



Haverstock Healthcare LTD
GP Federation and Services
May 2020

Highlights

What's new at Haverstock Health
Camden Covid Response Unit
Working Together
Business Services

A Message from the Haverstock Health Chair, Dr Caz Sayer



The last couple of months have seen us all living through unprecedented times. Firstly, and most importantly, my thoughts are with all the staff and their families working within our Member practices, the wider Camden practices and partner organisations during this difficult period and I hope that all have remained safe and well.

Even though it is now some time since the initial emergency response, the early memories of the first few weeks of the emerging COVID-19 pandemic will, I'm sure remain etched in people's memories. We have seen our organization, our people and its work significantly impacted by it. As with all parts of the health system, those working within it have had to very rapidly re-deploy to meet new and varied demands and we have been no different. I'd like to pay tribute to the amazing work

that Member practices have been engaged in providing on-going primary care services to patients in the most difficult circumstances. Haverstock's response to COVID 19 has included;

- 🦺 Early establishment of support to practices and PCNs (initially through visits then through daily/3 times weekly/weekly virtual 'huddles')-sharing feedback on new models of working, understanding resilience issues, helping to co-ordinate movement of people and equipment, feedback from the CCG/NCL, supporting discussions on contractual changes etc.
- 🦺 Production of the model and Service Outline Proposal for a Home Visiting Service and subsequent involvement with CHE in setting up the Hot Hub and HVS at the Peckwater Centre. I'd like to pay tribute to all those involved from both Haverstock and CHE in particular from the clinical side Dr Shazia Mariam, Dr Tom Aslan, Dr Farzad Entikabi, Dr Dilini Kalupahana, Dr Jonathan Levy, Dr Alex Warner, Dr Ehsan Elkizwini and Dr Dan Beck and on the management side Helen Dunford, Matt Norman and Michele Lawson supported by Dorothy Blundell and Mike Foster from Haverstock and Michael Fox and Beth Nelson from CHE. As you will be aware the service is now operational with Dr Kary Miller and Dr Frances Baawuah as Clinical Leads and the numbers, particularly of home visits escalating rapidly.
- 🦺 Work in maintaining communications with the practices and latterly supporting the roll-out of eConsult
- 🦺 Responding to and supporting local partners-this has included facilitating and supporting a coordinated response to volunteering across Camden, adapting new models at the RFH and Barnet UTCs, supporting 111 and LCW from our pool of doctors and offering support to fill shifts at SPH Step-down beds.

As we now emerge into the Recovery phase (anticipating the risk of further waves of COVID-19) we are looking to support practices and PCNs to plan for the future. It is difficult to see the models of care particularly in primary care ever returning to exactly the same as pre-COVID. Innovations that have taken years to drive forward have been adopted and refined in weeks. Haverstock is already starting to consider how lessons learnt and new models (technology, shared service provision, new relationships) can be adapted and utilized to deliver future models and contracts-extended access, PCN DES, urgent care, integrated services and MDTs etc.

While the work undertaken earlier in the year-Stronger Together- was correctly laid to one side during a period of local and national emergency, there remains a clear need and desire of practices and PCNs to have a unified voice in Camden. This has become more important with changes to the commissioning arrangements and the creation of the NCL CCG and with the national directions and expectations set out by NHSE/I and finding ways to address this will be a priority post-COVID.

The application for our charity arm- Camden ANCHOR - has now been accepted by the Charity Commission and established and is intended to form an important strand of our post-COVID plan of work. This will hopefully see us expanding the work already started through "D Magic" and supporting the already well-established "Listening Space" at the Caversham, seeking further grant funding and fund-raising to support improved health and well-being for the people of Camden-work that we feel will be even more essential in the post COVID recovery phase.

Inevitably new opportunities will continue to present themselves-being prepared and responsive will be key to ensuring Haverstock can benefit from these, ensuring that we have a robust and viable business for the future supporting practices, PCNs and wider Camden service provision to improve care for patients.

Finally, I'd like to thank our CEO Dorothy Blundell and her team for their continued hard work and support during this time. I hope the next few months bring all of you a chance to recover and recuperate and to look to an exciting future together.

What's new at Haverstock Health?

We have moved!



Haverstock Health is now located at:
St Pancras Hospital
4 Saint Pancras Way
South Wing
London
NW1 0PE

Our phone number has changed too
020 7387 6215

Here we aim to work closer with our partners and colleagues at CNWL, developing and improving services for both patients and staff across Camden.

We have a new and improved Haverstock Health website



As the dynamics of the Haverstock Health provision develop and improve so should our online presence. Our new website hosts a range of information on the services and business that Haverstock conducts.

Take a look at www.haverstockhealth.com

We are launching a PAN Camden Charity

The Camden ANCHOR is a registered charity which aims to promote and protect the health of the public, and in particular among people residing in London, by providing an infrastructure that involves people in a collective effort to build confidence in their own abilities and to experience opportunities that build their capacity and capabilities for positive health and well-being outcomes.





The Camden Hot Hub and Home Visiting Service

As a response to the Corona virus pandemic Camden Federations, Primary care services and commissioners worked tirelessly together to design, build and deploy the Camden COVID-19 Response Unit (CCRU). Both the Camden COVID-19 GP 'Hot Hub' and 'Home Visiting Service' were launched within just 3 weeks, both services went live on Wednesday 15th April 2020. The purpose of the 'Hot Hub' is to support the assessment, via telephone triage/face-to-face assessment, of patients in Camden with or suspected to have Corona virus.

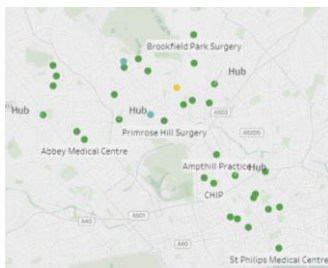
The 'Home Visiting Service' is based within the 'Hot Hub' and is designed to provide care for patients who live in Camden with or suspected to have Corona virus and are unable to travel to a hub location.

Working to support practices during the Corona Virus pandemic

Ensuring safety

We recognised stocking issues of PPE within our Camden practices, together with CHE we sourced PPE stocks from NCL, local schools and businesses which were disseminated across our practices. Contacts were shared to enable practices to replenish stock.

Covid screening of suspected Covid positive patients is now available at the Camden COVID-19 Response Unit. This test is to confirm if a person is currently infecting with the Corona virus. Testing is to be completed within 2-5 days of the first symptom. CCRU staff are also tested weekly.



Effective communications

Haverstock helped collate practice information to aid the CCG in developing a Camden 'Heat Map'; this helps quickly identify at risk practices as well as aid communications between practices to share support via a buddying system.

Huddle Calls were launched enabling daily comms across Camden practices, keeping everyone informed of updates and changes happening regarding practices, PCNs, Hot Hub and Home Visiting Service, Camden CCG and NCL STP.

Supporting technology

EMIS Covid 19 templates and protocols identifying vulnerable patients have been developed and shared across all practices. We continue to make regular checks and updates which are made and disseminated to all.

Due to Covid 19 lockdown restrictions and shielding requirements many practices experienced issues with GPs and other clinicians having to work from home. This created an urgency to enable appropriate and safe remote working. A project to release laptops to practices across NCL was already in motion, however, due to access, Smart Card and EMIS issues there were delays. Haverstock worked with Camden CCG and NCL to accelerate the launch and delivered the laptops to our practices.

Supporting staffing

Haverstock introduced the use of Medical Students to practices to support administrative duties where staffing levels are low. This has received positive feedback from practices.

Haverstock looked at how we can centralise, manage and allocate the volunteers; creating a single point of access across Camden voluntary services. We facilitated conversations with our voluntary partners; local authority, Health partners, VAC, AGE UK and few other important organisations.

Federation News



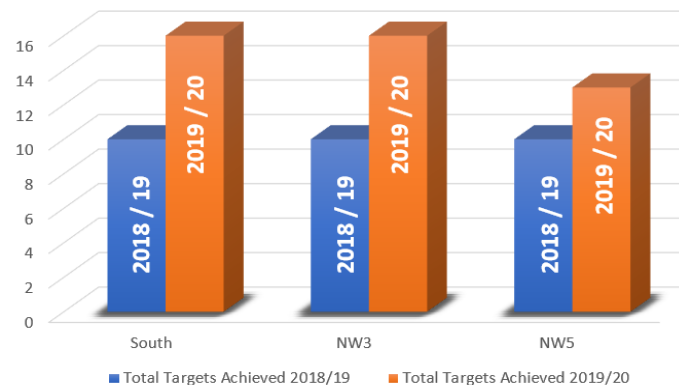
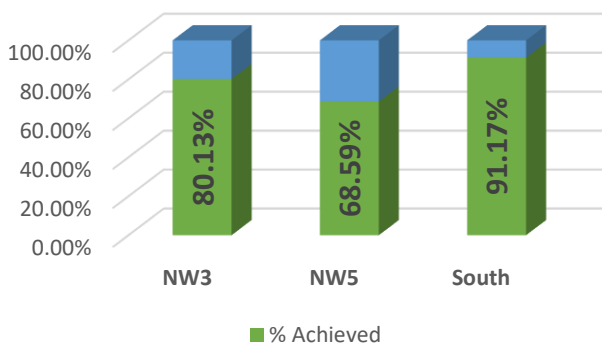
Haverstock hosted another successful DMagic

Haverstock held another successful DMagic workshop, this time it was at Prince of Wales practice (POW). Once again, we partnered with UCLH and the local community centre to organise a 'Community Mobilisation' workshop at POW. The aim was to start a dialogue with the local Bengali community about health and wellbeing particularly for people affected by and living with diabetes.

QIST achievement

A huge congratulations and well done to all practice staff, the QIST Support Lead and QIST Leads!

Our practices worked incredibly hard and achieved incredible results with their 2019/20 QIST targets, reaching up to 91% of their neighbourhood targets.



Overall, in 2019/20 the neighbourhoods met 15 more targets compared to the previous year 2018/19. This is an incredible improvement over a short period of time.



Congratulations! All Camden practices are now live and using the online consultation tool.

eConsult is designed to reduce footfall and phone calls to your surgery, be sure to encourage the use of eConsult through telephone messages, text messages, and signposting and Practice website. Also, all Camden registered patients can now complete an eConsult for your practice using the NHS App!

Hold tight as EMIS interoperability with eConsult is on its way! This will be tested and launched at each of your practices within the coming weeks.

Enable your patients to self-refer to local services via eConsult: the NCL team are working at borough level to help make this happen!

You will receive an incentive payment for launching eConsult at your practice from NCL soon!

Website development funding!

Practice websites are of great importance and should be available for patients and others to use as a source of NHS information, care, support, guidance and navigation. Practice websites should be easy to navigate and contain as much useful information as possible to divert the user from making unnecessary appointments and/or phone calls to the surgery. Practice staff can also use their sites as a useful space to direct patients for the services that they require which helps avoid re-attendance where it is not necessary.

Recently local funding has become available for practice website development. This as an opportunity for all practice websites to be developed together, by using a single website provider across all practices this provides the ability to unify your website theme and template, share admin support and potentially share running costs across practices/PCNs. It also enables patients and other stakeholders to see that the care and support provided across each practice is alike.

Haverstock are working with each of the PCNs to help them develop their practice websites using this funding.

360 Degree feedback from our partners and stakeholders.

Haverstock practices along with 15 other stakeholders from NHS trusts, neighbouring federations to local charities were asked to complete our 360 feedback. We received an amazing 100 responses of which an overwhelming amount were happy with our services. Our overall findings were:

What we do well

- Developing our PCNs to become effective operational delivery units
- Providing responsive support to our member practices
- Our approach to quality improvement and delivery
- Building trusted relationships with key partners to support integrated working
- Skills and capability of our team to offer forward thinking strategic solutions and opportunities

What we need to build on and do more of

- Communicating what we do more clearly and widely across the system
- Engaging in new and innovative ways with our local communities to deliver population health outcomes
- Building on our current support for member practices and PCNs to enable delivery of the new primary care DES.

Training and developing Camden staff

Haverstock remain keen to develop and upskill staff across Camden. We have worked with multiple partners, stakeholders, charities and others to source/develop/provide the following training and resources for the staff of PAN Camden practices.

The latest training and development programmes include:





Provider Partnership Meetings

In January Haverstock hosted a Provider Partnership Group Workforce Workshop to address the Future Workforce Requirements of New Models of Care. The group addressed the following:

- Understanding current capacity and capability-**baseline and gaps** analysis across the system
- Recognising that while **service delivery** may be in one setting, HR, training and development and peer support may sit with another part of the system
- Changes in **culture and behaviours**-embracing new roles and supporting them, being open to change, working beyond organisational boundaries, recognising and respecting each other's roles, sharing a sense of responsibility and accountability to both patients/clients and each other and working in teams
- **Education, learning and development** together
- Shared **governance arrangements** (clinical, IT etc.) and estates that support and encourage new workforce models

The group also looked at new roles currently being deployed within PCNs, how training, education and development support the existing and future workforce. As well as gaining a shared understanding of current baseline and challenges across the health and care system (including the Voluntary sector) and how we might work together to address them.

Supporting PAN Camden PCN Clinical Directors

The Camden PCN Clinical Directors group are now an established and recognized group representing all seven PCNs in Camden that meet regularly to discuss PCN related activity. Ordinarily the group meet monthly but currently meetings are held every week in view of the huge volumes of change we are now experiencing through the pandemic.

PCN CDs represent their respective PCN practices in all areas. They have attended Local Care Partnership Board meetings, Camden Integrated Care Executive meetings and NCL level meetings which are high level strategy forums where CDs directly influence how local and NCL level primary care will be shaped in the coming year. As a group they have worked on producing, with both CHE and HH federation support, a Camden plan for the COVID and post COVID phase that was derived directly from individual practice priorities.

Business Services

Diabetes IPU service:

In memory of Asha Ramchunder

Asha Ramchunder was a Diabetes specialist Nurse who worked for the Diabetes IPU service for the past 3 years. Sadly, Asha passed away this May after a long fight with Cancer. Our deepest sympathies go to her friends and family, she will be missed.

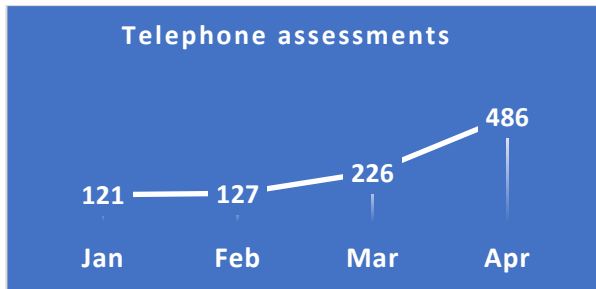


Welcome Alison Cox, Diabetes Specialist Nurse, who joined our team in April, we are looking forward to working with you, you will be a great asset to the team.

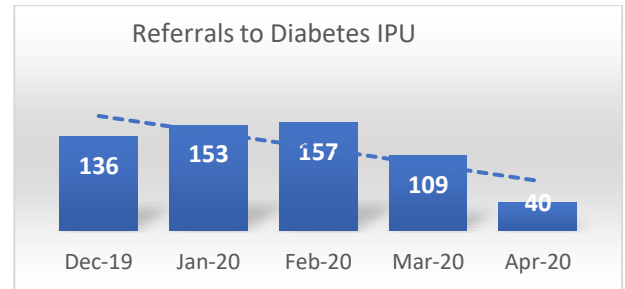
Activity

The Diabetes IPU service have experienced an increase in telephone assessments by 25% since the Covid 19 outbreak, increasing from 121 in January to 486 in April.

However, referrals to the service have decreased by 29% from an average of 149 per month to just 40 referrals seen in April. Practices are encouraged to continue referring patients to the service as normal. Haverstock are working closely with our Royal Free London Hospital partners to plan a safe return to normal practice. All staff will return to service as of the 1st of June.



(Above graph) Number of telephone assessments completed per month at the Diabetes IPU



(Above graph) number of referrals to Diabetes IPU

Royal Free Urgent Treatment Centre

The Urgent Treatment Centre (UTC) has remained fully staffed and operational throughout the COVID 19 pandemic. The reliance of the GPs and navigators has meant that through the months of March and April only one shift was out of three hundred was vacant; this is a testament of commitment to all concerned.

Patient attendances along with primary care settings have reduced and consequently GP hours supplied to The Trust have reflected this position. This is under constant review and patient numbers monitored, it is expected that numbers of attendees will return to higher figures as the lockdown measures of the pandemic are reduced.

Ensuring safety

GPs have actively followed the various iterative infection control measures as guidance emerged from the lead authorities. One key measure has been to temporarily relocate the UTC into a now 'Green Area' of the Physiotherapy Department to reduce risk of exposure for patients and staff alike.

The Medical Director has been in constant contact with colleagues at The Royal Free to advise on and develop pathways appropriate to current dynamic situation; exploring the use of video consultation technology.

Barnet Urgent Treatment Centre

The Urgent Treatment Centre at this site was officially launched on 4th May 2020, with staff allocated their newly refurbished consultation rooms! The Barnet Operations team and senior staff within A&E have worked hard to ensure there was a smooth transition and that patient care and pathways adapted to meet the needs of the department throughout the building work undertaken.

Patient numbers reflect primary care in the community with numbers being lower than this time in the previous year. All parties have remained flexible in their approach to achieve best outcomes for the patients using this service.

Helping others

Haverstock has also assisted with the supply of GPs from both the Royal Free and Barnet UTCs to 'London Central and West'. The doctors have experienced telephone triage first hand at three London sites.

Your feedback is very important to us... If you need any further information, please do get in touch.