



Providing NHS services

# Symphony Healthcare Services Ltd

## Annual Report

**Company Number: 06633460**

This annual report refers to the activities within Symphony Healthcare Services Ltd  
("Symphony")  
from 1 April 2021 – 31 March 2022

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# Summary of Performance 2021/22

No. of prescriptions issued

2,411,856

GP Practice Contracts Managed



16

Number of patients cared for



117,913

Calls received by our surgeries



1,030,754

Number of staff employed



549

Patient DNA (Did Not Attend) Rate



5%

Average monthly staff absence inc. Covid-19



2.9%

No. of online requests made by patients



177,111

% GP vacancies March '22



24%

No. of referrals made by the surgery

32,106

No. appointments [Face to Face, Telephone, Video Call]

650,240

CQC Rating for all surgeries

'Good'

# A year in reflection from the Managing Director

Although 2020/21 saw the start of the Covid-19 pandemic, 2021/22 was no reprieve with patient demand continuing to rise amongst our surgeries and altered ways of working becoming the new normal to be able to ensure safety of staff and patients, as well as to maintain a sufficient level of service under the circumstances and continued pressures.

Due to the relentlessness of the current healthcare system, staff morale continues to be pressed and recruitment and retention remains as, if not more, difficult than ever.

Despite this, the organisation continues to move forward. With a number of new roles supporting key initiatives such as workforce recruitment and development, and new transformation projects with aims of supporting the working lives of staff and for the benefit of patient care.

In addition to this, the organisation welcomed six new surgeries during the year, achieving our ambitions of working with 20 practices to be able to see tangible benefits from at scale working. As such, 2022/23 is intended to see these benefits begin to come to fruition with a focus on standardisation in areas where aligned working will not only support continued patient safety but enable staff to support one another with more ease creating a resilient and sustainable future.

As the NHS works its way through the remainder of the challenges that continue to follow the pandemic, Symphony will also look to the future with particular regard around it's position in the Somerset healthcare system in supporting general practice.



**Kerry White**  
Managing Director

A handwritten signature in black ink that reads "Kerry White".

# About Symphony Healthcare Services

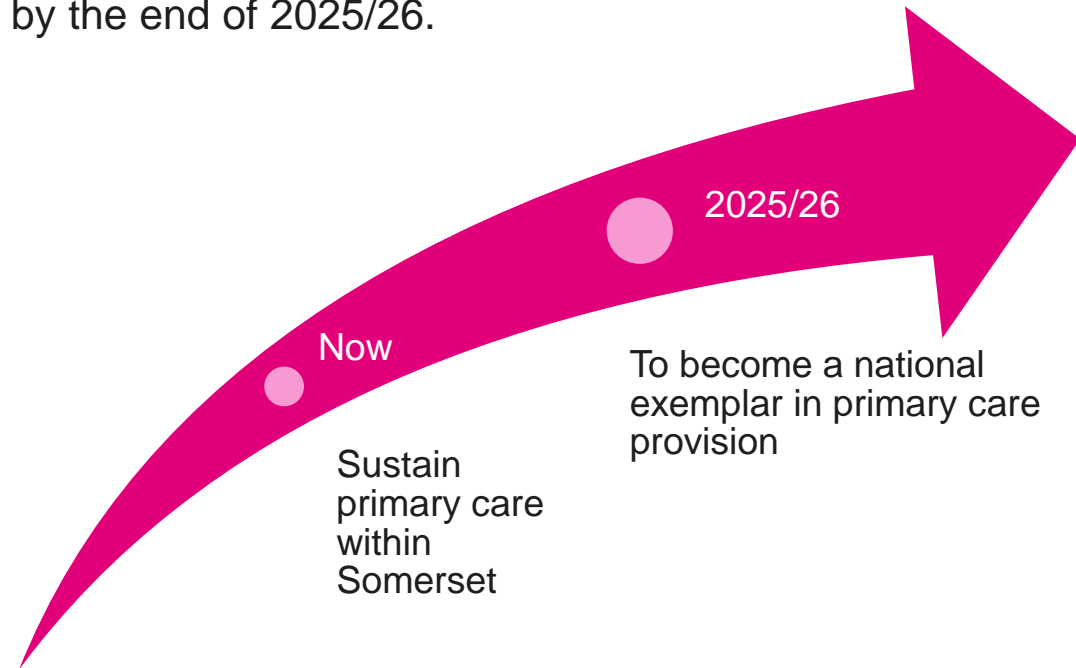
Symphony Healthcare Services is a largescale primary care organisation based in Somerset and within 2021/22 supported approximately 118,000 patients with their healthcare needs by providing NHS services through 16 GP surgeries.

## Our Vision

SHS was originally developed to ensure the sustainability of Primary Care within Somerset and continues with this ambition to date. However Symphony Healthcare Services wishes to Grow, Enhance and Transform primary care to become a national exemplar of modern general practice by the end of 2025/26.



**Figure 1:** Symphony Mission: Grow, Enhance, Transform (GET)



**Figure 2:** Symphony Vision

# Why Symphony Healthcare Services Exists

Symphony Healthcare Services was developed following the Symphony Vanguard Programme, a national initiative to develop future NHS services. Within South Somerset the programme was undertaken by Yeovil District Hospital NHS Foundation Trust, 16 GP surgeries, as well as other local health and social care bodies to improve care pathways for patients based on a developed 'Symphony dataset'.

Due to the relationships built through the Vanguard programme, practices locally approached Yeovil District Hospital NHS Foundation Trust to see whether the hospital could do anything to support them, including taking on their GP surgery contracts. This led to the creation of Symphony Healthcare Services.

## Our Legal Structure

Symphony Healthcare Services is a limited company, meaning:

- ❑ It is legally separate from the individuals that run it – recognised as an entity its own right in the eyes of the law;
- ❑ It has shares - Yeovil District Hospital NHS Foundation Trust holds 100% of our shares; and
- ❑ It can keep the profit, if there is any - as per our governing documents any profit would go back into our surgeries to support patient care.

Due to this and the GP contracts that we manage, this means that Symphony Healthcare Services is a provider of NHS services – the same as traditional GP surgeries. Our legal structure links us to the Trust but does not make us directly part of the Trust – recognising our different and complimentary roles within the healthcare setting.

## What we continue to offer

Symphony Healthcare Services has continued to build upon relationships developed and through the work the organisation undertakes in turning around those in difficulty, practices outside of the initial Vanguard programme have continued to approach us to obtain similar support. This has now extended to Devon as well.

# Our Values

As an organisation we are extremely proud of the values we have developed.

With the organisation still growing, the teams continue to implement and embed these amongst staff – and captured at the very doorway of the organisation, through interviews and discussions with interested personnel.

Ensuring staff understand that these form part of the caring and compassionate culture that we strive to achieve and uphold is of crucial importance.



Figure 3: Symphony Values



# Our Practices



Users of this car park do  
not all have paid.  
The management will not  
accept responsibility  
for any damage,  
accidents or losses.

# Bruton Surgery

With Covid-19 continuing for a second year, the practice has continued to adopt new ways of working to meet patient demand and maintain a covid-19 safe environment.

The surgery has continued to use the online consultation system *askmyGP* for the clinical team to review and action requests and during March 2022 the surgery introduced a new *Care Navigator* role to help manage appointment demand and support the signposting of patients to the most appropriate healthcare profession or area to enable the clinical team to focus on patient care.

The surgery adopted a birthday month recall approach to manage chronic disease patients throughout the year which proved very successful and Clinical Lead, Louisa McLachlan, has been instrumental in developing the national BP@Home programme for general practice, and Bruton Surgery specifically.

During the year, the surgery welcomed a new Lead Nurse to the practice and two new Health Coaches, with a keen interest in wellbeing and self-care. Complimenting this, the surgery is working on a Children and Families project led by Dr Erika Andrews to support the wellbeing of children and families through health coaching and providing information about local services and organisations who can help.

Working with our Primary Care Network colleagues, the practice continued to support and deliver Covid-19 vaccinations during weekend clinics throughout the year to provide the first and second primary doses, the boosters and subsequently the spring boosters. The surgery have also been supported by its Primary Care Network Prescribing Team and our Musculoskeletal Physiotherapist providing appointments at the Bruton site.

There have been changes throughout the year within our GP Team as after 20 years Dr Nick Gompertz decided to pursue other outside interests and as such the surgery welcomed Dr David Rogers. Dr Rogers has an interest in education and has provided training to GP Trainees during this academic year. Dr Susie Stoneley has also become a GP Trainer and the surgery look forward to welcoming her future GP Trainees.

Overall, it has been a positive year despite the challenges and the surgery continues to look forward, excited by the future outcomes of the changes made and projects undertaken.



## Buttercross Health Centre

Although it has continued to be a challenging year with staff sickness and isolation from rising numbers of Covid-19 in the community, the practice staff have worked together to enable Buttercross Health Centre to continue to provide excellent care for our patients.

The surgery is now over two years into using *askmyGP*, which is going well to manage and support patient requests. Work is now underway to encourage patients who have yet to use the system to sign up themselves if possible for those times in which they need to contact the surgery in the future.

The surgery has an excellent non-clinical team who are continuing to go from strength to strength to allow the practice to run as efficiently as possible day to day.

The practice has not faltered in respect of the learning and transformation opportunities available such as protected teaching time to support the Symphony ethos of a multidisciplinary team approach and extended multidisciplinary team huddles with the palliative care, complex care and mental health teams which is overseen by the health & wellbeing coach team and GP lead.

Dr Kathryn Patrick has been supporting and educating patients across Somerset with menopause webinars, which has been of great benefit to the patients.

The practice acute team consisting of Nurse Practitioners and Enhanced Care Paramedics has continued to develop and grow which is a significant support to the GP team and provides holistic care to the patient population.

Creech  
Medical  
Centre



# Creech Medical Centre

Creech Medical Centre joined Symphony in October 2021 after previously being a surgery under Somerset NHS Foundation Trust.

The surgery has been able to review its administration processes over the course of the year and has had support in the form of a newly developed 'Workflow Hub' where documents are processed by trained administrators to minimise the involvement where appropriate from the clinical team. In addition to this, the surgery has also benefitted from inclusion within the Symphony 'Medicines Management Hub' which deals with repeat prescriptions and medicine queries, further freeing up GP time.

Early in the year, the surgery also reviewed its patient recall process to support annual reviews of long term conditions as part of getting routine care back on track for patients following the pandemic. The new process is based on inviting patients in during their birthday month, which over time we hope patients will remember as well to support ownership of their healthcare. This changes made enabled the surgeries performance in completing reviews to be the highest performing within Symphony, for which our staff are extremely proud of and most importantly our patients are seeing benefits from.

Other initiatives we have introduced to support and improve the patient experience are the increased use of AccuRx to enable our clinicians and staff to text patients with useful information and health questionnaires, a cancer monitoring system which supports the referral process for suspected cancer and eases follow up by the surgery for timely and appropriate care, and twice weekly multidisciplinary team meetings where representatives from the surgery and other support services such as the district nurse team, social care and secondary care discuss patients with complex care needs to ensure they are getting the care and support they need across all the healthcare services.

The surgery has continued to meet with its Patient Participation Group throughout the year updating them on developments in the practice and engaging them in any proposed changes. However the surgery continues to encourage new members to join to ensure the patient population is well represented.

The continuation of Covid-19 restrictions throughout the year presented ongoing challenges. To the surgeries benefit, our neighbouring practice, Taunton Vale Healthcare, supported our Primary Care Network (Tone Valley) in continuing to offer booster vaccinations, with a high percentage of eligible patients taking up the offer of vaccination. In consideration of the ongoing Covid-19 prevalence and the impact on the population, the flu vaccination programme also included all 50-64 year olds for the first time. The surgery was able to vaccinate over 90% of all eligible patients in Saturday, weekday evening and afternoon clinics during the autumn.

The surgery has suffered from a number of GP vacancies throughout the year but has booked regular locums where possible to maintain continuity of care. Despite the national shortage of GPs, the surgery has considered other ways in supporting the clinical team with additional healthcare professionals such as musculoskeletal practitioners, mental health practitioners, advanced nurse practitioners and clinical pharmacists; with these professionals highly skilled to see and treat a number of problems and in most instances are also prescribers.

Crewkerne Health Centre

Part of  **Symphony**  
Healthcare Services

Day Levis Pharmacy





# Crewkerne Health Centre

Over 2021/22 the surgery experienced several changes within its team. This included the introduction of a new management structure to provide stability to the practice. The management of the surgery is now undertaken by a Practice Operations Manager and a Practice Business Manager, with the remit of both staff focusing on different areas to ensure the effective running of one of the largest surgeries within the organisation.

During the year, Dr Horne celebrated 30 years at Crewkerne Health Centre and in turn stepped down in his role as Clinical Lead to focus on clinical work. Despite this, Dr Horne continues to support new Clinical Lead, Practice Nurse Kirsty Sansum.

Following the initial implementation of online consultation system askmyGP during the pandemic, the practice wished to progress with an alternative online consultation system due to the pressure the practice was under. With the use of online consultation system Klinik, the surgery has also implemented a new appointment system where there are a mixture of routine and urgent on the day appointments available. Although Klinik is only open during the morning for non-urgent requests, our reception team remain available to take calls when the surgery is open.

In addition, the surgery created a telephone hub in one of the larger surgery rooms allowing for all phone calls to come through to a central space within the surgery that has a dedicated team to answer. To support this, our Duty Doctor now sits with our reception team to triage incoming calls. This supports learning as well as ensuring the duty doctor is accessible for other members of the team; this has been an extremely positive change for the surgery.

Amongst all this, the Middle Path surgery also underwent refurbishment during the year with new floors, sinks and decoration within clinical areas. This enabled the team to also review the administration areas to ensure that they were clear and light to create a better working environment for all.



# Exmoor Medical Centre

The surgery had many successes during the year despite the residual impacts from Covid-19.

A practice wide QI project was undertaken to improve the medication review processes and encompassed all patients, whether they have long term conditions or not. This resulted in 89% of the surgeries patient population having had a full medication review by the end of March 2022 and this continues to increase.

This project led to a significant improvement in our Quality Outcome Framework (QOF) achievement for the year leading us to being the most improved practice within Symphony and one of the top four practices in the organisation for overall achievement.

The surgery achieved reaccreditation on the Gold Standards Framework for Palliative Care at Platinum level in summer 2021 which is a huge achievement and something the team are incredibly proud of.

The surgery has strengthened all areas of both its clinical and non-clinical teams over the last year giving the practice increased resilience. Moreover there has been continued development and links with our Primary Care Network (PCN), with Exmoor Medical Centre playing a leading role over the past year with Dr Kelsey Boddington remaining the Clinical Director for the PCN. The PCN has enabled the introduction of ARRS roles such as a clinical pharmacist, pharmacy technician, first contact physio, complex care nurse and health coach, allowing the surgery to provide more holistic person centred care working in partnership with the practice multidisciplinary team.

The surgery has also been part of the 'Brave AI Project' within Somerset, being one of the first to roll out and utilise the available data to inform decision making around the patient journey.



# Hamdon Medical Centre

Hamdon Medical Centre continued to work collaboratively with its neighbouring practices as part of the South Somerset West Primary Care Network (PCN) to provide Covid-19 vaccinations throughout 2021/22.

The surgery continues to develop and grow its team, with the recruitment of a new Healthcare Assistant (HCA) and the practices existing HCA becoming a Trainee Nursing Associate.

In late 2021 the practice started piloting 'Doctaly' a digital platform that allows the practice to request patients with a chronic disease (specifically those with asthma) to undertake their annual review via a mobile device. This is proving successful and further patients will be contacted regarding use of the platform to support the capacity and care that our nurses may provide.

Operationally the surgery continues to deliver its core services at a high standard. In particular, the surgery delivered the required performance to achieve the national Quality Outcome Framework (QOF) targets.

Given the ongoing prevalence of Covid-19 and in conjunction with national advice to healthcare services, the surgery maintained strict infection control within the surgery and this ensured minimal impact regarding Covid-19, including outbreaks, which supported the availability ongoing care and ensured patient safety, which was a top priority for the team.



Lloyds pharmacy



 Symphony  
Healthcare Services  
Highbridge

# Highbridge Medical Centre

Highbridge Medical Centre continues to experience extreme pressures due to increasing demand. This has been exacerbated over the year due to the temporary list closure of neighbouring surgery Burnham & Berrow Medical Centre, with a number of patients joining Highbridge Medical Centre due to lack of choice in the immediate area.

Despite this, the surgery has been successful in expanding its multidisciplinary team with the inclusion of a musculoskeletal practitioner, specialist mental health practitioner and a health coach. The combination of these clinicians, the already established advanced care practitioners, GPs and our administrative teams ensures that the surgery provides holistic care to our patients. In consideration of the expanding team, training remains ongoing to ensure that the highest quality care is provided.

The team also continue to mentor medical students, which is not only fulfilling but will hopefully encourage these future GPs to return.

The practice has actively participated in and contributed to the research efforts of the organisation supporting the following projects: BASIL+, PANORAMIC, MERIT, CHICO and TACKLE.

Operationally the surgery has maintained a total triage process in the first instance, with our clinicians assessing patients via phone in the first instance and where appropriate before bringing them into the surgery. This has been to support infection prevention control across the surgery for the safety of staff and patients whilst Covid-19 prevalence remains.

The team introduced a new patient recall system for Quality Outcome Framework (QOF) reviews relating to patients. This has been positively received by both patients and staff, supporting the processes and systems within the surgery to facilitate high quality patient care. The team have also been working closely with its neighbouring practices as part of the North Sedgmoor Primary Care Network (PCN), with PCN staffing working from the surgery where possible.



LISTER HOUSE SURGERY

LISTER HOUSE SURGERY PARKING

CHILDREN'S CENTRE PARKING

SLIP, TRIP & FALL HAZARD FOR LISTER HOUSE SURGERY & CHILDREN'S CENTRE ONLY



## Lister House Surgery

During 2021/22, Lister House Surgery experienced a number of changes, including joining Symphony Healthcare Services on 1 October 2021.

Following integration, the surgery welcomed a new Practice Manager, Deputy Practice Manager and two new members of staff to the administration team, which has had a positive impact on practice relationships as well as systems and processes.

The surgery has developed a 'birthday' recall system to review patients who require chronic disease management during their birthday month and will further support the surgery achieve the national Quality Outcome Framework (QOF) requirements, as well as medication review figures, over the following year.

The surgery has also been working with the Symphony central team to imbed a new website and telephony system to aid patient access and communications. This is expected to come to fruition during the early stages of 2022/23 following the work attributed to date.

Despite this, the ongoing communication from the surgery continues to be improved with a new social media page for important general updates and increased use of text messaging system accuRx for contacting patients directly with information and health based questionnaires.

To continue to support the work of the surgery, the surgery has also redesigned the clinical team's appointment book to improve availability. The practice has also become a member of the Symphony 'medicines management hub' which supports in the completion of medication related documentation, relieving our GPs of this work enabling them to focus on other areas.



Lyn Health  
Medical & Minor Injury Services

## Lyn Health Centre

The surgery joined Symphony on 1 July 2021. Whilst Dr Allaway transitioned from a partner to salaried GP, he continued to head the surgery as the Clinical Lead. Following integration, Clare Hartgen also became the new Practice Manager for the surgery and both Dr Allaway and Clare work closely with the surgery team to provide high quality care to the patient population.

The surgery performed well achieving the majority of the national Quality Outcomes Framework (QOF) targets and worked well with neighbouring practices as part of a primary care network (PCN) with Dr Allaway working as the PCNs Clinical Director. Through the PCN, the surgery has benefitted from a First Contact Physio once a week conducting a morning session and this has been very successful for the practice. Looking forward though the surgery hopes to benefit from the new Health and Wellbeing team that the PCN is putting together currently.

For the most part, the surgery has benefitted from the strict infection prevention measures put in place, reducing the amount of covid-19 sickness experienced across the surgery. Despite this, an unfortunate period in March 2022 saw pressure in the surgery from a mixture of Covid-19 sickness and other absence which due to the surgeries size was difficult to manage operationally. This has led the practice to consider changing clinical systems going forward so that remote Symphony GPs and staff may further assist in such instances, providing additional resilience.



THE  
MEADOWS  
SURGERY

## The Meadows Surgery

The surgery has continued to focus on providing high quality patient care across the year despite the shortages in staff experienced. This has improved over the course of the year with vacancies recruited to. This has enabled the surgery to increase the offer of appointments available with the surgeries multidisciplinary team following the inclusion of another Advanced Nurse Practitioner.

Our staff are also working well with neighbouring practices through the Primary Care Network (PCN) the surgeries are party to. Specifically, the surgery has benefitted from the support of the PCN Pharmacy Technician team.



## Martock Surgery & South Petherton Medical Centre

2021/22 was a very challenging year. To support the surgery, the team implemented a number of changes including more frequent clinical team meetings and a review of processes including the teams use of online consultation system askmyGP. In addition, the surgery introduced two new joint clinical leads, Drs Liz Quinlan and Maeve McInerney, as well as other new clinical and non-clinical staff for the benefit of patient care.

Despite maintaining Covid-19 restrictions within healthcare settings, the surgery has unfortunately suffered periodically with Covid-19 related sickness and isolation which has increase pressure on the remaining staff.

During the year, the surgery has proudly introduced as new leg ulcer clinic which has received praise from local consultants due to the improvement in patient conditions and one of our Healthcare Assistants has successfully joined the Trainee Nurse Associate programme to become a registered nurse.

Further to the initial and successful Covid-19 vaccination programme at the Henhayes Centre in Crewkerne supported by Martock Surgery as part of the South Somerset West Primary Care Network (PCN). The surgery further supported the Covid-19 vaccination efforts towards the end of 2021, establishing a Wednesday clinic at the Martock Surgery site for the PCN.

The surgery team has continued to develop strong relationships with the Patient Participation Group (PPG), enjoying their support and encouraging their feedback. The PPG has specifically assisted the surgery with the marshalling at the Covid-19 vaccination hubs in Crewkerne, Martock and Ilminster (Dillington House) which was a significant contribution and greatly appreciated by the surgery and organisation.

The surgery has worked collaboratively with the local acute trust to support interim beds within the surgeries largest nursing home. The team have worked closely with both the nursing home staff and District Nurses to provide interim care for patients being discharged from hospital.

The surgeries plans for the coming year are to continue working on the changes and improvements made during 2021/22 and bolster communications with our patient population.



**NORTH PETHERTON  
SURGERY**  
Telephone 01278 662223  
PHARMACY 01278 661428

The  
Minster



## North Petherton Surgery

North Petherton Surgery is one of the latest surgeries to join the organisation and transitioned from Somerset NHS Foundation Trust to Symphony on 1<sup>st</sup> October 2021. A number of changes took place following the integration of the surgery into Symphony, including a change to the Practice Manager.

The surgery have also reviewed their workforce requirements during the year and have recruited four new part time administrators. This will enable the surgery to implement a new 'Birthday' review process for patients requiring annual monitoring for their chronic diseases. The results from this are expected to be seen from 2022/23 within the surgeries Quality Outcome Framework (QOF) results.

In addition to the new administrators, the surgery has benefitted from the use of a Health Coach during the year which is an additional role provided by the Primary Care Network that North Petherton is a party to with neighbouring surgeries.

Due to the number of changes taking place across the year, the surgery opted out of providing any further Covid-19 vaccinations after the initial programme to focus on delivery of care to the practices patient population.



## Oaklands Surgery & Yeovil Health Centre

Oaklands Surgery & Yeovil Health Centre continue to make changes to adapt to a new way of looking after patients following the Covid-19 pandemic. The surgeries have now reopened their waiting room to the public whilst continuing to ensure that infection prevention measures are maintained for the safety of patients and staff.

The surgery is part of the Yeovil Primary Care Network (PCN) along with other neighbouring practices within the Yeovil locality. The PCN works very closely and have particularly benefitted from joint working in relation the delivery of the Covid-19 vaccination programme.

Whilst the surgeries clinicians carry out a large proportion of work via telephone, and other virtual means, this has supported the capacity of the surgery and enables the team to bring in those patients that need to be seen for an examination.

The surgery continues to use the online consultation system askmyGP which proved invaluable throughout the pandemic. Over the course of the year, the surgery listened to the patient population to make adjustments to the use of the system to ensure that it continues to operate effectively and meet the needs of the both our patients and our clinicians.

The surgery has a very positive relationship with its Patient Participation Group (PPG), hosting regular meetings to discuss changes and listen to any feedback. The PPG was a significant support over the pandemic providing much assistance to patients.

The team at Oaklands/Yeovil Health Centre have adapted to many changes these last couple of years and although at times it has been tough they have pulled together and worked as a team throughout



Wick Park School

# Ryalls Park Medical Centre

2021/22 was quite a year for Ryalls Park Medical Centre who joined Symphony at the start of the financial year on 1 April 2021. There were a number of challenges facing the surgery from a returning CQC inspection as well as the ongoing infection prevention requirements of the pandemic. At the point of joining Symphony there were a number of areas that the team prioritised including:

- Establishing clear managerial leadership;
- Stabilising the GP team and providing clinical leadership to the practices multidisciplinary team;
- Gaining the trust and confidence of the already established team;
- Supporting the highly motivated and capable clinical and admin teams already present; and
- Supplementing the multidisciplinary team with other roles such as a pharmacist.

With hard work and dedication from the entire team these priorities were fulfilled. The staff have embraced change from improvements to the practice environment, installing a new telephony system, reviewing the workforce and implementing a new online consultation system 'Klinik'. Patients have quickly adapted to the new way of sending in requests due to the ease of access and the quick response that they receive from a clinician. Our website has also been developed to support the dissemination of information to patients and support access.

During September 2021 the surgery received a follow-up CQC inspection and due to the changes made were rated as 'Good' across all five domains. This was a significant morale boost for the team and much deserved.

The practice continues to work closely with neighbouring practices, including Symphony practice Oaklands Surgery, as part of the Yeovil Primary Care Network (PCN). Together the PCN successfully provided Covid-19 vaccinations to our patients and will continue to work together for future Covid-19 vaccinations, as well as other projects.

Regular meetings continue to take place with the surgeries Patient Participation Group (PPG) to keep them updated and maintain the supportive relationship between us both.



Overall Ryalls Park has had a successful year and the team will continue to sustain, grow and care for our patients in the year ahead.



**Warwick House  
Medical Practice**  
*Looking after you*  
We welcome new patients **NHS**



  
Automatic  
door  
**Keep clear**





# Warwick House Medical Centre

Warwick House Medical Practice joined Symphony on 1 October 2021 and the team continue to experience the benefits of being part of a primary care focused organisation. This includes a new medicines management hub which is based at neighbouring practice Creech Medical Centre. The hub assists with the repeat prescriptions process for practices involved. The team have also continued to develop its use of the workflow hub to reduce the amount of clinical administration that GPs have to undertake allowing them to focus on other areas.

From July 2021, the surgery began using the Community Pharmacy Consultation Service giving patients and staff an additional option for the management of minor illness. The surgery has been one of the highest referrers across Somerset, a significant achievement and therefore continues to raise awareness of this service through its Patient Participation Group, website and noticeboards. The surgery also works closely with neighbouring practices via its Primary Care Network (PCN) including most recently vaccinating patients as part of the Covid-19 programme. In addition the surgery ran a very successful flu campaign, managing to vaccinate more patients than ever before in the practice whilst also ensuring that our care home and housebound patients received vaccination in a timely manner.

The surgery was also successful in embedding a number of other processes and projects across the year, including the implementation of 'C the Signs' to improve cancer safety netting, joining BP@Home to support BP monitoring for patients, implementing electronic repeat dispensing (eRD) for the convenience of patients that are considered appropriate, as well as supporting clinical capacity. The surgery has also been finding ways to support communication with patients and has set up a facebook page to disseminate information online. Furthermore in January 2022, the surgery also became the medical provider for a local boarding school, King's College, adding variety and interest to the roles of those involved and has been a successful partnership thus far.

The surgery has benefited from additional staff through the PCN, gaining pharmacy, musculoskeletal and mental health capacity which has been a welcome resource for our patient population. The surgery has also embedded its own Pharmacy Technician who supports safety searches, recalls for hypertension and atrial fibrillation patients, asthma review administration, as well as general medicines management.

During June 2021 and subsequently in September 2021, the surgery conducted an opioid re-audit. This demonstrated via commissioning data that over the last two years, the surgery has reduced opioid prescribing by 30%, the best reduction in Somerset. The surgery is now sharing the positive actions taken with the commissioners. Over the course of the year, the surgeries chronic disease reviews have returned to face to face appointments for the vast majority of patients. These reviews have been supported by the successful completion of a COPD diploma by one practice nurse, who will also be undertaking an asthma course during 2022/23.



Wincanton  
Health  
Centre  
2011

your local  
**Sainsbury's**  
pharmacy



## Wincanton Health Centre

During 2021/22 the surgery continued to support the Covid-19 vaccination programme where it moved from being delivered at Wincanton Community Hospital to Haynes Motor Museum. The surgery was also able to offer additional clinics for patients by operating over the weekends.

Due to extreme staffing pressures the surgery had to unfortunately terminate its contract with the hospital to provide GP care within the wards. This was an extremely hard decision for the surgery but was made with the ongoing care needs of the wider patient population in mind.

The surgery continues to host trainee GP's at the practice and these are supported by two of the surgeries GPs who are also trainers. The surgery has been fortunate to take on a nurse under the fellowship scheme which enables individuals to train to become a practice nurse. In addition, the surgery has supported one of its nurse practitioners in undertaking their prescribing course.

The team continue to meet via practice 'huddles' and supports multidisciplinary team meetings virtually, working closely with the Somerset complex care team and the Primary Care Networks pharmacy technician via these meetings.

The surgery is constantly looking at new ways of working to ensure effective systems and processes for the benefit of patients and staff; this will continue into the new financial year.

# **Our Directors, Central Team & Hubs**

# Directors

There have been a number of changes to the directorship of the organisation throughout the year due to the anticipated merger between Yeovil District Hospital NHS Foundation Trust and Somerset NHS Foundation Trust (SFT) as well as the emerging Integrated Care System.

This saw the departure of Jonathan Higman in December 2021 and Sarah James in January 2022 both as a YDH representatives and Clodagh Warde in January 2022 as a Social Finance representative.

Due to these departures and to support quoracy, Shelagh Meldrum was included as a Board member from January 2022 due to her Board position across both trusts.

Name	Position	Voting Right	Meeting Attendance
Maurice Dunster	Chairman	Casting Vote	5/5
Kerry White	Managing Director	1	5/5
Dr Berge Balian	Medical Director	1	5/5
Dr Harvey Sampson	Director for Strategic Development	1	4/5
Dr Ian Wyer	Director for Wider Primary Care	1	5/5
David Shannon	Director	1	5/5
Shelagh Meldrum	Director	1	2/2
Jonathan Higman	Director	1	3/3
Sarah James	Director	1	2/3
Clodagh Warde	Social Finance Director	0	3/3

**Figure 4:**  
Symphony Board  
Composition

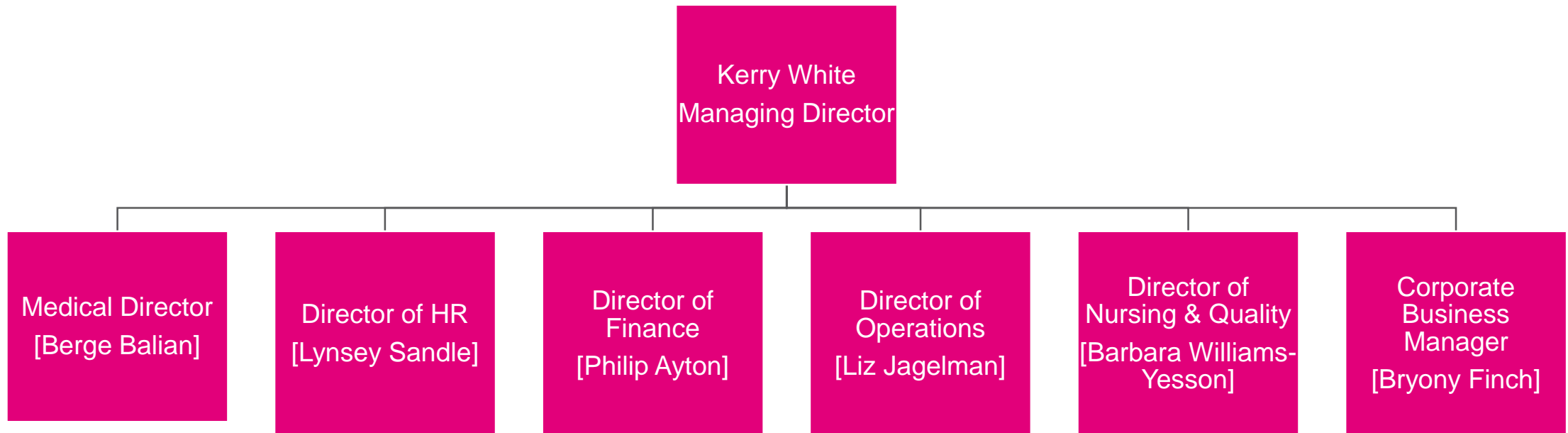
The Board also welcomed Patient Participation Group representative John Falconer from November 2021 to include a patient voice at the Board.

# Leadership & Central Team

Sue Oliver retired during 2021/22 and therefore left her position as Director of Human Resources. The position was subsequently filled by previous Human Resources Manager, Lynsey Sandle.

The wider central team saw only minimal increases in personnel to support the increased needs of the practices and growth of the organisation with the inclusion of six new surgeries during the year.

The leadership structure as of 31 March 2022 was as follows:



**Figure 5:** Symphony Leadership Structure

## Data & Performance Team

This year has been one in which the Data and Performance Team has again expanded; this time to support the integration of six new practices and the associated increase in workload around enhanced service reporting and Quality Outcome Framework (QOF) support. This year has also seen the introduction of the safety assurance scorecard which will allow Symphony to monitor clinical safety using key CQC indicators in a way not seen before across the organisation. The scorecard focuses on accurate diagnosis recording, prescribing safety and auditing vulnerable patient registers and care planning.

The team has also been heavily involved in the success of the PANORAMIC COVID anti-viral research project. The team have been responsible for reporting the potentially eligible patients into the research recruitment team on a daily basis; EMIS training for new research staff and also the setup of Microsoft Teams to facilitate easier collaboration for a team that are spread across multiple different IT systems.

Working closely with the South Somerset West Primary Care Network (PCN), the team are now providing data to monitor performance against the impact and investment fund indicators, as well as support quality improvement projects across the PCN and Symphony. Starting in February 2022 and running throughout the next financial year, the team will be looking to standardise EMIS clinical resources across Symphony to allow for easier collaboration and cross site working within the organisation.

Looking forward into 2022/23, the team will be continuing to support the roll out and development of a number of systems including Doctaly, Livi and AccuRX, as well as provide monitoring data for a range of transformation projects.

## Workflow Hub

The Workflow Team have been focusing on maintaining to the set protocol throughout the year. This has sometimes been challenging due to the increase in documentation arriving from secondary care following the return of certain clinics. At times this led to a backlog of clinical letters for the workflow team. To manage the demand, the team implemented a new way of working to identify the urgency of letters. This led to the team achieving its goal, ensuring that all documents across all the practices covered were within the workflow protocol and key performance indicators were being met. This currently means that all documents are being processed within 2 working days, which falls under the protocol (3-5 working days).

The team has grown during the year to support the effective and efficient completion of workload for the practices using the hub. The size of the team, spread across various bases, means that the utilisation of internet based platforms has been essential to support one another and have consistent communication.

Laura Watson, previous Workflow Manager, has taken on a new role of Business support and Development Manager within Symphony, maintaining line management responsibilities of the Workflow Team as part of this role. This has supported the development of Jemma Blake who is now the Workflow Manager focusing on the day to day running of the Workflow Hubs.

Laura is now focusing on the standardisation of processes and protocols both within the workflow hubs and across Symphony to support staff resilience and continue high quality care for patient safety.

Overall, the workflow hub is exceeding its expected 80-20 split for managing clinical administration documentation by currently completing on average 83% of practice documents received. The remaining 17% requires further action or clinical oversight before being finalised.

# Medicines Management Hub

During 2021/22 the team have opened two new medicines management hubs, seeing a significant growth in team size, as well as the number of patients supported in relation to medicines management across the organisation.

The team now have hubs and provide remote support to:

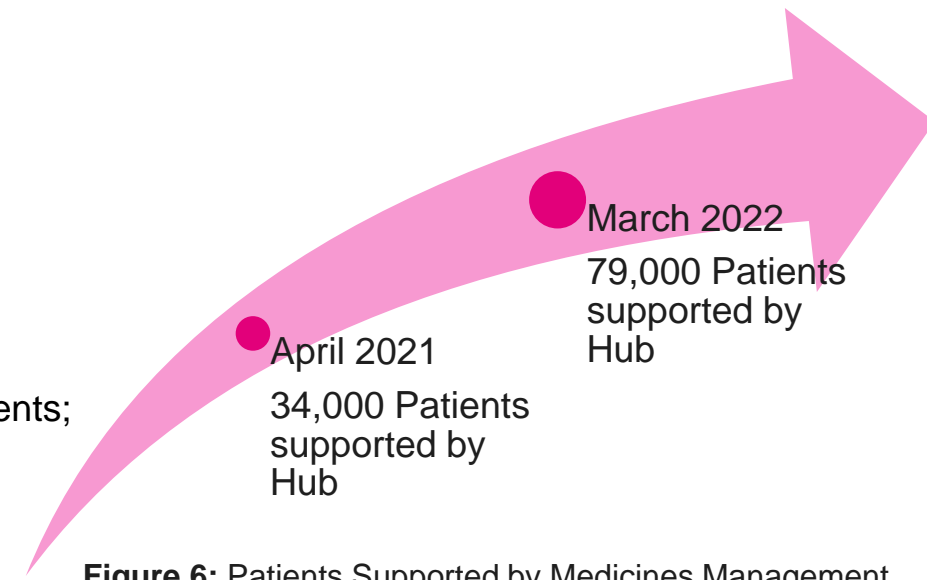
- Ryalls Park Medical Centre to serve Oaklands Surgery and Ryalls Park Medical Centre patients;
- Creech Medical centre to serve the four Taunton based Symphony surgeries;
- South Petherton Medical Centre to serve all four South Somerset West PCN surgeries; and
- Remote support to Highbridge Medical Centre and Wincanton Health Centre.

In November 2021 the Hub had its first team Development Day, identifying issues to enable the team to prioritise workload. As a result, a new career pathway has been developed to enhance staff retention and training. A new and innovative role has also been implemented which will ensure that all members of the team are working to the top of their skill set. This is intended to save GP time as well as enhancing patient safety and increasing practice income.

The Hubs pharmacist workforce has remained fairly stable, whereas the technician workforce has increased from 3.5 to 5.5 WTE during the past year. This has increase the workload able to be achieved by the team and can be seen in figure 7 & 8.

The team is committed to development and training of staff. During 2021/22, two members of the team, one pharmacist and one technician, have completed their CPPE General Practice training pathways. This course vastly expands clinical knowledge and skills, and subsequently confidence in the primary care role. Three of the Hubs technicians are enrolled on other nationally accredited training courses.

The team continue to work with the local hospital, co-hosting a collaborative placement for pharmacist foundation training and are training three pre-registration pharmacy technicians (two in their first year and one in their second year), this is fully-funded by Health Education England and in partnership with Day Lewis Pharmacies.

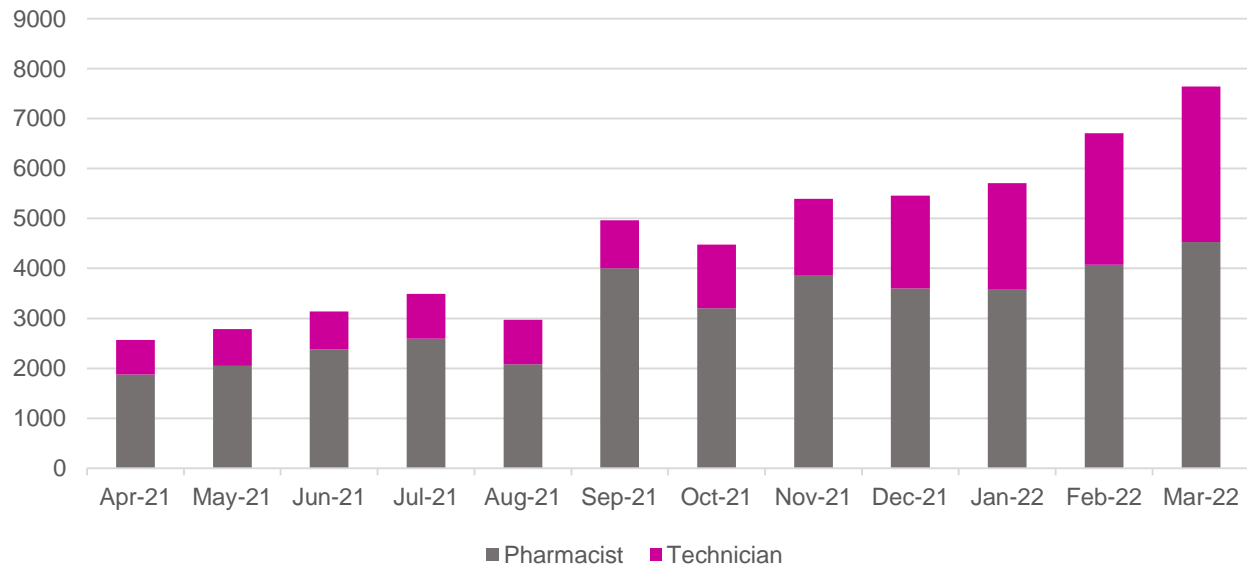


**Figure 6:** Patients Supported by Medicines Management

# Medicines Management Hub Data

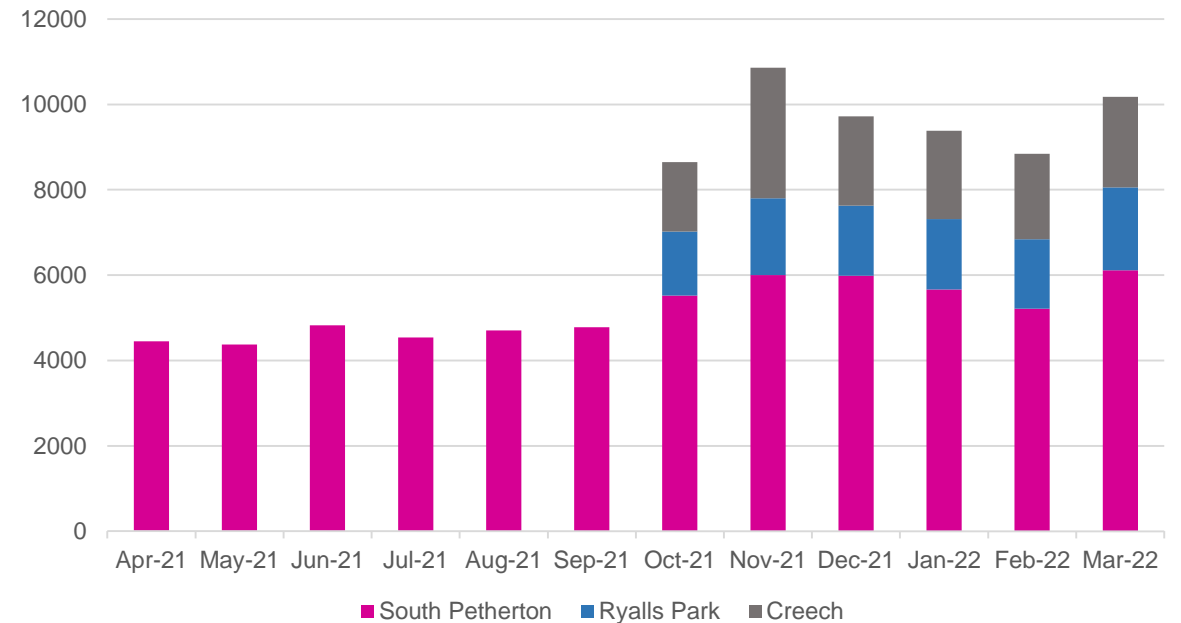
These charts detail the activity of the medicines management hub over 2021/22.

### Documented Consultations for All Hub Practices Pharmacist and Technician Workload



**Figure 7:** Consultations undertaken by Medicines Management

### Number of Calls Answered by Prescription Clerks



**Figure 8:** Calls answered by Prescription Clerks



## Research

Symphony Healthcare Services has been continuing to develop its research capabilities with Dr Chris Krasucki leading on this area for the organisation.

There have been a number of research projects over the year but focus has been on the national PANORAMIC trial which has been testing antiviral drugs for patients with Covid-19 to understand whether they make recovery quicker and reduce the severity of symptoms. The organisation positively contributed to the programme and was the top recruiting hub the UK for trial patients.

Dr Krasucki was [interviewed by ITV](#) during the year regarding the organisations participation in the trial.

The organisation is excited about the ongoing participation within the PANORAMIC trial but also new research trials that it can support going forward.

# Our Performance

# Practice Integrations

As of 31 March 2021, Symphony was managing the following practices within Somerset and Devon:

Practice	Integration	Merged	List Size
Buttercross Health Centre	07/04/16	1 July 18	7,590
The Ilchester Surgery	07/04/16		
Yeovil Health Centre	07/04/16		
Oaklands Surgery	01/08/17	1 Sept 17	11,022
Highbridge Medical Centre	01/04/17		
Crewkerne Medical Centre	01/07/17	1 July 18	12,894
West One Surgery	01/07/18		
Wincanton Health Centre	01/10/17		8,999
Hamdon Medical Centre	01/05/18		5,837
The Meadows Surgery	01/11/18		4,173
Martock Surgery	01/12/18	Pre-integration	10,797
South Petherton Medical Centre	01/12/18		
Bruton Surgery	01/02/19		5,936
Exmoor Medical Centre	01/04/20		3,986
Ryalls Park Medical Centre	01/04/21		5,572
Lyn Health Centre	01/07/21		2,445
Creech Medical Centre	01/10/21		4,778
Lister House Surgery	01/10/21		6,756
North Petherton Surgery	01/10/21		6,667
Warwick House Medical Centre	01/10/21		7,815
<b>TOTAL</b>			<b>117,913</b>

**Figure 9:** Symphony Practice Integration Dates & List Size

# Statutory Reporting

As Symphony is a subsidiary of Yeovil District Hospital NHS Foundation Trust, it was required to have its financial accounts for the year ended 31 March 2022 to be audited, and this process is anticipated to be complete by August 2022. 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 2021 until 31 March 2022, with a comparison to 2020/21, can be seen in figure 10:

	£	
	2020/21	2021/22
<b>Contract Income</b>	12,188,000	16,299,000
<b>Reimbursement Income</b>	3,971,000	5,507,000
<b>Private Income</b>	141,000	179,000
<b>Total Revenue</b>	16,300,000	21,985,000
<b>Substantive Clinical Pay</b>	(7,709,000)	(10,420,000)
<b>Agency Clinical Pay</b>	(2,292,000)	(3,515,000)
<b>Admin Pay</b>	(3,400,000)	(4,158,000)
<b>Total Pay</b>	(13,401,000)	(18,093,000)
<b>Non-Pay</b>	(4,021,000)	(5,490,000)
<b>Profit on property disposal</b>	0	0
<b>Property Income</b>	41,000	39,000
<b>Operating Loss</b>	(1,081,000)	(1,559,000)
<b>Interest</b>	(228,000)	(358,000)
<b>Taxation</b>	251,000	336,000
<b>Loss after tax</b>	(1,058,000)	(1,581,000)

Figure 10: Symphony Profit & Loss 2021/22 vs 2020/21

# CQC Inspections


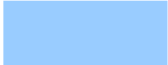








The Care Quality Commission (CQC) ratings of the practices as of 31 March 2022 can be seen in figure 11:

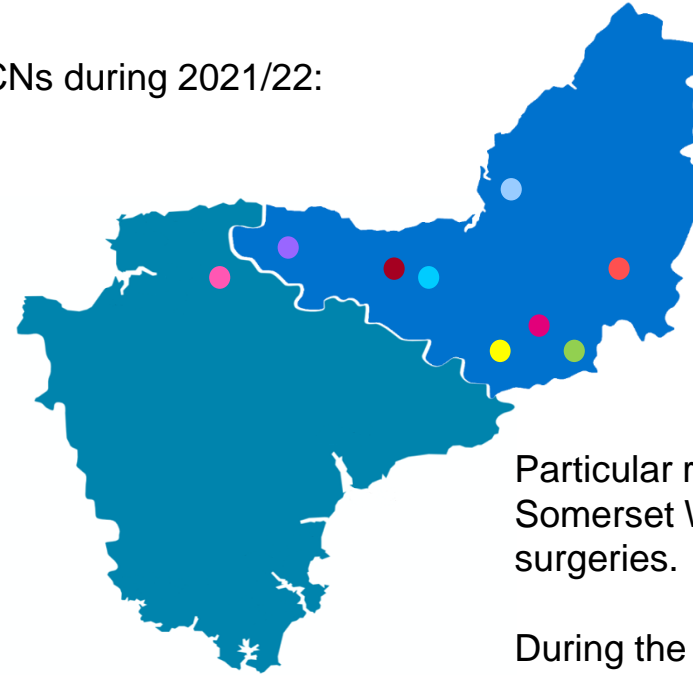
Practice	CQC Rating
Buttercross Health Centre & Ilchester Surgery	Good
Oaklands Surgery & Yeovil Health Centre	Good
Highbridge Medical Centre	Good
Crewkerne Health Centre & West One Surgery	Good
Wincanton Health Centre	Good
Hamdon Medical Centre	Good
The Meadows Surgery	Good
Martock Surgery & South Petherton Medical Centre	Good
Bruton Surgery	Good
Exmoor Medical Centre	Good
Ryalls Park Medical Centre	Good
Lyn Health Centre	Not yet inspected under new provider [previously Good]
Creech Medical Centre	Not yet inspected under new provider [previously Good]
Lister House Surgery	Not yet inspected under new provider [previously Good]
North Petherton Surgery	Not yet inspected under new provider [previously Good]
Warwick House Medical Practice	Not yet inspected under new provider [previously Good]

**Figure 11:** Symphony Practice CQC Ratings

# Primary Care Networks (PCNs)

Symphony has participated and supported the following PCNs during 2021/22:

Key	PCN
	South Somerset West [entirely Symphony practices]
	North Sedgemoor
	CLICK
	South Somerset East (Rural Practice Network)
	Yeovil
	Bridgwater Bay
	West Somerset
	North Devon Coastal
	Tone Valley
	Taunton Deane



Particular regard within this report is given to the South Somerset West PCN which consists solely of Symphony surgeries.

During the year, the PCN has acquired a new manager and had begun to shape a collection of initiatives to support the patient population of Buttercross Health Centre, Crewkerne Health Centre, Hamdon Medical Centre & Martock Surgery.

This includes proposals and work to support a community acute response service, prehabilitation for patients prior to surgery and development of the current health coach and social prescribing teams across the practices.

The PCN has also continued to provide Covid-19 vaccinations for its patient population prior to Christmas, throughout spring and will carry this work into 2022/23.

**Figure 12:** PCN distribution across Somerset & Devon of which Symphony contribute

# Friends & Family Test

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 ratings for the practices over 2021/22:

		Friends & Family Score [How likely would the patient recommend the surgery to a friend or family?]
	No. Responses	Extremely Likely & Likely to recommend
<b>TOTAL</b>	3,865	79%

**Figure 13:** Combined Friends & Family Test Results

Unfortunately the 2021/22 Friends & Family results saw a decrease in patients recommending the service compared to on the 2020/21 results which were 86.31%. This is just below our target of 80% and will be an area for review during 2022/23. Moreover, the number of responses also decreased by 29.62% compared to 2020/21 (5,010).

# Staffing

As of 31 March 2022, Symphony employed the following:

	Female		Male		Total	
	Headcount	WTE	Headcount	WTE	Headcount	WTE
Board Directors	1	1	4	0.68	5	1.68
Executive Team	4	3.8	1	1	5	4.8
All other employees	483	327.91	56	40.5	539	368.41
<b>Total</b>	<b>488</b>	<b>332.71</b>	<b>61</b>	<b>42.18</b>	<b>549</b>	<b>374.89</b>

**Figure 14:** Staff employment numbers & WTE



# Recruitment & Retention

GP recruitment remains a challenge nationally and the impact of this can be seen within figure 15.

GP recruitment is not the only area of difficulty however and the organisation held a 27% vacancy (8.48 WTE) for nursing positions across the organisation as well.

To support recruitment efforts across the organisation, a Recruitment Manager has been implemented and the organisation expects to see the impact of this addition during 2022/23.

Practice	Total Funded WTE GP posts 31 Mar '22	Posts vacant	RAG %
Oaklands Surgery & Yeovil Health Centre	3.67	1.14	31%
Buttercross Health Centre & Ilchester Surgery	3.20	0.68	21%
Highbridge Medical Centre	4.00	1.54	39%
Crewkerne Health Centre & West One Surgery	6.30	1.77	28%
Wincanton Health Centre	2.60	0.46	18%
Hamdon Medical Centre	2.30	0.86	37%
Meadows Surgery	1.23	0.00	0%
Martock Surgery & South Petherton Medical Centre	4.70	0.92	20%
Bruton Surgery	2.65	0.90	34%
Exmoor Medical Centre	2.10	0.05	2%
Ryalls Park Medical Centre	2.20	0.39	18%
Lyn Health Centre	1.44	0.00	0%
Creech Medical Centre	1.70	0.96	56%
Lister House Surgery	2.60	0.26	10%
North Petherton Surgery	2.50	0.88	35%
Warwick House Medical Practice	3.30	0.15	5%
<b>TOTAL</b>	<b>48.49</b>	<b>10.88</b>	<b>24%</b>

Figure 15: GP recruitment status

## 2021 Staff Survey

Symphony issued its fourth staff survey during October 2021. Overall there was an excellent response to the survey with 76% of staff responding; this response rate is significantly higher than the national NHS response rate which was 48%.

The top 3 results from the 2021 Symphony staff survey can be seen detailed below; with a comparison to the most applicable result from the 2021 NHS national survey.

Top 3 Ranking Scores (Strongly Agree/Agree)	2021/22	
	Organisation	National Average
Staff have a good working relationship with their direct line manager/lead	92%	69.3%
Staff feel that their direct line manager/lead values their work	89%	70.6%
Staff feel able to approach the practice/department management team with any issues or concerns	89%	62%

The top 3 areas requiring improvement from the 2021 SHS staff survey can be seen detailed below; with a comparison to the most applicable result from the 2021 NHS national survey.

Top 3 Areas for Improvement	2021/22	
	Organisation	National Average
Staff believe that they are fairly paid for the work that they do	41%	32.7%
Staff feel that their workload is manageable	44%	43.2%
Staff feel that they have adequate time to demonstrate their learning	54%	Data not available

Although Covid-19 continued to have a detrimental impact on staff morale, the overall results of the 2021 survey compared roughly the same to the year before.

**Figure 16 & 17:** 2021 Staff Survey – top 3 scores & top 3 areas for improvement

# Transformation

The organisation has continued piloting and developing programmes of work in line with its value of being innovative and to achieve its ambitions of becoming a national exemplar in primary care provision.

During the year, a review of the online consultation platforms was undertaken to understand whether there was a preferred provider that all surgeries could transition to using. Further work is ongoing to determine this, including the pilot of a new online consultation platform within one surgery, expanding to another during 2022/23.

The organisation was also successful in bidding for money through NHS Digital to undertake a pilot of *Doctaly* to support chronic disease management for patients, beginning with asthma. The roll out of the programme will take place formally throughout 2022/23.

Work commenced during the year to transition the remaining surgeries over to using *X-on* for their telephony needs, supporting patient access but also facilitating consistent data collation across the organisation.

During the year, the central and practice teams have also started focusing on standardisation of work to support time savings but also resilience amongst staff. This has initially started with reviewing the work of the workflow management hub but will continue into 2022/23 to capture a number of areas. Specific regard will be given to data quality as part of this process to ensure that reporting is consistent across the organisation where possible.

To try and combat the escalating costs of agency and locum staff, the organisation established *Symphony Flex* a staffing bank to enable staff to easily identify available shifts across the organisation via a system called *Lantum*. *This has also supported the organisation to successfully manage its covid-19 vaccination clinics within the South Somerset West PCN.*

## 2022/23 Strategy

During 2022/23 the organisation will continue to consolidate to not only support the latest surgeries to have joined the organisation but to provide continued resilience to its established surgeries. Specific regard will be given to standardisation of processes to support working across the organisation, which will not only support staff employed but also bank or locum staff that may work within Symphony and regularly work across different practices.

2022/23 will see the creation of the Integrated Care System (ICS) within Somerset and this will provide an opportunity for Symphony to develop a future strategy based on its position within the system going forward. Symphony has always aimed at supporting all practices, not just those within the organisation and

This is in addition to the ongoing merger between Yeovil District Hospital NHS Foundation Trust and Somerset NHS Foundation Trust which will see the parent company of Symphony change to Somerset NHS Foundation Trust during 2022/23. This will not change the function of the organisation, as Symphony will remain an arms length primary care dedicated branch of the hospital, providing NHS services.

There are many exciting developments happening across primary care and primary care networks as well, particularly in relation to the expanding and creation of new innovative services. This is expected to evolve throughout 2022/23 to enhance the holistic care and quality of care that general practice provides.

One of the organisations key ongoing priorities is regarding recruitment and retention of staff. The activity and demand within general practice continues to increase, and although new ways of working, such as initial telephone triage, supports the management of this increase, it still remains a challenge nationally. As a larger organisation, Symphony has and continues to develop its training and role opportunities to not only support the current capacity challenges but to become, and remain, an employer of choice.



**Providing NHS services**

## THANK YOU

Thank you to our patients, staff, neighbouring surgeries, and the local commissioners for your ongoing support and feedback across the year.

We continue to navigate the ongoing challenges for primary care and the impacts that these can have on patients and services, as well as our staff.

The organisation continues to work hard to ensure that patient care is at the forefront of decision making at all levels and looks forward to developing quality and capacity even further during 2022/23.