

# A year of progress

Review of 2009



primecare



## Contents

Home	01
Contents	02
Foreword	03
About us	04
Our services	
• Urgent care	05
• Supporting our customers and patients	06
• Health Centres	07
• Health care in secure establishments	08
• Forensic medical services	09
• Oral health services	09
• Additional services	09
• Primecare Locums	09
Quality and safety	11
Workforce	13
Future plans	14
Contact us	14



2009 has been a year of significant progress for Primecare services. I am pleased to report that during the year we invested significantly in our governance capacity and capability ensuring that our services continually meet high quality standards and deliver safe services for patients.

This led to Primecare being nominated a finalist for the Patient Safety in Primary Care Award 2010 – the first award of its kind in the UK.

We aim to be the first commercial provider to routinely produce Quality Accounts for our customers that informs them of our performance against national and locally agreed quality standards.

We have delivered five brand new GP-led health centres across the country. These health centres are proving extremely popular with patients and demonstrate how Primecare can make a difference to patient's lives by offering easy and convenient access to health care services.

Primecare now has a new recruitment business, Primecare Locums, which has been extremely successful at providing high quality locum and permanent GPs to GP practices across the country. Primecare Locums also provides medical staff to prisons and out of hours providers. We are busy expanding this team in new parts of the country as well as offering different clinical disciplines such as nursing staff and hospital doctors.

We also began operating two new out of hours contracts in Herefordshire and Mid Essex as well as a new service for West Midlands Police Force.

Out of hours urgent care, which comprises the majority of our patient services has had significant coverage in the media with questions over usage of agency doctors. Primecare always strives to use local doctors and nurses in our services. We have been able to assure customers of our robust systems of recruitment, induction and audit that reduce the risk of serious untoward incidents occurring.

I believe that Primecare is a first class primary care provider going from strength to strength.

The positive feedback from our customers and patients is testament to the quality of the services we provide.

I hope you enjoy reading about our 2009 achievements and I look forward to another successful 2010.



*David Rose*

**David Rose**  
Managing Director  
Primecare

Part of  
Nestor Healthcare Group Plc

# About us

We are a leading commercial provider of primary health care services, delivering expert care to thousands of patients every day.

Our health services are commissioned by many organisations including NHS trusts, police forces, prisons and other secure establishments as well as commercial organisations.

We aim to deliver high quality, innovative and cost-effective services, meeting the needs of all our patients and customers, becoming the most successful commercial provider of primary care services in the UK.

We are a forward-looking, innovative organisation. Many of our customers commend us on the quality of our services and the way we work in partnership with commissioners.



2009 has been a year of significant progress for Primecare services.



Patient, Birmingham  
“I have taken my son  
twice to Primecare.  
It was really good  
and helpful.”

Abertawe Bro  
Morgannwg  
Local Health Board  
“Primecare's clinical  
governance  
infrastructure is  
very good.”

NHS Walsall  
“Feedback on Primecare  
service is positive.”

Patient, Birmingham  
“I was very happy with  
the service I received  
each time I've rung  
out of hours. There's  
always been excellent  
service. Thank you.”

# Urgent care

We work in partnership with GP practices, A&E departments and NHS Direct to ensure that patients get the right health information and treatment at the right time, working through the night and at weekends.

Patients who need urgent GP help when their GP practice is closed can still get expert GP and nurse care. Primecare cares for in excess of 1.5 million callers every year through our three call centres in Cardiff, Birmingham and Cleveland. Patient details are logged by experienced call handlers with the aid of a clinical support system. Symptoms are then clinically assessed by doctors or nurses. Patients are given health care advice or an appointment is made for them to be seen at a local primary care centre. Doctors can also visit patients at home if they are unable to get to their nearest clinic.

We also support some GP practices with their telephone calls during the day and provide health care for patients when their practices are closed for training.

During 2009 we provided out of hours GP services for patients in England and Wales on behalf of fifteen NHS Primary Care Trusts and four Local Health Boards.

During the year we operated two new out of hours contracts in Herefordshire and Mid Essex. The new Mid Essex service now includes treating minor injuries at our primary care centres. In December we relocated our main primary care centre in Chelmsford to be co-located with a new GP-led walk-in centre at a Sainsbury's store.

The out of hours contract for the four Tees PCTs includes call handling for urgent dental care as well as emergency adult social care, as does the new Herefordshire out of hours contract, providing a single point of access for health and social care needs out of hours.

## Urgent care performance

Primecare has excellent clinical response and primary care centres that have enabled Primecare to be one of the highest performing providers of urgent GP services in the country.

In 2009 Cardiff University published a report on patient satisfaction of unscheduled care services in Wales on behalf of the Welsh Assembly Government. For the services that Primecare provides in Wales, high satisfaction rates were reported for clinical advice over the telephone and when doctors working for Primecare visited patients at home. Patients and carers also valued the ease of contacting the service, the manner in which their call was handled and the help they received.

Our urgent care services performed well against the National Quality Requirements (NQRs) during the year, with the exception of some geographical areas that were hit badly by the first and second waves of Swine flu. In some areas demand for Primecare services was 300% higher than our forecast activity which meant it was impossible to maintain our usual levels of performance.

# Consulting Corridor



## Supporting our customers and patients

During the Swine flu pandemic phases, Primecare provided invaluable support to Primary Care Trusts and Local Health Boards.

In the Northern region, Primecare managed the delivery of antivirals to pharmacies and patient homes on behalf of local PCTs. Our Tees branch provided the first Anti-Viral Collection Point (AVCP) and the Scarborough Primary Care Centre hosted an AVCP during the out of hours period.

We assisted in supplying additional GPs to assess patients presenting with flu-like symptoms and also ran a Swine flu overflow assessment line to support local GP practices during their normal opening times in some areas.

In Wales we have established a clinical triage pool for people with flu-like symptoms which has ensured that we maintained the quality of our Welsh out of hours service.

The West Midlands was the first area to be hit by Swine flu and was also the region with the highest incidence of the condition. The local team quickly mobilised additional resources to manage additional demand on Primecare services.

# Health centres

“The best move I have made for my health care... Every time I call I am able to get an appointment. When I arrive the staff are always very friendly.”

Patient, Barnsley Health Centre

“The organisation took over the contract in a very short period of time and was able to provide a high level of service very quickly.”

NHS commissioner

In 2009 we opened five new GP-led health centres as part of the government's Equitable Access to Primary Care (EAPC) scheme. The health centres are all open seven days per week, from 8am – 8pm. Each centre has proved popular with patients who enjoy the convenience of walk-in appointments at times that suit them.

Our health centres are situated in Barnsley, Dudley, Hereford, Redruth and Scarborough.

As well as providing walk-in facilities, some of our health centres are registering patients. We offer dedicated websites for all health centres enabling people to get in touch online.

## Partnerships

We have developed strong partnerships enabling us to deliver excellent health services for the local population. In Barnsley, our health centre is a Joint Venture between Primecare and the local hospital trust – Barnsley

Hospital NHS Foundation Trust. In Scarborough, the health centre is operated jointly with Primecare and Echo Access – a group of local GPs.

## Health centre's performance

All the Primecare health centres are meeting the agreed Key Performance Indicators (KPIs) and are proving extremely popular with the public. The Barnsley Health Centre is significantly exceeding target patient registrations and patient walk-in appointments. Clinicians in Barnsley are seeing over 2000 patients every month. Despite this high activity, patients are being seen very quickly on arrival at the health centre. Dudley Borough Walk-in Centre cared for nearly 800 patients during the last week of December 2009. 98% of patients who walk in with no appointment are seen within 30 minutes. Our health centre in Cornwall has already seen its annual target for walk-in patients and patient registrations are steadily increasing.



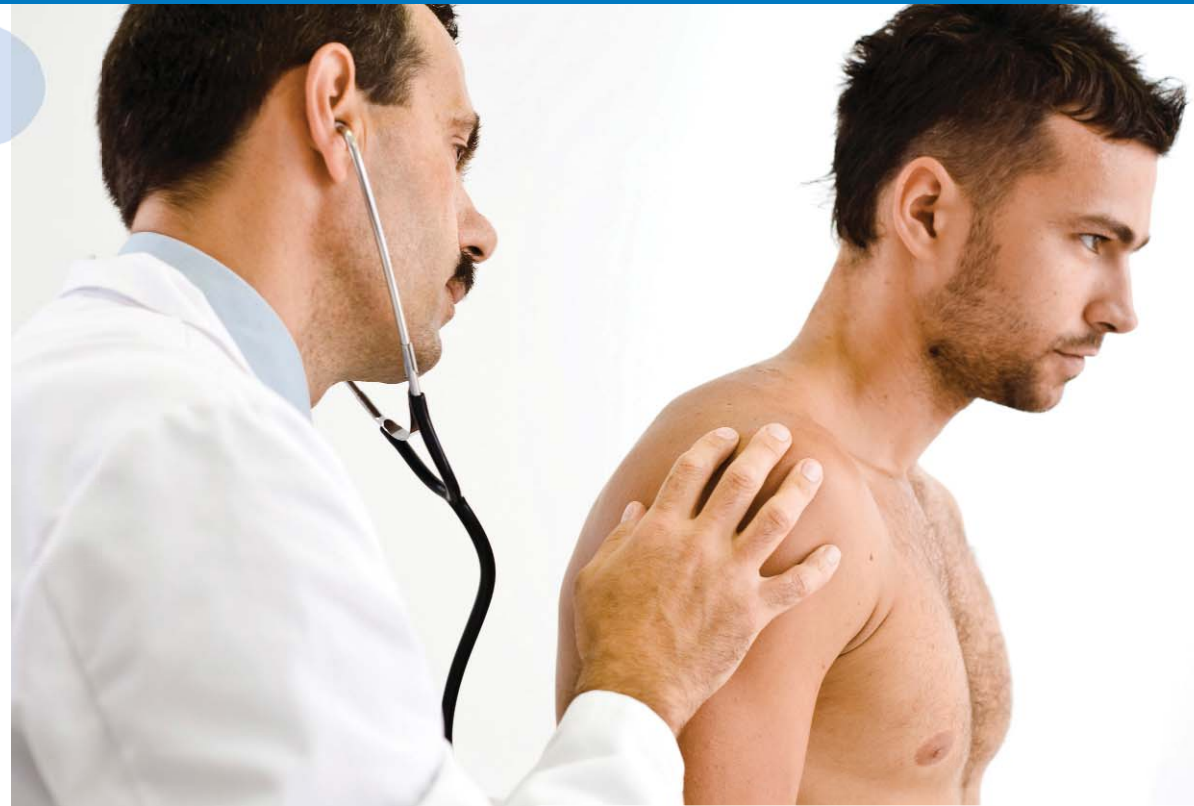
# Health care in secure establishments

We provide health care in a number of prisons and other secure settings including immigration centres and secure training centres. We offer the full range of primary care services as well as services to avoid the need to transfer patients to hospital where possible, mental health in-reach and Integrated Drug Treatment Services.

We aim to ensure that the standard of health care for people in secure establishments is at least equal to or better than health care offered in the community.

In the North East, telemedicine has been installed to help manage primary care during the out of hours period with this assisted consultation method reducing the need for escorted transfers out of a secure setting.

Throughout 2009 we have developed the health services we provide in secure settings to ensure that our services are at least as good as services that are available in the community. This has included introducing an electronic complaints and incident reporting system and encouraging an open culture to increase reporting and reduce risk of future incidents. Primecare have put in place an audit programme for all secure sites that includes assessment of clinical governance standards, clinical records, service delivery, medicines management, specialist treatments, workforce and health and safety standards.



**“The partnership and relationship with staff based at site is very strong, Primecare have a good personal team. The team are innovative...we are blessed to have such a good team.”**

Director, Immigration Removal Centre

Our health services at Oakington Immigration Removal Centre had an unannounced inspection from the Home Office in April 2009. Feedback from the inspection is extremely positive. The inspectors were particularly impressed by the health care team and the services they provide.

The health services we provide at Rainsbrook Secure Training Centre, Rugby, for young offenders were inspected by Ofsted during the year and were given an “Outstanding” rating.

## Forensic Medical Services

Primecare has operated in the police market for the last 10 years, offering quality services to city, rural, large and smaller force areas. Primecare currently provides forensic healthcare services to the West Midlands Police Force. In addition, we provide telephone advice services for a range of court based schemes and a Forensic Medical Examiner service for the British Transport Police. Within our Police management and operational teams we have a depth of experience unmatched by other private providers in this field.

Following a competitive procurement process, Primecare began a new contract with West Midlands Police Force in June 2009.

For present and future customers alike, Primecare commit to building a bespoke service for each individual force, working closely with the customer to meet their clinical and evidential needs. We provide local solutions to suit geographical, operational and strategic challenges associated with each force area. Our current Police customers have expressed approval for our flexibility and pro-active approach to building strong relationships with our customers.

Primecare has worked with Staffordshire University to deliver a new bespoke University Learning Award. The Award is the first of its kind in the UK and comprises four modules to keep the Primecare forensic team at the top of their profession.

The first module on forensic awareness concluded with a two day workshop in the University's Crime Scene House where Primecare staff worked through Crime Scenes – one involving a murder - in order to consolidate their learning on aspects of forensic science from the crime scene to the courtroom.

## Oral Health Services

Primecare has a Dental Body Corporate – Primecare Oral Health Services Limited, which runs different dental contracts across the country including a domiciliary dental service in Plymouth, full dental services in secure establishments, out of hours emergency dentistry and dental call-handling.

During 2009 we began tendering to provide new NHS dental services across the country under the Department of Health's Dental Access Programme (DAP). This national programme aims to dramatically increase access to NHS dental services across the country. NHS Primary Care Trusts are responsible for procuring services under this programme. Primecare are experts at delivering accessible health care and we are already seeing success in this area. We will open our first DAP practice in South Yorkshire in 2010.

## Additional services

Primecare provides a range of additional service for customers including services at RAF bases and in hours GP services.

Primecare provides full Occupational Health services for an increasing number of customers. We are currently commissioned to provide services in a number of manufacturing and service sectors demonstrating our flexibility and capability.

## Primecare Locums

In 2009 we launched Primecare Locums which is a successful recruitment business providing medical professionals on a permanent and temporary basis.

Primecare Locums initially focussed on providing GPs for sessions at GP practices. We have since expanded the business to provide locum cover for GP-led walk-in health centres, out of hours services and prisons. Our market share is growing in all areas and we are looking at several long term opportunities in the prison sector.

The team has now grown to nine highly experienced recruitment specialists and we currently cover the Midlands, South East, South Wales, North West and North East. We will soon be providing other categories of locums including, nurses, nurse practitioners, dentists and hospital doctors.





Julie Weston, HMP Birmingham,  
“...We are extremely pleased with the service that has and still is being provided by Primecare Locums...We have used a variety of GP Agencies in the past but have never received the same quality of GP or service from these Agencies as we do from Primecare Locums. The GPs from Primecare Locums are very professional, reliable, friendly and approachable which is of extreme importance to the Offender Health department.”

Nottinghamshire Police  
“We would like to see Primecare as a supplier in the market. We are always interested in innovation and what Primecare can bring.”

# Quality of services and patient safety



During 2009, Primecare have made significant progress in improving our clinical governance structure and systems. We are a finalist in the Health Service Journal/Nursing Times Patient Safety Awards for our work in improving the quality and safety of our out of hours services.

Primecare Operations Directors are responsible for service performance, quality of services and governance within their regions. The Medical Director and Quality and Standards Team support the Operations Directors by establishing and monitoring the clinical governance standards and processes.

Assurance of our clinical governance is provided by:

- The Clinical Governance Committee
- Monthly accountability and performance reviews of quality dashboards
- Clinical Risk Management Forum
- Clinical and Medicines Management Forum
- Training and Development Steering Committee
- Audit Committee

This provides an overall framework against which all elements of clinical governance are assessed and reviewed on a regular basis. The integrity of this process is provided by an internal audit function, the 'Clinical Governance Assurance Framework' that checks whether appropriate structures and processes are in place that operate effectively to ensure safe services.

#### Clinician's Database

During 2009, Primecare improved its Clinician Database that keeps a record of every clinician that has worked for and continues to work for Primecare. This enables us to track and monitor all of the regulatory requirements for clinicians, alerting us when key updates are required. The database also logs complaints and incidents by clinician, and holds the outcomes of clinician audits.

#### Clinical quality dashboard

We also developed an effective clinical quality dashboard enabling us to benchmark and improve the quality of our services. The dashboards are monitored monthly through Accountability Reviews held by the Managing Director and Medical Director.

We have made several other quality and safety improvements during the year including:

- Adopting Aastra Clinical Prioritising Protocols to improve triage of urgent cases;
- Upgrading our electronic medicines management system to allow real-time reporting of drug usage;
- Establishing an online training and development system for Primecare staff including all clinicians;
- Running nationally approved patient experience surveys;
- Improved clinical knowledge and training in child protection;
- Updating our Controlled Drugs Standards of Performance;
- Implementing a stroke decision support system to transfer potential stroke victims immediately to 999; and
- Ensuring all agency doctors can evidence proficiency in English.

In 2010, Primecare appointed a new Head of Safety and Quality which is a dedicated role to assure compliance against quality standards in advance of our required registration with the Care Quality Commission during 2011-2012.

In 2010, Primecare appointed a new Head of Safety and Quality which is a dedicated role to assure compliance against quality standards in advance of our required registration with the Care Quality Commission during 2011-2012

# Workforce

Primecare employs over 900 staff who work in a range of roles across the country. We additionally engage up to 2000 clinicians on an independent contractor basis who work in our patient services.

## Employee satisfaction survey

Mirroring many NHS organisations, Primecare carried out an employee satisfaction survey in 2009 to all Primecare staff. The survey enabled people to give honest, confidential views on a range of workforce areas including communication, motivation, leadership, development, reward and recognition.

As a result of responses to the survey Primecare has made a number of improvements for staff including investing in improved internal communications systems, developing online training facilities and implementing an employee suggestions scheme.

During 2009 we trialled an employee suggestion scheme which is now ready to roll out across the business. The scheme enables everyone who works for Primecare to share any of their ideas or suggestions. Every suggestion is considered and responded to. The person who submits the best suggestion of the month is rewarded.

Primecare conducted a number of 'Away Days' for managers which enabled the attendees to actively contribute towards the future development of the business, express their opinions to senior managers and gain further insight on the strategic direction of the company.

2009 also saw the introduction of the new appraisal system which outlines the core behavioural competencies that Primecare develop across all staff, along with the opportunity to discuss and develop individual development plans.



Some comments reported in our employee survey...

"I have worked at Primecare for 13 years. I love my job and am very happy here."

"I have always enjoyed working for Primecare. I find it a very rewarding job."

"It's a real pleasure working with such a caring/professional team."

"I have the best job in the world and look forward to coming to work every day, where I feel respected and valued by my colleagues."

"I am very happy and feel privileged working for Primecare especially as I have the marvellous benefit of working from home."



## Future plans

Primecare has a range of developments planned for 2010. We are working closely with customers to deliver flexible patient services based around the needs of the local population.

We know that delivery of high quality patient services is of paramount importance for our customers. We also know that they rely on us to demonstrate good value for money. We can only achieve this with strong local clinical leadership which is why we are forging new partnerships with teams of GPs and NHS organisations. With the leadership of local clinicians, services for patients and families will be enhanced.

We will look to expand our current service lines during 2010 as well as make significant progress in new areas of business including delivering NHS dental services under the Department of Health's Dental Access Programme.

We are also establishing partnerships with third sector organisations including Age Concern and Marie Curie. Primecare prides itself on an excellent IT and telephony infrastructure and robust clinical governance alongside management of a dispersed clinical workforce. These attributes combined with specialist services from third sector partners make us an ideal organisation to provide care to patients nearing the end of their lives. We are actively looking at working with NHS organisations to provide end of life care to people in their own homes.

Primecare is going from strength to strength with expansion of our service lines and new partnerships that reinforce our ability to provide world class primary care services.

## Contact Us

[www.primecare.uk.net](http://www.primecare.uk.net)

Email: [info@primecare.uk.net](mailto:info@primecare.uk.net)

Tel: 0121 214 3762

### Head office:

Primecare, 4 / 50 Summer Hill Road, Birmingham, B1 3RB.

Primecare is part of Nestor Primecare Services Limited. For details on the company please visit the Nestor website on [www.nestorplc.co.uk](http://www.nestorplc.co.uk)

### Registered company headquarters:

Beaconsfield Court  
Beaconsfield Road  
Hatfield  
AL10 8HU

Registered no: 1963820