

At the risk of repeating last year's Annual Report, the last 12 months have seen GPs and practice teams facing even greater challenges.

The much vaunted changes heralded by the Five Year Forward View are YET to bear fruit and nine months after the general election practices continue to struggle with ever increasing demand and fewer resources. On top of the MPIG debacle we have PMS Reviews on the horizon and even more Pilots, Vanguards and schemes to take up even more time, whilst commissioners continue repurposing funds and threatening practice budgets. Worse still, monies due to practices for hard work done and outcomes achieved have been delayed, disputed and diverted, leaving many fearing for the future care of their patients and their own survival.



It's been another year when general practice has been tied up in bureaucratic red tape relying on the resilience of hard working GPs and practice staff to keep patient care on an even keel, when there has been the ratcheting up of the CQC regulatory regime, when the GMC and NMC revalidation adds to our worries, and the workforce triple-whammy of recruitment, retention and retirement that has hit general practice and GP nursing with a vengeance continues to grow. All of this has eaten away at the morale and added to the stress and sickness of colleagues working in general practice across the capital as growing numbers see their future away from the world's best primary care service.

All of these factors have increased demand for the services provided by Londonwide LMCs. Our GP and Practice Support and Medical Director teams have been flooded with inquiries from doctors and staff in real need of help with inspections, mergers, partnership issues and a myriad of other concerns. Our LMCs and sector teams have been pushed to the limits in trying to bring some sense into many NHS England and CCG management decisions. Additionally we have established a quality improvement programme to develop our Londonwide Leaders and ensure our LMCs represent your interests locally.

Building on our well-received "GP Resilience: Take Control" campaign, we continue to highlight the pressure GPs and their teams are under: developing tools and templates for hard-pressed practices to help them manage workload; and countering negative coverage of general practice by telling the story of general practice in the Capital loud, and clear.

In 2016, our annual conference in April focusses on powering up London's primary care workforce. It builds on the hard work of our Workforce Training and Innovation directorate in providing support to practice teams through our recently academically accredited Blended Learning Programmes for Practice Nurses and Health Care Assistants, and our ongoing professional development, reflective practice, and training courses.

We recognise and understand the challenges facing practices daily in providing an environment of safe continuous care for patients and stable support for staff. That is why we will continue to fight your corner at every opportunity: by raising awareness in the media; influencing the transformation agenda in London; and leading debate wherever we can to make your voice heard.

Providing Londonwide leadership for London's general practices so that you and your teams can do the job for patients that you were trained to do, using all your skills and expertise as clinical generalists, helping them manage their health risks through your knowledge and clinical judgement, and enabling you to exert your independence and autonomy on their behalf, while looking forward to a secure future. THAT is what we at Londonwide LMCs are here to do. London's GPs and GP Nurses and Practice Managers, front desk and backroom staff should be proud of what you do in over 250,000 consultations every working day. Just as we are proud to be able to support you.

A handwritten signature in black ink that reads "Michelle Drage." The signature is written in a cursive, flowing style.

Dr Michelle Drage, FRCGP
Chief Executive

2015 was yet another challenging year for general practice.

With increasing financial constraints, increasing workload and an ever diminishing workforce and low morale, there is currently overwhelming pressure on our practice systems and teams. Practices are overstretched and having difficulty coping with growing access problems and pressures in the system.

The consultation is the bedrock of general practice. When I first began practising I used to be able to take time to actually talk to patients but increasingly time is taken up recording multiple pieces of information for a bureaucratic contracting mechanism much of which is unrelated to the reason for a patient's attendance that day.



This is why Londonwide LMCs and all of its constituent borough committees are crucial in creating a forum for us to come together and protect the future of general practice in London. LMCs fight to get the best possible outcome for GPs and their practice teams.

The Board of Directors is proud of what the Londonwide LMCs' team has achieved on behalf of general practice in London over the past twelve months. You can read more about these achievements in the Annual Report papers.

I would like to welcome Dr Marek Jarzembowski to the Board and thank Dr Martin Lindsey for all his hard work over the past years as he is retiring from the Board and general practice.

Rest assured that all of us who represent our profession through membership on LMCs will continue to stand up for general practice in London over the weeks and months ahead.



Dr Adam Jenkins
Chair





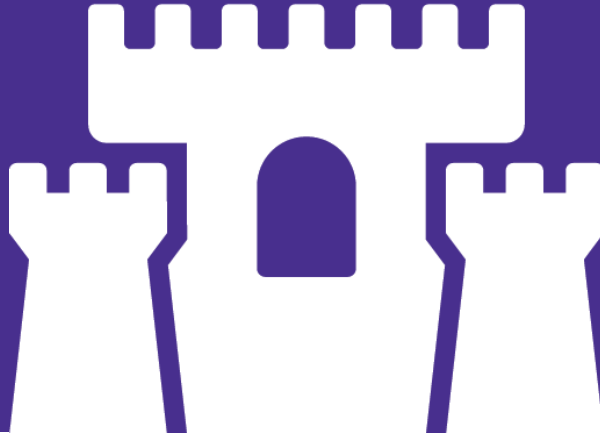
The Workforce Priority Work Area (PWA) was set up in May 2015 with this overall aim: To help build a sustainable workforce for general practice in London and influence the delivery solutions. Londonwide LMCs would do this by working with NHS England London, CCGs, and Health Education England and key professional groups to promote the development and delivery of a sustainable workforce strategy for general practice in London, helping to develop and support a sustainable health care workforce drawing on our intelligence, new data and the experience of our constituents. The group is led by Gill Rogers.

The following key objectives were agreed with Strategy Board:

- To develop Londonwide LMCs' thinking on workforce for general practice in London, including possibly developing a statement on an ideal workforce
- To investigate the pathway from medical schools into general practice, identifying the gaps, barriers and proposing solutions to them
- To facilitate further engagement with key workforce stakeholders, including CEPNs to increase understanding of general practice workforce challenges in London and ensure that Londonwide LMCs' and LMCs are involved in shaping the delivery of any strategy
- To identify the myths about a career in general practice and give a response to them.

Progress to date:

- Held two successful surveys of GP workforce in London (April (32% response) and November (49% response) 2015), disseminated the results and used the data to influence the London Health Board and the Parliamentary Health Select Committee
- Engaged with NHS England and HEE to influence their workforce strategy in development
- Engaged with other key organisations representing other primary care professions
- Set up a round table discussion with key commissioners of workforce to be held in February 2016 with the aim of gaining commitment to work together with Londonwide LMCs to develop and implement a realistic workforce strategy for primary care in London. This would include plans to look after the existing workforce, including promoting retention, recruitment and addressing morale
- Supported desk research on improving morale and reducing burnout in general practice in London, leading to an action plan for 2016
- Held two focus groups with sessional GPs and GP trainees to investigate their values, hopes and fears for their future in general practice in London
- Produced a video developed from interviews with medical undergraduates to dispel negative myths about working in general practice in London
- Engaged with lead undergraduate teachers in London to support the recruitment of more undergraduate training places and to take action to promote GP as a satisfying career
- Launched successfully accredited blended learning programmes to train practice nurses and health care assistants in London
- Worked with the Resilience PWA to help practices deal with complaints, CQC inspections and how to engage more positively with patients through tailored LEL events
- Continued to run update courses for practice nurses and all practice staff and support forums for practice managers
- Joined with Health Education North West London to develop a programme designed to recruit young people into work as apprentices in general practice. We are now running a pilot programme in North West London with 11 apprentices currently placed in practices and a further 11 in the pipeline. We are planning to expand this programme across London and to offer a range of GNVQs in addition to Business and Administration: Management, Customer Service and Clinical Healthcare Support Worker
- Mapped CEPN membership and strategic plans and used this information internally to support LMC engagement with CEPNs locally
- Set up an internal digital resource centre to support our influencing of workforce planning and providing support to LMCs and constituents.



This work stream was created to enable and empower London GPs to effectively manage workload, wellbeing, and practice pressures and to embed reactive and proactive resilience work into the developing strategies for Quality and Workforce. Londonwide LMCs is doing this by working with opinion formers, the media, and key stakeholders including NHS England London, CCGs, CQC, RCGP, and organisations such as The Cameron Fund, and the Royal Medical Benevolent Fund. The group is led by Sam Dowling and Vicky Ferlia.

Key Objectives and Progress to date:

- 1. To support GPs and develop their resilience in managing the workload, finance, workforce and performance challenges they face.**
 - GP Support team have maintained a caseload of 80-100 cases through 2015
 - Facilitated three practice mergers to completion, restored a contract following termination, supported 14 practices in special measures, reversed 11 breach notices for early Christmas eve closure, enabled partnership arrangements to prevent three practices from closing, facilitated 12 GP retirements while putting succession plans in place for their practices, supported practices with substantial MPIG losses and facilitated lease and service charge negotiations. All via complex negotiations with NHS England, CQC, NHSPS and CHP
 - Worked with sector teams and NHS England to mitigate risks in PMS Reviews and produced guidance for PMS practices
 - Supported nine doctors facing performers list or GMC sanctions, provided observers at the majority of oral hearings held by NHS England, continued to provide input in all PAG (Performance Advisory Groups) and PLDP (Performers List Decision Panel) meetings.

- 2. To engage with constituents and colleagues in order to identify and anticipate areas of future information and support needs of GPs and to develop advisory and training products and services as appropriate.**
 - ➔ Delivered four fully-booked reflective practice sessions in partnership with PHP to support practitioners' well-being and help them develop coping strategies
 - ➔ Delivered two pan-London finance workshops attended by over 10% of all represented practices
 - ➔ In collaboration with the Workforce Priority Work Area (PWA) and LEAD we ran training events and published guidance and information on preparing for CQC inspections, practice mergers, premises, managing patient complaints, improving patient engagement, and business planning
 - ➔ Created a series of template letters to aid practices in managing requests from patients, secondary care, and other sources reducing unnecessary workload. Resulting in 1087 letter downloads in the past 12 months.

- 3. To further develop LLMCs' influence on policy makers by enhancing their insight into the challenges of London's GPs and ensuring that the voice of general practice is heard.**
 - ➔ Managed channels and case studies to support the evidence-based case for improved support for general practice being developed by the Workforce PWA
 - ➔ Engaged with other key organisations providing support for GPs and practices including the RCGP, RMBF and the Cameron Fund
 - ➔ Continually used best practice and IT technology to improve the way Londonwide LMCs proactively shares information
 - ➔ Raised awareness of low GP morale and high rates of burnout with media and external stakeholders
 - ➔ Developed media profile; trained key local representatives to better present and protect the reputation of the profession in the capital; handled 96 reactive and 63 proactive media enquiries; worked with national and regional media including the Observer, Guardian, Express, BBC, ITN, Press Association, ITV London, LBC, the Evening Standard, and trade media such as GPOnline, Pulse, HSJ and practice and nursing specific outlets
 - ➔ Developed a series of videos and social media content in the run up to the 2015 general election as part of the "Gets My Vote" campaign to influence opinion formers and raise awareness of the organisation. Resulting in 49,129 loads over the past 12 months.

- 4. To use the intelligence and insight gained by Londonwide LMCs in developing commercial educational and developmental products and services designed to benefit London GPs and their practice teams**
 - ➔ Signposted practices to expert consultants to help them with recruitment difficulties, contractual action, special measures and practice development
 - ➔ Enabled collective legal representation of practices in relation to premises issues
 - ➔ Delivered training sessions for CCGs and federations.



The vision for this work area is for general practice to be properly configured with the maximum investment, surviving and effective within the new world of primary care. The overall aim is to ensure that GPs as providers have the knowledge, tools and practice support to be resilient and effective.

Key Objectives:

- Produce an analysis of current collaborative working models, policy, implications and risks including cost benefits analysis and setting out options/models with recommendations on best practice
- Develop analysis of policies, strategies, issues and current arrangements including Vanguard/Prime Ministers Challenge Fund (PMCF) pilots to inform development of guidance and toolkits
- Produce practice support and guidance to enable general practice to function effectively in the new world of primary care
- Develop delivery and support mechanisms, including network support group, seminars/workshops, toolkits and guides
- Identify and mitigate against risks, based on on-going analysis and evaluation of NHS policy
- To support the overall aims organisational development and shared learning will underpin our approach leading to:
 - ▶ Improved connectivity, collaboration and communication between practices, other community based services, social services, secondary care and the third sector
 - ▶ Engagement and relationships between provider groups.

Work will be undertaken at different levels, informed by work to understand the current climate and environment, through a mapping exercise of federations across London:

Pan London: Bi-annual seminars to include expert external speakers and examples of working models nationally delivering out of hospital services; Develop wider relationships and partnerships; Focus on the national strategic vision and policies; Share of national best practice to include structures, assurance and decision making; Develop the focus on the health and social care agenda.

Strategic Planning Group (SPG): Bi-monthly shared learning events for collaborative group leads; Develop the national agenda within the SPG area; Focus on developing Multispecialty Community Provider or other NHS care delivery models, and; Build and develop local Partnerships and relationships.

LMC/Borough: Local workshops per LMC for collaborative/LMC members and GP practice staff focused on local need and dependent on the development of local collaboratives; Access to relevant public health and outcome data; Engage with local practices to develop and consolidate local partnership arrangements; Provide opportunities for stakeholder involvement and engagement in the service model review; Identify local opportunities and challenges supporting the exploring of sustainable solutions, and; Access and signposting to appropriate expert advice.

Progress to date:

Recognising the importance of organisational development and enhanced leadership, the PWA also focusses on the need to deliver practical support to practices/federations to include: governance and shared systems; business planning and delivery of new services; financial planning; succession planning; legal advice; organisational structures, and procurement and tendering.

1. **Borough events/open/awareness raising meetings including:** Brent; Bromley; Camden; Ealing; Haringey; Harrow; Hillingdon; Hounslow; Islington; Newham; Redbridge; Waltham Forest.
2. **Engagement with developing collaboratives, PMCF, vanguard sites:** Support/advice to federations; engagement with NHS England/NHS Pensions Authority regarding superannuation issues; engagement with vanguard/PMCF sites and developing plans.
3. **Successfully approved for GPDF funding:** bids developed, submitted and approved for network development across 27 London LMCs.
4. **Partnership with Healthy London Partnership:** Joint launch event at Kia Oval; development of roadmap with comprehensive support package; appointment of PWC as learning partner, and; engagement with London CCGs Senior Responsible Officer and Steering Group.
5. **Provider development self-assessment and learning needs assessment surveys to SPGs, Federations:** assessment toolkits and surveys circulated for completion by SPG (CCG)s; Federations.
6. **Advice re legal/organisational issues:** Agreed engagement processes with LMC Law.
7. **Masterclasses in development including (by end March 2015), 2 North; 1 South:** procurement; financial and business planning/modelling, and; governance, accountability and decision making.
8. **Plans being implemented for:** Pan-London bi-annual learning/strategy events; SPG bi-monthly learning events; SPG Leadership and Organisational Development packages, and; Action Learning Sets.



This work stream was established to support, develop and enable Local Medical Committees to deliver a highly valued, efficient and effective service to all constituents in order for them to meet the needs and challenges within the changing health care environment. Londonwide LMC's team have and continue to provide support to LMCs and their constituents to meet these aspirations. The work stream is led by Jane Betts and Julie Freeman utilising a wide range of knowledge and expertise from within the organisation. The aims of the work plan have been developed and delivered within the following framework.

Key Objectives and Progress to date:

1. Review of Constitutions

Following a review of the individual LMC constitutions, the LMC member's reference group made recommendations which have been implemented during 2015 and continue in 2016. These key changes include:

- Amalgamated Standing Orders that are adopted by all 27 LMCs
- All members to stand for a two year term of office
- LMCs undertaking pilots aligned with the election to consider the optimum model, including the number of member places in the future.

2. London wide support to LMCs

This work stream primarily reviewed committee support for members, identifying where teams could adopt a consistent approach aspiring to achieve the highest standards for meeting management and the support offered to members. LMCs will have noticed a difference in style and content of agendas and action notes, thus releasing additional time for committee members to directly support local constituents in particular, wider discussions on local initiatives, policies and incentive schemes which rely on, or directly impact on, general practice. Mitigating risks and reducing bureaucracy are always at the forefront of all negotiations. The committee support teams have provided additional local meetings for GP and practice staff on key topics, for example, practice finance and contracting issues, CQC inspections.

3. LMC Election planning - 2016

This work stream builds on some elements of the election process from 2014, but including a focus on moving member's tenure from four years to two years. A full election process for 2016 is already underway. All LMCs are considering size and optimum compliment of committee members. Where new membership or representation is required all options for effective 'recruitment' are examined. Simplification and ease of constituent voting has also been refined.

4. LMC members learning and development

All LMCs have completed a review in order to determine priorities for the next nine months. It has provided a basis for discussion which has determined 'local' and 'at scale' priorities. The identified priority areas will be collated by Londonwide LMCs' to give an overarching view of the challenges and opportunities facing general practice across London. These will provide the foundations for LMCs to develop action plans in order to meet their objectives. Local engagement with constituents and stakeholders along with constituent satisfaction are the key objectives for LMCs and achievement of these priorities will be monitored and reflected as outcomes measures.

- Provision of skills development programme was informed by Chairs and Vice Chairs with priority given to negotiation and chairing skills which has been delivered. The uptake from members was very high and received excellent evaluations.

Next Steps:

1. Members are able to continue their development with access to a web based post- training support programme.
2. The next phase of the development skills training programme for LMC members will be developing leadership skills scheduled to start April 2016.
3. The media training for members will continue, aiming to achieve consistent skills across all LMCs.
4. A constituent survey developed for LMCs to gather baseline opinions will be issued early in January 2016. A further survey for Londonwide LMCs is planned post April. Responses will be used to ensure that LMCs continue to develop and meet the needs of their practices.



Aim

To ensure that the company runs effectively with good governance, providing a positive working culture and environment for colleagues.

Objectives

- To support the Board of Directors with their duties, providing assurance that the company is appropriately run
- To provide a healthy working environment for colleagues within a safe HR framework
- To provide shared support to other directorates, with dedicated individuals linked to each sector team to support meetings
- To provide support to members
- To provide a robust financial service, including payroll, income collection and payments that operate within financial rules and HMRC guidance
- To maintain a robust database and appropriate data reporting that operates within ICO and data protection legislation
- To manage and maintain company facilities.

Highlights from 2015

- Running elections for CCGs and GP Federations providing independent advice and governance support
- Re-tendered outsourced payroll service to provide more efficient payments to members with on-line payslips and P60s
- Logistically supporting high use of the new conference room, saving money by reducing reliance on external venues, and providing an experience that is highly evaluated by delegates
- Completing extensive data validation exercise, ensuring that member and constituent details are as up to date as possible
- Successful collection of all levies due
- Supporting apprenticeships, employing the second in the team this year
- Contributing to priority work areas
- Identifying cost savings including:
 - ▶ New water cooler provision saving £2.5k over the lifetime of the contract
 - ▶ Re-tendered software agreement saving £1k on the contract
 - ▶ Agreed 3 year fixed rate terms for business insurance
 - ▶ Negotiated bulk catering discount saving £500
 - ▶ Use of own venue for LEL events reducing costs by £8.5k.