



Providing NHS Services



Annual Report

April 2020 – March 2021

Company Number: 06633460

Symphony Healthcare Services

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“SHS”

This Annual Report refers to the activities within Symphony Healthcare Services Ltd
from 1 April 2020 – 31 March 2021

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SUMMARY OF YEAR

The following table provides the key facts relating to 2020/21:

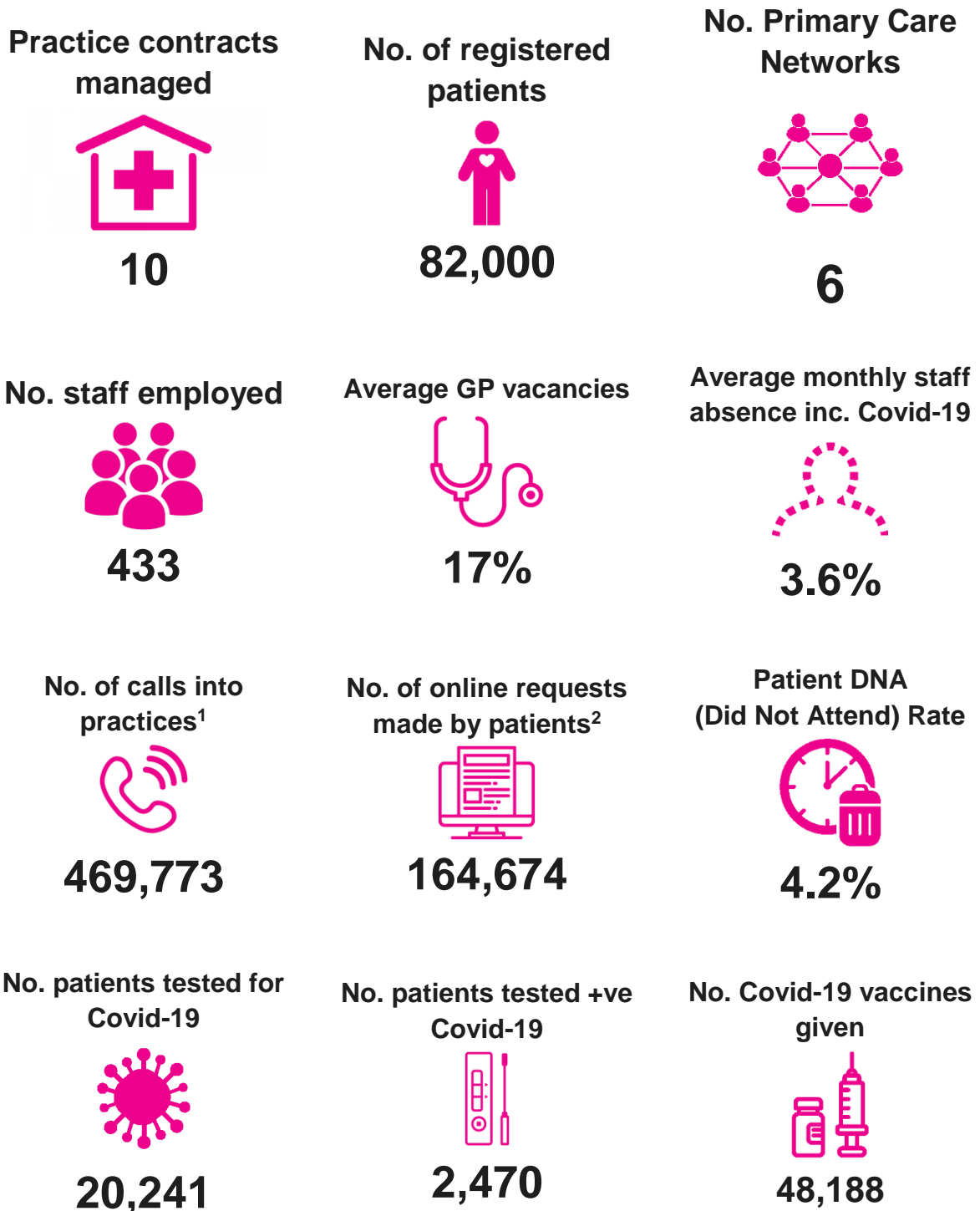


Figure 1: SHS Summary Facts relating to 2020/21

¹ Excludes Highbride Medical Centre, The Meadows Surgery & Exmoor Medical Centre due to telephone system in place

² Excludes The Meadows Surgery due to online consultation system in place

REFLECTIONS FROM THE MANAGING DIRECTOR

SYMPHONY HEALTHCARE SERVICES 2020/21 & BEYOND

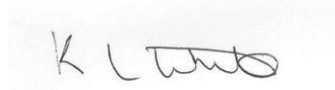
2020/21 has been a significantly turbulent year for healthcare, but also all other aspects of life, due to the Covid-19 pandemic. The focus during 2020/21 has been maintaining services and care for patients, adapting to new ways of working and ensuring the safety of everyone. In particular, Symphony Healthcare Services (SHS) has spent the last year working alongside its neighbouring practices as part of six Primary Care Networks to ensure the safe delivery of care by utilising Covid-19 secure hubs to see positive or suspected positive patients and delivered thousands of Covid-19 vaccinations to the most vulnerable and elderly within our communities; before supporting the vaccination of further patient cohorts.

In addition to the work relating to Covid-19, the practices have worked relentlessly to maintain 'normal' services for their registered patient lists, adopting new ways of working, along with the rest of the nation, to manage demand. This has included the implementation of online consultation systems across the practices, with the majority of SHS surgeries using askmyGP to enable patients to contact the practice in another way, but to also allow enhanced triage and review prior to consulting with or seeing patients.

2020/21 has been extremely challenging in terms of staff morale, energy and demand. The number of patients requiring support, the severity of conditions and patient expectations continue to increase and as such, the pressures on the organisation and general practice as a whole are not expected to recede throughout 2021/22.

Specifically, the five year plan developed by SHS in 2019, to first sustain primary care and then to become a national exemplar, has been waylaid due to the unpredictable effects of Covid-19. The aftermath of the pandemic continues to disrupt these plans due to the continuing pressures felt by the practice teams and as sustaining primary care becomes all consuming.

Despite this, I am optimistic for the future and the organisation will endeavour to realise our vision of not only maintaining the sustainability of primary care but transforming it into the future of healthcare provision.



Kerry White
Managing Director

ABOUT SHS

SHS is a largescale primary care organisation based in Somerset and within 2020/21 supported approximately 82,000 patients with their healthcare needs.

OUR VISION

SHS was originally developed to ensure the sustainability of Primary Care within Somerset and continues with this ambition to date. However this is not sufficient, and SHS wishes to Grow, Enhance and Transform primary care to become a national exemplar of modern general practice.



Figure 2: SHS Grow, Enhance, Transform (GET) Image

WHY SHS EXISTS

SHS was developed subsequent to the Symphony Vanguard Programme that was undertaken in South Somerset between Yeovil District Hospital NHS Foundation Trust, 16 GP surgeries, as well as other health and social care bodies locally aimed at improving care pathways for residents of South Somerset based on the data available.

Due to the relationships built through the Vanguard programme, practices locally approached the hospital to see whether it could do anything to support them and this led to the creation of SHS – a specialised primary care vehicle for managing general practice contracts, owned by Yeovil District Hospital NHS Foundation Trust, but operating independently at ‘arm’s length’ from the Trust.

OUR PRACTICES

Bruton Surgery

The year 2020/21 saw significant change at Bruton Surgery in response to the Covid-19 pandemic as well as general changes and developments; which may have occurred regardless. As part of the South Somerset East Primary Care Network (PCN), Bruton Surgery led the PCN efforts to develop a Red/Amber site to see symptomatic and positive Covid-19 patients. Bruton Surgery was identified as the host location for the Red/Amber site however the low infection rates within the local area negated the requirement for such a site across the PCN as a whole.

The practice also supported the delivery of the Covid-19 vaccination programme for the PCNs collective patient population from Wincanton Community Hospital. Overall, over 65% of our adult practice population have received both doses to date.

The surgery used 2020/21 to redesign the GP appointment system and introduced the online consultation system askmyGP during April 2020 to provide online access to patients. Recognising that changes were necessary to meet demand anyway, the national guidelines for practice safety enabled the practice to move to a 'telephone triage' service, meaning that patients were offered a telephone consultation first, with a face to face appointment subsequently offered by the clinician if appropriate and necessary for optimal care.

The surgery further restructured its nursing team appointments to increase appointment availability and ensure suitable time was given to different procedures. The practice has also upskilled its Healthcare Assistants to support care for chronic disease patients including diabetic footchecks and hypertension advice. Chronic disease management as a whole has been reviewed to enable the practice to introduce 'birthday month reviews' from April 2021.

As well as reviewing clinical appointments, the practice has taken the time to review its administration processes including workflow for clinical document management, adapting and adopting the SHS model for document workflow. Over the course of the year, the practice has also developed its ongoing communications with patients, including engagement with the Patient Participation Group, plus the development of our website and Facebook page for sharing information.



Buttercross Health Centre & Ilchester Surgery

Following the practices implementation of the online consultation platform (askmyGP) during January 2020, the Buttercross Health Centre team have used 2020/21 to refine how the system has worked for the surgery. The practice sees some of the highest patient demand across the SHS surgeries and therefore using an online consultation system such as this over the course of the year has enabled the practice to help patients in more efficient and timely ways; supporting the number of requests submitted.

Buttercross Health Centre is a member of the South Somerset West PCN – a PCN made entirely of SHS surgeries. The PCN has worked collaboratively over the year to develop a 'red site' for seeing Covid-19 positive and suspected positive cases, as well as deliver an extremely successful joint Covid-19 vaccination programme. The PCN will look to develop its strategy during 2021/22 to ensure that it can maximise the benefits of being under the umbrella of one organisation.

Amongst the additional work that Covid-19 brought, the practice has not faltered in respect of the learning and transformation opportunities available such as the development of a GP point of care ultrasound service to support the practice make



clinical decisions, undertaking a selection of research studies with Clinical Lead Dr Chris Krasucki, who also is the lead and champion for research across SHS. In addition, the team have ensured quality improvements by restructuring the nursing team appointments and hosting regular huddles with all members of the clinical team weekly to ensure best practice and learning is disseminated.

Crewkerne Health Centre

The year 2020/21 required significant change at Crewkerne Health Centre in response to the Covid-19 pandemic and was particularly challenging due to the lack of permanently employed GPs at the surgery.

Despite this, the practice led as part of the South Somerset West PCN the development of the Covid-19 vaccination hub at the Henhayes Community Centre in Crewkerne. The hub was recognised in Somerset as one of the most organised and efficient vaccination hubs.

In addition, the Crewkerne Health Centre team supported the PCN to implement a Covid-19 'Red Site' at West One Surgery to support the safe care and treatment of patients that had suspected or confirmed Covid-19.

During the year, the practice has also worked more collaboratively with Hamdon Medical Centre which has identified best practice across both sites, building trust and stronger working relationships.

askmyGP was introduced in April 2020, which provided online access to patients to contact the practice with their consultation request. The practice continues to review the system and explore alternative platforms to suit the practice demand and local population.

Over the year, development of our nursing team has been key and a number of the team have successfully passed various courses including Diabetic Management. With the development and expansion of our nursing team, they have also reviewed the surgeries chronic disease management processes ready to introduce 'birthday month reviews' from April 2021.



Overall, despite the pressures of last year, staff resilience was high with very little sickness and a strong team ethos was maintained.

Exmoor Medical Centre

2020/21 was a challenging year for the surgery on a number of levels. The practice integrated into SHS on 1 April 2020, at the very start of the pandemic, which made the transitional period more unusual as the central team were not able to attend the surgery as much as they might have done when welcoming new practices.

Despite this, there are a number of achievements that the surgery is particularly proud of.

The introduction of askmyGP during April 2020, shortly after integration enabled improvements to the working day for all staff. The online consultation system has facilitated significant efficiencies in the way that the team work and without it, the practice would have struggled to manage the patient demand.

The practice was at the forefront of the vaccination effort in West Somerset with Dr Boddington in her position at PCN Clinical Director. While this presented challenges for the surgery whilst Dr Boddington was away supporting the vaccine programme,

the surgery is incredibly proud to have been a part of the Covid-19 vaccination scheme and many of the staff worked at the hub in Minehead on their weekends and days off.

The practice has spent a huge amount of time and effort reviewing its medication review policy and chronic disease recall procedure during Quarter 4 of 2020/21 so that the team were ready to launch a new system in April 21. This has been a massive success and the practice were already seeing the benefits of this in its Quality Outcome Framework results and annual medication review figures. This will improve patient safety and chronic disease management for the whole patient population.

The launch of the new practice website and increased social media presence has been crucial during the pandemic to ensure that the surgery has been able to communicate with its patients as efficiently as possible.

The introduction of “early” and “late” working patterns for GPs has meant that the duty doctor is a thing of the past for the surgery. The responsibility is shared by the clinicians working on the day meaning the team can build in time for admin, medication reviews, home visits and much more. This means that for the vast majority of the time, our GPs have a good work life balance and are able to go home at a reasonable time, making the role sustainable long term.

The practice has appointed new leads in its nursing and dispensary teams and both have made a huge difference to the running of both departments.



Hamdon Medical Centre

Over the course of 2020/21 Hamdon Medical Centre became a dedicated ‘green site’ for the South Somerset West PCN during the Covid-19 pandemic and therefore the majority of the practice staff became based at Crewkerne Health Centre with only skeleton staff remaining at the Hamdon Medical Centre site.

The support of the Hamdon Medical Centre staff within the South Somerset PCN ensured that the Red and Amber Sites were fully resourced and providing a safe environment for suspected Covid-19 patients to be seen. In addition, the practice supported the delivery of the Covid-19 vaccination programme from January 2020.

In parallel, the practice used 2020/21 to redesign its GP appointments system and introduced askmyGP to support online access for patients. This enabled the practice to move to a 'telephone triage' service whereby the surgery team would provide patients with a telephone consultation first and a face to face appointment would then offered by a clinician when appropriate and necessary for optimal care.

To support this work, a new telephony system was implemented during July 2020 providing easier accessibility for patients with the average queuing wait time to speak to a member of the practice team now being approximately 50 seconds.

The practice has also spent a considerable time over the last year upskilling the team, such as the Healthcare Assistants in relation to chronic disease patients; including diabetic foot checks and has created a new 'Front of House' administration position following feedback from the 2020 staff survey. This new position further complements the multi-skilled reception and administration team at the surgery.



As well as providing the Covid-19 vaccinations, the 2020/21 annual flu vaccination programme not only increased in scale but the practice was also able to significantly increase patient uptake by proactively contacting all chronic disease patients by phone to invite them for their vaccines.

Highbridge Medical Centre

Highbridge had a successful 2020/2021 despite managing the additional workload and changes to standard practice due to the COVID-19 pandemic.

As part of the North Sedgemoor PCN, the practice helped set up and staff the Covid-19 Red Site to see patients who were Covid-19 symptomatic or positive at the local community hospital (Burnham on Sea Community Hospital). In addition to this, the PCN worked together to safely deliver Covid-19 vaccinations to its patient population. A high number of Highbridge Medical Centre clinical and non-clinical

staff worked throughout the vaccine delivery process to ensure that the clinics could be maintained, as well as working their hours within the practice.

The vaccination programme has led to 65% (7,920) of Highbridge Medical Centres adult population being double vaccinated up until the end of March 2021.

The reception team contacted the Highbridge Medical Centre shielding patients to ensure that they were managing and whether additional support was required from either the surgery or the community volunteer team.

The practice supported the adjoining pharmacy at the beginning of the pandemic by arranging for local community volunteers to marshal the car park and instigated a fair queuing system. The system also meant that patients often did not need to leave their cars when collecting prescriptions, especially those that were vulnerable. This then led to the community support team ensuring that vulnerable patients had ongoing support with medication deliveries and essential shopping.

Throughout the year operational changes have been made to not only support staff and patient safety due to Covid-19 but to allow for more efficient working. This has included the redesign of the practice nursing clinics, the undertaking of chronic disease and contraception reviews by phone where appropriate and all clinical appointments being triaged first to only bring patients on site if necessary.

The practice continues to communicate with its patients via the website, text, facebook and the Patient Participation Group. This has helped with the many changes that have occurred throughout the pandemic including the introduction of the online consultation system askmyGP during May 2020. After the initial launch the practice has reviewed the system to its current format to enable another avenue for patients to contact the surgery.



The Meadows Surgery

With the onset of the pandemic at the start of 2020/21, the surgery was able to quickly promote the use of Engage Consult, an online consultation system which was implemented during March 2020. This system enabled patients to submit

requests to the practice online, not only supporting patient contact throughout isolation and the lockdowns in place but also supporting the management of telephone calls coming into the surgery. The telephony was an area for improvement within the surgery and work took place within the year to begin the transfer to another provider, with the implementation anticipated to take place early 2021/22.

During January 2021, The Meadows Surgery initially became the covid-19 vaccination hub for the CLICK PCN, working closely with neighbouring PCN colleagues. During March 2021, the practice then assisted the PCN to relocate the vaccination programme to Dillington House to enable the surgery to regain some space.

In line with a number of SHS surgeries and following best practice shared, the Meadows Surgery also introduced birth month recalls to support the management of patients with chronic diseases.

Lastly, despite the difficulties linked to the pandemic, the practice was able to reinstate its Patient Participation Group and 'Friends of the Meadows' which has been important for the ongoing communication with the wider patient population.



Martock Surgery & South Petherton Medical Centre

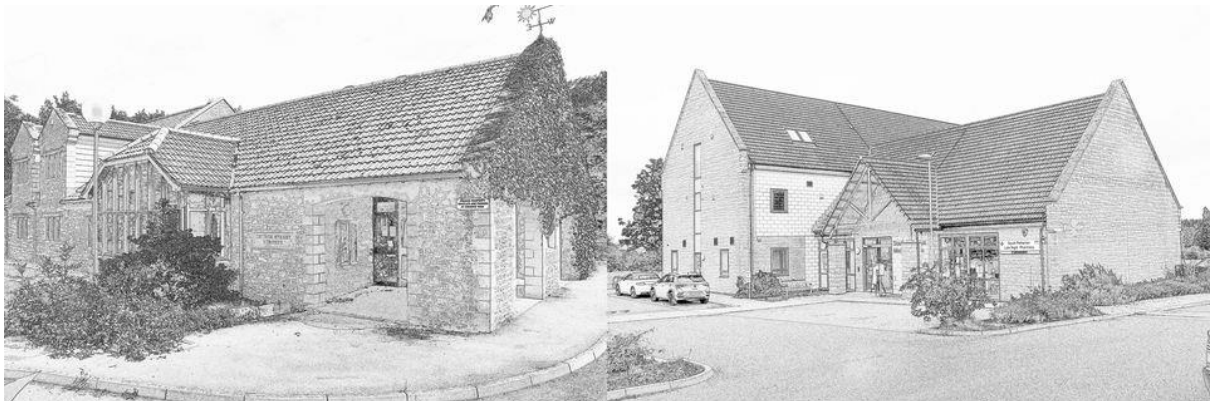
From April 2020 to March 2021 the staff and patients of Martock & South Petherton Surgeries were required to make changes due to the Covid-19 pandemic. The practice worked closely with the South Somerset West PCN practices to design, implement, share resources and maintain a service during the pandemic.

Together the PCN developed a Red, Amber and Green site at pace to ensure care could continue to be delivered safely for all patients and that the practice staff remained protected. Martock surgery was selected as the Amber site for the PCN so it was necessary to replace old carpets throughout the patient facing areas with wipe-able vinyl flooring. Signage, protocols and rotas were reviewed and shared so that each practice had allocated positions across the three sites. Due to the three site set up (Red, Amber & Green), two of the PCN practices sent their staff to join others.

A number of new IT solutions were used to support patients in isolation and support the surgery with the increasing demand. New systems such as accuRx was used to message patients and book Covid-19 vaccinations. In addition, askmyGP was introduced to support the triaging and management of patient requests and the surgery also implemented a new telephony system which enabled the practice to better communicate and use the subsequent data to improve patient care.

The surgery had a successful flu vaccination campaign by inviting patients to attend weekday and weekend clinics at both practice sites in order for patients to have the best access. Moreover, the surgery staff also vaccinated our nursing, care home and housebound patients, in addition to the newly eligible over 50s, as early as possible.

The management of the surgeries patients with chronic diseases was difficult due to many routine services being placed on hold nationally. Despite this, the surgery has now reviewed all of its chronic disease management processes in order to introduce birthday reviews from April 2021. Several of the surgery nurses have trained or are currently training in chronic disease management areas such as asthma and diabetes in order to better fulfil our patient needs.



The surgery continues to improve its communications with patients and has an excellent relationship with its Patient Participation Group, with monthly meetings taking place to ensure that news is shared and that actions based on the PPGs feedback is taken where possible to make improvements.

Oaklands Surgery & Yeovil Health Centre

Oaklands Surgery has seen a number of changes throughout the year. In response to Covid-19, the surgery as part of the Yeovil PCN, created a safe and effective service for the population of Yeovil.

From the start of the pandemic, the PCN designated a 'zone' to each practice. The Yeovil PCN utilised four zones during the height of the pandemic to ensure safe, effective and maintained services. The Blue Zone was used for at risk staff members and to undertake services for at risk patients including baby checks and childhood immunisations. The Green Zone was used to provide routine healthcare services to patients that did not or were not suspected of having Covid-19. The Amber Zone was used to provide healthcare services to patients that may have possible Covid-19 and lastly, the Red Zone was used to assess and provide care to patients with Covid-19 or Covid-19 symptoms.



Due to its location, Yeovil Health Centre was temporarily closed to patients and became an administrative site for a neighbouring surgery, Penn Hill.

This work led to the PCN working collaboratively when delivering annual Flu and Covid-19 vaccinations and consequently a number of other projects are planned for the PCN throughout 2021/22.

The surgery continues to use the online consultation system askmyGP, which has been an invaluable resource during the pandemic as it provided an effective way to triage patients and only see them face to face when necessary.

Communication with the Patient Participation Group was able to continue virtually throughout the year to provide updates and information on the changing services within the practice and the surgery has also increased its GP complement, including a Polish GP which has further supported the communication of the surgery with its significant Polish registered population.

Wincanton Health Centre

The practice implemented the online consultation system askmyGP during June 2020, which provided another route for patients to contact the practice in addition to the telephone. The practice continues to develop the utilisation of the system to ensure that it benefits both patients and staff.

As part of the South Somerset East PCN, the practice supported the delivery of the Covid-19 vaccination programme for the PCNs collective patient population from Wincanton Community Hospital. Overall, the PCN clinics have provided over 75,000

vaccinations collectively, and over 65% of Wincanton Health Centres adult population have received both doses.

In addition to the Covid-19 vaccination, the practice continued to undertake flu vaccinations for patients and successfully managed the additional flu vaccinations for registered patients aged between 50 and 65.

The practice has continued to hold its weekly huddles, virtually to ensure social distancing, to enable all multidisciplinary team agencies to actively engage in developments at the surgery as well as learn from current experiences.



Somerset NHS Foundation Trust (SFT) Surgeries

During November 2020, SFT subcontracted the management of its four GP surgeries to SHS with the long term ambition of transferring the General Medical Service contracts of each to SHS to facilitate the creation of one at scale primary care organisation in Somerset.

Support of Creech Medical Centre, Lister House Surgery, North Petherton Surgery and Warwick House Medical Centre took the form of operational management advice, recruitment and shared learning from the current SHS practices.

OUR TEAMS

Directors

Due to the work between SFT and SHS during 2020/21, the organisation welcomed a new Director onto the Board during March 2021 to ensure that SFT views were considered within the decision making of the organisation not only due to the Memorandum of Understanding in place between the providers but due to the work taking place locally with the development of the Integrated Care System but also the merger between SFT and YDH (SHS' parent company).

The Board of Directors includes the following individuals:

Name	Position	Voting Right	Meeting Attendance
Maurice Dunster	Chairman	Casting Vote	6/6
Kerry White	Managing Director	1	6/6
Dr Berge Balian	Medical Director	1	6/6
Dr Harvey Sampson	Strategic Development Director	1	6/6
Jonathan Higman	Director	1	6/6
Sarah James	Director	1	6/6
Dr Ian Wyer	Director for Wider Primary Care	1	5/6
Clodagh Warde	Social Finance Director	None	6/6
David Shannon	Director	1	1/1

Figure 3: Constitution of the SHS Board of Directors

Executive & Central Team

The executive team has seen no changes over 2020/21, with the wider central team only seeing an increase within HR to support the recruitment taking place across the organisation. As a whole, the combined team has been acutely focused on supporting the surgeries through the trials and tribulations caused by the Covid-19 pandemic.

Data & Performance Team

This year's work for the Data and Performance team has been dominated by Covid-19, as has been the case for all healthcare services nationally. The team have focused on providing a weekly report on the case numbers amongst patients at the SHS practices; as well as providing other Covid-19 related information across the organisation and for the Somerset Clinical Commissioning Group.

The team have supported practices in the move towards more remote working by helping them make better use of Microsoft Teams, getting patients to engage with the NHS app for ordering medications and also getting more laptops and webcams into the practices.

The team was also involved in the successful delivery of the Covid-19 vaccinations within the South Somerset West PCN, and in supporting the wider Somerset vaccination programme with specialist clinical system advice on identifying eligible patients through EMIS.

The team supported the setup of Pinnacle and AccuBook systems, identifying and inviting patients as each cohort became eligible and reporting the number of vaccines delivered. This was a significant amount of work on top of the team's usual reporting workload, however the whole service was really well delivered by the PCN team.

ENHANCED SERVICES

In April 2020, the organisation successfully integrated Exmoor Medical Centre and the practice was thus brought into the teams centralised enhanced service reporting. This was a success and the team found no areas of concern in their performance.

Across SHS the team have also completed the centralisation of all child immunisation reporting. Traditionally this had been completed by nurses within each practice. Bringing this into the team has released clinical time and has also improved the quality of coding, subsequently increasing income. The team has also revamped the DMARD³ reports for practices to provide clearer information on which patients require monitoring.

³ Disease-modifying antirheumatic drugs

QUALITY OUTCOMES FRAMEWORK (QOF)

In November 2020, the team recruited QOF Coordinator to support practices in ensuring good QOF achievement, mainly through improving administrative processes such as recall systems. The support provided to some of the worst performing practices has already shown results, with Martock Surgery in particular now performing at a higher level than in 2019/20.

There is still a lot of work to do to help all the practices recover from the impact that Covid-19 has had on QOF performance, therefore this role will be key going forward.

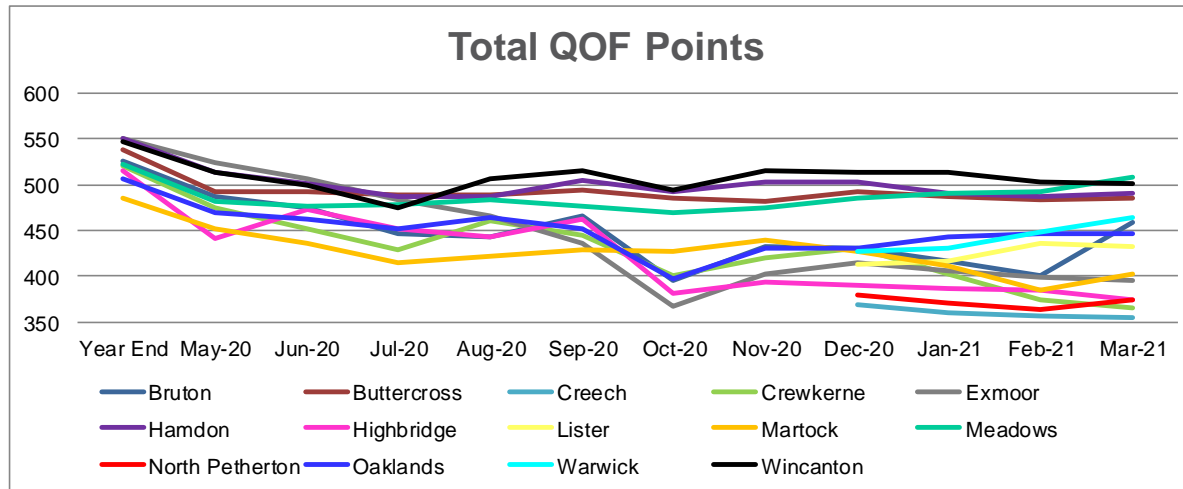


Figure 4: Total QOF points across 2020/21 (including SFT surgeries)

Practice	Meadows	Wincanton	Hamdon	Buttercross	Warwick	Bruton	Oaklands	Lister	Martock	Exmoor	Highbridge	North Petherton	Crewkerne	Creech
QOF Score [% Total Points]	85.35%	84.19%	82.18%	81.39%	77.72%	76.90%	74.85%	72.42%	67.59%	66.29%	62.78%	62.65%	61.37%	59.44%

Figure 5: Total QOF Points at Year End (including SFT surgeries)

QOF performance this year was heavily affected by COVID. In recognition of this income protection was put in place for all practices in England. This means that no practice lost out on income compared to their 2019/20 performance. The indicators below are those that NHS England did not protect to encourage practices to continue to work on them during the COVID lockdowns. As a team we supported practices with weekly reports and coding guidance to ensure we achieved as much as possible. As you can see SHS and SFT did have good achievement across the board.

Domain Indicator & Descriptor Target Achievement	Cervical screening		CHD Flu	COPD Flu	Diabetes Flu	Stroke/TIA Flu	Learning Disability
	CS005 (25-49yrs)	CS006 (50-64yrs)	CHD007 (Flu)	COPD007 (Flu)	DM018 (Flu)	STIA009 (Flu)	Health Check in the last year
	80%	80%	96%	97%	95%	95%	90%
Exmoor	93%	80%	98%	99%	97%	99%	100%
Wincanton	88%	84%	99%	99%	99%	99%	100%
Meadows	81%	95%	98%	99%	99%	97%	100%
Creech	81%	82%	97%	98%	96%	96%	100%
Hamdon	82%	85%	98%	99%	99%	97%	93%
Highbridge	81%	81%	98%	99%	99%	97%	94%
Bruton	87%	88%	100%	100%	100%	99%	100%
Buttercross	86%	80%	99%	98%	97%	98%	100%
Martock	80%	82%	98%	100%	100%	99%	100%
Lister	81%	81%	96%	98%	95%	95%	85%
North Petherton	78%	82%	97%	99%	95%	98%	91%
Warwick	82%	82%	100%	100%	99%	100%	71%
Crewkerne	79%	75%	85%	93%	93%	81%	98%
Oaklands	56%	68%	99%	100%	99%	97%	100%

Figure 6: Total QOF Score across domains (including SFT surgeries)

Workflow Hub

Due to the Covid-19 pandemic it has been a very different year for the workflow hub. The team had to alter its way of working to ensure that the staff stayed safe without placing extra pressure on the workload and this meant introducing remote working.

The team also had a new starter join before lockdown which required additional consideration regarding remote training.

A new training pack was developed for remote working and the team facilitated virtual 1:1 training sessions. In addition to this the team utilised other online methods such as Microsoft Team meetings and Clarity Team Net (an intranet type platform) to ensure consistent support and communication across the team. Over the course of the pandemic, the hub has cleared document backlogs for two surgeries as well as maintain the processes for the workflow practices within the levels of the workflow protocol.

During quarter four of the year, the workflow hub extended its support to four other surgeries which at the time were not part of SHS, but part of SFT. An additional hub location was developed for their already existing workflow team members, who now follow the SHS workflow protocol to ensure that there is standardisation across the practices, supporting greater record keeping & patient safety. Whilst developing this second hub, Ryalls Park Medical Centre was also included within the original hub to further support them in the same way.

Laura Watson as the Workflow Manager has been pivotal in developing the workflow protocols for the hubs but also to support other practices to ensure consistency across the organisation. The workflow hub is exceeding the expected 80-20 split of managing clinical administration documentation by completing on average 81% of practice documents. The remaining 19% requires action or clinical oversight before being finalised.

Feedback regarding the work of the workflow hub remains positive and further work and review will take place across 2021/22 to continue the benefits seen to date.

Medicines Management Hub

The medicines management hub is a team of pharmacists, pharmacy technicians and prescription clerks that provide a medicines management service to ensure the safe and effective use of medicines for a number of SHS practices

Prior to March 2020 the medicines management team had encouraged patients not to phone to order prescriptions and the level of calls had reduced to less than 1,000 during February 2020; however with the onset of the Covid-19 pandemic the number of calls escalated as it was not appropriate to accept paper requests, both for infection prevention control purposes and due to patient's self-isolation.

In June 2020 the medicines management team moved into new premises at South Petherton Medical Centre and fully integrated with the Martock Surgery prescription clerk team in October 2020 once the surgery had a new telephony system installed.

The increase in phone workload at this time is shown in the graph:

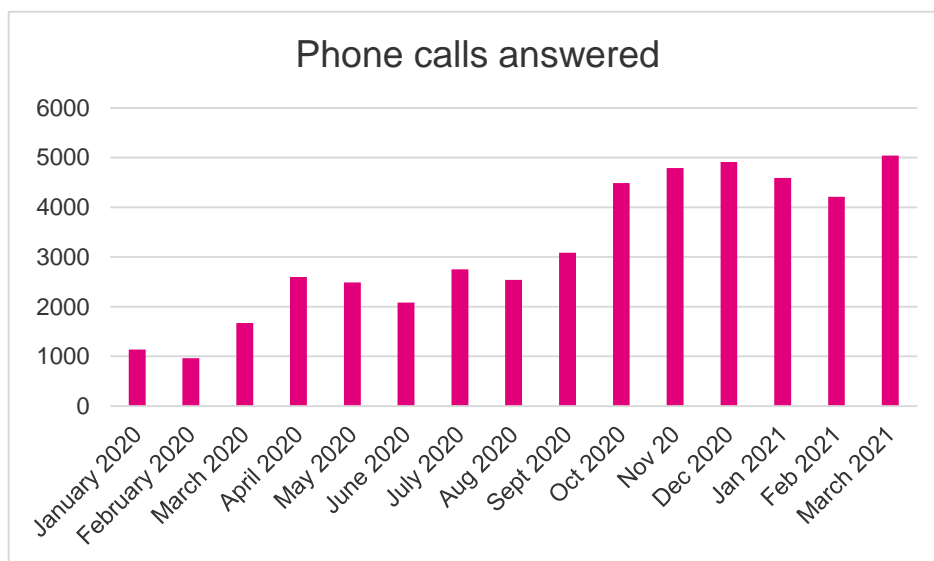


Figure 7: Calls answered by the medicines management hub

During the year our team increased by one full-time pharmacist for the SSW PCN funded by ARRS⁴ monies. One of the team's pharmacists also completed the Centre for Pharmacy Postgraduate Education pathway and qualified as a Pharmacist Independent Prescriber, bringing our number of prescribing pharmacists in the organisation to six.

The hub pharmacists have all been involved in the Covid-19 vaccination programme, which led to a reduction in surgery consultations documented from mid-December 2020 to March 2021.

⁴ Additional Roles Reimbursement Scheme

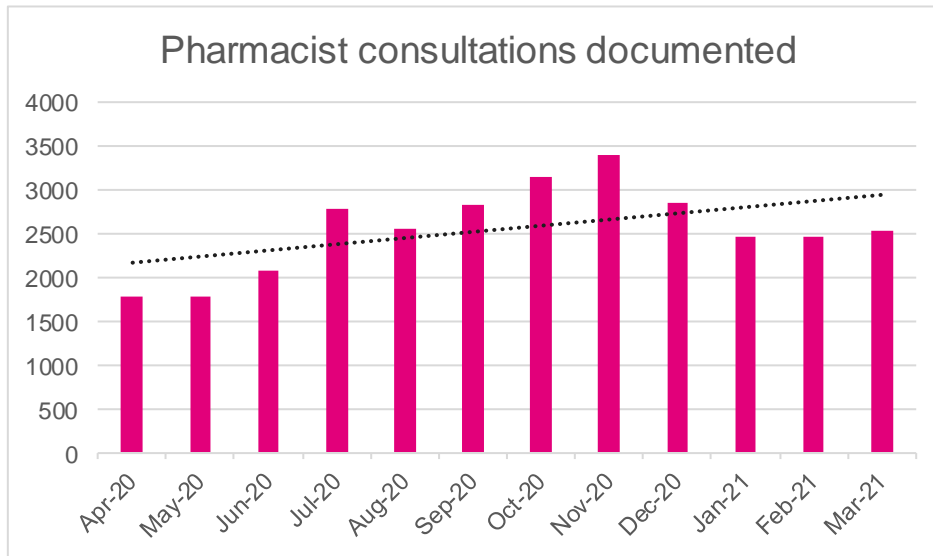


Figure 8: Pharmacist consultations with patients

In May 2020 the hub increased its technician team, with recruitment of a full-time PCN pharmacy technician for the SSW PCN. The technician has been very involved in the roll-out of the care home medication review programme and setting up multidisciplinary teams throughout our practices.

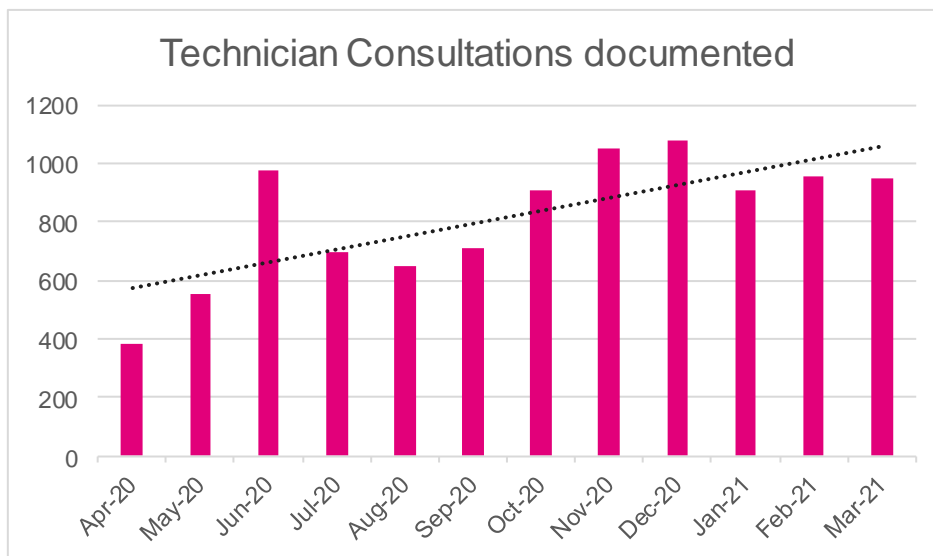


Figure 9: Pharmacy Technician Consultations

In a joint venture with Yeovil District Hospital, the hub has trained a pre-registration pharmacist (3 months in primary care and 9 months in secondary care). The individual has subsequently passed their registration exam and qualified as a pharmacist.

In the autumn the hub was also awarded funding to train a pre-registration pharmacy technician. This is a two-year training program which involves rotations through primary care, secondary care and community pharmacy. In addition, the hubs Lead Pharmacist and Lead Technician both completed education supervisor training which will also ensure continued quality training for the hubs learners.

Exemplify the work of the hub, Lead Pharmacist Kate Jones was awarded the 2020 Primary Care Pharmacist Association GP Practice Pharmacist of the Year (pictured right).



OUR PERFORMANCE

INTEGRATION ACTIVITIES WITHIN 2020/2021

As of 31 March 2021, SHS was managing the following practices within Somerset:

Practice	List Size	Integration	Merged
Buttercross Health Centre	7,188	07/04/16	1 July 18
The Ilchester Surgery		07/04/16	
Yeovil Health Centre	10,776	07/04/16	1 September 17
Oaklands Surgery		01/08/17	
Highbridge Medical Centre	12,282	01/04/17	
Crewkerne Medical Centre	12,941	01/07/17	1 July 18
West One Surgery		01/07/18	
Wincanton Health Centre	8,915	01/10/17	
Hamdon Medical Centre	5,600	01/05/18	
The Meadows Surgery	3,786	01/11/18	
Martock Surgery	10,671	01/12/18	
Bruton Surgery	6,021	01/02/19	
Exmoor Medical Centre	3,888	01/04/20	
TOTAL	82,068		

Figure 10: Integrated Practice Details [31 March 2021]

FINANCIAL PERFORMANCE ANALYSIS

Statutory Reporting

As SHS is a subsidiary of YDH, it was required to have its financial accounts for the year ended 31 March 2021 to be audited, and this process is anticipated to be complete by June 2021. KPMG LLP will be the auditors for the financial year that has just ended.

Profit and Loss Statement

The SHS Profit and Loss Statement from 1 April 2020 until 31 March 2021, with a comparison to 2019/20, can be seen detailed below:

	£	
	2019/20	2020/21
Contract Income	10,392,000	12,188,000
Reimbursement Income	3,682,000	3,971,000
Private Income	237,000	141,000
Total Revenue	14,311,000	16,300,000
Substantive Clinical Pay	(6,291,000)	(7,709,000)
Agency Clinical Pay	(2,607,000)	(2,292,000)
Admin Pay	(3,364,000)	(3,400,000)
Total Pay	(12,262,000)	(13,401,000)
Non-Pay	(3,441,000)	(4,021,000)
Profit on property disposal	0	0
Property Income	38,000	41,000
Operating Loss	(1,354,000)	(1,081,000)
Interest	(185,000)	(228,000)
Taxation	296,000	251,000
Loss after tax	(1,243,000)	(1,058,000)

Figure 11: SHS Profit and Loss Statement 2019/20

CQC REVIEW

The CQC ratings of the practices as of 31 March 2021 can be seen detailed below:

Practice	Contract	CQC Rating
Buttercross Health Centre & Ilchester Surgery	GMS	Good
Oaklands Surgery & Yeovil Health Centre	GMS	Good
Highbridge Medical Centre	PMS	Good
Crewkerne Health Centre & West One Surgery	GMS	Requiring Improvement
Wincanton Health Centre	GMS	Good
Hamdon Medical Centre	GMS	Good
The Meadows Surgery	GMS	Good
Martock Surgery & South Petherton Medical Centre	PMS	Good
Bruton Surgery	PMS	Good
Exmoor Medical Centre	GMS	Good

Figure 12: Integrated Practice Overview

Due to the Covid-19 pandemic, Care Quality Commission (CQC) inspections were postponed throughout 2020/21.

Although this was a welcome respite due to the other areas of consideration and work taking place, it also meant that the organisation has been unable to demonstrate the improvements that have taken place at Crewkerne Health Centre.

Once the CQC are able to return to surgeries, we expect Crewkerne Health Centre to be in a position to improve on its current rating.

PRIMARY CARE NETWORKS (PCNS)







The pandemic gave the PCNs further cause to collaborate during 2020/21 with the PCNs developing Red, Amber and Green sites to support the treatment of patients with differing needs, symptoms and urgencies

Hub	Site Function
Green	Supporting patients with no Covid-19 symptoms & administration
Amber	Supporting patients who were suspected to have Covid-19 symptoms
Red	Supporting patients with positive Covid-19/Covid-19 symptoms

Figure 13: PCN Hub working

The PCNs also came together to develop and administer the Covid-19 vaccination programme, providing approximately a quarter of the vaccinations offered across Somerset by March 2021⁵.

SHS has participated and supported the following PCNs during 2020/21:

Key	PCN
	South Somerset West
	North Sedgemoor
	CLICK
	Yeovil
	South Somerset East (Rural Practice Network)
	West Somerset

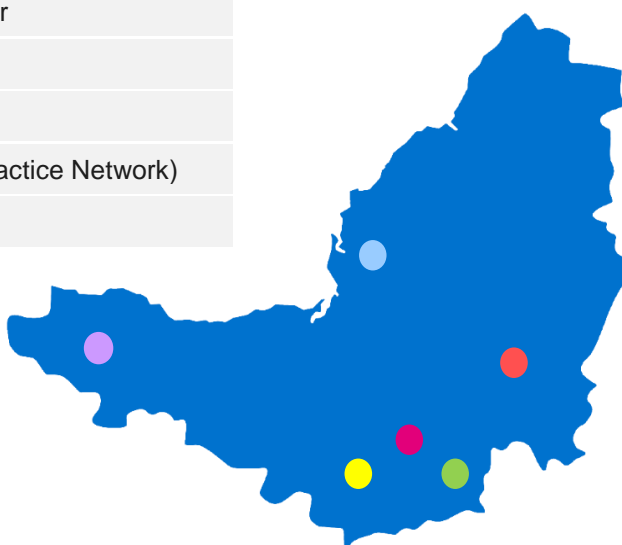


Figure 14: SHS PCN locations

FRIENDS AND FAMILY

The Friends and Family Test is an important feedback tool that supports the fundamental principle that people who use NHS services should have the opportunity to provide feedback on their experience. It asks people how likely they would be to recommend the services they have used and offers a range of responses.

The following results show the cumulative ratings for the practices over 2020/21:

		Friends & Family Score [How likely would the patient recommend the surgery to a friend or family?]
Month	No. Responses	Extremely Likely & Likely to recommend
TOTAL	5,010	86.31%

Figure 15: 2020/21 Friends & Family Average Score

⁵ <https://www.somersetccg.nhs.uk/more-than-200000-vaccinations-offered-insomerset-as-people-aged-60-and-over-join-the-next-priority-group/>

Despite the difficult year, the 2020/21 Friends & Family results saw an increase on the 2019/20 results which were 80.77%. Moreover, the number of responses increased by 75.48% compared to 2019/20 (2,855) and this may be attributed to the use of online consultation systems whereby patients were able to provide feedback more easily.

ONLINE CONSULTATION & TELEPHONY

askmyGP

During 2020, an additional eight practices began using askmyGP following the initial implementation at Oaklands Surgery during June 2019.

The implementation at the eight surgeries was initially expected to be staggered over the course of the financial year however due to the pandemic, this was expedited with implementation for the majority of surgeries occurring within April 2020 and lastly with Wincanton Health Centre in July 2020.

Unfortunately the askmyGP system experienced a number of outages over the period of August and September which led to a number of surgeries temporarily turning off the system for a short period. These outages were arguably caused by the exponential increase in users of the system.



Figure 16: askmyGP demand 2020/21

There have been many positives to using an online consultation system such as having another method for contacting patients and also having more data available to understand the demand of each surgery. However the system has also meant that previous unmet demand, as well as low urgency issues which may not have

previously been considered relevant for a GP surgery, is now being submitted due to ease and convenience.

On average, practices are receiving requests from 5.5% of their registered population weekly. That's approximately 3,600+ requests per week for the eight surgeries referenced in figure 17 (compared to approximately 2,000 per week at the start of the pandemic).

This is a significant amount of work in itself and does not include the nursing appointments, prescriptions, referrals, quality improvement work or clinical administration work required on top of this.

	Weighted Patient List ⁶ Average	Registered Patient List Average
Bruton	5.48%	5.23%
Buttercross	6.16%	6.74%
Crewkerne	5.22%	5.51%
Exmoor	3.89%	4.97%
Hamdon	5.39%	5.51%
Martock	5.17%	5.63%
Oaklands	7.5%	6.03%
Wincanton	3.89%	4.16%

Figure 17: Percentage of patients submitting requests weekly

TELEPHONY

Following a review of telephony providers during 2018, SHS has continued to move all surgeries across to one provider as and when their contracts come up for renewal, or more quickly if operationally required.

During 2020/21, Hamdon Medical Centre (July), Martock Surgery (September) and Highbridge Medical Centre (November) implemented new telephony systems. This has made vast improvements at the surgery with regard to patient satisfaction and data collation.

⁶ The weighted list of a surgery takes into account patients age and long standing illnesses. Depending on the demographics of a practice the weighted list may be more or less than the actual number of registered patients within a surgery.

ANNUAL HR PERFORMANCE

STAFFING

As of 31 March 2021, SHS employed the following people:

	Female		Male		Total	
	Headcount	WTE	Headcount	WTE	Headcount	WTE
Directors	1	1	3	0.71	4	1.71
Executive Team	4	3.48	1	1	5	4.48
All other employees	379	213.24	45	30.11	424	243.35
Total	384	217.72	49	31.82	433	249.54

Figure 18: Staffing Tables

GP RECRUITMENT

The comprehensive GP Recruitment Strategy that was put in place this year has led to some positive outcomes in terms of recruitment. Progress with filling vacancies as the organisation has acquired practices with GP vacancies is illustrated in the tables below.

GP vacancies upon establishment (7 April 2016):

Practice	Total funded WTE GP posts	WTE position upon establishment	WTE posts vacant	RAG %
Yeovil Health Centre	4.05	2.07	1.98	48%
Buttercross Health Centre	2.22	0.0	2.22	100%
Ilchester Surgery	1.76	0.16	1.60	100%
TOTAL	11.69	3.69	8.00	68%

Figure 19: GP Recruitment April 2016

GP vacancies as of 1 April 2020:

Practice	Total Funded WTE GP posts 1 April '19	Posts vacant	RAG %
Oaklands Surgery & Yeovil Health Centre	3.73	1.23	32.98%
Buttercross Health Centre & Ilchester Surgery	2.77	0.00	0.00%
Highbridge Medical Centre	4.59	0.00	0.00%
Crewkerne Health Centre & West One Surgery	4.99	1.47	29.46%
Wincanton Health Centre	2.79	0.00	0.00%
Hamdon Medical Centre	2.10	0.35	16.67%
The Meadows Surgery	1.40	0.00	0.00%
Martock Surgery & South Petherton Medical Centre	3.90	1.70	43.59%
Bruton Surgery	2.10	1.00	47.62%
Exmoor Medical Centre	1.50	0.33	22.00%
TOTAL	29.87	6.08	20.35%

Figure 20: GP Recruitment April 2020

GP vacancies as of 31 March 2021:

Practice	Total Funded WTE GP posts 31 Mar '21	Posts vacant	RAG %
Oaklands Surgery & Yeovil Health Centre	3.73	0.48	13%
Buttercross Health Centre & Ilchester Surgery	3.27	0.50	15%
Highbridge Medical Centre	5.00	1.00	20%
Crewkerne Health Centre & West One Surgery	5.94	0.94	16%
Wincanton Health Centre	2.79	0.67	24%
Hamdon Medical Centre	2.00	0.50	25%
Meadows Surgery	1.40	0.00	0%
Martock Surgery & South Petherton Medical Centre	3.90	1.00	26%
Bruton Surgery	2.60	0.00	0%
Exmoor Medical Centre	2.10	0.50	24%
TOTAL	32.73	5.59	17%

Figure 21: GP Recruitment March 2021

REVIEW OF WORKFORCE PERFORMANCE

With the establishment of clear SHS systems and processes and with regular monitoring and review of workforce performance in place, SHS was on track to achieve the set targets for workforce performance. Due to the Covid-19 pandemic, some areas were below expected:

Performance Element	Headcount WTE	Appraisals %	Mandatory Training %
Target	N/A	90%	90%
SHS Executive & Central Team	19	95%	37%
Oaklands Surgery & Yeovil Health Centre	31	96%	85%
Buttercross Health Centre & Ilchester Surgery	28	96%	84%
Highbridge Medical Centre	47	82%	91%
Crewkerne Health Centre & West One Surgery	43	93%	87%
Wincanton Health Centre	33	100%	100%
Hamdon Medical Centre	18	94%	94%
Meadows Surgery	22	100%	100%
Martock Surgery & South Petherton Medical Centre	37	80%	80%
Bruton Surgery	24	92%	92%
TOTAL		92.8%	85%

Figure 22: Workforce Performance Table

STAFF SURVEY

SHS issued its third staff survey during October 2020. Overall there was an excellent response to the survey with 87% of staff responding; this response rate is significantly higher than the national NHS response rate which was 47%.

The top 3 results from the 2020 SHS staff survey can be seen detailed below; with a comparison to the most applicable result from the 2020 NHS national survey.

Top 3 Ranking Scores (Strongly Agree/Agree)	2020/21	
	Organisation	National Average ⁷
Staff feel that care of patients is the organisations top priority	90%	79.5%
Staff feel satisfied about the quality of care or service provision they provide	89%	69.7%
Staff have a good relationship with their line manager	87%	70.2%

Figure 23: Staff survey ‘top ranking scores’

The top 3 areas requiring improvement from the 2020 SHS staff survey can be seen detailed below; with a comparison to the most applicable result from the 2020 NHS national survey.

Top 3 Areas for Improvement	2020/21	
	Organisation	National Average ⁸
Staff believe that they are fairly paid for the work that they do	49%	Data not available
Staff feel that their workload is manageable	55%	47.7%
Staff feel that they have adequate time to demonstrate their learning	55%	72.1%

Figure 24: Staff survey ‘key areas for improvement’

Although Covid-19 did have a detrimental impact on staff morale, the organisation saw improvements in the results of the 2020 survey compared to the year before, with even the lowest three scores as detailed in the figure 24, improving by over 5% each.

Overall, 18 of the 22 questions saw improvements on the year before.

Given the increasing patient demand and behaviour of registered patients, the full impact of Covid-19 may actually be felt and seen through the 2021 staff survey results.

⁷ Source: NHS Staff Survey 2018 Results Briefing, http://www.nhsstaffsurveyresults.com/wp-content/uploads/2020/01/P3255_ST19_National-briefing_FINAL_V2.pdf

⁸ Source: NHS Staff Survey 2018 Results Briefing, http://www.nhsstaffsurveyresults.com/wp-content/uploads/2020/01/P3255_ST19_National-briefing_FINAL_V2.pdf & <http://www.nhsstaffsurveyresults.com/homepage/national-results-2019/breakdowns-questions-2019/>

2021/22 STRATEGY

The organisational strategy for 2021/22 is 'simple'. During the year, SHS expects to see six additional surgeries join the organisation. This will include the four SFT surgeries that have been receiving operational management support but another local practice within Somerset and one in Devon that sits on the border close to Exmoor Medical Centre.

Following this, it is expected that the organisation will undertake a period of consolidation. This is necessary not only to support the surgeries with the ongoing challenges as a result of the pandemic, but also to be able to work towards our vision of becoming a national exemplar which will need all practices to be stable and providing the highest quality care.

Specifically, during 2021/22 SHS will not look to integrate any further surgeries⁹ enabling the organisation to focus support within the following areas:

- Stable workforce and vacancies filled;
- Achievement of set quality outcomes
- Enhanced SHS culture;
- Enable staff to begin to develop and work on innovative initiatives



Figure 25: SHS' Five Year Ambitions

⁹ Unless there would be significant implications on its current surgeries for not doing so (such as a neighbouring surgery about to close and disperse its list)

THANK YOU

It has been an extremely tough and tiring year for all of the staff working within the organisation. Throughout the ups and the downs we have stood by one another, which has allowed us to continue to provide the best care and support possible to our patient population.

We would like to take the opportunity to thank everyone for their kindness and understanding over the course of the year but also their continued support into the year ahead. Although much of life may appear to resume as normal, the healthcare sector remains vigilant and cautious as necessary to ensure that services are maintained and that safety is preserved.

With kind felt thanks,

The SHS Team

