

Islington GP Federation overview

Health & Care Scrutiny Review

November 14, 2023



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Chief Executive
Islington GP Federation



Dr David Egerton
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Islington GP Federation



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GP
Barnsbury Medical Practice

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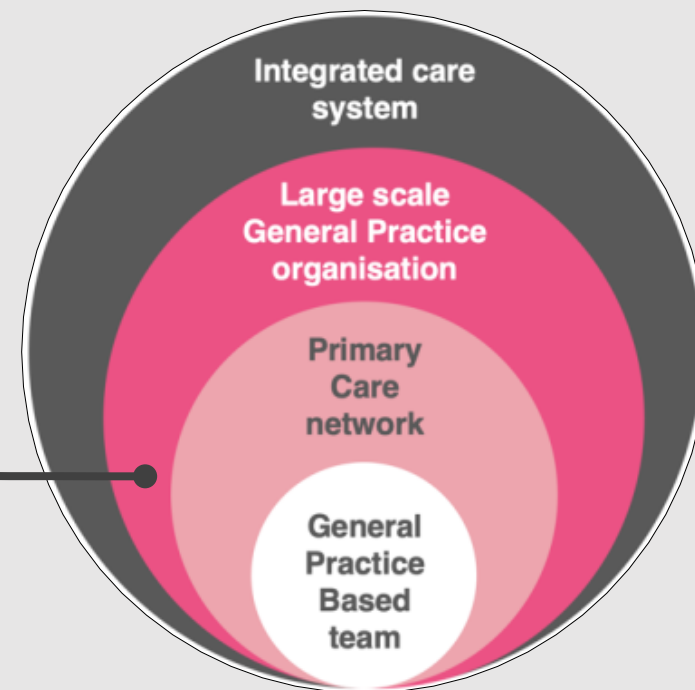
Design & Mobilisation Lead
Islington GP Federation

GP Partner
River Place Group Practice



What is Islington GP Federation?

- A **large-scale general practice organisation** incorporated by Islington GP practices in 2017, novated from a smaller GP federation incorporated in 2010.
- *The Islington GP Group Ltd* (registered name) is owned by all but one eligible Islington GP practices only and is structured to be similar to a not-for-profit organisation.
- 65% of profits required to go back into patient care. The Board has distributed no dividends on the remaining 35%.
- Its shares cannot be traded and cannot be owned by companies — such as *Babylon* or *AT Medics*.
- Funded largely through NHS service provision contracts.
- It was set up in line with the **NHS Long Term Plan**



What is Islington GP Federation's vision?

IGPF's vision is...

to ensure / shape how **all** Islington registered patients have free and equitable access to good, safe, value for money primary care well into the future

IGPF's ethos is...

to make what we do every day even better, through collaboration, integration, scale, agility and smart use of technology.



What does Islington GP Federation do?

- IGPF was set up with a **patient-centred provider focus** rather than being bureaucratic.
- **Design & partner-oriented**: problem-solving, lean, pragmatic, responsive & collaborative service delivery.
- Built to enable individual GP practices to **become better connected and supported** by one another and integrated into the borough system.
- Provides a **range of support services** to Islington GPs, their patients and associated health and care partner organisations.
- First service was I:HUB, designed to provide Islington residents with **12 hours x 7 days and Bank Holiday access** to a GP/associated professional – has operated from three practices N/C/S Islington for over 8 years.
- National winner of the NHS70 Parliamentary Awards: **Healthier Communities**.



What does Islington GP Federation do?

IGPF activities over the past two years include:

1. Islington service delivery
2. Individual practice support & resilience / back-office services
3. Islington network & integration leadership & support
4. Workforce training & development
5. Digital support & development
6. Covid-specific services
7. NCL Specialist Community services
8. NCL provider alliances & services



What does Islington GP Federation do?

1. Islington service delivery, including:

Two GP practice rescues

Housebound flu & other vacc

Asylum/refugee health support

Homeless physical support

SMI physical support

Proactive frailty screening & MDT

Nursing hubs/service

Inequalities programme...

– spirometry hubs

– population health



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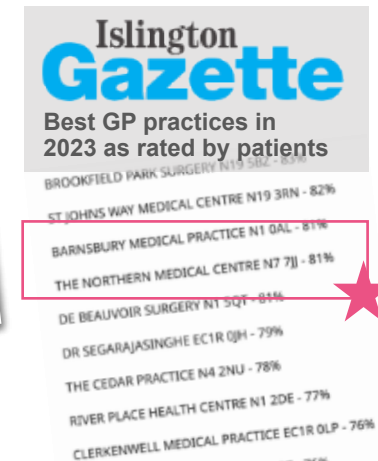
– spirometry hubs

– population health



Northern Medical Centre rescued into caretaking on New Year's Day, 2023. Has only lost low 100s of patients despite being left without premises. Rated 9th in recent patient ratings.

Barnsbury rescued into caretaking in January 2021. Now rates 8th in patient ratings. Rated *Outstanding* for leadership in latest CQC inspection. Its list size has grown sharply.



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- Proactive frailty screening & MDT
- Nursing hubs/service
- Inequalities programme...
 - spirometry hubs
 - population health



A passionate team of local GPs and associated clinicians work in partnership with Islington Council and a range of voluntary sector organisations.

Pilot data

- 68% of contacts opportunistic
- 18% agreed/supported to register with GP
- 41% seen 2+ times for continuity
- 39% completed baseline check
- 57% GP referral completed



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60%+

NHS threshold



Since January 2018 partnership between C+I and IGPF has been encouraging SMI patients to have physical check-ups. Islington has surpassed its 60% NHS threshold for the first time.

The team is currently working with UCLH Urology to seek Movember funding to offer lower urinary tract and Prostate Cancer screening to these residents.



What does Islington GP Federation do?

2. Individual practice support & resilience & back office services, including:

Clinical document management

Financial management

Wide range of training

Bespoke staff support

Single point of access pilots



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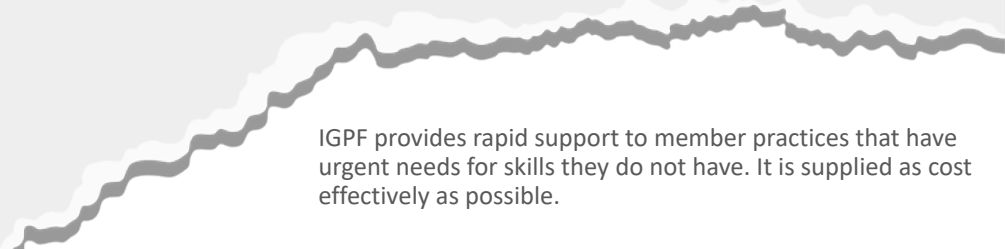
Bespoke staff support

Single point of access pilots

Email from practice provided with emergency support

“It is over 6 months since your team started to work regularly with us ... we want to express our gratitude to the Federation for releasing them to undertake this work on a weekly basis.

It is no exaggeration to say that the team has been the biggest single factor in enabling us to survive these last 7 months, and I think there was a very real risk to the organisation that we would have gone under without their support.”



IGPF provides rapid support to member practices that have urgent needs for skills they do not have. It is supplied as cost effectively as possible.



What does Islington GP Federation do?

2. Individual practice support & resilience & back office services, including:

- Clinical document management
- Financial management
- Wide range of training
- Bespoke staff support

Single point of access pilots

The new system – Digital triage hub



Staff feedback

GP: "I really enjoy the sessions and my confidence has improved massively. I love working with the Care Navigators, who are fantastic"

Triage Administrator: "I personally think this new way of working is amazing and not only beneficial for patients but also a lot less stress for clinicians and admin" -

GP: "Patients now get to see the right person at the right time. It is easier to maintain continuity where needed and is safer as the GP will review all requests within 15 hours."

Care Navigator: "The new way of working has made our jobs easier and stress free since we don't have to make any clinical decisions. Everyone gets an appointment and those with urgent needs are seen first." - Digital Triage Hub Care Navigator

What patients say

"eConsult has been very helpful. The practice get back to me as soon as they can."

"This will significantly help waiting times and demand."

"Great doctor, very proactive and quick turnaround."

"Very efficient service, I always get a response on the same or next day. More than one appointment time is always offered too which makes it easier to rearrange my day/working commitments."

"Amazed at how quick the response was, thought it'd take weeks."

"I thought it was good that I could discuss my particular issue on the phone with the doctor rather than having an appointment which would interrupt work."



What does Islington GP Federation do?

3. Islington network & integration leadership & support, including:

Primary Care Networks support:

- nominated payee
- operational support service
- workforce employment
incl. > 50 pharmacist team
- partner SLA/contractor
- EAS services for 4/5 PCNs & Islington-wide Bridging service
- Capacity and access planning

Islington Borough Partnership member



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IGPF introduced a new discipline into Islington practices – over 50 practice-based pharmacists who work in individual GP practices. They are now seen as a foundation of Primary Care in the borough, providing core services to patients but also removing the medicines management burden from GPs, allowing them to focus on their diagnostic skills. The Islington team is very cohesive, staff retention is high and they enjoy a comprehensive career development plan.



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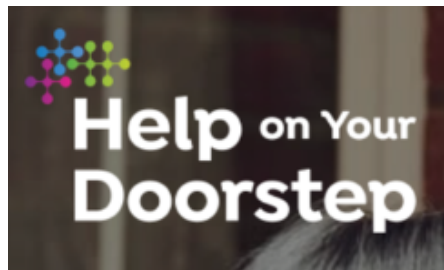
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- EAS services for 4/5 PCNs & Islington-wide Bridging service
- Capacity and access planning

Islington Borough Partnership member



IGPF negotiates and holds partner subcontracts, including with those shown here, on behalf of Primary Care Networks.



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• Capacity and access planning

Islington Borough Partnership member

	April	May	June	July	August	September	October	December
Elizabeth Avenue Group Practice	2:54	3:15	1:42	1:00	0:53	1:10	1:38	
Miller Practice	3:00	3:00	3:00	4:03	5:12	5:30		
New North	0:01:30	0:01:44	0:01:54	0:01:43	0:01:59	0:01:23	0:01:02	
River Place	2:15	2:30	2:11	2:26				
St Peter's Street	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Elizabeth Avenue Group Practice	15.40%	14.80%	7.40%	4.40%	4.40%	5.70%	8.50%	
Miller Practice	11.20%	11.20%	11.20%	11.90%	15.40%	17.70%		
New North	7.54%	8.10%	8.37%	9.10%	9.85%	5.60%	4.20%	
River Place	11.10%	9.20%	7.30%	8.20%				
St Peter's Street	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Elizabeth Avenue Group Practice	2,273	2,526	2,310	2,497	2,354	2,371	2,634	
Miller Practice	2,944	2,944	2,944	4,228	4,527	4,649		
New North	908	1,002	938	869	922	891	761	
River Place	4,487	5,463	5,048	4,737				
St Peter's Street	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

C2_Minimum requirements Patient Experience of Contact CBT Telephony C2 Care Navigation Website Analysis Enhanced Access GPAD Progre

IGPF supports Primary Care Networks with data analytics and Quality Improvement supervision. Here is a dashboard of insights for a range of capacity and access initiatives.



What does Islington GP Federation do?

4. Workforce training & development, including:

Islington Training Hub

GP & nurse fellowships

Partner to Health+Care Academy

Partner to local educators

Employment & training

Get Ready for Work programme



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ISLINGTON
TRAINING HUB



IGPF offers one-year fellowships to early career GPs and nurses, who will develop leadership skills, build firm roots in Islington and take on projects to improve service and patients' access to them.



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Employment & training

Get Ready for Work programme



Offered by Islington Training Hub, Islington iWork in Partnership with Islington Adult Community Learning

Get Ready for Work: General Practice employment programme

This course is designed to enable you gain the skills needed to work in a GP surgery. The course will cover:

- Customer Service Skills
- CV writing, Job interview skills and job application skills
- Skills to work in a professional health care environment

4 week work placement at a GP practice in Islington and a guaranteed interview on completion of the programme.

When and Where?

Thursday, 21 September to 23 November, 10am–2pm

Venue: Arsenal Learning Centre, 56 Benwell Road, N7 7BA

N.B. Work placements will be at various sites across the borough of Islington

On successful completion of this programme learners will achieve a Level 2 Award in Customer Service.

How to enrol?

For more information email iWork at islingtonworking@islington.gov.uk

IGPF is working with Islington Council to offer residents employment training opportunities and training to work in health settings, such as GP practices. The early stage pilot has delivered high conversion to employment and is now being expanded to reach more residents.

The 10-week programme is a blend of skills training and work experience consisting of three parts:

1. Pre-employment training: trainees will complete a level 2 certificate in Customer Service. Additional training will include Care navigation, Introduction to Primary Care, IT skills training: EMIS, MS Office Suite.

2. Work experience in a GP practice: trainees will be based in a GP practice for two days per week over four weeks

3. Employment support: upon completion of the programme, trainees will have access to a job interview with an employer or help with other aspects of employability to support their transition to work.



What does Islington GP Federation do?

5. Digital support & development

Pan-Islington wide-ranging technology support

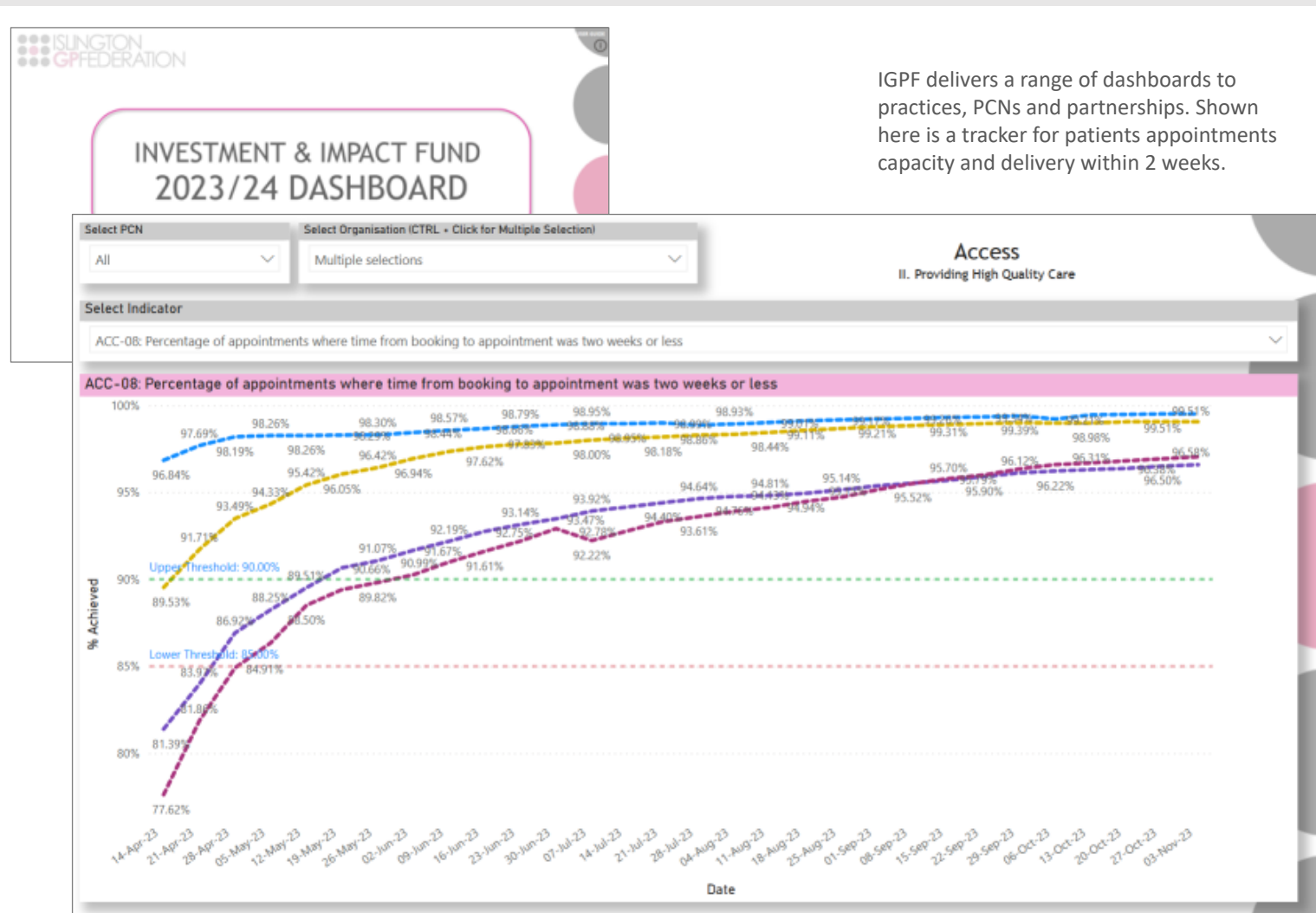
Data/analytics/insights

Automation for long term conditions & cancer screening

MS Teams cross organization management including for Islington Care Partnership

Leadership & support for PCN digital/transform teams

Product Management team developing/piloting new access models



IGPF delivers a range of dashboards to practices, PCNs and partnerships. Shown here is a tracker for patients appointments capacity and delivery within 2 weeks.



What does Islington GP Federation do?

6. Covid-specific services

Managed all Primary Care vaccination in Islington to 2023

Vaccination hubs & pop-ups incl. 10K vaccination weekend at Emirates

All financial management, reconciliation & practice funding distribution



Top left: Covid vaccinations at Finsbury Park Mosque, including hosting a Royal visit
Top right: the first Covid service for GPs to continue to see Covid patients in person
Below: the very challenging and successful Emirate weekend – IGPF was the lead organization.

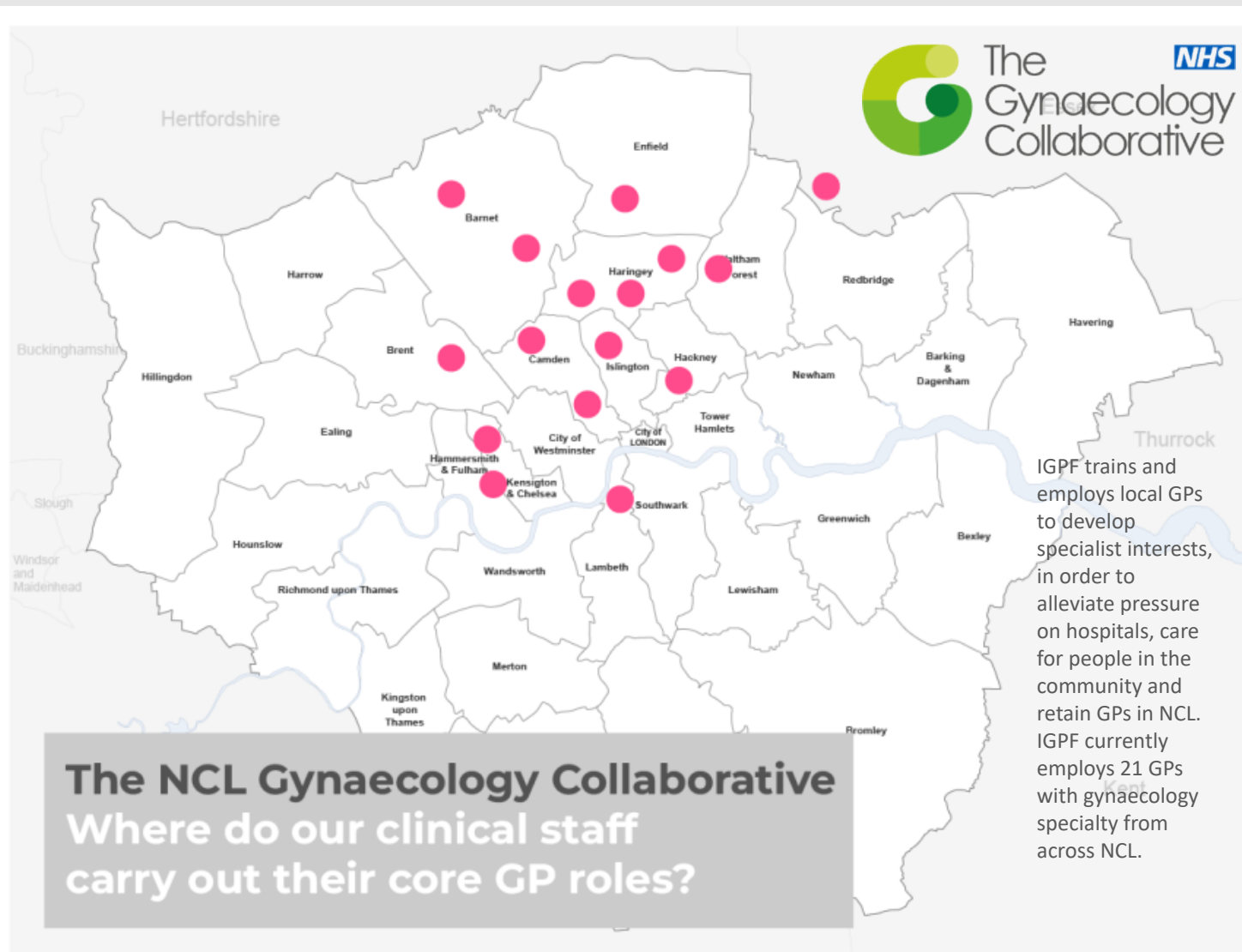


What does Islington GP Federation do?

7. NCL Community services

Islington Community ENT

Islington/Haringey Gynaecology Collaborative



How is it run/governed?

Board

7 Board Directors:

3 N / C / S locality directors

2 Primary Care directors

1 PCN Clinical Director

1 CEO executive director

PLUS

2 lay members

2 permanent executive guests:

COO and Medical Director

Where?

HQ in Central Holloway and services from 10+ sites in NCL

Who?

October 2023: **260 payroll** employees **82 invoicing** workers = **342**

Clinical governance reviews

Each service undergoes regular reviews, led by Medical Director with lay & board guests

Information governance

NCL's Primary Care data protection officer is part of IGPF team

Quality, contracts & governance (QCAG)

Quarterly contracts compliance/performance review with ICB commissioners

CQC

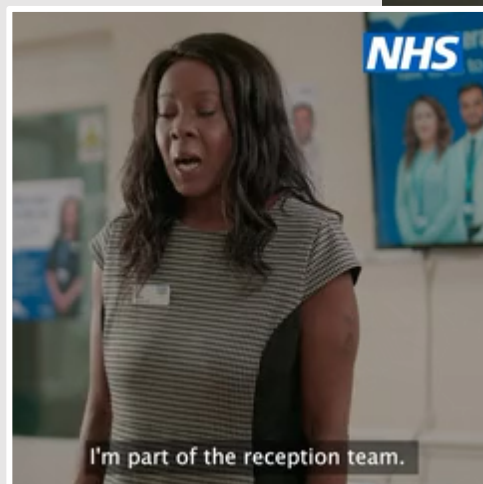
Islington GP Group holds multiple CQC registrations across 6 services and 11 sites. All services/sites which have been inspected have been awarded an overall rating of 'Good' in all domains, with an 'Outstanding' rating for Leadership in a most recent inspection.





Developing & supporting high quality access to Modern General Practice

Mouse over the small image to view a new NHS access promotion, featuring Janice, who has worked for IGPF for several years and is now developing her care navigation skills in IGPF's digital triage pilot team.



Questions?

I help people get the
right care or service
for their health needs.

Janice
Receptionist

Your
health
matters

Help us
help you