



North Central London
Clinical Commissioning Group



Primary care access: covid and beyond
24th November 2021



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Introduction: Primary Care Governance

The individual general practice is core to effective primary care

Independent general practices hold GMS or PMS contracts and have the right to hold those contracts subject to a decision to close, merge or CCG action linked to a breach of contract. Three of our 35 practices have APMS contracts which are renewed every five years.

Care Quality Commission inspects practices, rating them as Outstanding, Good, Requires Improvement or Inadequate.

- Haringey has only practice in NCL with 'Outstanding' CQC rating and has three of 14 practices in London rated as 'Outstanding' for being Well-led.
- Currently, we have two practices that are Inadequate, (one of which is in caretaking), and two rated as Requires Improvement. NCL Contractual team manages practices rated as Inadequate or Requires Improvement in a formal process. The NCL Contractual team reports to the NCL Primary Care Commissioning Committee.

CCG team monitors overall performance and works with practices, using limited discretionary funding, to drive performance improvements. CCG's focus is to create an infrastructure that will deliver high-quality sustainable primary care. The Haringey Primary Care team is part of the Haringey Borough Directorate, working closely with the Council and other partners as part of an Integrated Borough Partnership.

A shared infrastructure has developed over the last four years

Practices work together in Primary Care Networks (PCNs): Every Haringey practice is in a PCN. PCNs are groups of 'geographically contiguous' practices who choose to work together, serving a population of between 30,000- 50,000. PCNs are led by a nominated clinician who acts as Clinical Director. They coordinate action, with practices working together to deliver against a Direct Enhanced Service specification. Practices pool additional staff (pharmacists, social link prescribers).

GP Federation *Federated4Health* has critical role:

- Delivers primary care at scale; covid vaccinations, out of hours extended access appointments
- employs some PCN staff, including the award-winning Pharmacist team
- promotes quality improvement, so supporting performance improvement in immunisation and vaccination and
- acts as caretaker in challenged practices.

The CCG, Primary Care Network Clinical Directors and Federation leaders work together closely as an informal leadership team. Haringey has presented on national webinars on the effectiveness of our joint working.



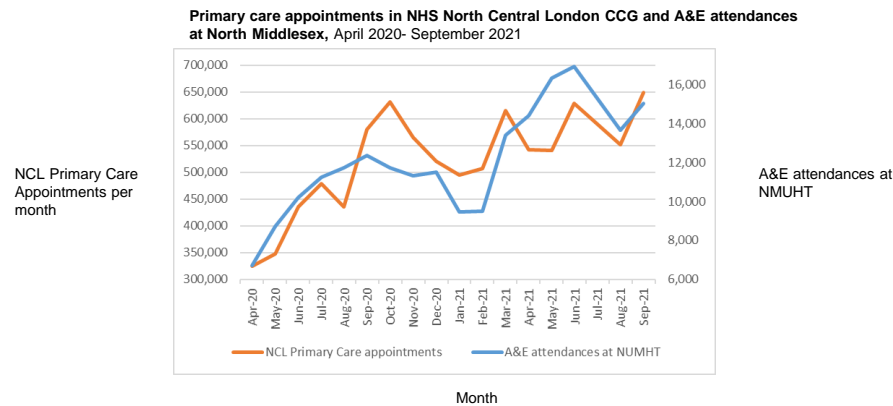
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Improving primary care
access

There is significantly increased demand for NHS services

Demand has built up during the pandemic. Recent figures from NHS Digital show general practices across England carried out nearly 3 million more appointments in March 2021 compared to March 2019. The following chart shows primary care appointments in NHS North Central London CCG between April 2020 and September 2021, contrasting with A&E attendances at North Middlesex University Hospital Trust.



Haringey is working to improve primary care access

- 1 **Telephony:** In response to Healthwatch mystery shopping, GPs agreed best practice principles for telephone messaging. (At least) five practices have invested in new telephone systems.
- 2 **New workforce models:** Introduction of awarding-winning Pharmacists, Physician Associates, Social Link Prescribers, Severe Mental Illness nurses
- 3 **Embedding effective triage:** Practices improving triage processes. Implementation of e-Consult. Practices reviewing their e-consultation tool for April 2022.
- 4 **Working with practices to improve performance:** Primary Care team uses comparative data to challenge practices. In the year ending March 2020, A&E attendances per head fell by 1.5%.

The 2021 national Ipsos-Mori survey had overall patient satisfaction in Haringey at 81%, four points better than 2020 and one point below national average. This is the highest score since 2014.

- 5 **Digital inclusion:** Practices asking patients on hypertension register to buy blood pressure machine, with loan offer if required. Working with Healthwatch on innovative digital inclusion
- 6 **Safe Surgeries:** Haringey leading borough in North London on practices' participation in initiative to register patients who do not have formal residential papers.
- 7 **Proactive Integrated Teams (PIT):** Initiative where GP, primary care nurse and pharmacist work through patients on elective waiting list with North Middlesex colleagues. East Haringey pioneer.

Winter Access Funding enables us to implement further responses

Winter Access Funding will make a significant difference to access. NCL prioritising deprived areas.

- 1 **Additional primary care appointments, particularly face to face:** Further funding for appointments in extended access clinics; Somerset Gardens, Lawrence House, Bounds Green, Hornsey Central
- 2 **Reception/ admin staff resilience:** Additional laptops so staff can work from home. Training programme around managing difficult conversations and wellbeing. Recruitment programme focused in East Haringey.
- 3 **Communications campaign:** Winter Resilience communication campaign will set out a zero tolerance approach to violence, aggression and intimidation.
- 4 **Developing community pharmacy:** Developing consistent pharmacy support offer for low acuity patients. Improved sharing of information between practices and pharmacists.
- 5 **Locum bank:** Shared locum bank across NCL.
- 6 **More resources at urgent care:** GPs triaging and treating patients at A&E with low acuity. Primary care working closely with Ambulance Service and Rapid Response team.
- 7 **Cloud-based technology:** Further investment in cloud-based technology for practices.

Practices report a disturbing trend of abuse, intimidation and violence

Post lockdown, a disturbing trend has developed of increased abuse, intimidation and violence towards primary care staff. This is unacceptable in itself, harmful to victims and a significant risk to business continuity. About 1/3 of our practices are reporting concerns about not having enough reception and administrative staff on duty.

A patient said to one of the reception team he had put on weight during the lockdown. She laughed and said haven't we all. She had to bear witness to being called a black b**ch with blubber lips who had no right to speak to him in such a way.

A patient pushed past me and shoved me so hard that I crashed to the floor and hit my head on the water cooler.

Whilst standing outside on my way in, I was spat at. All very distressing and I have had to take days off for my mental health.

Last week one of the members of my team was called a f~*king b**ch when she advised a patient there were no more appointments left to book for that day. The patient didn't want to listen when she was then being offered an appointment with the "hub gp", the abuse was screamed down the phone and then slammed it down. The patient wanted to put a complaint in. He got angry and put his hands through the gap in the reception window and grabbed my shirt and pulled me towards him whilst shouting at me 'you f*ing terrorist'.***



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Changing model of primary care

The individual general practice is the core of primary care

- In 2014, there were 54 practices in Haringey. There are now 35, with plans to reduce that number linked to estate moves.
- At one point Haringey 194th out of 195 CCGs on the national primary care workforce indicator, moving to 191st and then 180th.
- Prior to the NCL merger, Haringey had the lowest proportion of GPs to patients in NCL and the highest proportion of GPs aged over 55.
- Generation of GPs coming to retirement. Three GPs retired at the end of September 2021, with a combined experience in Haringey of more than 100 years.
- A primary care model of a larger number of small practices operating from terraced houses and shop fronts is coming to an end. We need to provide the physical environments in which people will choose to work.

Pictures from Dowsett Road surgery



We are securing once in a generation estate investment



New building for West Green practice; April 2022



New building for Muswell Hill practice; May 2022



Wood Green Shopping City



New building for Charlton House practice; September 2022



Welbourne centre, opening October 2022



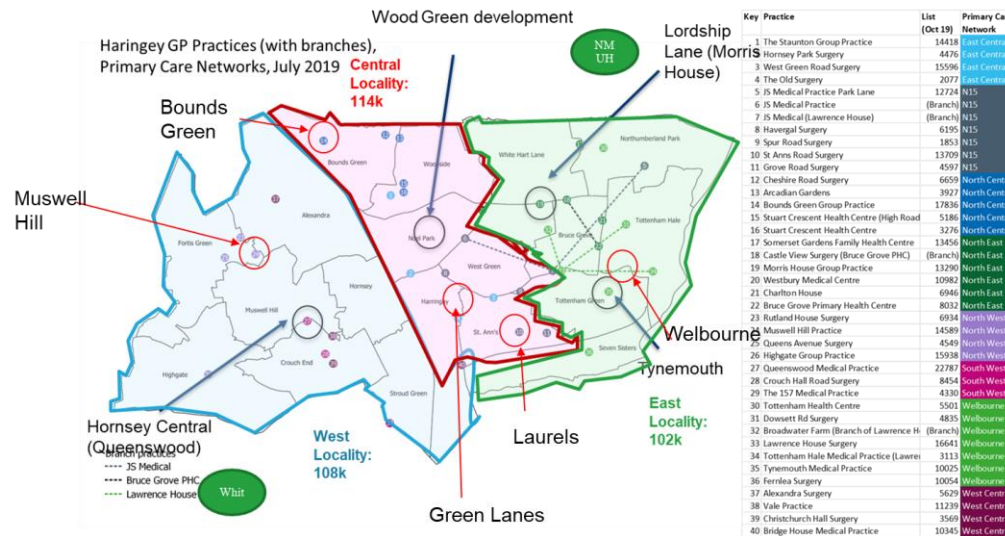
New Rutland House; summer 2023

Link to development of teaching practices.

61% of patients served from teaching practices.

Practices in application process would increase that to 80% of patients.

The new structures are the foundation of an Integrated Care System



Connecting with the community to deliver outcomes



**“On behalf of all those we serve, thank you”
Father Ian Booth, Anglican Area Dean of Haringey**

- How can we work together to address unacceptable behaviour towards practice staff?
- How can we engage patients and the community about new ways of working?
- How can we embed positive community engagement going forward?