



Primary Integrated
Community Services Ltd

Annual Report

2019/20

PICS is uniquely placed to provide primary care and community services to meet the needs of our local communities

Welcome from PICS Directors

Message from Alison Rounce Managing Director

2019/20 year has been both an exciting and challenging year. The emergence of the coronavirus pandemic significantly impacted the delivery of health and social care across the country.

Working collaboratively with system partners, our involvement and response clearly demonstrate the strength and capability of PICS as we deliver services and meet the emerging health and wellbeing needs of our local communities, even in the most difficult of circumstances.

2019 was an exciting time for primary care as the sector responded to the NHS long-term plan. PICS has thrived in a new environment that closely models our own mission to co-create personalised, integrated, community-level care for patients. With the launch of the Primary Care Networks (PCNs) in July 2019, PICS has secured the highest number of non-core memberships in Nottingham with 11 PCNs. Our highlights from this year on pages 16-18 include many examples of our new and expanded services and pathways developed with our PCNs, including two services shortlisted for the prestigious national HSJ awards for innovation, value and safety.

In supporting the emerging Nottinghamshire Integrated Care System, we are involved in locality and county-wide strategic decision making, with memberships on the Boards of the Mid-Nottinghamshire and South Nottinghamshire Integrated Care Partnerships and Nottinghamshire Nursing and Midwifery Cabinet. PICS has joined the Get Connected Partnership, championing the adoption of the NHS App and Patient Knows Best.

We have continued to invest in our clinical and corporate infrastructure, making significant appointments that support our clinical teams to deliver the best possible care. New posts include an Operations Manager plus qualified technicians, professionals and administrators in HR, Finance, Communications, and IT.

We have expanded into neighbouring buildings, brought in Datix, an intelligent piece of software that records all complaints and significant events, and further HR and training software, and an engagement-focused staff intranet.

PICS was also at the forefront of expanding the Teamnet platform across the entire City and County. We have supported this vital communication tool with a post to train staff in GP practices on how to utilise it. We are proud of the significant service Teamnet rendered to staff and leaders by enabling clear and timely communications of critical information during the deluge of information created by the pandemic.



“ PICS has thrived in a new environment that closely models our own mission to co-create personalised, integrated, community-level care for patients.

The results of our patient surveys, summarised on page 10, demonstrate how effectively our evidence-based and patient-led approach delivers better outcomes for patients.

Our staff continue to report higher rates of engagement and satisfaction than our comparators, as detailed on page 8. This year we launched the Wellbeing Staff Committee who have set up a Staff Wellbeing Service, both supported by the Board and Leadership Team. This innovative approach focuses on enabling wellbeing across all individuals within PICS, and I believe our commitment to this programme will sustain our culture of caring as we grow, and the benefits for our colleagues and their families will ripple into our communities.

2020 has been an extraordinarily tumultuous year dominated by the coronavirus pandemic. Reflecting on our response, the absolute priority was, and continues to be, patient and staff safety, implementing infection prevention and control and new ways of working, in adherence to Government guidelines and NHS directives.

Our teams have shown extraordinary strength and resilience, quickly adapting to new ways of working, including the use of new and innovative technologies. For example, working closely with partners, we proactively supported the discharge home from hospital of non-COVID-19 patients with respiratory conditions, our clinical specialists providing ongoing care and treatment.

Our agility and capabilities clearly demonstrate that PICS is uniquely placed to provide primary care and community services to meet the needs of local communities now and in the future.

Ausan Rance

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Message from Dr Kelvin Lim Medical Director

PICS isn't just about health services; we help communities take a holistic approach to their health by outreaching into exercise, wellbeing and mindfulness.

Our active participation with the Integrated Care System and investment in Allied Health Professionals including Social Prescribers and Network Navigators, is indicative of our commitment to our patients' whole-life.

Our experienced staff work together across a wide spectrum of disciplines and we are expert at finding niches and moving into new markets to create more patient-focused health care solutions. Our agile, can-do company moves fast to innovate and connect with colleagues in practices, social care, hospitals and care homes to co-create solutions for our communities.

We've brought in Clinical Pharmacists and an Advance Care Planning Nurse to manage the conditions of our most acutely unwell and frail people, alongside easing their days and nights, and empowering them so they have a say in their care. Our Advance Care Planning will soon grow and provide a holistic service for care homes.

Our federation model supports the independence and individuality of General Practice. Expert management services support Practice business requirements, clinical and administrative staffing needs, and we deploy infrastructure to improve retention, development and succession of the workforce.

Our highly skilled leadership team work in partnership with GPs and Practice Managers to develop and deliver the services and solutions their patients need. Our policy programme offered guidance and templates for practices using Teamnet across the City and County, sharing best practice to benefit all Nottinghamshire residents.

As part of our Clinical Governance Programme that provides assurance and clinical oversight of our expanding services, two important strides have been: the annual Clinical Audit Study Day on 4 December, where practice nurses from across our practices in PICS got together to learn, share experiences and network; plus the production of the inaugural PICS Quality Report for 2019/20, which is summarised on page 12.

PICS has performed strongly for our patients and partners this year, and I'm pleased to thank the many GPs from across the region for their continued support as our shareholders.



“ We are expert at finding niches and moving into new markets to create more patient-focused health care solutions.

With our proactive, can-do approach, we've moved so quickly to respond to the needs of our patients that we've managed to surprise some who hadn't know about the breadth of the services we provide. This is why we're launching a new stakeholder newsletter and invite you to join it for quarterly insights and updates into our progress and success: picsnhs.org.uk/stakeholders.

At the end of the 2019/20 on 26 March, we all stood outside of our homes clapping in support of the key workers who were braving an unknown virus to care for their neighbours, even as they were isolated from their own friends and families. I am so proud to stand alongside my colleagues in PICS, within the NHS and amongst our vital sectors as we get our nation through this crisis.

PICS is committed to supporting our patients and colleagues, and their families and communities through what is continuing as a traumatic, difficult and often cruel time, right now, and for the long-term.



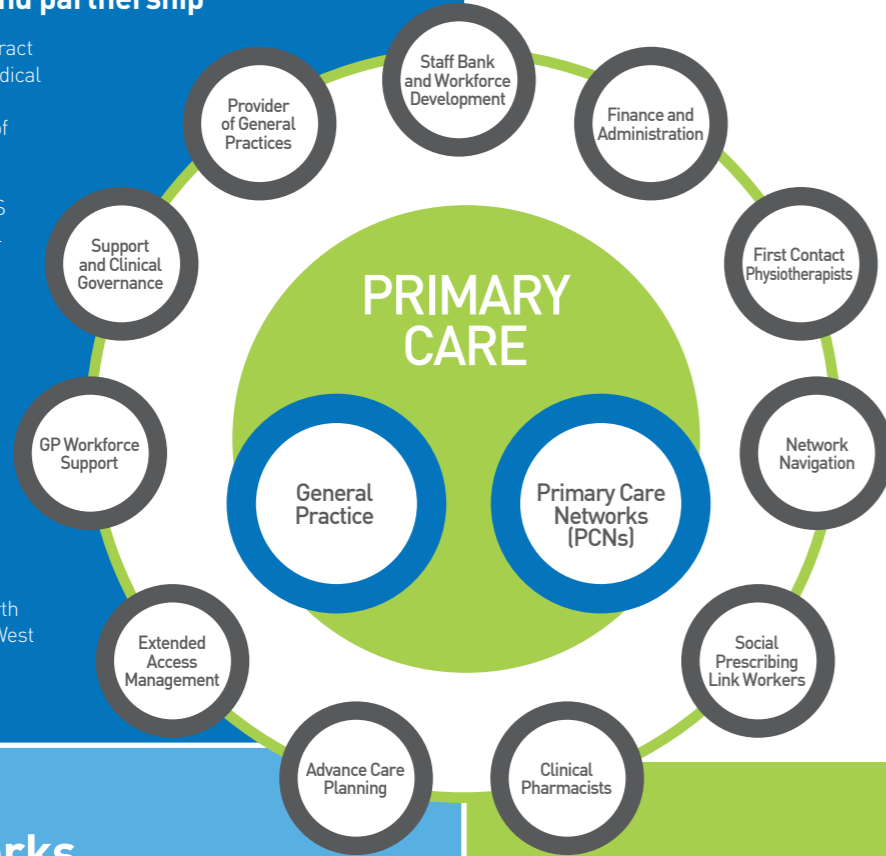
Handwritten signature of Kelvin.



Growth over 2019/20

General Practice Expert provision and partnership

- August 2019, awarded contract for Peacock Healthcare Medical Practice in Carlton, with a registered patient list size of nearly 5,500.
- First year of managing GMS contract for Meden Medical Practice in Warsop, with a registered patient list size of 6,000.
- June 2019, won tender for Whyburn Practice in Hucknall, one of the largest practices in Nottinghamshire with a patient list of 12,000.
- Management of the GP Extended Access over Mid Notts, Nottingham North and East and Nottingham West contract extended until October 2021.



Primary Care Networks

Championing and supporting our PCNs

PICS secured non-core membership of 11 PCNs in Nottinghamshire, making us the largest supporter of PCNs in the county.

- **Finance and Administration:** Created and resourced a new support team offering administration and management support, HR and recruitment support, banking and financial support.
- **Staff Bank and Workforce Development:** Recruited over 30 staff for the PCNs.

Supplying expert teams for federations of GPs

- We recruited 23 **Clinical Pharmacists** for Mid Notts PCN, 4 for Nottingham West, 4 for Nottingham North and East PCNs; we set up a De-prescribing Service and appointed a new Clinical Pharmacy Ambassador, Gerald Ellis.
- **First Contact Physiotherapists:** We recruited 9 First Contact Physiotherapists to work across our General Practices in a dual role where they will also be Advanced Practitioner Physiotherapists within a larger physiotherapy team.

Staff on payroll:
1 April 2019

137

Patients interacted with: 2018/19

12,500*

Enabling independence

- **Network Navigation:** We expanded our Network Navigation Service across Mid Notts, providing a link for patients with long term conditions between acute, community, general practice, adult social care, public health and the third sector.
- We recruited 10 new Link Workers to set up the **Social Prescribing Services** in Nottingham West PCN and Mid Notts PCN.

Forming pathways between primary, secondary, social and community care

- **Acute Home Visiting:** We expanded this service by recruiting five more staff, taking the resource up to 12 people, thereby increasing capacity from 32 to 80 visits per day.
- **Advance Care Planning:** This service is a new project for Nottingham West PCN to look at Recommended Summary Plan for Emergency Care and Treatment (ReSPECT) and enable forward decision making for our patients, with a new Advance Care Planning Nurse, February 2020.

Staff on payroll:
31 March 2020

253

Patients interacted with: 2019/20

25,800*

* Rounded up to nearest hundred. Not including patients using the Mid Notts End Of Life service, GP Practices and GP Extended Access service, and the majority of patients who interact with our PCN staff.



Pain Pathways

Positively managing long-term conditions

Specialist clinicians work holistically to help patients. They provide support for people with spinal conditions and other persistent pain issues, as well as patients with chronic fatigue syndrome. The team work closely with patients to get the right diagnosis and treatment, manage their symptoms better and improve their quality of life.

- Employed a new Clinical Psychologist.
- Commenced the Mid Notts Pain Contract, significantly expanding the service across Nottinghamshire.
- Expanded our community injection clinic provision by training another Specialist Physiotherapist (ESP).



Gynaecology

Providing specialist care in the community

Our Gynaecology Service delivers clinics in the community with a range of gynaecological interventions for first and follow-up appointments and appropriate procedures.

Specialist GPs are supported by Consultants from the local hospitals in the same clinics, so that patients benefit from an integrated primary and secondary appointment where necessary. This enables GPs to extend their practice and it leads to fewer admissions to hospitals.

- PICS leads the service and is supported by Nottingham University Hospitals NHS Trust, Partners Health and Nottingham City General Practice Alliance.
- Greater Nottingham Gynaecology Service started 1 July 2019, now covering most of the City and County.

Staff engagement

Staff Survey, Autumn 2019

100 per cent of our services are provided on behalf of the NHS, so PICS runs an edited version of the National Health Staff Survey every year, allowing us to benchmark our results against our comparators. Here are the results from the 2019 autumn survey.

98%

agree that patient care is a top priority at PICS

92%

recommend PICS as a place to work

96%

are happy with the standard of work from PICS in case a friend or relative needed treatment from us

PICS staff report higher satisfaction in 17 comparable areas with the NHS, including:

91%
feel valued

93%
feel supported by their line manager

Team working and supervision

10-20 percentage points higher than our comparators

88%
are satisfied with the support from colleagues

89%
feel respected by their peers

Job satisfaction

12-22 percentage points higher than our comparators

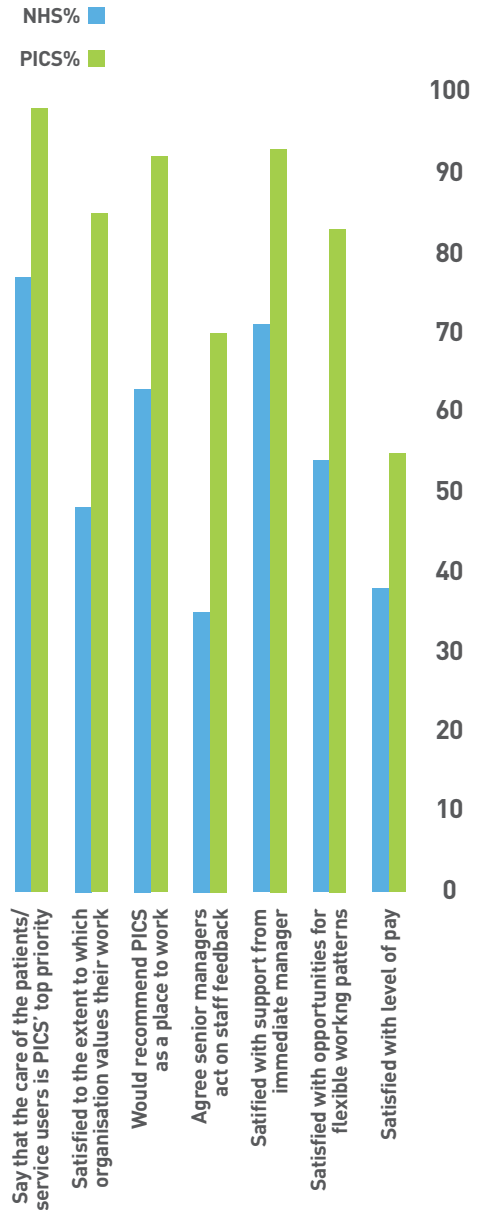
97%
feel trusted to do their job

91%
feel their work is valued by the organisation

Personal Growth

94%
agree they have clear objectives and feel valued during staff appraisals

95%
received support to access identified development and training needs



“ Our core Value at PICS is that We Care, and it’s really important to us that our caring culture enhances the experience of our staff at work and supports them to care for their loved ones and our patients.

The PICS Board and Leadership team are using staff feedback to ensure our policies and structures are further aligned to our Values. We will keep listening to our staff, as well as our patients and partners.

Alison Rounce, Managing Director

Patient feedback

We collate all the responses from patients gathered over the year within each of our services.

We found these common themes from the feedback this year:

- Care and support is personalised to meet the needs of each individual.
- Patients describe us as efficient, professional and helpful.
- Our treatments are clearly explained.
- We can improve how we advise patients of any delays to their clinic appointments.
- We can increase awareness of PICS services so more patients can benefit from them.
- More patients want to know more about PICS as an organisation.

Patient quotes

“We cannot praise the service we have received any more highly. Thank you very much.”

Cardiology Nottingham West.

“An excellent service and really helping me with my diabetes. Everything explained so that I can understand it.”

Diabetes Specialist Nurses.

“This is a service we cannot do without”

Acute Home Visiting Service.

95%

of respondents would recommend the Chronic Fatigue Syndrome Service to others with CFS/ME

100%

of respondents felt that the Moving on with Pain Programme was either very useful or useful

98%

of respondents felt that the written information provided during the Moving on with Pain Programme was either very useful or useful

83%

of respondents were either extremely likely or likely to recommend the Greater Nottingham Gynaecology Service to their friends and family

100%

felt that the Nottingham West Care Coordination service had assisted them to remain in their own home

89%

felt that the advice and support provided to them by their social prescribing link worker in Mid Notts has helped them to improve their general wellbeing

“ Patients describe us as efficient,
professional and helpful

Patient feedback in 2020/21

We will roll out the updated friends and family survey that we've adapted to align with new national guidance for 2020/21, and now includes these questions:

1

During your contact with the PICS community service were you treated with dignity and respect?

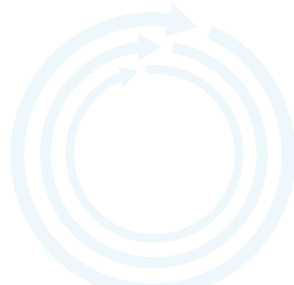
2

How likely are you to recommend the PICS community service to friends and family?

3

Overall how was your experience of our service?

We're also standardising our patient feedback processes and forms so that we can produce results at an organisational level, adding more value to the service-level data.



100%

of respondents are extremely likely or likely to recommend these services:

- Diabetes Specialist Nurses
- Cardiology Nottingham West
- Respiratory Nottingham West
- Acute Home Visiting Service
- Hospital to Home Respiratory Service
- Care Coordination Nottingham West

Quality Report summary

We have produced our first Quality Report and published it on our website.

The report describes the work undertaken in 2019/20 to improve the quality of care we provide to our patients, their families and carers. Delivering high quality services and good clinical outcomes are our key priorities.

We received one CQC inspection this year at Meden Medical Practice and achieved an overall rating of Good. Feedback reflects our key priorities as follows:

- Patients received effective care and treatment to meet their needs.
- The Practice provided care in a way that kept patients safe and protected them from avoidable harm.

Quality achievements for 2019/20 show PICS has:

- Strengthened clinical governance systems and processes to reflect growth in services provided.
- Improved our quality and outcomes reporting framework, making best use of data to drive forward continuous service improvements.
- Undertaken a wide range of clinical audits to ensure clinical care delivery reflects best practice.



Priorities for improvement 2020/21 include:

- Continued implementation of Datix system to triangulate data to proactively manage any emerging concerns and to identify best practice, taking forward the learning.
- Appointment of a Quality and Clinical Governance Lead to oversee the delivery of quality and safety initiatives.
- Ensuring mandatory training targets are met through improving monitoring processes and supporting staff to access training and clinical supervision.

Download the entire report from the PICS website:
picsnhs.org.uk/about-pics



Delivering high quality services and good clinical outcomes are our key priorities.

Quality Report, 2019-20



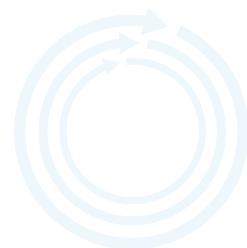
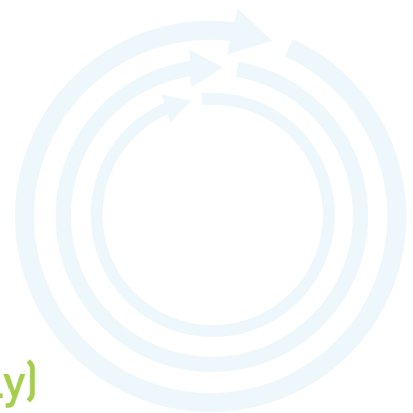
Financial report and balance sheet

PICS is a company limited by shares and (nominally) for profit. Any surplus above cost is invested into improving services.

This table demonstrates healthy accounts for 2019/20 and positions PICS as a significant growing concern. Turnover has increased by 75% to over £14.5 million from £8.2 million in 2018/19.

Surplus this year has increased to over £200k, after tax, enabling PICS to further invest in growth while maintaining quality and safety.

PICS has robust financial processes and strong mitigations from thorough analysis of risk, enabling confidence in our sustainable growth strategy.



Balance Sheet as at 31 March 2020

	2020		2019
	£	£	£
Fixed assets			
Tangible assets		101,695	59,940
Current assets			
Debtors	678,902		328,323
Cash at bank and in hand	3,470,022		2,979,271
	<u>4,148,924</u>		<u>3,307,594</u>
Creditors amounts falling due within one year	(3,343,840)		(2,638,689)
Net current assets		<u>805,084</u>	<u>668,905</u>
Total assets less current liabilities		906,779	728,845
Provisions for liabilities			(10,190)
Net assets		<u>906,779</u>	<u>718,655</u>
Capital and reserves			
Called up share capital		134	137
Share premium account		87,854	88,852
Capital redemption reserve		15	12
Profit and loss reserves		818,776	629,654
Total equity		<u>906,779</u>	<u>718,655</u>

News and highlights

Ratings, accreditations and awards



Finalist in national award for innovation and value

Our Acute Home Visiting Service was selected as a finalist in the Primary Care or Community Service Redesign Initiative category at the HSJ Value Awards 2020 along with ten significant NHS Trusts.

The innovative and value for money service was co-designed with GPs and Commissioners in Mid Notts and is fully connected with the care patients get from their local practice and hospital.

This prestigious award scheme recognises outstanding contributions to delivering better services and driving better outcomes for patients. John, who is pictured with his wife Audrey and dog Ollie, shared this feedback about the service he received

“I’d been ill the week before and called 111, and they’d sent us to hospital. But this time I didn’t have to go anywhere - I called my local surgery and they sent the AVS team to my home. I was sorted out there and then. With a quick exam and prescription, I was up and running again. I’ve said to friends what an excellent service I got from PICS. I was very impressed.”



Finalists in HSJ Patient Safety Awards

The End of Life Care Together team for mid-Notts is a finalist in the Clinical and Specialist category in the Patient Safety Awards, demonstrating an excellent initiative that ensures consistently safe and high-quality palliative care, alongside a drive for improved experience, care, staff morale, training and awareness.

This is an Integrated Delivery Model for Mansfield and Ashfield and Newark and Sherwood (Mid Notts) registered patients, with partners including local hospices, Sherwood Forest Hospital and the Nottinghamshire Healthcare Trust.



Queen’s Birthday Honours

Pat Clarke, Diabetic Specialist Nurse, was awarded the British Empire Medal in the 2019 Queen’s Honours List, for her ground-breaking work in developing diabetic care in the community.



CQC recognises improved care for patients in Warsop

In February 2019, PICS took over the operations and management of the GMS contract for Meden Medical Practice in Warsop, a year after we were invited to support the practice following a series of CQC 'requires improvement' ratings. In spring 2020, the Practice was inspected by the CQC and subsequently rated as good. Practice Manager, Jackie Jones, said:

"The success in achieving the CQC standard is due to the hard work of the staff and the wider PICS support has been invaluable."



County Council praises improvements to in Hucknall

The Nottingham Post reported Nottinghamshire County Council's praise for the improvements PICS has implemented for patients at Whyburn Practice, one of the largest practices in Nottinghamshire with a patient list of 12,000.

Since PICS stepped in from June 2019 to stop the practice having to close, following the withdrawal of the previous provider from the practice, calling it unviable.

In a positive Nottingham Post article, Hucknall Councillor Kevin Rostance said:

"The feedback I've had has been excellent. The doctor in charge has been integrating with the community, people love the changes that have been made."

Strategic partner with world class universities

PICS shares our knowledge and experience of integrated care systems with trainee clinicians and our international peers in China with the University of Nottingham, as well as supervising Trainee Practice Nurses undertaking a BSc / PG Cert in Practice Nursing Programme at De Montfort University, as part of the Nottinghamshire General Practice Nurse Fellowship Programme.

Ningbo campus, Zhejiang province, China

Alison Sutherland, Clinical Services Lead and experienced Respiratory Nurse, visits the University of Nottingham's Ningbo campus and Hospital Number One in the Zhejiang province of China to work with Chinese clinicians and lecturers on the practices and support for pulmonary and respiratory patients. This knowledge exchange is the start of a new integrated care pathway for the locality, which PICS has been invited to support with the training and development of Doctors.



International conference, Nottingham



In November 2019, PICS hosted a conference of senior nurses from the University of Nottingham's Ningbo campus, and a delegation of Presidents and Vice-Presidents from the Public Hospitals, all from Zhejiang Province, China. The focus of events was promoting the integrated care model; explaining how it works and how to develop service pathways.

Multi-disciplinary training to achieve safe, holistic care

We are committed to equipping clinicians and administrators in our communities with skills that enable them to provide specialist and generalist healthcare for patients.

We understand that these skills must be applied holistically to meet the personalised needs of the individual, be that fragility, or being elderly or in residential care, or having a long-term condition. Patient safety is always paramount, and so we ensure our colleagues have the skills they need to audit standards and practices to further enhance patient care.



Training for Derby and Nottingham GPs

In November 2019, PICS hosted a Clinical Skills Assessment Training session for 30 final year GP trainees from Nottingham, Derby and Mansfield.

It was facilitated by Dr Paul Scullard from Eastwood Primary Care Centre - a Practice supported by PICS through provision of training, management and administrative services.



Long-term pain expertise

As well presenting to the Notts ICS Board on Health and Wellbeing, the PICS Pain team ran a one day Pain Conference for 30 local delegates of Practice Pharmacists, Nurses and Physiotherapists, supporting a holistic, whole person approach to care for those in long-term pain.

Clinical Audit standards and practice training

In December 2019, Practice Nurses from across the six PICS Practices attended a training and development day dedicated to embedding clinical audit standards and practices in all areas of their work, further enhancing quality patient care for all of our patients. It was funded from an NHS England and Innovation General Practice Nursing Innovation awarded to Hazel Firmin, Lead Nurse for Primary Care and Advanced Nurse Practitioner.



Our Values

Our core value is 'we care' and six further values underpin our caring culture, define how we support our colleagues, and guide our behaviours and decisions.



We are patient-focused

We are can-do

We are empowering

We create a learning environment

We create evidence-led solutions

We create integrated, safe services

PICS also supports and advocates the principles and values that guide the NHS.

PICS Board

Our Board is Chaired by Anita Dixon and includes Medical Director, Dr. Kelvin Lim and Managing Director, Alison Rounce.

Non-Executive Directors: Dr. Andrew Parkin, Dr. Paul Scullard, Dr. James Cusack, Dr. Junaid Dar.

Executive members: Jonathan Bemrose, Finance Director; David Hale, Finance and Corporate Manager; Stephen Andersen, Business Development Manager; Gerald Ellis, Programme Manager for Clinical Pharmacy; and Alison Sutherland, Clinical Services Lead.

“ Our evidence-based
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Alison Rounce, Managing Director, page 3

“ We’ve moved quickly to
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Kelvin Lim, Clinical Director, page 5



Primary Integrated
Community Services Ltd

Primary Integrated Community Services
Limited Registered Office: Unit H4, Ash Tree Court,
Nottingham Business Park, Nottingham NG8 6PY

Tel: 03000 830000
pics.enquiries@nhs.net
www.picsnhs.org.uk
Twitter @pics_primary

Registered in England & Wales
Company Registration Number 8763136

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