



**Primary Integrated
Community Services Ltd**

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

Annual Report

2020/21

Welcome from PICS Directors

Alison Rounce Managing Director

We can all be proud of our caring and dedicated colleagues who excelled for our patients and communities as the coronavirus pandemic fully hit the UK and significantly disrupted every aspect of life, particularly health and social care.

Our services didn't stop because of the spirit and resilience of the people who make up PICS. Supporting each other, we faced the relentless emergence of barriers and kept connecting with our patients despite disrupted pathways and closed doors. Our wellbeing, access, quality and infection control strategies were robust, effectively assuring our absolute priority for patient and staff safety.



Kept GP Practice and primary care services running.

Services in the community and out of hospital were maintained.

Worked with Clinical Directors to recruit to roles that enable patients to choose to stay at home, enable their independence and improve wellbeing and connections to their communities.

Inducted and supported our new colleagues so that they can safely and quickly support GPs with their workload and reduce hospital admissions.

Our leadership team was embedded in Nottinghamshire's system-wide response to the pandemic.

Colleagues from every team and service supported the mass vaccination of a population of 1 million people.

Our strong partnerships and relationships have equipped us with the knowledge and connections to make all the difference. From front line staff having the phone numbers of consultants, social workers and food banks, to system-wide participation in Nottinghamshire and representing professional networks and local federations at national level. We've been able to accurately assess, effectively adapt, and resolutely carry on.

Embedded in our communities, we went searching for the most vulnerable people and were relentless as we reached past patient lists to find people in need.

Using new and innovative technologies and techniques, we quickly adapted to new ways of working. We also took our patients and partners with us, supporting digital access schemes, helping patients and carers use their own devices to access video consultations, and providing specialist frailty training sessions for care home staff and district nurses.

“ PICS thrived in the most difficult and challenging circumstances while also achieving excellence recognised by national institutions.

The pro-active response from GPs and Primary Care Networks (PCNs) in Nottinghamshire has demonstrated the power of care led by local experts in tackling health inequalities. PICS' experience of co-creating personalised, integrated and community-level care for our patients has come to the fore, enabling the swift delivery of urgently needed care which is still clinically led, patient-focused and effectively integrated into complex pathways.

Our expansion of corporate services and investment in our estate and technology has continued to match growth, alongside our strategic and professional support of PCN Clinical Directors as they build new teams and manage fast-paced growth with increasing budgets, responsibilities, and liabilities.

I have never been more proud of the team I work with and of the services we provide. Our staff continue to report higher rates of engagement and satisfaction than our comparators as detailed on page 7, including reporting feeling safe at work and valued by their teams and managers.

This next year will be an ongoing test of our resilience and innovation. The entire health and social care sector is faced with an exhausted workforce. Our sacrifices and triumphs must be recognised and remembered. As we expand, PICS will continue to grow our culture of caring and match how deeply we care for our communities.

The Government and NHS are looking to primary and community health and social care to address the health inequalities exposed and exacerbated by the pandemic and as part of the NHS Long Term Plan. The voice of our clinicians and the personal experience of our community members should shape design and delivery, influencing the highest levels of decision making. We will work to build on the hard-won bonds and successes of the past year to secure a sustained role in system-level decision makings.

Alison Rance

Contents

[Welcome from PICS Directors](#) | [Growth over 2020/21](#) | [Staff engagement](#) | [Patient feedback](#) | [Quality Report summary](#)
[Case Studies](#) | [News and highlights](#) | [Financial report and balance sheet](#) | [Our Values and Board](#)

Dr Kelvin Lim Medical Director

This year, we've risen to all the challenges while continuing to hold dear to our values of excellent care and of making patients the centre of everything we do.

PICS' mission to adapt our services to reflect need has guided our response to lockdown and the ongoing impact of the pandemic. We've listened to and amplified the voice of primary and community care clinicians and practitioners, helping their expertise shape integrated care services.



Rigorous infection control with and between patients.

Using new technology to move interactions to digital spaces including patient consultations, support groups, MTDs, meetings and staff conference.

Sourcing and supplying PPE for our staff and to frontline workers in general practice.

Creating new policies, risk assessments and, governance processes focused on keep staff and patients safe.

Enabling remote and home working for staff not in direct-contact roles with patients.

Enacting social distancing and rigorous infection control in workspaces.

Launching the stay safe app to assure lone workers.

Rolling out the Patient Pay system via GP Billing to some practices to promote cashless payments over the phone or computer rather than in person.

During April to June PICS actually increased patient contacts by adapting, even for group therapies. Our teams have maintained high quality clinical services both by telephone and face to face.

We have led investment in the additional roles reimbursement scheme as part of the NHS Long Term Plan. We were the first in Nottinghamshire to recruit Clinical Pharmacists and First Contact Physiotherapists, and have also added Social Prescribers, Health and Wellbeing Coaches, Dieticians, Care Co-ordinators, Occupational Therapists, Care Home Paramedics. Working as part of multi-professional teams led by GPs and Clinical Directors, the people in these roles have found and supported the most vulnerable people in our communities.

Staff have been finding 'befrienders' in the community for people struggling with the loneliness of isolation, crowdfunding toiletries for isolated residents of care homes, preparing and distributing lockdown packages filled with activities for children to help families struggling with the schools closures, and helping children back to school with hair cuts and new clothes to ease the pressure on their parents.

“As a representative of the federation of GPs and Practices that PICS supports, we are more and more able to ensure primary care is heavily involved in the architecture of the emerging integrated health and social care system.

Our strong links with our communities and partners have enabled us to support Nottinghamshire's response to the pandemic, the vaccination drive and the recovery. We have assisted practices with the Acute Home Visiting service and we've obtained and distributed PPE and equipment for PCNs. Three of the PICS practices were designated Clinical Management Centres during this crisis, Community Services have led the delivery of housebound vaccinations for Nottinghamshire, our seconded staff set up vaccination centres and PICS staff have worked weekends, evenings and all hours to deliver vaccines and more.

Our established expertise in Respiratory, Chronic Fatigue Syndrome and ME Services is being drawn on to develop new pathways for those suffering from Long Covid. Other highlights include our four year contract award for the existing Hub Navigator Services in Mid Notts, starting in April 2021 and a contract with Nottinghamshire Healthcare Trust for an Offender Health pain management service in a local prison.

I am immensely proud of how flexible, adaptable, and reactive we are as an organisation. We've learned how to work differently, and we've learned a lot more about ourselves and our patients. The way we practice and provide healthcare has changed: we have reflected and reviewed our response and asked, what do we want to keep, what do we amend, what do we restart, and what do we stop? These questions have been discussed during staff conferences and team meetings throughout the year and our constant improvement drive will continue.

It's really impressive how PICS has come together and how colleagues have supported each other.

As we grow and adapt, we must continue to hold dear to our values as we support our colleagues, partners and communities through the ongoing health and wellbeing crisis.



Handwritten signature of Kelvin.

Over
140,000

appointments
at our GP surgeries

Nearly
7,000

referrals into out of
hospital services

Over
25,000

contacts in our community
services

Helped deliver over
603,000

vaccinations across
Nottingham city and county

1M

patients covered by
our services across
Nottingham city
and county

100%

of respondents to
community
services felt staff treated
them with care and
respect

Best Companies
ranked PICS as

6th

best company to work for
in the UK's health and
social care sector

According to the NHS
National Database, as
of March 2021,
PICS employed

10%

of England's First Contact
Physiotherapists

£14.8m

turn over

84%

of staff completed the
annual staff survey

348

staff - a 23% increase
since March 2020

Staff engagement

PICS listens and responds to staff, conducting regular initiatives that foster a caring culture. Robust measurements of engagement with external auditing and benchmarking are in place. Feedback has helped develop a regular staff engagement forum with the Managing Director, an Equality, Diversity and Inclusion Network, a Health and Wellbeing monthly newsletter and more.

Assurance from independent accreditation

PICS committed to undergoing rigorous and independent assessment by Best Companies, which audits and benchmarks staff engagement for thousands of companies in every sector across the UK. The results are due in April 2021.

Listening and acting on staff feedback

Feedback has led to plans to establish a regular staff engagement forum with the Managing Director, an Equality, Diversity and Inclusion Network, a Health and Wellbeing monthly newsletter and more.

Healthcare sector benchmarking

PICS runs an edited version of the annual NHS staff survey, allowing us to benchmark results from previous years, compare with community trusts, and understand our position within the areas we recruit from. Our response rate this year was 84 per cent, compared to 49 per cent within national NHS and 58 per cent within Community Trusts.

Interactive all-staff conference

Our quarterly virtual events attract a third of the workforce to share success and collaborate. 96 per cent of respondents would recommend attending.

PATIENT-FOCUSED

96%
agree patients are
top priority

92%
feel make a difference
to patients

93%
happy if PICS cares for
a friend or relative

JOB SATISFACTION

88%
recommend as a place to work

80%
are satisfied with flexible
working opportunities

95%
feel trusted to do their job

SAFE

93%
felt safe at work

90%
feel safe to speak up

WELL LED

92%
say senior leaders
are visible

87%
satisfied with support
from line manager

Patient feedback

We collate all the responses from patients gathered over the year within our community, out of hospital and PCN services.

Due to a reduction in face-to-face visits through the pandemic, PICS provided more ways for patients to share their feedback including telephone surveys and pre-paid feedback cards. This year we found the following common themes:

- Patients feel listened to and treated with professionalism and respect.
- Treatment plans are clearly explained and articulated.
- Services frequently described as “first class” and “excellent”.
- We should make appointment waiting times very clear.
- Patients feel ready for more face to face services.

Patient voice

“Quick efficient treatment with the upmost respect for me.”

Pain Management, Mid Nottinghamshire

“Always there when I need them”

Respiratory, Nottingham West

“Environment felt very safe.”

Gynaecology, Greater Nottingham

“...the nurse ... made me feel so much better for which I am very grateful.”

Acute Home Visiting Service

“The clinical attention to my condition was knowledgeable and thorough; equal to a face-to-face consultation”

First Contact Physiotherapy

Friends and family

DID STAFF TREAT YOU WITH DIGNITY AND RESPECT?

100%

across all community and PCN services

97%+

across out of hospital services

HOW LIKELY ARE YOU TO RECOMMEND THE SERVICE TO FAMILY OR FRIENDS?

91-100%

likely or extremely likely to

THE PERCENTAGE OF PATIENTS WHO SAID THE OVERALL EXPERIENCE OF OUR SERVICE WAS EITHER GOOD OR VERY GOOD

100%

Community Services

100%

Greater Notts First Contact Physiotherapy

100%

virtual living well with pain clinics

96%

Gynaecology

Over
92%

Pain Management services

100%

said their general wellbeing has improved after interventions from Social Prescribing in Nottingham West

95%

now feel confident about managing their condition for Chronic Fatigue services

92%

now feel confident about managing their condition for virtual Living Well with Pain clinic

% Relate to the number of respondents, not number of service users. Every service asked a similar question as to whether patients felt treated with dignity and respect. Not all PCN services ask whether respondents would recommend the service or their overall experience of it yet. Care coordination in Community Services didn't ask an overall experience question.

Plans for 2021-22

PICS is planning to build on standardisation further in order to measure the organisation's concordance with our values, invite and gather more feedback from patients and to broaden good practice in patient engagement. We are also looking at co-ordinating feedback collated by each Practice.

Quality Report summary

The second PICS annual quality account describes our achievements to improve care during the most challenging year for us and the NHS.

The report describes the work undertaken in 2020/21 to improve the quality of care we provide to our patients, their families and carers. It also sets out our aims and ambitions for 2021/22 as the NHS recovers from the pandemic and PICS remains committed to good clinical outcomes and high levels of patient safety and experience.

Highlights from success in the past year include:

- Implemented Datix in 2020, a quality dashboard to monitor and improve performance. Learning is shared across the organisation as we use 'Datix' to collate, track, manage and analyse data across our services.
- In December 2020, we recruited a Quality and Clinical Governance Lead to oversee the delivery of quality and safety initiatives.
- Invested in clinical supervision through securing additional funding from the Nottinghamshire Alliance Training Hub (NATH).
- Developed a clinical audit delivery programme.
- Improved our quality and outcomes reporting mechanisms.
- Reviewed and improved our patient feedback processes.
- Increased our use of clinical digital technology.
- Provided a safe and efficient response to the COVID 19 pandemic.



Priorities for improvement 2020/21:

- Develop Datix further to reduce and manage risk, enhance patient safety and inform excellent practice.
- Achieve our targets for mandatory training and appraisals across the organisation.
- Increase our response rate to patient feedback surveys for all services within the 4 pillars of the organisation.
- Further develop the use of digital technology to enhance patient care and support staff.
- Improve the percentage of patients achieving the 18-week referral to treatment target in community gynaecology through development of a post-covid recovery plan.

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



Staff are supported through compassionate leadership to deliver caring services; considering patients' lived experience and how this may impact on their health and wellbeing.

Quality Report, 2020-21



Case Studies

Connected pain services continue to improve mental health and quality of life.

As face to face groups were paused, the multidisciplinary team of specialist clinicians rolled out virtual facilitated group forums for patients with persistent pain conditions or chronic fatigue syndrome. 150 patients waiting for group therapy were invited to join and supported to understand the format and how to use them. They could move over to a private room for a one to one with a facilitator at any time during the session.

The design was informed by patients and IT technicians and involved robust clinical governance and safeguarding risk assessments. Staff were trained on the technology, how to support patients to access it, and how to facilitate the sessions.

This was offered on top of a new digital library of support for the 7,000 patient list, that was created at the start of lockdown to enable self-care, including tailored information

on the website, new educational videos on YouTube and one-to-one emails.

The team maintained services throughout, patients have responded really positively and waiting lists have not grown. The service is also expanding to care for patients with Long Covid and is piloting a service with a Nottinghamshire prison in partnership with Notts Healthcare Trust.



Our compassion-focused culture prioritises staff wellbeing

#20minCareSpace used a virtual space to host a session with a group of people who were supported by a trained and experienced facilitator. Staff were encouraged to take time to reflect on what's going on for them at the moment and how they might take better care of themselves.

Pain Pathway Service staff members developed this pilot in response to their colleagues reporting high levels of anxiety and stress. Word of mouth soon brought the project to wider attention and the team made it available to the whole of PICS.

Over a third of staff took part in the initiative, including patient-contact and home-based colleagues. The optional sessions were offered at the end of team

meetings for those who wished to stay on and participate. They reinforced PICS' compassion-focused culture and were part of a diverse support package including PICS-wide forums, new HR policies, online resources, resilience training, wellbeing-focused staff conferences and more.



Enabling Care Homes to care and cope

Working with GPs, Clinical Directors, community services and care home staff, PICS created a new service to support, train and connect care homes communities for two months during the start of the pandemic. All 33 care homes in Nottingham West caring for 2,250 residents experienced up to 70 per cent of staff absence at some point. Managers and staff were overwhelmed and felt isolated as visits dropped to shield the residents.

Our team assisted with training, practical issues around personal protective equipment, new equipment and remote technology skills, help with care of the dying patient and psychological support of the staff, other patients and their families in the care home community. A WhatsApp group connected 49 care home staff who we sent daily updates to help them digest the legislation, guidance and changes they had to understand, implement and respond to. They also supported staff emotionally.

Residents could no longer receive visitors, and staff couldn't get out to fetch supplies, so the team managed an appeal for donations of toiletries and were able to do two drops to each home with a pack of toiletries for each resident within two months. These supplies helped residents feel connected to the outside and reassured them that they were not forgotten, and they also helped tie them over until they could get their own again.



News and highlights



Meden GP Practice achieves Good CQC rating

In April 2021, PICS practice, Meden Medical Services achieved a GOOD rating in all areas from Care Quality Commission (CQC), following a full inspection. Key learning points from Practice Manager Jackie Jones were shared with all staff shortly afterwards, and she thanked the PICS team for support following two previous reports of 'requires improvement':



“Dr Allen, myself and our whole team are proud to be part of the PICS family, (and have been) for just over a year. The success is due to the hard work of the staff working day to day on site. However, the wider PICS support has been invaluable.”

Kelvin Lim congratulates their efforts and achievements:

“Dr Allen and his team have worked tirelessly to achieve all of the CQC standards. I'm confident that our successes come from putting care for our patients first and openly collaborating with our communities and colleagues. Our can-do approach is what helps us make that difference.”

HSJ Patient safety award



Recognising safety, culture and experience in patient care, the national Patient Safety Congress conference and HSJ Patient Safety Awards listed a PICS collaboration as a finalist in the End of Life category. As a partnership, Nottinghamshire Healthcare, Beaumont House Community Hospice, Nottinghamshire Hospice, Sherwood Forest Hospitals and Cruse Bereavement were all honoured with PICS and celebrated this recognition of a shared commitment to transforming patient safety.

PICS thanks our communities and supporters

Throughout the autumn of 2020, PICS thanked supporters from our communities with 'Thank you' certificates, signed by the Medical and Managing Directors, expressing our gratitude for everything they did to help make staff and patients feel supported and safer. Alison Rounce, Managing Director said;



“We'll never forget how our communities have rallied round and helped.”

PICS joins Nursing and Midwifery Cabinet

In October 2020, Alison Sutherland, Clinical Lead, and Hazel Firmin, Lead Nurse, joined an influential group of expert clinicians who help deliver the Nottinghamshire-wide clinical and workforce plan, supporting the recruitment, retainment and development of clinicians across the system. Sue Haines, Chair of the Cabinet said:

“It is crucial that we actively work together to raise the profile of our professions, attracting new recruits and valuing, supporting and retaining our skilled staff in order to deliver Nottinghamshire's long-term health and social strategy for our local population.”

Acute Home Visiting Service wins prestigious Award



In September 2020, PICS won Primary Care or Community Service Redesign Initiative for our Acute Home Visiting Service.

It is a responsive and effective home visiting service for patients that prevents them attending accident and emergency and relieves GP workload. Since the service started, we've made over 24,000 visits, saving GPs over 15,000 hours (July 2020).



They have supported patients to stay at home rather than go unnecessarily into hospital nearly 7,000 times, which has saved hospitals an estimated £8 million (July 2020). For the 631 referrals that were made to hospital during the pilot, each of those patients got into hospital earlier in the day which is a much better and less stressful outcome for them. The story was run by the HSJ and the Newark Advertiser.

Notts ICS Board and NHS England showcase PICS service

On 21 January, PICS Board members Dr Kelvin Lim and Gerald Ellis shared the impact and success of the award-winning Acute Home Visiting Service at the virtual meeting of the Notts Integrated Care System (ICS) Board.

Over 20 chief executives, politicians and other leaders of social, care and health bodies from across Nottinghamshire heard about the real-life experience of a PICS patient (see image) and the benefits of the service closely integrated within the system. The detailed report into the service had already been showcased within NHS England to encourage further adoption of the model.



Chair of the Notts ICS Board, Sir David Pearson who is also lead for the Government's Social Care Taskforce, said:

"...it's very important that we as a system take the opportunity to ... congratulate those people who ... are willing to go the extra mile, who are harnessed by good leadership and supported by good system working."



PICS vaccinates care homes and house bound

The Eastwood and Kimberly Advertiser and South Nottinghamshire Integrated Care System highlighted the Enhanced Health in Care Home Service joint work to vaccinate 900 residents and staff across 20 care homes in Nottinghamshire West. Taking just 15 days, including evenings and weekends, the drive started on Friday 8 January to offer first shots of the COVID-19 vaccine while usual services were maintained.

Rachael Simpson, Home Manager at MHA's The Herons Care Home was delighted with the speed and smoothness of the service:

"The team of vaccinators were really great; they were organised and efficient, and they made our residents and staff feel comfortable and reassured. It was an amazing day."

Social Prescribers at Royal College of GPs' Annual Conference

Invited by the Notts Alliance, our Social Prescribing team supported a session at the Royal College of GPs' virtual conference in February, helping share good practice and champion their role in reducing social inequalities.

Louise Redhead spoke during the session and a patient case study was shared. Louise, Carrie and Victoria



The Mid-Notts Social Prescribing team

answered questions in the panel session afterwards and the Chief Executive of the National Association of Link Workers engaged with the content via Twitter.

Mansfield community thank Palliative care team



BBC's East Midlands Today and the Mansfield Chad ran stories to support fundraising efforts in memory of a much loved Mum and in support of her PICS End of Life nurses.

Raising over £6,000 for equipment to help other patients, Nik, a local teacher who shaved her head said:

"We wanted to remember (our friend) but also support the PICS team which helped the family at their most difficult of times (and) supported several members of staff, adding to its significance to our community."

PICS donates to three local charities nominated by staff



As a thank you to staff for taking time to complete the annual staff survey, PICS donated £100 each to three local charities nominated by members of staff in December 2021.

Eleanor Greener, HR Assistant put forward BlindEye, a charity supporting the homeless in Nottingham; Amanda De La Motte, Care Homes Lead nominated Beaumont House Community Hospice which provides end of life care and support in Newark; and Emma Alder, Quality and Governance Lead, suggested Tomorrow Project charity, a crisis suicide prevention charity.



PICS staff support opening of Notts' first vaccination centres

In early January 2021, PICS staff seconded to the vaccination programme opened one of the first vaccination centres in Nottinghamshire.

Working as part of the same team as Professor Jon Van Tam, Site Manager Jess Waterhouse set up and ran the Richard Herrod Leisure Centre in Carlton. Jess said:

"Getting this up and running is how I imagine it's like being in the Army. We've all pulled together and built really strong working relationships. Together with partners, we set this place up from scratch."



PICS vaccinator Mark Griffin and Site Manager Jess Waterhouse.



More PICS staff help behind the scenes at the weekends and during evenings to update patient records.

Financial report and balance sheet

PICS is a company limited by shares and is (nominally) for profit. All shareholders are local GPs or Consultants. Any surpluses are invested into improving or developing new services.

2020/21 has been a year of both significant challenge and continued success for PICS. We have remained true to our values and strategy of providing excellent clinically led healthcare, putting patients first and supporting general practice and this has seen our business grow considerably.

Turnover has increased by 2.3% to £14,844,153 (from £14,515,403) with the profit for the year (after tax) being £133,126.

In line with our corporate objectives, we have continued to invest in strengthening our back office and clinical support areas. It's imperative we have the appropriate capacity and capability to effectively manage growth and maintain engagement, quality and safety.

PICS has robust financial processes and strong mitigations from thorough analysis of risk, enabling confidence in our growth strategy. We are well placed and prepared to increase our active participation in the new NHS architecture of Integrated Care Systems, Integrated Care Providers and Primary Care Networks.

Balance Sheet as at 31 March 2021

	2021		2020	
	£	£	£	£
Fixed assets				
Tangible assets		£118,440		£101,695
Current assets				
Debtors	£1,235,946		£678,902	
Cash at bank and in hand	£3,952,054		£3,470,022	
	£5,188,000		£4,148,924	
Creditors amounts falling due within one year	£(4,278,735)		£(3,343,440)	
Net current assets		£909,265		£805,484
Net assets		£1,027,705		£907,179
Capital and reserves				
Called up share capital		£257		£134
Share premium account		£85,604		£87,854
Capital redemption reserve		£18		£15
Profit and loss		£941,826		£819,176
Total equity		£1,027,705		£907,179

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.

Chair, Anita Dixon says:

"The Board has adapted to the growth of the organisation. We are providing and constantly reviewing the necessary corporate and clinical assurance to help steer the strategy for the future, whilst maintaining PICS culture and Values."



**Primary Integrated
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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

To request a printed copy of this report, please contact pics.enquiries@nhs.net