded to the Leeds partnership, of which the GP Confederation is a lead partner.

The new service brings together IAPT, a citywide primary care liaison service, and psychological therapies in the perinatal period. It is a five year contract that will begin on 1 November 2019 with the opportunity to extend this for a further two years.

The service will be led by LCH and the Confederation working in partnership. The Confederation will be clinically leading the service and LCH will be the lead contract holder. Recruitment to the GP clinical lead opened this week. An email has been sent to clinical directors and details are also [on our website](#).

New primary care liaison roles will be embedded as part of the growing PCN workforce; we have secured a contribution towards overhead costs for one to two practices in each PCN to host these staff. We'll keep you updated as the implementation plan develops.

Extended access service

In the first quarter of 2019-20, our extended access service provided GP practices with...

Number of appointments	32,348	Number of patients seen	26,472
GP appointments	53.6%	Other HCP appointments (eg HCAs, nurses, pharmacists, phlebotomists, physios)	46.4%
Take up rate	90.1%	DNAs	8.3%

Our citywide steering group met for the second time last month, looking at issues such as group membership, finalising the terms of reference, creating a risk register, and reviewing recent activity and performance. We also reviewed our service development and improvement plan. This plan is integral to the development of the extended access service, as is the membership of the steering group, which ideally has representation from practices from across the whole of Leeds, representing the views of their respective practices and the needs of their local patient population.

The preferred representation is a GP, a practice manager and a nurse from the north, south east and west areas of the city, together with members of the Confederation Operations Team.

We currently have vacancies on the group for nurse representatives from the north and the west. If you are a primary care nurse interested in a role on the steering group, please contact Lee Johnson, Head of Contract and Performance [by email](#) or on 0113 322 0277.

NHS Health Checks

On 1 April, the Confederation took over the contract for delivering NHS Health Checks. To help make sure we meet our targets, our operational team has been working closely with practices to identify any issues and share best practice; we're also working with communication colleagues in the council and the CCG to raise awareness of the health checks among the target groups.

We're delighted to say that thanks to all your hard work, quarter 1 performance was up 10% from a year ago. That's great news for the contract and for the people of Leeds.

MJog

The Confederation has recently taken over the MJog contract from the CCG, and as part of that, we're keen to see MJog Smart being used by more practices.

MJog Smart presents clear benefits to practices, patients and will result in cost savings to the SMS budget which can be used to re-invest into other areas where you require support. We do, however, understand there is a need for improving knowledge. With that in mind, will be working with you all over the coming months to help and support you with the use of the service.

Leadership development

The [NHS Leadership Academy](#) offers a wide range of learning and development programmes for people of all backgrounds and experiences across health and care. Specifically for primary care, they have produced a new e-book that outlines how they can help you and your organisation. You can [download it here](#)

Upcoming meetings & events

We've added a guide to our committees and meetings to [our website](#).

There's also a [three-month forward plan](#) for clinical directors, showing which meetings are essential, recommended and of interest.

More information about the Confederation

As our work develops, we want to make sure you're kept involved in and informed:

Briefings and updates: we are aiming to send out general Confederation updates every two to three months, with more localised briefings for primary care networks in the alternating months.

As part of a joint project with the CCG to reduce duplication and streamline communications, operational information, data, procedures and so on will be shared via the primary care bulletin and extranet.

Website: if you'd like to know more about what the Confederation does, how decisions are made and who's who, please visit [our website](#). It's still in development but we're adding to it every week to include news, updates, service and project information, publications and useful resources.

Meetings: we regularly give updates and seek feedback at primary care network meetings; practice manager, nurse and pharmacy lead meetings; members' meetings; TARGET; and our strategic board. If you represent your network or practice at any of these meetings, please make sure you keep your colleagues updated.

Twitter: Follow us @LeedsGP

In the meantime, if you are aware of any colleagues who are not receiving these updates or if you have any suggestions for improving the information you get from the Confederation, please let us know.

Key contacts

- General enquiries - 0113 843 0785 / leeds.confed@nhs.net / www.leedsgpconfederation.org.uk
- Chair - Dr Chris Mills - cmills@nhs.net
- Chief Executive - Jim Barwick - jim.barwick@nhs.net