



2022/2023



ANNUAL REPORT



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Chair's introduction

Welcome to the Primary Care Sheffield Annual Report 2022/23, which is my first as Chair of the organisation.

I was appointed in January 2023 with the health and care system under pressure as never before. Although I already knew the organisation well – I was hugely impressed by the impact our services had that winter and the support it continues to provide to practices and patients in Sheffield.

The numbers set out in this report are one part of the story:

- 30,000 additional appointments which propped up the system over that critical winter period
- 40,000 out-of-hours appointments offered through our enhanced access hubs
- 140,000 appointments provided through our PCS|Practices
- And over £10m of additional funding streams provided to practices and PCNs

However, behind those numbers we must reflect on the professionalism, dedication and sheer hard work of our team which has come together in the face of huge challenges to deliver for the city.

I am delighted that the work of this incredible team for the practices of Sheffield has been recognised. Not only through the fantastic feedback from patients and partner organisations but through national awards, independent inspections undertaken by the Care Quality Commission, and visits from national health and care sector leaders.

Clearly being named as 'Primary and Community Care Provider of the Year 2022' at the Health Service Journal Awards was one of the highlights of the year.

The award not only helps our team understand the value of the work they do but, as the first GP Federation ever to win this award, I hope it also highlights the incredible contribution made by general practice in this country.

2022/23 was, I think, a year where the demand on the health system made that contribution apparent but also demonstrated its great fragility. We neglect it at our peril.

Colin Beresford



About us

Primary Care Sheffield (PCS) is a social purpose company set up by GPs in Sheffield to help deliver world-class primary care in the city.

We exist to create services which make the health and care system work better for everyone. To do that we are focussed on bringing more services closer to the places people live, improving the quality of care, and breaking down the barriers between different types of services.

Our vision is to deliver “World-class primary care which helps people live healthier and happier lives.”

We achieve our vision through our work in four areas:

Patient | Care We deliver primary care services to the people of Sheffield.

We run GP practices and provide a portfolio of ‘wrap-around’ services designed to increase the range of primary care support available to patients.

Practice | Care We support practices in Sheffield to provide better care.

Through our scale and back-office services we will provide practices with the support they need to improve resilience, efficiency, and patient outcomes.

Future | Care We push for improvements to shape the future of care.

We make sure the views of our shareholders and patients are heard when decisions are being made about the needs of our local population.

Home | Care We help people live independent lives in their own homes.

We provide a GP led, high quality, integrated home care service to people living across Sheffield.

2022/23 Year At-a-Glance

2022

April

- Primary Care Sheffield was one of two representatives appointed to represent practices at the ICS primary care Provider Alliance Committee.
- We supported Sheffield PCNs to develop their plan of activities for spending the Primary Care Network development funding.
- We fed the views of practices into the Fuller Stocktake, The Health and Select Committee review of General Practice and the Messenger Review of Health and Care leadership.
- The WorkingWin service – still only four months old - had already provided job support to over 1000 Sheffield residents with physical and mental health conditions.
- We began offering out-of-hours ANP appointments within the Extended Access hubs for the first time.

May

- The management of North Darnall Health Centre was taken on by Primary Care Sheffield
- We undertook extensive meetings with each PCN to discuss the at-scale enhanced access offer.
- We launched booking for Vasectomy referrals via the NHS e-Referral service (eRS).

- We expanded the Sexual Health Sheffield Service by adding a new advice and guidance element for complex contraception issues.

June

- The funding for the phlebotomy and paramedic home-visiting services was extended by commissioners.
- We restructured our homecare company, Intercare, launching Serenta Homecare to focus on delivering privately funded domiciliary care packages in south Sheffield.
- Four of our practices (City, Darnall, Highgate, and Mulberry) were inspected by the Care Quality Commission (CQC) – we shared a summary of the experience with practices in Sheffield.
- We began to finalise engagement on the Enhanced Access service offer with practices and patients and got firm indications that the service that we created together was to be taken forward by the majority of PCNs in the city.

July

- We launched Phase 3 of the Primary and Community Mental Health transformation programme. This involved rolling out the PCMH model across all 15 PCNs.
- We introduced the new rota system ahead of the launch of the enhanced access service

August

- Having served two terms of office as PCS Chair, John Boyington, announced he was to retire at the end of the year.
- The Darnall, Highgate, and Mulberry practices run by Primary Care Sheffield had their Care Quality Commission (CQC) rating upgraded to 'Outstanding'. City practice retained its 'Good' rating.

September

- 12 of 15 PCNs signed contracts with PCS for delivery of the new Enhanced Access Service. PCNs agreed their clusters and the site-locations to be used to deliver the service.
- As part of the ongoing transformation, the Primary and Community Mental Health Service multidisciplinary teams were up and running and working with GPs in Foundry, Universities. GPA1, Townships II, Heeley Plus, and SAPA5.
- Our Covid 19 'Hot Hubs' closed as planned. The hot hub sites which opened in 2021 offered over 20,000 appointments and on most occasions had been fully booked
- The ANP and Paramedic Home Visiting services ended and with no alternate funding secured these services closed.
- We hosted a visit by the Department for Health and Social Care Primary Care Team and told them about the challenges facing practices in Sheffield.

October

- The new Enhanced Access service was launched.
- Colin Beresford, one of our Non-Executive Directors was appointed as our new Chair following a competitive recruitment process. He took up the role in January 2023 following the retirement of John Boyington.
- We published our 2021/22 Annual Report and hosted our Annual General Meeting which was attended by over 60 people from our shareholder practices.
- An independent evaluation of the Primary and Community Mental Health Transformation programme was published. Professor Tim Kendall, National Clinical Director for Mental Health at NHS England said in the report foreword: "I am pleased to say that Sheffield has risen to the challenge and can rightfully be proud of its key achievements in delivering the new models of care, closer to home to greater numbers of people."
- The phlebotomy home-visiting service, which provided urgent same-day blood testing for housebound patients or those under the care of the district nursing team, was extended until the end of December.
- We published a report written by Clinical Occupation Therapist, Nat Jones, looking at ARRS roles in the city.

November

- We added extra same-day ANP and home visit capacity to support with pressures over Winter.
- The first set of patient feedback results from the Enhanced Access service were published with 356 people completing a survey about their experience. 95% of those responding said their experience was "good" or "very good".
- We begin piloting Cost Sharing Group agreements with the first two PCNs in the City.
- Funding for the WorkingWin service was extended until March 2023.
- We were named as Primary and Community Care Provider 2022 at the Health Service Journal Awards in London.
- Shadow Secretary of State for Health and Social Care, Rt Hon Wes Streeting MP, visited Darnall Primary Care Centre enabling us to highlight the challenges and issues our shareholders face day to day.
- As winter-pressures threatened to overwhelm some services in the city we stepped in to provide additional appointments for children aged 0-17 years with a same-day primary care need.

December

- We were funded to provide a range of additional appointments to support practices with winter pressures. In total we provided around 825 extra appointments per week. These included paramedic home visits, ANP appointments and GP appointments for patients with Acute Respiratory Illness.

2023

January

- Our pilot re-admission avoidance service went live and provided home visits for patients who become unwell following discharge from hospital.
- Our LARC waiting times were brought down to just 1-2 weeks.

February

- We issued a shareholder resolution on the formation of a joint venture company to provide estates solutions to general practice in Sheffield. The motion was passed.

March

- Our 2023/24 Business Plan was approved by shareholders.

Delivery Tracker

Practice Care			
Business Plan Commitment		Delivery Summary	More information
Resilience	We will work with our CCG and LMC Colleagues to develop an offer of practical support through a practice resilience team available to practices.	We take on the management of North Darnall Health Centre and support some other practices experiencing difficulties.	Page 16
Support for practices and networks	We will develop our menu of back-office support that PCNs can choose to access: recruitment and employment, financial services.	PCS working with PCNs to develop and pilot a Cost Sharing Group which was launched in 2023. The aim is to enable the most efficient approach to VAT management across a PCN and provide at-scale, at-cost, finance, and HR support to networks.	Read more
Estates	We will work with commissioners and Shareholders to identify estates solutions which address problems including last-man-standing issues and negative equity.	A joint venture with an estates specialist, Carveti, was approved by shareholders in 2023 and initial meetings have been held with practices to scope the support needed.	Read more.
Patient Care			
Business Plan Commitment		Delivery Summary	More information
PCS Practices	We will continue to deliver safe, effective, and financially balanced services through the PCS Practices group	PCS Practices deliver care to 30,000 patients, which is approximately 5% of Sheffield's total population. In 2022/23 we did this from seven practices, in six locations spread across five contracts. PCS Darnall, PCS Highgate, and PCS Mulberry were rated as 'Outstanding' by the CQC.	Page 10
Enhanced Access	We will work with PCNs to secure a resilient model of care beyond October 2022 that takes the existing Extended Access model and links it to a future more integrated General Practice 24/7 offer.	Twelve of the 15 PCNs in Sheffield commissioned the PCS service allowing for a cohesive approach to enhanced access across the city.	Page 13
Mental Health Transformation	We will continue rolling out across the city working with PCNs to embed multidisciplinary working, ensuring ARRS roles are secured and establishing agreed pathways for wider mental health provision.	PCS, SHSC and Sheffield Mind continued to work together during 2022/2023 to further transform Primary and Community Mental Health (PCMH). There are six integrated MDTs and additional satellite ARRS roles now embedded across all fifteen networks. The independent evaluation of this phase was positive.	Page 13
Sexual Health	Working with commissioners as well practice colleagues we want to build on the existing service model to simplify the patient offer reducing the need for multiple appointments through a more integrated approach and broader skill mix.	We have worked alongside STH to cross populate our workforce leading to the upskills of our team and therefore reducing inappropriate referrals to complex contraception, we have led many training sessions for general practice staff focusing on contraception and LARC	Page 13
Vasectomy	We will work with commissioners to review the provision of vasectomy services to ensure it remains a sustainable service.	In 2022/2023 we were able to increase the number of procedures completed. Frequent audits of waiting times, capacity and any complications post procedure were completed.	Page 12

Home | Care

Business Plan Commitment		Delivery Summary	More information
Integration between homecare and general practice.	We will continue to work with Sheffield City Council to develop new models of domiciliary care which work to improve the standard of patient outcomes as well as integration with GP.	We have piloted new approaches to improve integration.	Page 19
Domiciliary Care	We will continue to develop our subsidiary company Intercare against a backdrop of Covid and the significant impact this continues to have on the care sector	We delivered over 100,000 home care visits in 2022/23 through our home care companies Intercare and Serenta.	Page 19

Future | Care

Business Plan Commitment		Delivery Summary	More information
Influencing on behalf of our shareholders	We will continue to influence system thinking so that primary care remains a key partner within place and ICS.	Sheffield GPs has, through PCS, been able to advocate for additional resources to help general practice cope during a period of high demand.	Page 17
Research	We will expand the research offer, working closely with practices and stakeholders to increase research activity in Sheffield Primary Care.	PCS Research supported 23 studies across 32 participating practices with a record 3210 patients recruited.	Page 18
Digital	Following the resolution to form a Joint Venture company, we will form the infrastructure and produce a test environment for product development.	Using funding ring-fenced for the development of digital solutions we are working through our joint-venture company, 'Automating Healthcare' to develop tools which will help practices manage demand, improve care and optimise income and workforce. The join-venture was accepted onto Health Innovation Yorkshire & Humber's digital accelerator for innovative healthcare start-ups in 2023.	Read More

Patient | Care

We provide high-quality primary care services for the people of Sheffield. We run GP practices and provide a portfolio of 'wrap-around' services designed to support the work of practices in Sheffield and increase the range of primary care support available to patients.

PCS | Practices

Throughout 2022/23 the PCS | Practices have continued to improve the quality of their services against a challenging backdrop for general practice nationally.

The hard work of our teams supported by PCS infrastructure and leadership resulted in PCS | Darnall, PCS | Highgate, and PCS | Mulberry practices all being awarded an 'outstanding' rating by the CQC in their August 2022 inspection. PCS | City was awarded a 'good' rating. When PCS took on these practices they had been rated as 'requiring improvement' by the CQC.

PCS | Practices deliver care to 30,000 patients, which is approximately 5% of Sheffield's total population. In 2022/23 we did this from seven practices, in six locations spread across five contracts. Most of our practices are in deprived areas of the city with a high proportion of our sites being in the most deprived decile.

Primary Care Sheffield takes on the management of practices when asked to do so and when there is a risk of practices being lost.

In doing so we aim to support our shareholders by ensuring that capacity is kept in the system, that Sheffield general practice retains control of practices, and that best practice and policies can be shared to make the system stronger.

Our practices in 2022/23

- PCS | Buchanan
- PCS | Heeley Green
- PCS | Mulberry
- PCS | Darnall
- PCS | Highgate
- PCS | City
- PCS | North Darnall

PCS | Mulberry is a specialist service providing health care to asylum seekers and refugees when they come into the city. Less than 30% of the population speak English as a first language and there are over thirty different languages being spoken by registered patients at any given time. The service provides screening and assessment for all new arrivals into the city and continue to address their health needs until they move on.

Primary Care Sheffield also provides the Special Allocation Service Primary Care provision (previously known as the Violent Patient Scheme)



Patients received effective care and treatment that met their needs.

LEADERS AND STAFF HAD AN IN DEPTH UNDERSTANDING OF THEIR PATIENT POPULATION...

There was evidence of proactive, effective and strong leadership...

...proactive in adapting and implementing systems, processes and services to meet the needs of some of the most vulnerable patients in the city...

Staff dealt with patients with kindness and respect.

THE PRACTICES HAD ADOPTED AN HOLISTIC APPROACH BY RESPONDING TO ALL THE NEEDS OF THE PATIENT, INCLUDING THEIR PHYSICAL, MENTAL, AND EMOTIONAL HEALTH, WHILE TAKING SOCIAL FACTORS INTO CONSIDERATION...

Patients could access care and treatment in a timely way...

The practice provided care in a way that kept patients safe and protected them from avoidable harm.

PCS|24hr ECG

Primary Care Sheffield offer a 24-hour ECG service from five GP practice sites available to NHS patients registered in Sheffield. The service allows patients with a low risk of significant cardiac pathology who are suffering with palpitations/suspected clinically significant arrhythmia to access a convenient service in a community setting.

A key performance indicator for the ECG services is that all ECGs are completed within six weeks of the referrals being received by PCS. In April 2022, the ECG service was starting the year with a KPI breach rate of 11%, this was mostly due to the challenges of COVID. By the end of 2022/2023 the service had completed 1468 24-hour ECGs with over 97% completed within 6 weeks. The small number of patients who were unable to undergo their test within six weeks, had their ECG completed in the seventh week.

The Friends and Family Feedback on the ECG service remains consistently good.



PCS|Vasectomy

We offer a non-scalpel vasectomy service to NHS patients registered with Sheffield practices. Our supportive and professional team provide the highest possible quality service in a friendly and relaxed environment.

The vasectomy service is run as part of the any qualified provider' scheme and is contracted by NHS Sheffield ICB. In 2022/2023 a total 366 patients were seen by the service for an initial counselling appointment. Of those thirty-four patients were discharged after counselling and 286 operations were completed.

The vasectomy service had a 100% patient satisfaction rate post procedure in year through Friend and Family returns.

In April 2023 we made the difficult decision to close the service to new referrals whilst we work with the commissioner to find a solution to the financial sustainability of the service.

PCS|Community Gynaecology

Our Community Gynaecology Clinic is working with local practices to provide treatment and advice to women aged 16 years and upwards.

The service provides enhanced gynaecology care that isn't covered by routine treatment in GP practices including cervical polyps, first fit ring pessaries, pipelle biopsy and IUS for Heavy menstrual bleeding. In 2022/2023 the service began fitting coils for the purposes of HRT. The service saw over 650 women in 2022/23 and we are working hard to establish ways in which this capacity can be increased.

Sexual Health Sheffield

We partner with Sheffield Teaching Hospitals NHS Foundation Trust to provide the Sexual Health Sheffield service.

Sexual Health Sheffield provides free and confidential Sexually Transmitted Infection (STI) screening and treatment, information, and advice as well as a wide range of contraception methods. The service operates within each Primary Care Network (PCN) and across five hubs covering all parts of the city, six days a week.

As part of the service PCS provides long-acting reversible contraception (LARC) and emergency contraceptive options. In 2022/2023 the service delivered over 10,500 appointments for LARC across the City. The annual patient satisfaction remains high in the FFT responses. In 2023/2024 the service will begin to undertake opportune Smear testing and expand the clinic offering into delivering further evening clinics.

Enhanced Access

Local GP practices have teamed up to provide extra weekend and evening appointments for their patients. Twelve of the 15 PCNs in Sheffield commissioned this service from Primary Care Sheffield allowing for a cohesive approach to enhanced access across the city.

Remote and face-to-face appointments can be made with a variety of GP practice staff including Doctors, Advance Care Practitioners, Nurses, Nurse Associates, Health Care Assistants, Physiotherapists and Pharmacists.

Appointments are available on weekday evenings (18h30-21h30) and on Saturdays (09h00-18h00). The service was delivered across nine sites in 2022/23.

Working Win

In 2022/23 Primary Care Sheffield partnered with WorkingWin to provide a new service giving those with health conditions access to employment support through their GP. The service provided access to a range of support including one-to-one help from an employment specialist, access to a qualified team of health and wellbeing coaches, as well as the ability to get expert legal and debt advice.

Primary and Community Mental Health Service

We continued to work with Sheffield Health and Social Care NHS Foundation Trust and Sheffield Mind to further transform Primary and Community Mental Health (PCMH). Six integrated MDTs and additional satellite ARRS roles were embedded across PCNs.

An independent evaluation was published of the initial transformation phase which ascribed the achievements of the service to the *"the focus afforded by a dedicated Programme, the strength of the core Programme team at both leadership and operational levels, and a general openness and commitment to learning through the Programme."*

Professor Tim Kendall, National Clinical Director for Mental Health at NHS England said in the report foreword: *"I am pleased to say that Sheffield has risen to the challenge and can rightfully be proud of its key achievements"*

Practice | Care

We were set up by practices in Sheffield to support their work. As part of this we work with them to improve their resilience. Through our scale and back-office services we will provide practices with the support they need to improve resilience, efficiency, and patient outcomes.

Adding Primary Care Capacity

Primary Care Sheffield (PCS) delivered flexible primary and community care services which supported practices and the rest of the health and care sector at times of extremely high demand. The type of capacity we provided was able to change quickly in response to the needs of the system and the patient population.

In Winter 2022/23 the range of flexible additional capacity included:

- 7,577 GP appointments for paediatric patients streamed by A&E and the OOH GP provider's overspill.
- 12,418 ARI appointments including home visits for those with Acute Respiratory Illness. Of these 87.5% of patient's episode of care was completed in 1 appointment. Some of these had been waiting in A&E when they were transferred to us.
- 6,179 ANP appointments in and out of hours.
- 1,975 Paramedic home visits to support primary care
- 63 visits to people with low level mental health issues needing support to speed up discharge
- 269 home visits to those that had been discharged from hospital in the past 30 days.

- 650 urgent housebound bloods to avoid the most vulnerable such as Parkinson's patient missing blood tests

Initially many of the appointments for the ARI appointments were ringfenced for the Sheffield Children's Hospital A&E. Very quickly this was changed to allow primary care OOH providers to access unused appointments at the times that A&E activity dipped.

The patient satisfaction rate across all these services was 94.88%

"Massive thank you to PCS whose flexibility has supported the entire system. It is helped not only in Sheffield but allowed Sheffield to help other areas"

Alun Windle, Chief Nurse, Sheffield ICB

"Thanks to PCS for setting up additional children and young people's access at very short notice which has helped SCH manage"

Ruth Brown CEO Sheffield Children's Hospital NHS Foundation Trust

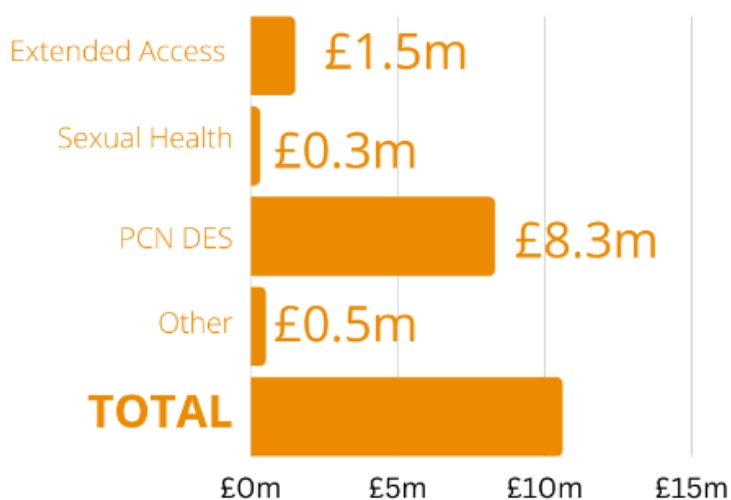
"The paramedic visits give me extra time in my day to deal with complex patients that need extra time. Other capacity is great, but anything freed up slots are filled with another patient straight away."

Primary Care Network Clinical Director

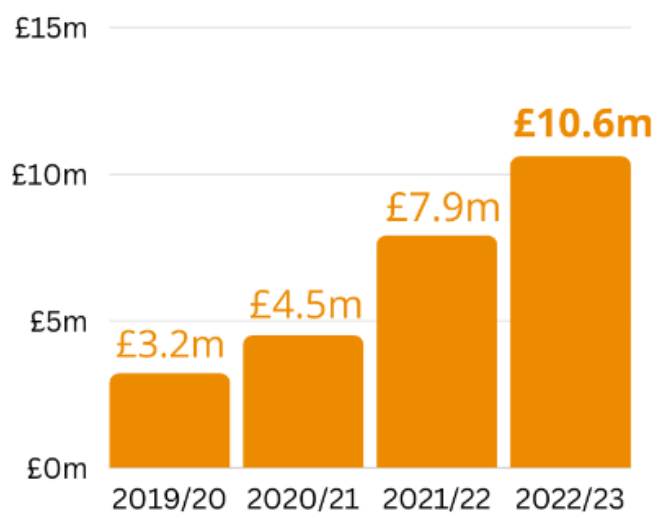
Creating new funding opportunities for practices

We continue to help practices work together in a way which provides access to additional funding streams. These opportunities totalled £10.6m in 2022-23.

Total by Service Value



Payments by year



Training and support for primary care clinicians

CASES

The Clinical Assessment Support and Education Service (CASES) is an elective care re-design programme that aims to reduce the pressure on elective services and makes sure that patients in Sheffield receive their care in the most appropriate setting from the most appropriate clinician.

The CASES team of reviewing GPs deliver high quality education and upskilling to Sheffield Primary Care clinicians based on the information/evidence gained from the CASES screening process. They have provided training to the PA preceptorship scheme, the Sheffield vocational training scheme, and the Post VTS scheme. In addition, reviewing GPs have used this evidence to provide bespoke training to practice and PCN teams.

The CASES team have delivered well received events and webinars to the wider primary care community including several successful PLI events.

In 2022/2023 CASES processed 23146 referrals with 99.94% completed in two days. Against a performance target of 98% in two days 100% in three days.

Primary|Training

Primary Care Sheffield offers a range of training courses to GP practices and other organisations through our training company Primary|Training.

Primary|Training is accredited by FAIB, Back Care and FOFATO and all trainers have extensive experience. Training can be delivered on-site or online.

Primary|Training produced and signed off a five year business plan in 2022/23 that will increase the offer and impact for primary care - really focussing in on how we achieve world class primary care in Sheffield



Practice Rescue

Primary Care Sheffield plays an important role in supporting practices in the city that are experiencing difficulties. We can get involved via two routes: a direct request from the practice or a request from the commissioner. We are able to support the majority of practices to remain independent. There are a small number of practices that for a range of reasons cannot, in this situation we are able to support through both temporary and long term solutions. Primary Care Sheffield now manages eight practices in the city—having taken on temporary stewardship of Harold Street Medical Centre in summer 2023.

Future | Care

We push for improvements to shape the future of care. We make sure the views of our shareholders and patients are heard when decisions are being made about the needs of our local population.

The governance structures and city-wide scale of the organisation mean that we can effectively represent the views of our shareholders and patients when decisions are being made about the needs of our local population. It also makes the organisation an effective means of supporting innovation and testing new ways of doing things.

Securing resources to manage demand

Sheffield GPs have, through PCS, been able to advocate for additional resources to help general practice cope during a period of high demand. The approach enabled us to maximise the following funding streams:

- National and ICB funding for combined adult and paediatric Acute Respiratory Infection (ARI) hubs (circa £500k)
- ICB winter funding (circa £600k)
- Additional Social Care Discharge Funding (£150k)
- Other emergency local funding for admissions avoidance work (£100k)

Piloting innovative new approaches which are leading the way nationally.

Our award-winning work is leading the way nationally and providing innovative solutions to the challenges we face in Sheffield.

Our pioneering approaches to reducing inequalities and the gap in access to healthcare were recognised at the HSJ Awards where we were named as Primary and Community Care Provider of the Year 2022.



PCN Development monies

Sheffield PCNs worked together to develop a plan of activities for spending the Primary Care Network development funding. As part of this plan the funding was held by PCS which had several advantages for PCNs including achieving greater economies of scale, reducing management costs, and increasing the flexibility of when the money can be spent.

As part of this we have supported the creation of the PCN Development Plan and are now working with PCNs to support delivery of the pillars of work set out in that plan.

Engaging patients to develop the new Enhanced Access service model

We supported practices, PCNs, clinicians, and managers to engage their patients in the development of an Enhanced Access model which launched in October 2022.

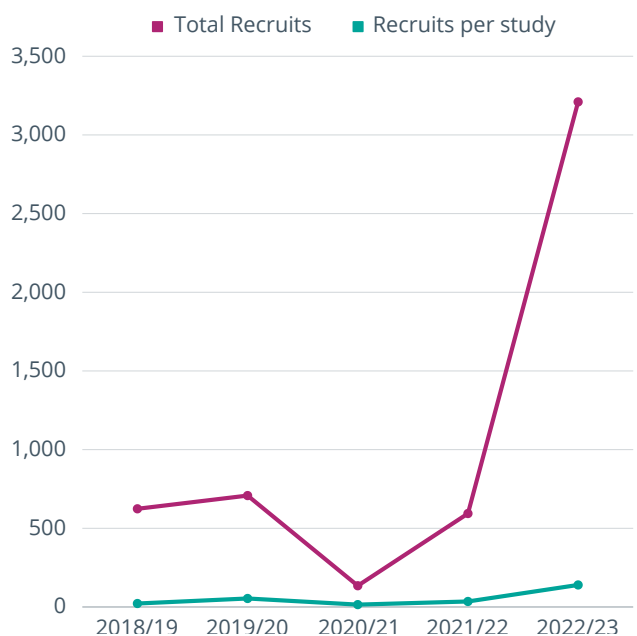
To understand what patients wanted from the new service we helped practice survey patients and engage with community groups. We got over 8,500 individual responses to the engagement with good representation across age, gender, sexual orientation, ethnicity, and religious categories. We saw that different populations were asking for different services, and so although there is a core delivery model, the hubs have services modelled around their patient population needs.

Boosting Primary Care Research in Sheffield

PCS|Research delivers research projects in primary care which aim to improve patient outcomes. We have expertise in contracts, human resources, and research finance, and we work in partnership with other organisations in Sheffield to ensure that research is delivered efficiently and effectively.

We supported 23 studies across 32 participating practices with a record 3210 patients recruited.

Recruitment to primary care research studies in Sheffield



Home | Care

We help people live independent lives in their own homes.

Domiciliary care service

Primary Care Sheffield owns and runs two homecare companies in Sheffield – Intercare and Serenta Homecare. Through these companies we provide a GP led, high quality, home care service to people.

We are also trialling the delivery of improved integration between primary and social care. The intention is to find ways to improve for provision of homecare services by looking at the way that primary and domiciliary care can work together on mobility, cognisance, and nutrition.

These services also contribute to PCS's infrastructure; strengthening our financial resilience and increasing the support we can offer practices.

Winter Support Patient Discharge and Re-admission avoidance Service

In Winter 2022/23 we piloted a new service aimed at keeping people at home following hospital discharge. Hospitals contacted us prior to discharge to arrange a support visit by our mental health team, where there are concerns about mental health wellbeing. GP practices were also able to access rapid visits and assessments for those discharged from hospital and at risk of re-admission.

This was facilitated by a GP assessment and/or paramedic home visit. The service was piloted for nine weeks.

The service dealt with 269 patient referrals in the 9 weeks it was operational and avoided 167 patients being transported to hospital.



Annual Accounts

The annual accounts for 2022/23 are being independently audited in line with statutory requirements. The audit process will be completed later this year when we will make the accounts available to shareholders.

Chief Exec's Summary and Look-ahead

General practice is more vital than ever to the sustainability of our healthcare system. At the same time however, without some fundamental changes to the way we work, to the way we are resourced and to the way we integrate with system partners, there is a risk to the sustainability of general practice within the system.

Since 2015 we've seen a 16% increase in GP workload which has almost been matched by the decrease in capacity caused by colleagues leaving general practice. Demand has been exacerbated by the overflow of work back into General Practice from hospitals that are overwhelmed, with waiting times at a record high. There has been an 87% increase in the number of referrals being rejected compared to February 2020 and those patients on lengthy waiting lists continue to present in general practice whilst waiting for secondary care intervention.

As a system we need to respond to these challenges and consider how we evolve and develop innovative ways of working to meet the changing needs of our population whether through timely access for those who need it, more proactive, personalised and multi-disciplinary care for people with more complex needs or an increased focus on ill-health prevention.

Achieving this is partly within the gift of general practice, particularly if we work together. However, we cannot do this alone. We need to see a massive shift in upstream investment in prevention, resources need to follow activity from secondary care, and system partners need financial incentives to integrate more effectively.

As a clinician, GP partner and Chief Executive of PCS I get a unique view of our city's healthcare system and of those in other areas along with the role of general practice within it. I remain passionate about the value we add which often goes under recognised. I also recognise the opportunities we have as a profession in Sheffield.

We are looked upon by other parts of the country and by NHSE national colleagues as being at the forefront of primary care thinking. Our layers of scale approach, working interdependently across practice, PCN, locality and city-wide scales provides the infrastructure for a resilient and responsive primary care system in the city. We need to continue to build on this and on the trust which allows us to work together in a complimentary way across the layers.

The achievements set out in this annual report are a collective achievement and something we can all be proud of, whether as PCS employees or as shareholders. They provide a firm foundation on which to build upon as we continue to work as local primary care leaders including the LMC, PCN's, localities and PCS to ensure we have a voice and influence within the system as it develops.

Dr Andy Hilton

