

Stronger Together

Annual Review
2023–2024



Pennine GP  Alliance

Thank you to all of our members
for continuing to support the
work of the Alliance.

Bankfield Surgery
Beechwood Medical Centre
Boulevard Medical Practice
Brig Royd Surgery
Caritas Group Practice
Church Lane Surgery
Hebden Bridge Group Practice
Keighley Road Surgery
King Cross Practice
Lister Lane Surgery
Longroyde Surgery
Plane Trees Group Practice
Rastrick Health Centre
Rydings Hall Surgery
Spring Hall Group Practice
Stainland Road Medical Centre
Station Road Surgery
The Northolme Practice
The Todmorden Group Practice

We exist to
ensure *viable*
GP services
remain at the
heart of *local*
communities.

Together we are *stronger*

Everyone
Matters



Coming together
is a beginning
Keeping together
is progress
Working together
is success

Henry Ford

Chair's Statement

2023-2024 marks ten years since Pennine GP Alliance (PGPA) was founded. This is a significant milestone not only for the organisation but also for the health sector in Calderdale and our patients.

As I step into a new role as Medical Director for Pennine GP Alliance, this will be my last statement as Chair. Reflecting on my tenure it's clear a lot has changed in General Practice nationally in the last 10 years. Between 2013 and 2023, the number of General Practices fell by 20% from 8044 to 6419 whilst the average practice list size has increased by 40% from 6967 to 9724 patients! This means there is increasing pressure on ensuring that patients receive the right care at the right time.

As providers of General Practice services, we know we must continue to innovate, collaborate and think differently about how we deliver for our patients. PGPA has played a vital role over the last ten years in leading, supporting and delivering primary care services on behalf of General Practice across Calderdale.

PGPA was established to unite General Practice across Calderdale and ensure that GP services remain at the heart of local communities.

5 Localities
19 GP Practices
223,000 Patients

At PGPA, we champion health equity and are at the forefront of pilot improvement projects designed to learn how to effectively reduce health inequalities.

Projects have included a focus on:

- Serious Mental Illness Health Checks
- Diabetes in people with learning disabilities and serious mental illness
- NHS Health Checks for our South Asian community
- Digital inclusion

This review highlights the impact and value of working collaboratively and at scale. The projects and services delivered by PGPA creates efficiency, generates and supports local employment and ultimately leads to a positive health experience and better outcomes for our patients.

I am pleased to welcome John Somers as the incoming Chair of the Board. I know he will help lead our organisation to new heights and continue to foster a sense of unity and teamwork across health and social care in Calderdale.

Together we are stronger.

Dr Asif Yaseen
Chair of Pennine GP Alliance

What we do?



We advocate for General Practice in Calderdale.

A key aim is to secure as many health contracts as possible to keep primary care at the heart of communities via local providers. Patients can therefore continue to see the people they know well, in locations they know well, with additional services to meet their needs.

We provide organisational support functions for Primary Care Networks and their General Practices to operate efficiently and effectively.

This includes:

- ARRS employment (additional roles reimbursement scheme)
- Full HR service
- Full financial management service
- Primary Care Network administration
- Communications support

We manage and mobilise healthcare services that help patients in need.

This supports General Practices with their increasing demand and capacity pressures, whilst ensuring patients with a specific health condition have better access to appropriate services for their needs.

Rolling out patient facing health services can involve initial research, compiling a business case, recruiting the workforce, accessing clinical systems, communicating with patients, evaluation and reporting.

We deliver health projects that trial new models of care delivery in the community.

Examples of this include NHS Health Check enhancements to target specific underserved groups such as our South Asian community or certain health inequalities.

We also host a Calderdale Digital Transformation Team. This team ultimately leads on the improvement and innovation in the use of digital technology across General Practice in Calderdale, supporting practices and Primary Care Networks to help them improve access to care.

Our Values



Putting Patients First



Listen, Learn, Lead



Respect, Dignity and Compassion



Committed to Quality and Safety



Creating The Best Outcome Together



Everyone Matters

How we do it?

Collaboration in action

We know PGPA is but one part of a complex NHS system. We bring our expertise and skills to the right projects to ensure patient benefit. We see the value in utilising the comprehensive electronic health records the NHS holds and analysing that data effectively, so GPs can have a better understanding of patient history, trends, potential risks and possible preventative measures.

Listening to patient voice

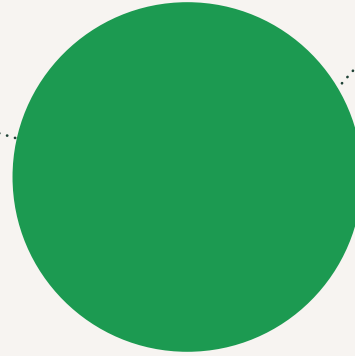
Listening to our patients fosters trust, enhances communication, and improves the quality of care. We encourage feedback on our services from all patients. Our staff hold and attend a number of events in communities in order to engage with the residents of Calderdale and improve patient voice and collaboration.

Creating efficiencies

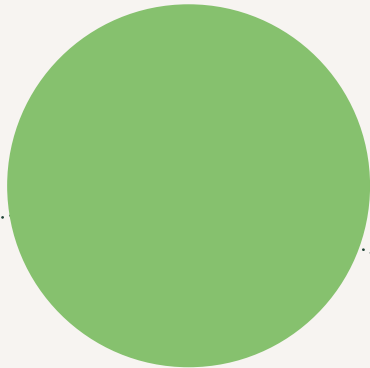
As an 'At Scale' provider and partner we have systems, processes and resources to enable General Practice to improve efficiency, free up appointments where needed and support integrated neighbourhood approaches that respond to the health needs of our local populations.

A reliable partner

We have systems and people to make things happen – from quick mobilisation of health services through to in-depth action research projects. We foster innovation by encouraging staff to suggest ideas and where possible pilot these initiatives to improve services.



10 years of *impact*



Read on for:
Highlights from
our last *10 years*



Investing in our *primary care* workforce

Pennine GP Alliance employs 84 ARRS and PCN health professionals who work across four of the Primary Care Networks (PCNs) in Calderdale.

ARRS, which stands for Additional Roles Reimbursement Scheme, is a programme in England designed to expand the primary care workforce by introducing additional roles in General Practice, therefore enhancing the quality of service patients receive and supporting GPs in managing demanding caseloads.

PGPA recruited the first ARRS roles, Social Prescribing Link Workers – on behalf of 4 PCNs in 2019.

Since then, the ARRS scheme has increased year on year, expanding the PCN and PGPA workforce.

Our role is to support recruitment and induction as well as their development when in post.

This helps relieve pressure on GP practices and provides care to patients across a Primary Care Network Footprint.

Gold Standard for NHS health checks

PGPA have been facilitating the NHS Health Checks programme in Calderdale for 7 years.

During 22–23 7665 checks were undertaken, the most ever completed in Calderdale.

An NHS Health Check can help spot early signs of stroke, kidney disease, heart disease, type 2 diabetes or dementia. Early treatment can prevent worsening health and prolong a healthy life.

Did you know?

PGPA delivers fully funded GP Career + training, for newly qualified or returning GPs.

"Starting out in General Practice can feel daunting but by attending this course and talking it through with my peers it helped me understand that this is normal, and I've picked up a variety of new skills to apply to my role."



Frontline *service delivery* – Acute Respiratory Hub's rapid rollout

In 2022 PGPA rapidly delivered the first Acute Respiratory Infection Hubs, in response to the Strep A outbreak.

Initially funded to support West Yorkshire Integrated Care Board's strategic priority to manage winter pressures in Calderdale, the expansion in 23/24 was funded partly by the Urgent and Emergency Care Board and enhanced by additional monies provided from Pennine GP Alliance's own funds.

PGPA mobilised the additional hubs within a two-day timeframe – confirming new premises, updating clinical systems, communicating with GP practices and ensuring full staffing rotas for two new sites.

It is a demonstration of how an Alliance of General Practices' can assist with pressures across the Calderdale health system. Even during a period of collective action primary care can be mobilised in different ways to support patients.

"Most patients at Spring Hall have been happy to attend an appointment with a GP at their local Hub, as it has meant they can be seen the same day – a huge win for GP Practices facing increasing demand for same day appointments."

Dr Nadeem Akhtar,
GP at Spring Hall Group Practice



Mobilising Calderdale's *Covid response*

During the Covid pandemic PGPA:

- Worked collectively with GP Practices, Calderdale CCG, Calderdale Council and the voluntary sector, to support the delivery of hundreds of vaccinations clinics across Calderdale resulting in over 422,560 vaccines being administered.
- Social Prescribing Link Workers (ARRS staff) made a high number welfare calls to vulnerable patients, ensuring they had access to food and other essentials and trying to prevent loneliness.
- PGPA supported the Covid vaccination programme by onboarding over 150 volunteers.
- Seven volunteers went onto secure permanent roles with PGPA continuing their career journey in primary care.

Did you know?

PGPA manage and mobilise GP appointments on **Sundays and Bank Holidays** for people living in Calderdale.

These out of hours clinics **reduce pressures on A&E**, as well as General Practice call volumes at the start of the week. Clinics are accessed by patients who have contacted 111.

45 face-to-face GP appointments are available every Sunday and Bank Holiday for anyone in Calderdale registered with a GP practice.

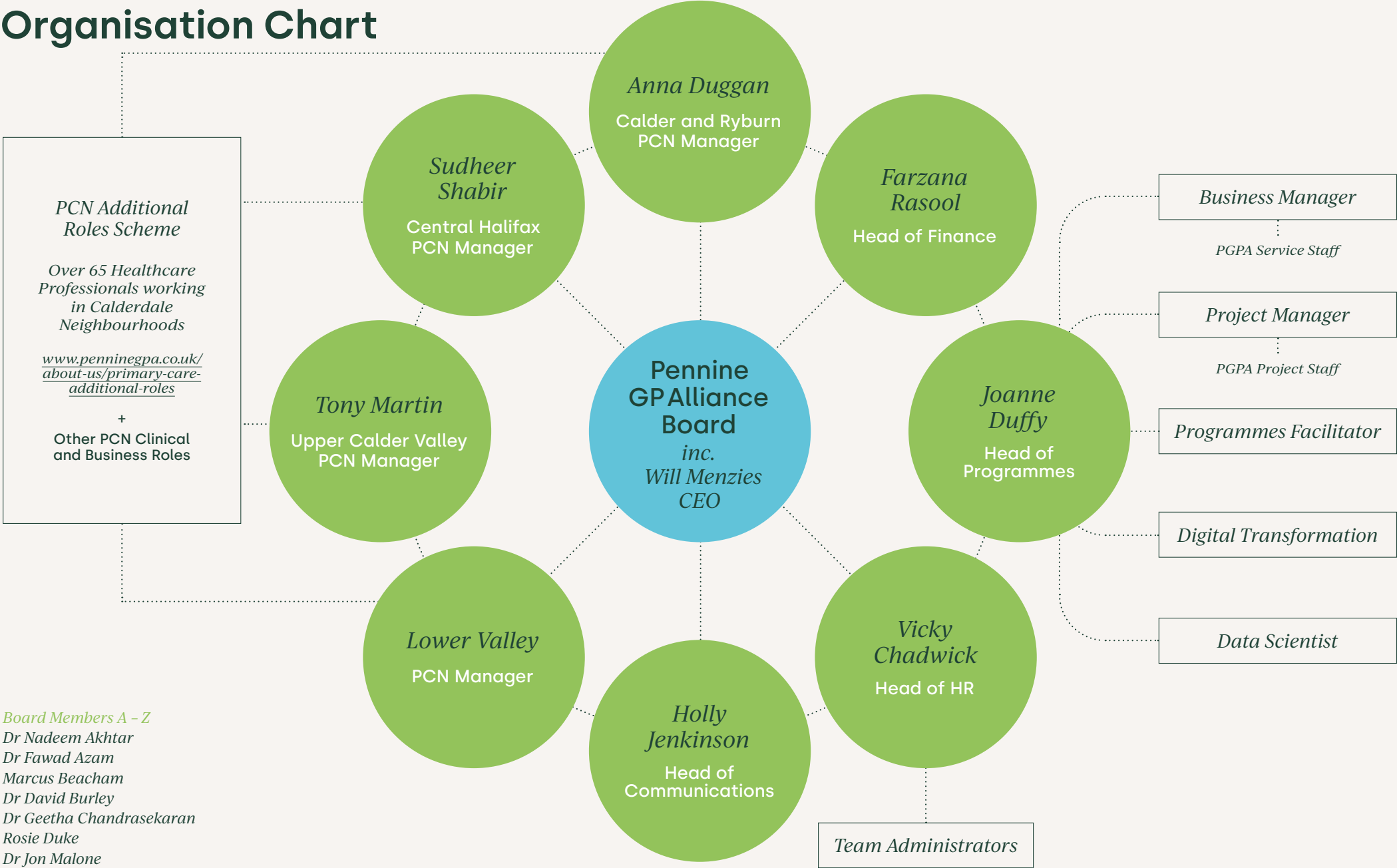




A year of *growth*

2023–2024

Organisation Chart



Board Members A – Z
Dr Nadeem Akhtar
Dr Fawad Azam
Marcus Beacham
Dr David Burley
Dr Geetha Chandrasekaran
Rosie Duke
Dr Jon Malone
Will Menzies
Heather Simpson
John Somers (Chair)
Dr Asif Yaseen (Medical Director)

Together we are *stronger*

PGPA Board



 Voting Director
 Observer

Together we are *stronger*

2023–2024

Ageing Well Calderdale – a place in national discussions

Working in collaboration with Calderdale and Huddersfield Foundation Trust, Ageing Well Practitioners were established within PCN's in 2022. The main focus is to help people to age well within their own home.

Practitioners work with the patient, encouraging discussions and carrying out a holistic approach of 'what matters to me'.

PGPA were proud to see our team of specialists invited to an NHS England Breakfast Round Table which was held in London around 'Improving Care for Older People with Complex Needs'.

This meeting was attended by people from across the country including the Chair, Director of Strategy and Deputy Director of Community Nursing for NHS England, The Queen's Nursing Institute CEO, the Director of Primary Care for NHS Confederation, The National Lead for older People at the National Association of Social Prescribing, plus many more regional chiefs for Royal College of Physicians, Allied Health Professionals and nursing.

The project highlights that *proactive support* for the mild and moderately frail is linked to:

A significant rise in patients' activation and ability to self-manage.

A 1.2 point drop in average BMI.

A 9 point drop in the systolic blood pressure of stage 2 hypertensives.

A reduction of 0.5 GP contacts per patient in the first 12 months.

A potential £485 reduction in annual hospital cost per patients based on increases in patient activation.



This service is an excellent early example of *Integrated Neighbourhood Team* working, with services coming together to provide streamlined patient care close to home.

2023–2024

Data driven *health* management

Population health management uses data to drive population health improvement.

PGPA's close and trusting relationship with General Practice and Primary Care Networks puts them in a unique position to analyse General Practice data across Calderdale and go on to implement learning and activity via pilot programmes.

In 23–24 the team undertook research into Frequent Attendance and how to improve patient care.

The results of this pilot are still emerging but the process of stimulating population health management and creating proactive approaches to managing frequent attendance has been welcomed by General Practice.

Additionally, following on from a Frailty Nurse initiative started in Upper Calder Valley PCN, we used population health data to develop an 'Ageing Well' pilot targeting people with moderate frailty in order to improve quality of life (this has now become business as usual).



2023–2024

**Our staff team
has *grown*
significantly
over the last
10 years**

From back-office support for PCN staff, to managing staff in Additional Roles, we believe it is important to proactively engage with our employees.

This is particularly important when many work in practices, and out and about in the community.

In November 2023 we ran a staff survey to create a baseline understanding about the demographics of our workforce, their job satisfaction and how to improve our staff engagement and we look forward to building on this as a formal, annual check-in with our staff.



2023–2024

Highly commended as link worker *Employer of the Year*

Social prescribing Link Workers connect people to community-based support, including activities and services that meet practical, social, and emotional needs that affect their health and wellbeing.

Pennine GP Alliance (PGPA) has emerged as a leading employer of Link Workers. Our commitment to supporting the team of 18 Link Workers across Calderdale has earned us the prestigious acknowledgement of being 'Highly Commended' as 'Employer of the Year' at the National Association of Link Workers Annual Awards ceremony 2023.

Between 2020 and 2022, an impressive 4,170 patients in Calderdale were guided to access these innovative services, and the results have been nothing short of inspiring.

£1 spent on social prescribing can save £4 in reduced primary and secondary care demand – and that's before counting the benefit to other providers and the benefit of better health to patients. It demonstrates the value of investing in both social prescribing and population health improvement more generally.



4,170

Patients in Calderdale were guided to access our innovative services.



£1

£1 spent on social prescribing can save £4 in reduced primary and secondary care demand

£4

2023–2024

At Scale *Spirometry* testing

"Smooth and professional, clear explanation of what to expect in the test. Carried out efficiently and felt at ease."

Spirometry Patient

In 2023 PGPA was awarded its first multi-year service contract to deliver community diagnostic spirometry services.

Spirometry had not been available in community settings on a large scale for a number of years as it had been paused during the Covid pandemic.

PGPA felt it was vital that this service was provided as close to home as possible for patients.

The service has been extremely busy diagnosing people with asthma or COPD. Between June 2023–March 2024, 775 tests were completed with positive feedback from patients.



On the *horizon*

01

Continuing investment in *patient facing* health initiatives

1

Employment

For PCN staff, HR, financial and contract management support.

2

NHS Health Checks

Early detection of cardiovascular illness, reducing the risk of future ill health.

3

Acute Respiratory Hubs

Including innovative point of care testing to determine cause of infection and the right course of treatment.

4

Sunday & Bank Holiday GP clinics

Reducing A&E demand, promoting the right care in the right place.

5

Spirometry

89% were likely or extremely likely to recommend this service in 23/24.

6

GP career+

Equipping General Practice with leadership and management skills.

7

Diabetes Equalities Champions

Ensuring people with learning disabilities and serious mental illness have all diabetes care processes complete, preventing avoidable complications.

8

SMI (Serious Mental Illness) Health Checks Champion

A large increase in the uptake of Annual health checks by those on SMI register to 71 per cent where the national NHSE ambition is 61%.

9

Primary Care Cancer Coordinator

Working with General Practice to improve the quality early cancer diagnosis and post treatment support.

10

SMI Cancer Screening

Working with General Practice to improve the quality early cancer diagnosis and post treatment support.

11

Liver Cancer Prevention & Early Diagnosis

Working with General Practice to improve the quality early cancer diagnosis and post treatment support.

12

Stop Smoking Advisors

Increasing the capacity of stop smoking support in the community.

13

Ageing Well Alliance

An excellent early example of Integrated Neighbourhood Team working, with services coming together to provide streamlined patient care close to home.

02

A General Practice *single voice*

Pennine GP Alliance is working very closely with our Local Medical Committee to ensure that the General Practice voice is co-ordinated and heard within the local system.

We are also actively engaged with other GP Federations nationally and within West Yorkshire and are in the early stages of developing solutions to county-wide system needs.

03

Protected *learning time*

PGPA is working in partnership with the Local Medical Committee to deliver protected learning time sessions for both clinical and non-clinical staff.

Protected Learning Time is an opportunity for General Practice to allocate specific time to enable their teams to access training and learn and develop their skills away from their regular work.

We are excited to be planning new and regular sessions for staff to:

- learn about new clinical developments and best practices, which can improve patient care and safety;
- address their own learning needs and develop their skills;
- help healthcare professionals increase their confidence; and
- increase capacity for practice and educational supervision.

04

We are *championing* equality and diversity

Equality and diversity is extremely important to PGPA, as we aim to ensure that our workforce represents the diverse communities of Calderdale.

Over the next year we will be investing in an equality and diversity champion.

The role will be a visible champion, ensuring equality and diversity principles are understood and embedded across the organisation.



WILL MENZIES

CEO Pennine GP Alliance

CEO Closing Statement

It is with great pride that I write some closing thoughts on this annual review and collection of impacts from the last ten years of Pennine GP Alliance.

As a Practice Manager at the time PGPA was being set up I played an integral role in establishing the organisation and its financial model. I continued in the early years to provide financial oversight and support on tenders, contracts and service development for General Practice in Calderdale.

Now ten years later I find myself as Chief Executive leading a strong, inspiring and capable team of healthcare professionals.

My frontline experience means I can acutely understand the challenges and pressure faced by primary care – whilst at the same time being alert to solutions that will work in practice and make a real difference to staff and patients across Calderdale.

In 2019 The Royal College of General Practitioners set out their plans to support the sector to be 'fit for the future' – to revitalise and reform General Practice so that it could continue to deliver world class patient care.

It highlighted that members were worried that they don't have the time to give patients the care they need.

It highlighted that General Practice needed urgent action to grow the GP workforce, expand the General Practice team and cut bureaucracy and unnecessary workload.

We are not here to fix the national landscape, but we are here for our primary care sector in Calderdale. We are actively working on addressing these challenges locally through Pennine GP Alliance's provision of services.

Moving forward, our ambition is to work on smarter collaboration to address a variety of health agendas.

We have confidence in the company's ability to navigate challenges and deliver on our purpose.

In close partnership with Calderdale Local Medical Council, we will work tirelessly to deliver one single General Practice voice to the wider NHS system.

We are dedicated to supporting General Practice with 'At Scale' provision of services, finding new ways (driven by insight and population health management data) to address core health priorities for our local populations.

We will support the management of dynamic, responsive, multi-skilled teams, each able to contribute to improved approaches to patient care.

We will continue to aim to reduce inequalities in access to General Practice services through our practice support of clinical and non-clinical staff.

We will place a key focus on digital approaches as a route to transforming our understanding of health inequalities as well as delivering efficient public health initiatives.

We will embrace the emerging models of neighbourhood working and see this as an opportunity to fulfil our mission – to ensure that viable GP services remain at the heart of local communities, providing sustainable and high quality, patient-focused healthcare.

We openly call on all interested partners involved in improving the care and wellbeing of the people of Calderdale to work collaboratively with us on this important mission.

Find us

The Elsie Whiteley
Innovation Centre,
Hopwood Lane,
Halifax HX1 5ER

We are open 9am-5pm
Monday to Friday

Contact

hello@penninegpa.co.uk

Follow us on

Twitter, LinkedIn
and Youtube



The Elsie Whiteley Innovation Centre



With thanks to our key partners



CALDERDALE CARES
PARTNERSHIP



Calderdale and Huddersfield
NHS Foundation Trust



South West
Yorkshire Partnership
NHS Foundation Trust

West Yorkshire and Harrogate
Cancer Alliance



Together
we are stronger

www.penninegpa.co.uk

Pennine GP
Alliance