



Y PWYLLGOR ANSAWDD, DIOGELWCH A PHROFIAD QUALITY, SAFETY AND EXPERIENCE COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	11 October 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Health Board Managed Practices
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Jill Paterson, Director of Primary Care, Community and Long Term Care
SWYDDOG ADRODD: REPORTING OFFICER:	Rhian Bond, Assistant Director of Primary Care

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This report provides an update to the Quality, Safety and Experience Committee on the governance systems and processes in place in the Health Board's Managed Practices.

Cefndir / Background

Hywel Dda University Health Board currently has five Managed Practices where the Health Board is responsible for the direct provision of General Medical Services:

- Ash Grove Surgery, Llanelli
- Meddygfa Minafon, Kidwelly (including Trimsaran as a branch surgery)
- Meddygfa'r Sarn, Pontyates
- Tenby Surgery, Tenby

From 1 November 2022, Neyland and Johnston GP Surgery will also be added to the Health Board's portfolio of Health Board Managed Practices.

Asesiad / Assessment

Clinical Rota

All of the Health Board's Managed Practices are locum dependent, despite ongoing attempts to recruit to salaried GP roles. Each practice has a salaried GP Clinical Lead. Significant rota pressures have affected the Managed Practices throughout August 2022 and into September 2022 with a number of occasions being identified where there was only one GP scheduled to work. This is of growing concern for the team as the resilience of locum cover experienced during the COVID-19 pandemic has now dissipated resulting in a more challenging environment for covering rotas. Escalation processes are in place including moving GPs and

senior clinicians between the Managed Practices to bolster critically low levels of cover. This is dependent on capacity and the co-operation of the locums in question.

Early discussions regarding recruitment of GPs with portfolio roles has started, along with some discussions regarding how current advertisements can be made more appealing etc.

However, looking forward into the winter period there continues to be fragilities within the rotas across a number of the Managed Practices which means that their clinical rotas are already stretched and therefore any unplanned absences such as sickness will have further significant impact. School holiday periods are becoming more challenging to cover as the availability of regular and ad hoc locums is typically more limited.

Estates

Following a Healthcare Inspectorate Wales (HIW) remote quality check at Tenby Surgery in June 2021, a review of the Managed Practice estate has led to the development of a Programme of works and improvements on the five Managed Practices premises. This had been scheduled to start in September 2022 and confirmation is awaited of start dates in those sites and areas identified as priority. These works will address compliance with infection prevention and control (IP&C) concerns, health and safety and fire requirements and a repairs and maintenance backlog. The tendering process has identified a circa £100k lack of available Capital funding to complete all work identified across the Managed Practice sites. Work in Ash Grove, Llanelli including flooring in non-clinical areas has been delayed until 2023/24 with the anticipation that there will be some slippage in the Capital programme that will enable this to be brought forward in March 2023.

Through the Primary Care Quality and Safety meeting structure, there is a meeting established for Managed Practices which reports into the wider Primary Care Quality and Safety Group. The Managed Practices are also subjected to the same contractual requirements as independent contractor practices and are required to participate in the self-assessment governance tools. The Clinical Leads are also part of a Journal Club which is supported through the Deputy Medical Directors team.

Across the five Managed Practices sites works include:

1. Replacement of floor coverings with vinyl.
2. Redecorations to internal surfaces.
3. Replacement of cabinetry and or sinks / taps.
4. Minor modifications to electrical services for additional lighting.
5. Construction of store and fire door installation.
6. Minor demolitions to masonry wall to create more flexible admin workspace, and plasterboard ceilings and forming opening in masonry wall.
7. Replacement of UPVC glazing.
8. Marking car parking spaces.
9. Construction of external bin stores.
10. Repairs / making good to external paving and resetting IC covers.
11. Minor external groundwork and Grounds maintenance.

Confirmation of the start dates for the 14 week schedule of works is expected imminently. Regular site meetings with the Practice Managers will be taking place alongside three-weekly review meetings. There will be an update report at the Primary Care Quality and Safety Committee meeting on 1 November 2022.

Risk Register

The Managed Practices Risk Register is included at Appendix A. For ease of reading this is split by:

1. Corporate Level Risks
2. Directorate Level Risks
3. Service or Department Level Risks

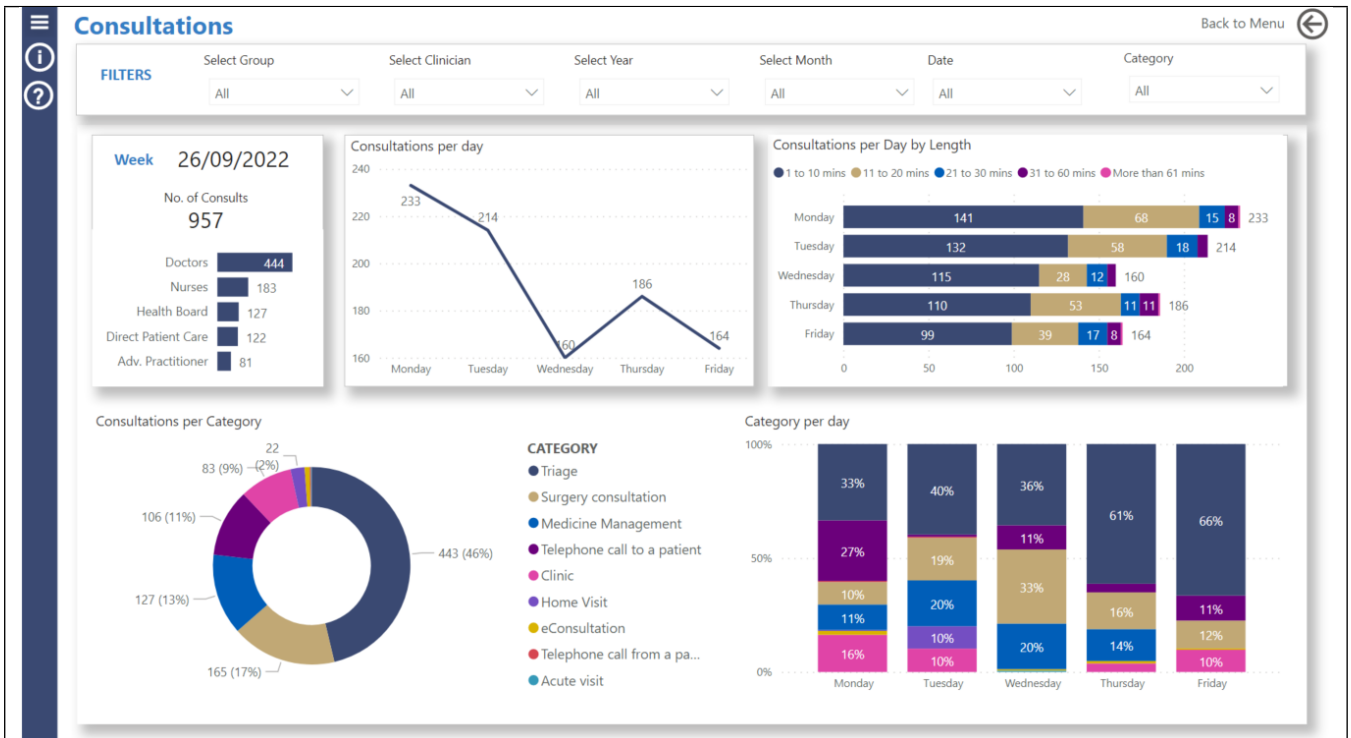
Below is a summary of the Managed Practices Risk Register:

	Corporate level	Directorate level	Service level	Total
EXTREME (RED) RISKS (based on 'Current Risk Score')	-	-	-	-
HIGH (AMBER) RISKS (based on 'Current Risk Score')	-	-	2	2
MODERATE (YELLOW) RISKS (based on 'Current Risk Score')	-	-	-	-
LOW (GREEN) RISKS (based on 'Current Risk Score')	-	-	-	-
TOTAL NUMBER OF RISKS	-	-	2	2

Dashboard

Prior to the Covid-19 Pandemic, manual activity data was collected from each of the Managed Practices. Significant IT advances were made across Wales during the Pandemic, and this gave us the opportunity to extract data directly from clinical systems and analyse it offline. This analysis identified data quality issues, relating to activity coding. Working with the Ashgrove Surgery Practice Manager we implemented a standardised approach to consultation coding and undertook our first sample week commencing 26 September 2022.

The screen shot below shows the number of consultations made at Ashgrove Surgery, Llanelli in this first week and is broken down by the clinical group (e.g. GPs, Nurses, etc), demand by day, consultation length and at the bottom of the dashboard is the category of consultation (e.g. Triage, Surgery, Clinic etc). We are aware of coding issues in relation to GPs who have coded face to face consultations as 'Triage' rather than 'Surgery' and we are addressing these.



It is our intention to continue to progress this reporting throughout October 2022 at Ashgrove Surgery, Llanelli with the intention of implementing the process at other Managed Practices in November 2022.

We are also extracting examination data, which will provide a useful indication of how we are supporting those with longer term conditions.

Also in development is disease register analysis, which will identify those patients who have not been fully reviewed and what aspects of their required reviews are missing.

As well as providing the Health Board with assurance, an important aspect of these reports is ensuring clinicians can easily identify and prioritise patients who need ongoing clinical attention.

Argymhelliad / Recommendation

Members are asked to take assurance from the governance mechanisms that are in place for Health Board Managed Practices

Appendix A - Managed Practice Risk Register September 2022

Short Title	Risk Ref	Status of Risk	Health and Care Standards	Directorate	Directorate lead	Management or service lead	Date risk identified	Risk Statement	Existing Control Measures Currently in Place	Domain	Risk Tolerance Score	Current Likelihood	Current Impact	Current Risk Score	Additional Risk Action Required	By Whom	By When	Progress Update on Risk Actions	Lead Committee	Target Likelihood	Target Impact	Target Risk Score	Detailed Risk Decision	Review date	Next Review date
Non compliance with national premises guidance in Managed Practices.	933	Risk	Standard 2.4 Infection Prevention and Control (IPC) and Decontamination	Primary Care	Bond, Rhian	Swinfield, Anna	18-Aug-20	<p>There is a risk that Managed Practices premises are not wholly compliant with the current guidance on IP&C as a result of COVID-19.</p> <p>This is caused by the inability to make the necessary estates changes. In June 2021 Healthcare Inspectorate Wales (HIW) undertook a remote quality check at a managed practice resulting in an action plan, including works by Estates. All 5 managed practice sites have been reviewed and priorities identified. Some works have been undertaken with a commitment from Estates to complete by 31/03/2022, other works are outstanding with Estates. Work now due to commence October 2022.</p> <p>This will lead to an impact/affect on patient safety/care in an appropriate environment and staff safety and wellbeing.</p> <p>Risk location, Carmarthenshire, Pembrokeshire.</p>	<p>Infection control action plans are regularly reviewed in light of Covid-19 for each managed practice premises, identifying works outstanding for compliance.</p> <p>Head of Capital Planning and Assistant Director of Strategic Planning in conversation with Primary Care colleagues to agree priorities and funding mechanisms as part of an ongoing process. Some works have been completed, others remain outstanding. Schedule of works due to commence October 2022.</p>	Safety - Patient, Staff or Public	6	3	3	9	Estates to prepare a discretionary capital bid. Estates colleagues had identified works which could not be completed by 31st March 2022, noting these were mostly larger projects or those requiring an external contractor (including Meddygfa'r Sarn due to the poor quality of the building)	Swinfield, Anna	01/09/2022 31/03/2023	<p>Update Apr 2022: Initial site visits by Estates have been completed and revisits are planned in May to progress technical specifications and drawings. Timelines have been agreed for budget sign-off in June 2022, and a programme of works commencing in September 2022. The waiting area in Sarn has been identified as a key priority as this is obstructing the practice unlocking the doors to patients. Assurance has been provided by the estates team that ongoing work will be concluded by March 2023, and within the £300k allocated capital budget.</p> <p>Update June: work due to start shortly for the main priority areas across all sites, risk levels will reduce once work is underway</p> <p>Update September: Schedule of works due to commence October 2022</p>	Operational Quality, Safety and Experience Sub Committee	1	1	1	Treat	20-Sep-22	19-Dec-22

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No doctor days in Managed Practices due to challenges in securing GP cover	1109	Service or Department Level Risk	Standard 3.1 Safe and Clinically Effective Care	P,C,LTC: Primary Care	Bond, Rhian	Swinfield, Anna	24-May-21	<p>There is a risk that there could be days in Managed Practices where there is no GP cover on site.</p> <p>This is caused by limited locum availability, challenging recruitment to substantive posts</p> <p>This will lead to an impact/affect on direct delivery of General Medical Services to registered patients.</p> <p>Risk location, Meddygfa Gelli-Onn/Ash Grove Medical Centre, Llanelli, Meddygfa Minafon, Kidwelly, Meddygfa'r Sarn, Pontyates, The Surgery, Tenby.</p>	<p>Trying to recruit more salaried GPs into the Managed Practice Workforce.</p> <p>Use of regular locums. Diversification of staffing to MDT model.</p>	Safety - Patient, Staff or Public	6	4	3	12	<p>Continue with recruitments for salaried GP vacancies.</p> <p>Liaise with local VTS to promote managed practices to trainees as a career option on qualifying.</p> <p>Advanced Medical Rota planning to cover difficult to fill slots such as school holidays. Medical rotas are particularly difficult to fill over school holiday periods and the GP Clinical Leads had to step-in to ensure basic cover was in place on occasion.</p>	<p>Swinfield, Anna 31/03/2022 31/08/2022</p> <p>Howell-Williams, Vicki 31/03/2023 30/09/2022</p>	<p>Update Apr 2022: We had successfully recruited a GP in our Tenby practice, but unfortunately the GP has since left. We intend to rerun the GP recruitment advert. We have recruitment ads out for Advanced Practitioners.</p> <p>Update Apr 2022: Medical rotas are booked in advance, but these arrangements can sometimes fall through if those locums are partners in other GP Practices and are required to provide cover there at short notice.</p> <p>Update June 2022: SMT continue to review rotas on a weekly basis. Specific to Tenby in relation to the change of clinical system, in the autumn training will be offered / provided to locums to ensure ongoing cover. Locum cover is an increasing challenge across all 4 Managed Practices.</p> <p>Update September 2022: Proactive planning for known periods of challenge for salaried doctors to minimise risk. Escalation measures including moving the available GPs between different managed practice sites. Escalation process established.</p>	Operational Quality, Safety and Experience Sub Committee	2	1	2	Treat	20-Sep-22	19-Dec-22	

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.7 Assure the Board in relation to its compliance with relevant healthcare standards and duties, national practice, and mandatory guidance.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	1109: No Doctor Days in the Managed Practices 933: Non-compliance with national premises guidance in the Managed Practices
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	3.1 Safe and Clinically Effective Care
Amcanion Strategol y BIP: UHB Strategic Objectives:	3. Striving to deliver and develop excellent services
Amcanion Cynllunio Planning Objectives	3I Primary Care Contract Reform
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	N/A
Rhestr Termau: Glossary of Terms:	N/A
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Ansawdd, Diogelwch a Phrofïod: Parties / Committees consulted prior to Quality, Safety and Experience Committee:	N/A

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	N/A

Ansawdd / Gofal Claf: Quality / Patient Care:	Yes
Gweithlu: Workforce:	N/A
Risg: Risk:	Yes
Cyfreithiol: Legal:	N/A
Enw Da: Reputational:	Yes
Gyfrinachedd: Privacy:	N/A
Cydraddoldeb: Equality:	N/A