ELR GP Federation Ltd

Minutes of the meeting of The Board of Directors

Thursday 24th May 2018 – Syston Medical Centre

**Present**: Dr R Bietzk (Chair); J Watkins; J McCrea; Dr G Chidlow; K Whawell, H Patel, Dr N Chotai, Dr L Ryan

1. **Apologies** - none
2. **Minutes of the meeting held on 26th April 2018.**

The minutes were confirmed as an accurate record.

1. **Matters arising**

* Email Catmose Head ***Action GC***
* Market Harborough are now engaged with the Transformation Fund process

1. **COO Report**
2. **Strategy and roles and responsibilities**

* CQC registration – JW to progress. ***Action JW***
* JW tabled a Pricing Model paper (attached at appendix 1). Each of the models outlined could be used depending on the circumstances. JW/HP to calculate the Federation’s ‘shop rate’ to inform future charging models. We will also estimate the amount of time required to support the various projects; which will also inform the number of additional hours that might be required. Consideration should also be given to the approach of other Federations. ***Action JW/HP***
* The Federation will work with the Localities to support the implementation of the Transformation and/or Acute Access plans. ***Action JW***
* 4 Fed have indicated that they are keen to discuss options for effective collaboration to provide a strong GP voice; especially as the CCGs work more closely together. Rysz, James and Kirsty to attend the joint Federations session on 14th June 2018. ***Action KW/RB/JW***
* We will develop a business and budget plan for the period beginning April 2019. This should include consideration of areas where the Federation could provide services on behalf of the CCG, eg, Demand Management. ***JW to progress***
* JW to follow-up with Beverley Fall the dressings / appliances scheme that is run in Hinckley & Bosworth. ***Action JW***
* GC/JW to follow-up with Tim Jones regarding the Osteoporosis project opportunity.  ***Action GC / JW***

1. **Localities & transformation fund update**

JW has been working with the six Localities to develop their transformation applications.

The Federation will be supporting the implementation of these transformation fund projects.

1. **Urgent Care / extended primary care**

* The timetable for the procurement process will result in a new contract to start in April 2019.
* The specification is likely to be issued in the next couple of months.
* The Board confirmed its interest in partnering with DHU and agreed that Gareth should arrange a follow-up meeting with DHU. ***Action GC***

1. **Winter Access scheme**

* Practices have now been paid
* Awaiting confirmation from Market Harborough. Any outstanding monies will then be distributed to practices who had delivered more than their ‘allocated appointments’. ***Action HP / JW***

1. **NHS England; Clinical pharmacists in general practice Project**
   * The participating practices have been provided with the update.
   * Masharani, Long Clawson and South Wigston have advised that they no longer wish to take part in the scheme
   * Glenfield have indicated that they would ‘step in’
   * Further practices to be sought
   * JW/RB to seek clarification from Tim Sacks on whether the CCG £2/patient scheme can be used to contribute towards the matched fund element of the scheme. ***Action RB / JW***
2. **Community Based Services and inter-practice referral process**

* Latham House are being audited.
* HP is contacting our sub-contracting practices to update the schedule of fitters and their evidence to practice and indemnity certificates. ***Action HP***

1. **Correspondence management**

* The practices attended the LLR workshop in April 2018; follow-up session in May 2018
* Contract finalized and signed and payments have been made to HERE
* Working with the seven practices to support the implementation of the correspondence management process.

1. **Demand Management**

* The Federation facilitated the peer review sessions at the Locality meetings in January and April 2018.
* Meeting with CCG has been re-scheduled for 1st June 2018 to agree the approach for FY18/19.
* Tim Sacks has confirmed that the Federation will be paid for this work @ 10p/patient for FY18/19 (£33K).
* We have been asked to support the CCG Referral Management work stream to potentially develop referral hubs.

1. **Diabetes nurse specialists**

* Scheme to provide DSN support to 29 LLR practices identified with needing assistance with diabetes management. Budget @ approx. £80K for FY18/19.
* Implementing with Latham House, with support from Diabetes Centre (Laura Willcocks)
* Two DSNs have started work.
* Anne Scott (ELR CCG) has agreed to assist with implementing a clinical governance process to assure this scheme. **JW/GC to action.**

1. **Rutland Patient App project (VitruCare)**

* Contract agreed and signed with Dynamic Health Systems (DHS)
* Grant agreement with RCC has been signed.
* JW to develop sub-contract agreements with practices. ***Action JW***
* The project management structure is in place and the practices are gearing up to start working with patients in this new way.
* Key review date in November 2018 to determine whether the project will continue into Year 2.

1. **GP TeamNet -** This is an option has been identified by a number of Localities to assist with information sharing and joint working between practices. JW will facilitate this work. ***Action JW***
2. **Service contracts –**ELR CCG have confirmed that H Pylori, will be procured via the Federation. JW has met with PCL to progress – awaiting final confirmation. Notification to be circulated to all practices to identify those who are interested. Realistically this will start wef Q2. ***Action JW***
3. **Primary Care Exchange** – Some Localities plan to develop a staff bank as part of their Transformation Plan. PCE is a potential partner for this work.
4. **Teaching academy –** the University have asked the Federation to consider re-submitting its Teaching Academy application. The following practices have expressed an interest in being part of the Academy;

* Glenfield,
* The Limes
* MOSS
* Oakham
* Billesdon
* Two Shires
* Forest House
* Wycliffe

A productive meeting was held between the University and practices on 22nd May 2018 to discuss the requirements for the Academy and next steps. It was agreed that a realistic target for the Federation Academy will be to take 3rd year students in January 2019 and potentially 5th year students in February 2019.

£500 per student per week is available plus an admin contribution @ £3K per year. Start-up costs @ <£10K could be available subject to negotiation.

The Academy practices will meet in June to agree the plans / proposal and meet with the University again in July. ***Action JW***

1. **GDPR** – We have developed a Federation approach to providing a DPO service for practices which is summarized below. 16 practices have indicated their intention to take part in the scheme.

Our standard contract template has been adapted for this purpose and will be checked with LMC Law. ***Action JW/JM***

The charge is made up of a base fee + fee per patient. We will only invoice for 50% of this initially and will finalise the extent of any second payment once we are clear on the final take up and extent of resources required to deliver this role; specifically whether we need to recruit additional staff resource.

1. **Financial update**

* **FY17/18 end of year position –** HP is working with Ballards to finalise the accounts. ***Action HP***
* **FY18/19 budget forecast –** the Board reviewed the updated forecast forFY18/19 which indicated a break even position based on the income streams that are known at this point, and before accounting for any income associated with supporting the implementation of transformation projects.
* Ballards will be advising on the VAT implications of future work. ***Action HP / JW***
* The key challenge remains identifying funding streams from April 2019. ***Action JW.***

1. **Board issues**

* HP to arrange for Simon Vincent to be removed as a Director. ***Action HP***
* No applications have been received for the vacancy in the Blaby & Lutterworth Locality. ***Action JW/JM***
* HP to arrange for the shareholders who have left (Latham House and Kingsway) to be removed. ***Action HP***
* HP to check the arrangements for removing Narborough Health Centre. ***Action HP***

1. **Communications update**

* We will hold a shareholders update meeting in September 2018. ***Action JW/JM***
* JM is working with the Rutland and South Blaby / Lutterworth Partnership Hubs to potentially help them consider how to make effective use of digital comms in communicating with their patients. ***Action JM***

1. **Conflicts of Interest Register**

* The updated register was tabled.

1. **Date & venue of next meetings**

Thursday 5th July 2018 @ 7pm @ Syston Health Centre.

**Action Log**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Id** | **Detail** | **Responsible** | **Update** | **Status** |
| 1 | CQC registration | JW | Plan to be developed | R |
| 2 | Federation charging model | JW | Draft in development | A |
| 3 | 4 Fed meeting | RB/JW | Meeting attended | G |
| 4 | Business Plan for FY19/20 | JW | To be drafted in Q2 | A |
| 5 | Follow-up with DHU | GC | GC has made contact | G |
| 6 | Follow-up with Beverley Fall | JW | Completed | G |
| 7 | Follow-up with Tim Jones | GC | Completed | G |
| 8 | Winter scheme returns / payments | HP | All practices have now responded. Final payments to be completed. | G |
| 9 | Clarify £2/patient scheme with Tim Sacks | RB/JW | Completed | G |
| 10 | NHSE Pharmacists scheme implementation | JW | Finalising which practices will take part | A |
| 11 | CBS contract – update accreditation and indemnity details | HP | In process | A |
| 12 | Correspondence management implementation | JW | In process | G |
| 13 | Clinical governance process for DSN project | GC/JW | Meeting held with Anne Scott. To be completed. | A |
| 14 | Rutland App – practice sub-contract | JW | To be completed | R |
| 15 | GPTeamNet | JW | Option for transformation plan in some Localities | G |
| 16 | H Pylori contract | JW/GC | PCL to confirm. Comms to be circulated to practices. | G |
| 17 | Teaching Academy | JW | Meeting arranged for practices & university | G |
| 18 | Blaby & Lutterworth Board Director vacancy | JM | No response to the advert | R |
| 19 | Shareholders meeting | JM/JW | TBA for Sept 2018 | G |
| 20 | DPO offer for practices | JM/JW | In process | G |
| 21 | Wider involvement of practices | RB | Plan to be developed | A |
| 22 | Complete Board / shareholder removals | HP | In process | A |
| 23 | Catmose College – Flu jabs | JW/GC | To be developed | A |
| 24 | Policy development | JW | To be developed | A |
| 25 | VAT advice | HP | In process | G |
| 26 | Winter access scheme approach for 18/19 | JW | TBD | G |

**Appendix 1**

**ELR GP Federation Pricing Model**

1. **Introduction**

In order to continue supporting member practices beyond April 2019, ELR GP Federation needs to identify sufficient income to be sustainable. Options include;

* 1. Securing further contracts, eg, Urgent Care
  2. Charging Practices ‘fees for service’
  3. Membership subsidy from Practices

Consequently, the Federation needs to develop a model for charging for its project management / consultancy services.

1. **Pricing approaches;** There are a number of approaches to pricing that could be used, depending on the circumstances;

|  |  |  |
| --- | --- | --- |
| **ID** | **Approach** | **Comment** |
| 1 | Hourly pricing | * Simple * Good when the project deliverables are unclear * Requires clear records / documentation and scrutiny * Doesn’t always foster client trust |
| 2 | Project based pricing / ‘fixed fee’ | * You get a fixed fee regardless of time spent on the project * Works for standardised services where the resources required can be precisely estimate in advance * Could be capped at a % of the overall project value; eg Locality transformation fund (?) * Risk of under costing and under-pricing |
| 3 | Value-based pricing | * ‘Solution’ based; not time based * Driven by customer demand and willingness to pay * Perceived value |
| 4 | Performance based pricing | * Based on a measurable outcome; eg, increased income or improved efficiency * Estimate the return that your intervention is likely to achieve * and price accordingly so that the fee is linked to a share based on performance |
| 5 | Retainer pricing | * Fixed fee every month or every year; eg, to support a Locality * Can be based on time, eg X hours per month * ‘Use-it-or-lose-it’ or ‘rolling’ |

1. **Shop rate**

A business’s ‘shop-rate’ provides an objective and measurable basis for all pricing strategy decisions. The shop-rate establishes what it costs to run a business, adding in profit up-front, and then dividing it by how much time you have. This tells you exactly how much each unit of time you have to sell is worth, which you can then use to calculate your project prices. Knowing your shop rate puts you in control of your pricing strategy.

**(Expenses + profit) ÷ hours = shop rate**

* **Expenses** - include your recurring monthly spending, annual spending, your salary, the salary of any staff or contractors, and taxes
* **Profit –** build this into your operating costs, eg, 10%
* **Hours –** average is 30 billable hours per week per production person and 20 or less for owners and management

So, if we have £20,000 in expenses, £2,000 in profit, and 160 billable hours to sell; the ‘shop rate’ is £137.50 per hour.

The difference between your ‘shop rate’ and your ‘billing rate’ is how it's used. The billing rate (if you choose to bill hourly) can be negotiated, but it should never be less than your shop rate.

1. **Next steps**

* Determine the preferred approach(es) for the Federation and apply them to our local context