

2. **The Leader, Cllr David Renard has received a response from the Clinical Commissioning Group (CCG) to his letter regarding the issues associated with Integrated Medical Holdings (IMH) at a number of Swindon Surgeries. The letter to the Chief Executive of the CCG, Nicki Millen, followed a SO15 from Cllr Dale Heenan at Full Council on 24th January 2019**



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Dear David

IMH Group Complaints - Tracker 5282

I am writing in response to your recent letter about services provided by IMH and five GP practices in Swindon. Please be assured that I understand the magnitude of concerns raised and the CCG is committed to working proactively with all parties involved to deliver improvements in services.

Swindon CCG was aware of the plans by the 5 GP Practices and IMH to implement a centralised call hub and to make changes to the clerical staffing models in September 2018. Prior to go-live the CCG had received assurance that the project planning, governance and communications were in place. However, it became very clear at go-live that the operational modelling was not correct and changes

had to be made. Initially the CCG worked closely with the management team to understand issues and actions that were being taken to restore patient confidence and the call handling performance, once technical issues were resolved it was clear that there were more significant actions that needed to take place.

The CCG acknowledges that GP Practices as providers are accountable for the quality of services and are required to have their own quality monitoring in place, but the CCG also has a shared responsibility for quality assurance. I can confirm that Swindon CCG took immediate actions when issues were identified, CCG staff visited the service and their focus was to support the management team to make the improvements needed. As part of this process multiple sources of data were reviewed, both qualitative and quantitative, with the CCG receiving daily information and visiting the service on a minimum weekly basis.

It is clear that some improvements have been delivered but there is still further work needed in the service for it to meet the required standards that patients expect. At present the CCG believes that the current situation is capable of remedy and continues to work closely with the GP practices. In January 2019 a formal Rectification Plan was put in place by the GP Practice management team supported by additional clinical and management capacity from the national IMH team, and the CCG is monitoring delivery against this plan. The CCG continues to receive daily performance information and meet with the team on a weekly basis and is monitoring delivery of actions and timescales, we are managing this within the contractual framework for primary medical care services contracts.

In order to respond fully to the questions you raised, I hope it will be helpful if I take each in turn;

- IMH work in partnership with GP practices and the partners responsible for the delivery of primary care services. The first GP practice that IMH collaborated with was Abbey Meads Medical Practice in 2016/17, since then they have extended their partnership to another 4 GP practices, with the most recent partnership with Moredon Medical Centre in 2018. Following partnership with IMH, some practices have demonstrated improved CQC ratings and improved resilience resulting from greater support for back office functions and resolving other issues such as premises ownership. In the summer of 2018 and as part of the GP Forward View (GPFV) delivery plan, the group of 5 GP practices and IMH, decided to implement further consolidation of services by implementing the centralised call hub at Moredon Medical Centre. The aim of this project was to improve and make services more consistent across the 5 GP practices. Clearly there have been significant issues, particularly with the call handling since the hub was implemented, it is clear that the project planning underestimated call volumes and changes to the staffing models were needed. The CCG is continuing to work through the operational issues with the management team and is ensuring that the Rectification Plan is delivered as quickly as possible, within contractual frameworks. Overall the partnership with IMH has improved the resilience of the GP practice contracts but the changes made to the hub have impacted on patient experience which need to be rectified.
- The CCG has undertaken a review of the registered patients from the 5 GP practices on other urgent care services, including all attendances at the Emergency Department

(ED) at Great Western Hospital (GWH), minor attendances at ED, Urgent Care Centre (UCC), Walk in Centre (WIC), and the SUCCESS Urgent Care Clinic and Children's & Young Person's Clinic (CYPC). I can confirm that the implementation of the hub at Moredon has not shown to have had any impact on attendances at the GWH ED including minors. The only impact demonstrated was a slight increase in referrals to the primary care extended access service, known as SUCCESS UCC, and this is in line with expectation of the service commissioned.

The reports that the CCG is receiving contain a range of information focusing on call handling performance (waiting time, call backs etc), the processing of administrative tasks (referrals, letter etc), staff turnover and recruitment, patient complaints and compliments, and appointment capacity and utilisation. In addition to this the Rectification Plan also contains actions to review and address any themes and trends from feedback from patients or other services. During January 2019 further analysis of workflow and demand within the service has been undertaken, the main outcome of this work has been changes to the clerical and clinical rotas in the hub supported by additional clerical recruitment. The initial indication of the impact of these changes seen during weeks of 11th and 18th February 2019 is improved call handling performance and increase number of patients being treated by a clinician on the same day that they call. The CCG will continue to monitor the situation as well as themes from patient complaints to ensure performance improvement is delivered and sustained.

- To date lessons have been shared between the management team and the other GP practices in Swindon, this has been at a specific meeting facilitated by the CCG and intended to share lessons learnt from GPFV projects. However, a wider session is planned for the 26th March to review lessons learnt across the system and will include public representation, Dr Martyn Diaper, CEO of IMH, is leading this event.

Yours sincerely

Nicki Millin

**Accountable Officer
NHS Swindon CCG**