



2023/2024



ANNUAL REPORT



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Chair's introduction

Welcome to the Primary Care Sheffield Annual Report 2023/24, covering my first full year as Chair of the organisation.

I was appointed in January 2023 during a winter period which saw some of the highest demand on services that the health service has ever seen with a huge surge in scarlet fever incidence, bacterial infections, and respiratory illnesses. I was extremely proud of the way that our organisation stepped up to provide the extra capacity needed to make sure that the NHS could cope and that patients could access treatment. In all we were able to provide over 12,000 additional respiratory illness appointments and over 15,000 additional appointments for children.

This was over-and-above the regular services and support we provide to patients and practices across the city.

We were, once again, able to expand that support over the year. I was delighted that we were successful in winning the contract to deliver the Covid Medicines Decision Unit across South Yorkshire, as well as supporting practices in Sheffield to successfully bid for the contract to deliver NHS Health Checks in the City.

I would like to pay tribute to all our amazing team, especially with regards to the level of innovation they bring to the organisation. With that in mind, I would also like to give a special mention to all those who work within our PCS|Practice team who worked so diligently to implement the new Total Triage system in our practices. Total Triage is a likely a game-changer in improving patient access to services.

The approach they have taken has been shared freely with others so that lessons can be learnt for any practices interested in replicating this model, and the team were rightly recognised at a national level when they were named as finalists in the Digitising Patient Care category at this year's HSJ Awards.

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 diverse 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.

2023/24 Year At-a-Glance

2023

April

- Our 'Recent Hospital Discharge' pilot prevented over 160 hospital admissions in 9 weeks.
- We launched engagement on the future of the Protected Learning Initiative (PLI) and used the responses to shape improvements.
- Primary Care Sheffield was awarded the Disability Confident Employer Scheme – Level One. Demonstrating that as an organisation, we are committed to carry out specific actions that make a difference for disabled people.

May

- The Primary and Community Mental Health service launched remote booking for the first 2 PCNs with a plan in place to roll this out to everyone.
- We upgraded the software for our CASES service with no disruption to the service. This has benefited all practices using the service.
- We signed up the first three pilot PCNs into a city-wide cost sharing group. The group supports PCNs in the delivery of services and uses economies of scale to make these as cost-effective as possible.

June

- We added new hub locations to our Sexual Health Sheffield service.

July

- The Primary and Community Mental Health Service were nominated for the NIHR Clinical Research Awards for "Best Contribution in a Primary Care Setting."
- Our community hypertension service held outreach sessions conducting health checks with Sevenhills, Foundry and City PCNs.
- PCS | Practices took on temporary management of Harold Street Medical Centre due to the long-term serious illness of the sole partner.

August

- North Darnall practice was rated 'Good' by the CQC.
- PCS was independently accredited as a "menopause friendly employer."
- We co-hosted a summit on the future of general practice in Sheffield, bringing together practices in the city to agree on a future approach.

September

- We recruited our first ever Allied Health Professional Clinical Manager to the leadership team of PCS | Practices.

October

- The PCS | Research team reached the end of the recruitment phase for the CANAssess study which aims to improve the support given to cancer patients in primary care.

November

- We were awarded the contract to deliver the Covid Medicines Decision Unit for South Yorkshire.
- We launched our review of PCS Board Structures with the aim of strengthening practice and stakeholder representation.
- We were selected to deliver the NHS Health Checks programme in the City, beating commercial health companies from outside Sheffield to the contract.
- South Yorkshire menopause project was highly commended at the HSJ Awards.

December

- PCS | Practice teams at PCS | Darnall, PCS | Highgate, PCS | Mulberry were named as finalists in the "GP Team of the Year" category at the General Practice Awards. The nursing team at PCS | Darnall were also nominated for "Nursing Team of the Year."
- PCS | Practices launched our Total Triage system.

2024

January

- Following the launch of our Total Triage system, we summarised and shared our learning with our shareholding practices.
- Sothall Medical Centre joined the PCS group of practices.
- Friends and Family surveys showed patient satisfaction in PCS 'wraparound services' remain high with over 94% rating their experience as either "good" or "very good".

February

- An independent evaluation showed every referral that uses CASES saves the NHS money.
- Our training company hosted the first ever Annual South Yorkshire Primary Care Conference.

March

- We presented a cheque for £3,568 to local homeless charity, The Archer Project, as part of our team charity initiative.

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

In 2023/24 Primary Care Sheffield ran seven GP contracts across nine sites to deliver primary care services to approximately 45,000 patients.

We take on the management of practices when asked to do so to support and stabilise Primary Care in the city. 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.

In 2023/24 we were asked to take over the contract for Sothall Medical Centre who were unable to secure suitable alternative partners and took on temporary management of Harold Street Medical Centre due to the long-term serious illness of the sole partner.

Our practices in 2023/24

PCS | Buchanan

PCS | Heeley Green

PCS | Mulberry

PCS | Darnall

PCS | Highgate

PCS | City

PCS | North Darnall

PCS | Sothall

PCS | Harold Street

PCS | Mulberry is a specialist service providing health care to asylum seekers and refugees when they come into the city. 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).

Community Hypertension pilot

We were delighted to work with three Primary Care Networks (PCNs) with the highest mortality rates linked to hypertension or related conditions in Sheffield. We delivered community clinics situated in community centres, religious venues, social clubs, and public spaces with high footfall of patients from high-risk groups. When the service was operational several patients were identified as having excessively high blood pressure requiring emergency treatment. Most of those patients had not previously engaged with health services.

Phlebotomy home-visiting pilot

The pilot delivered home blood testing for a small cohort of patients who were under the care of secondary care but required urgent blood tests to monitor their conditions. Due to the urgent nature of these tests, these would be difficult to arrange in primary care due to capacity issues.

PCS saw 841 patients at home for venesection during the pilot project. The evaluation played a part in the city-wide working group for phlebotomy.

Housebound Bloods



Patients
Seen at
home
during
pilot

PCS | Vasectomy

We continued to provide community non-scalpel vasectomies to Sheffield patients. Towards the end of 2023 PCS increased capacity of the service by 55%, reducing the time patients were having to wait for their procedure.

Acute Home Visiting Service

The service provides Sheffield GP practices with home visits for housebound patients. It was initially a pilot scheme however after several extensions this service has now been commissioned for three years. Visits are completed by clinicians (paramedics, ANPs or ACPs). Between 32 and 48 same day appointments are released daily with a further 8 – 12 held back for further visits should the home visiting team have capacity. In 2023/2024 PCS Acute home visiting service conducted 18,412 visits.

The service helps to relieve pressure on GP practices by not taking GP's or other staff away from their practice setting where they could see more patients in clinic.

Acute Home Visiting

18,412
visits



Sexual Health and Community Gynaecology

PCS Community Gynaecology work with local practices to provide treatment and advice to women to provide:

- Ring pessary first fits
- Polyp removal
- Pipelle biopsy plus Mirena IUS
- Pipelle biopsy alone
- IUS for HRT.

We also work in partnership with Sheffield Teaching Hospitals NHS Foundation Trust to provide Sexual Health Sheffield, an integrated sexual health service. PCS are responsible for delivery of contraceptive services in the community. We provide contraception counselling and provision for all contraception, Long-Acting Reversible Contraceptive (LARC) device fit, changes, and removal. PCS also provides an emergency contraception service.

In 2023/2024 PCS expanded the number of pharmacies that we work with to provide access to free emergency contraception.

PCS| Enhanced Access

In 2023/24 we provided an Enhanced Access service for twelve of the fifteen PCNs in the City. This involved the provision of appointments outside of regular practice opening hours between 18:30-21:30 Monday to Friday and between 09:00-18:00 on a Saturday across ten Enhanced Access hubs.

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

Winter Pressure Same Day Service

Within our Enhanced Access hubs, we also provided GP and ANP appointments in hours to help support practices across the city cope with patient demand over the winter periods. In 2023/2024 PCAS responded to an increase in demand by opening three more sites across the city.

At our busiest time during the winter, we were delivering an extra 1,200 appointments per week which helps to reduce the pressure on practices and other services such as ambulance, Emergency Departments, and the Walk in Centre. In total the winter pressures service provided an extra 24,000 appointments.

We also provided 12,560 additional appointments both in and out of hours for patients who had an acute respiratory illness between.

We have also supported Sheffield Children's Hospital NHS Foundation Trust by providing 15,556 for children during a peak of scarlet fever incidence and respiratory illnesses.



Covid Medicines Decision Unit (CMDU)

We were successful in bidding to provide the Covid Medicines Decision Unit for South Yorkshire. The service is designed to provide access to COVID-19 anti-viral treatments for patients who are at the highest risk in the community.

89% of patients rated the CMDU service good or very good.

37% of patients referred to PCS were assessed as ineligible for treatment (symptoms were very mild or improving).

30% were eligible for community treatment which PCS were able to prescribe.

30% were referred for a different treatment in hospital. The outstanding 3% were eligible for treatment but declined.

Covid Medicines Decision Unit

37% ineligible for treatment 

30% prescribed treatment at home 

30% referred for treatment in secondary care 

24-hour ECG

PCS operates 24-hour ECG services from eight GP practices and is available to NHS patients registered in Sheffield on receipt of a GP referral.

In 2023/2024 the service faced increased demand throughout the year, in response to this and to offer increased choice to patients, a new site was opened in March 24 and a new medical centre joined the group of practices providing the service.

On average, 99% patients responding to our Friends and Family Survey indicate that they are satisfied with our service.

24hr ECG

 Friends & Family

99%

Rated the service good or very good

Primary and Community Mental Health Service

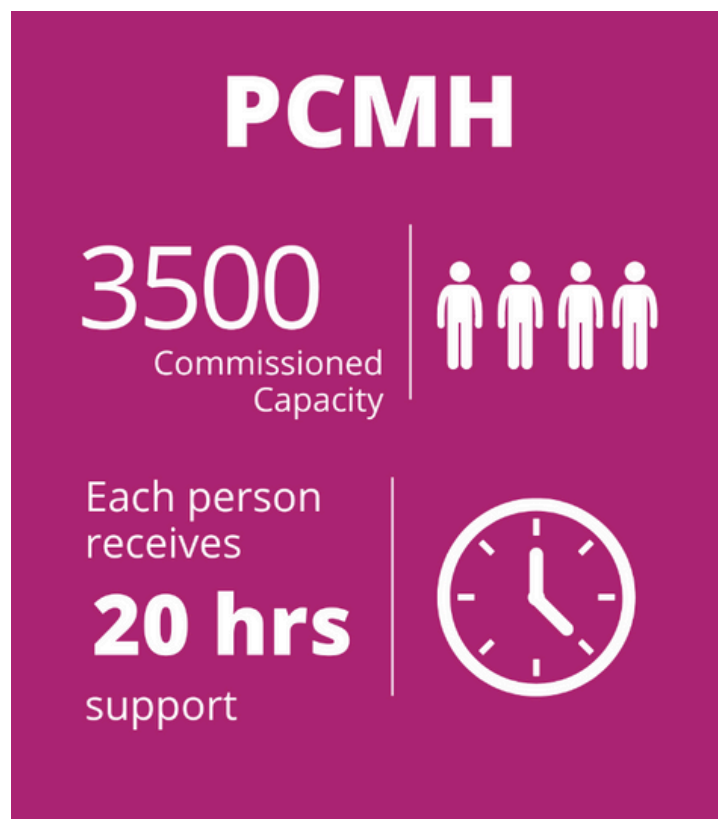
Primary and Community Mental Health (PCMH) is provided in partnership by PCS, Sheffield Mind and Sheffield Health and Social Care NHS Foundation Trust (SHSC) and during 23/24 was provided for six of the fifteen PCNs. In the remaining nine networks PCMH employed staff and provided clinical supervision. This allowed networks to deliver their own interim service. In April 2024, the full-service offer rolled out to all fifteen networks.

The service provides interventions to adults, including older adults, whose primary problem is a Serious Mental Illness (SMI), including diagnosis or presenting symptoms aligned to:

- Bi-polar disorder
- Severe depression
- Personality disorder
- Psychosis.

The service is delivered through a multi-disciplinary team of psychologists, clinical associate practitioners (CAPs), health coaches, occupational therapists, mental health pharmacists, CBT (Cognitive Behavioural Therapy) therapists, mental health practitioners, mental health and wellbeing practitioners, community connectors and an increased VCSE (Voluntary, Community or Social Enterprise organisation) offer. Remote and face-to-face appointments are available.

PCMH is commissioned to see 3,500 people a year. These patients can have more than 20 hours of support each.



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.

NHS Health Checks

We provided a vehicle to allow Sheffield practices to be awarded the contract for the delivery of NHS Health Checks to eligible patients.

The NHS Health Check is a five yearly medical review for a certain cohort of patients aged 40-74 whom do not already have health conditions. The service currently prioritises patient groups who may be at higher risk of long-term conditions.

By the end of the year most practices in the City had agreed sub-contracts for delivery of the service and a few had begun delivering the service.

Clinical Assessment, Support and Education Service (CASES)

CASES is an elective care re-design programme that aims to reduce the pressure on elective services and make sure that patients in Sheffield receive their care in the most appropriate setting, from the most appropriate clinician. The CASES service covers ten hospital specialties which were selected due to the high volume of referrals they receive.

In 2023/2024 the CASES service moved to improved software system without any effect on quality of service or waiting times, they completed 99.95% of referrals within two working days of receiving them (target 98% in 2 days, 100% in 3 days).

NHS Health Checks

NHS Health Check is a five yearly medical review for a certain cohort of patients aged 40-74



CASES

99.95%

Completed in
2 days



Primary|Training

Primary Care Sheffield offers a range of training courses to GP practices and other organisations through our training company Primary|Training which is accredited by FAIB, Back Care and FOFATO and delivered by experienced trainers.

Training can be delivered on-site or online.

In 2023/24 Primary|Training took on the management of Sheffield's Protected Learning Initiative (PLI) improving the programme of in-person and online training available to practice teams.

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 can support most practices to remain independent. There are a small number of practices that for a range of reasons cannot remain independent, in this situation we are able to support through both temporary and long-term solutions.

We now manage nine practices in the city-having taken on temporary stewardship of Harold Street Medical Centre in summer 2023.

First Contact Physiotherapists

We provide physiotherapists to various practices and PCNs as part of the Additional Roles Reimbursement Scheme (ARRS).

Musculoskeletal (MSK) health issues are one of the most common causes of repeat GP appointments and account for around one in five of all GP appointments.

In 2023/2024 PCS celebrated some of our physiotherapists becoming prescribers and supported some of them to be able to perform joint injections to further enhance the service they can offer.

First contact physiotherapy helps patients to receive care from the most skilled professional for their needs at their first contact with primary care services, which results in a better patient experience.

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 into General Practice. The approach enabled us to maximise the following funding streams:

- ICB winter funding.
- NHS Health Checks contract from Sheffield City Council.
- Payment for Enhanced Access through DES.
- Payment for services under the sexual health and Gynae contract.
- Payment for sub-contracting under the 24hr ECG contract.
- Maximising employment of additional roles through ARRS.

Piloting innovative 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. This has included sharing our experiences and data from the implementation of a Total Triage approach across our practices – this led to us being named as finalists in the Digitising Patient Care category of this year's HSJ Awards. We also piloted and evaluated approaches to admissions avoidance, community hypertension services, and a phlebotomy-at-home service.

PCS | Research

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 are engaged in commercial trials, looking at secure data environments, providing admin support to a research cluster within the city and doing more to bring research much closer to our patients, to enable us to better reflect the populations we serve.

We have facilitated the South Yorkshire Primary Care Research Collaborative to deliver the goal of bringing people across the region together, to shine a spotlight on Primary Care Research, and to collaborate and share our learning.

Home | Care

We help people live independent lives in their own homes.

Domiciliary care service

Primary Care Sheffield owns and runs Serenta Homecare – a domiciliary care company in South Sheffield which serves privately funded clients.

Through Serenta we provide a GP led, high quality, home care service to people. We are also able to trial the delivery of improved integration between primary and social care. In 2023/24 Serenta contributed to PCS's, improving our financial resilience, and increasing the support we can offer practices.

Primary Care Sheffield closed its homecare subsidiary Intercare, in March 2024. This followed a change in position by Sheffield City Council relating to home care provision for care packages.

Staff were Tupe'd to the national provider who took over the packages.

Annual Accounts

The annual accounts have been independently audited in line with statutory requirements. A favourable unqualified opinion was provided by the External Auditor.

The accounts are available to shareholders.

Chief Exec's Summary and Look-ahead

The publication of this Annual Report comes following the announcement earlier this year that GP partners have voted in favour of taking part in collective action.

Primary Care Sheffield has supported this, and our practices will continue to participate in the collective action for as long as is necessary.

This difficult decision was taken because funding for GP services no longer matches the increased demands on the system. This has led to practices becoming overstretched and unable to offer the care that our patients deserve.

Unfortunately, the System is under significant strain; with fewer doctors seeing more patients, without the resources they need. General Practice currently provides over 1.5m appointments per month and 65% of those are face to face - a significant increase from pre-pandemic levels.

Overall practices receive around 7% of the NHS budget whilst providing over 90% of the patient contacts. A sustainable NHS for the future will only be achieved by reducing our dependence on expensive acute, specialist and hospital-based care through upstream investment into communities, prevention, primary & community care, and the voluntary sector.

General practice continues to face huge challenges with relentless levels of pressure, limited resources, and spiralling demand. At the same time, it is clear to me that general practice is more vital than ever to the sustainability of our Healthcare System.

We need fundamental changes to the way we work if we are going to turn things around and this will require greater integration with System partners.

On a positive note, it is clear some of those changes are already being delivered from within general practice. The willingness to come together, to innovate and try new things is inspiring.

At PCS we will continue to support these approaches for example in Primary and Community Mental Health Transformation, or supporting moves to Total Triage, or in supporting improvements to urgent primary care in the city.

The future of primary care summit last September showed that there is a willingness to come together as a sector to drive change, and I'm optimistic that the resulting GP provider forum, whilst still nascent will help galvanise the General Practice voice in the city. PCS remains committed to making the forum a success.

Finally, I would like to take this opportunity to pay tribute to all my colleagues working in general practice in Sheffield – including those at Primary Care Sheffield. Against this difficult backdrop they continue to shoulder the responsibility of delivering high quality care, doing so with unwavering commitment.

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. The year ahead will be one of the most difficult we have faced together, but I do believe there are reasons for optimism if we can continue to work together to deliver the change that is needed.

Dr Andy Hilton



