

East Leicestershire and Rutland GP Federation

ELR GP
Federation

Annual Report 2018/19

“Our Third Year - supporting transformation”

ELR GP Federation Annual Report 2018/19

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Introduction from the Chair

Welcome to this Third Annual Report from the ELR GP Federation.

In the introduction to last year's Annual Report, I said that we were delighted to be able to report on a busier year of development and achievement than the previous year. This year has been no different as we have continued to innovate and deliver increasing levels of service and value - in patient-facing care, back office resilience, contracting models and support for system-wide transformation

Our work is all centred on supporting our member practices and the local health and care economy and to deliver excellent and resilient services for our patients, their families and carers and the communities they serve.

We never forget that we were created after extensive engagement with local GP practices and wider stakeholders with the explicit aim of supporting them to deliver sustainable primary care in East Leicestershire and Rutland (ELR) in the future.

That was our primary purpose at the time of our creation and it remains our key purpose today.

The Federation represents a diverse range of practices and to achieve maximum effect the Board constantly reviews the way it works to ensure local needs and opportunities for innovation are supported, balancing this with opportunities to work at a larger scale.

We also very much value our continuing support from - and partnership with - our local commissioners at East Leicestershire and Rutland CCG.

It is important that we are flexible and responsive as our members continue to develop and explore different models of working and organisation. This Annual Report demonstrates how we have continued to do that as our members have formed Primary Care Networks.

The pressure on general practice services is set to continue to increase as we live longer with more complex needs. ELR GP Federation continues to support our practices to meet local challenges across primary care and the wider healthcare system and to meet patients' needs at scale.

I am proud that this year's Annual Report is full of examples of how we have risen to that challenge, for example through securing resources and developing services for our members such as the Active Signposting Support Programme, Clinical Pharmacists in General Practice scheme, implementation of the GPTeamNet system and providing Diabetes Specialist Nurses.

We also delivered innovative services ourselves, such as the GDPR Data Protection Officer Service and harnessing web, digital and social channels to improve communications and engagement with patients and the wider community via the Rutland Hub at www.rutlandhealth.co.uk.

And we took a significant step forward through our successful bid in partnership with Derbyshire Health United (DHU) to provide six out-of-hours urgent care centres in East Leicestershire and Rutland from April 2019. Following the approval of our shareholders, we are working to form a Community Interest Company - 'DHU East Leicestershire and Rutland CIC'. This will formalise our Joint Venture with DHU and create a vehicle that will be able to bid for further schemes in the future

Being the Chair of the Federation over the entirety of its first three years has been both a pleasure and a privilege, made all the easier by excellent support from my fellow directors, to whom I am, once again, most grateful.

Once again as always, the whole Board is indebted to our Chief Operating Officer, James Watkins for his ceaseless work and the continuing dedication he has shown since his appointment, considerably raising the profile of the Federation both locally and further afield. The Federation could not be in safer or more excellent hands.

Dr Ryszard Bietzk
Chair



Our context - the NHS vision for Primary Care Networks

All ELR GP practices - serving a registered population of around 335,000 patients - are part of the ELR GP Federation.

From its inception, the mission of the Federation has been "to champion through GPs and their practices, investment and delivery of healthcare services at scale for patients across East Leicestershire and Rutland."

During 2018/19, NHS England set out its ambition for local health commissioners to actively encourage every GP practice to be part of a local Primary Care Network (PCN).

Primary care networks are based on GP registered lists, typically serving natural communities of around 30,000 to 50,000. They should be small enough to provide the personal care valued by both patients and GPs, but large enough to have impact and economies of scale through better collaboration between practices and others in the local health and social care system.

Primary care networks will provide proactive, coordinated care to their local populations, in different ways to match different people's needs, with a strong focus on prevention and personalised care.

This means supporting patients to make informed decisions about their own health and care and connecting them to a wide range of statutory and voluntary services to ensure they can access the care they need first time.

It is envisaged that Primary Care Networks will

- have a greater focus on population health and addressing health inequalities in their local area, using data and technology to inform the delivery of population scale care models;
- enable a local focus set in the context of collaborations that bring together those services that need to be provided at scale;
- drive continuity of care for those patients with complex long term conditions by 'freeing up' GP time to focus on more complex areas whilst using alternative practitioners to see those with routine needs;
- looking at population health needs, working with patients and the public to understand their needs and requirements to deliver the best solutions to meet these; and
- balance choice and convenience of services and the scale at which the services are delivered.

Under current legislative arrangements, Primary Care Networks are not statutory bodies. They consist of groups of general practices working together with a range of local providers, including primary care, community services, social care and the voluntary sector, to offer more personalised, coordinated health and social care to their local populations.

As this Annual Report shows, during its third year, the Federation worked closely with our member practices to support them where needed in establishing themselves into Primary Care Networks. Our support took three main forms:

- managing the recruitment process for Accountable Clinical Directors (ACDs);
- leading the development of Mandatory Agreement Schedules; and
- supporting creation of first draft Business Plans.

We also discussed with our members whether and how the Federation could evolve to better support practices in the 'new world' of PCNs, including providing a forum to work collectively and organise at a '30 practice level' where it makes sense to do so.

In doing so, we emphasised the close fit between the Federation's long-standing strategic priorities to support:

- Local service delivery & business development - facilitating the delivery of more services locally; bidding collectively and / or holding contracts where it is helpful to do so
- Resilience and sustainability – innovating and transforming the way that services are delivered to address the pressures currently faced in the local health care system
- Providing and effective voice - for our members across ELR

We also recognised that the Federation's future role should be shaped and determined by its member PCNs to support primary care in ELR and therefore have proposed the seven PCN ACDs join the Board to play a key role in directing the Federation and its future plans.

Over the coming year we will work with our members to determine how their Federation will evolve to support them and their PCNs in the future.

Our Mission, Vision and Values

Our mission is:

“To champion through GPs and their practices, investment and delivery of healthcare services at scale for patients across East Leicestershire and Rutland”

To support this mission our vision is “to remain a GP-led, patient centred organisation, working collaboratively with our partners across health, social and community care to facilitate an enhanced delivery of high quality, innovative and responsive services across East Leicestershire and Rutland”

ELR GP Federation is committed to the core values, outlined below, which guide the way that we work:

- Patient Centred – ensuring that the needs of patients are at the heart of everything that we do
- Local and Accessible – striving to deliver our services where and when our patients need them
- Efficient and Effective – providing high quality healthcare
- Open and Transparent – in all that we do
- Collaborative and Accountable – working effectively with all stakeholders to meet the needs of our members and their patients



Our Third Year - supporting transformation

As the Federation has grown and matured over its third year of operation, we have developed our role and influence on behalf of our members.

Increasingly, we are playing a key role supporting, facilitating and delivering innovation and joint working - at individual Practice, PCN and ELR-wide levels. A key part of this work has been to support the development of the six localities' working arrangements.

We have also continued to develop our role as an effective voice for our practices with commissioners and decision-makers.

Importantly, we have played a significant role in supporting the creation and start-up of Primary Care Networks across ELR.

Supporting Transformation Fund innovation

A key achievement of the Federation over the last year has been its work to support the development and implementation of transformation projects across the six Locality hubs which also provided a good foundation for the subsequent development of PCNs.

As part of its commitment to strengthening general practice and supporting the sustainable transformation of primary care, NHS England provided a fund to support the development of transformation plans. ELR CCG therefore invited applications from its six Locality groupings for joint working transformation proposals between practices.

The Federation worked with practices in each of the six Localities who decided to form informal networks, Partnership Hubs, to help address the challenges that they face and realise the potential benefits of joint working which include;

- Greater sustainability; securing the services for patients in the respective geographies
- Ability to offer a wider range of services and greater specialisation
- Sharing staff and expertise and building the MDT
- Creating attractive, flexible and diverse career, training and employment opportunities
- Standardising administration processes & streamline back office support functions
- Developing / piloting new models of care to provide closer integration between community and primary healthcare providers.
- Creating larger groups with influence in the local healthcare economy
- Creating a more secure platform to support extended primary care / in-hours access

The Federation worked with each of the Locality Partnership Hubs to develop their Transformation Fund plans and applications which were all successfully approved; securing more than £700,000 of additional funding to invest in the development of primary care in ELR.

The projects have had a range of positive benefits, including;

- Improved access for patients
- Reduced GP workload
- Wider range of services and greater specialization
- Flexible career, training and employment options
- Improved care navigation
- New merged practices – creating more sustainable primary care organisations
- Improved integration with community services
- Supporting back office functions



The Federation also supported the implementation of a number of these Transformation Plans.

Key involvement and successes are outlined below

- Project managed the implementation of two six month First Contact Physiotherapist pilots in Harborough and Oadby & Wigston; providing Band 7 Physiotherapists to improve access for patients with MSK related conditions and releasing GP time in practices across these two Localities. The Federation organised the contracts with a specialist provider on behalf of the practices. The two Localities decided on different approaches to sharing the Physiotherapy resources. The Federation worked closely with both Localities to ensure the optimum approach, sharing the learning between the two schemes.
- Project managed the implementation of a six month pilot Emergency Care Practitioner service between three practices in the Syston, Long Clawson and Melton Locality to improve access for patients and release GP time; organizing the contract with the provider.
- Facilitated the merger of South Wigston and Oadby Central practices to form Washbrook Medial Group. This has created a new partnership of 17,000 patients which is a more sustainable primary care organisation in the Locality.
- Facilitated and advised on the merger of Two Shires and Kibworth practices. We worked closely with the respective teams to develop a robust project plan to ensure effective delivery of the wide ranging issues that need addressing to complete a successful merger.
- Managed a team in Oadby & Wigston to develop an Active Signposting training event that was attended by all practices and representatives from social care and First Contact Plus to provide the teams with the information and tools to signpost patients to the most appropriate service and release the GPs time to care.
- Provided programme management support to the Rutland Transformation Steering Group to implement its transformation fund projects. These projects were dovetailed with the Locality's other transformation activity and Primary Care Home development. The Federation also provided programme management support to four other Locality Hubs (Harborough, O&W, North Blaby and SLAM) to ensure delivery of their respective transformation fund projects.
- Identified a tool, GPTeamNet, to facilitate joint working between practices and Localities and enable the sharing of information between stakeholders in the ELR health community. All 30 practices decided to join the GPTeamNet trial; the Federation organised the contract on behalf of all of its member practices. This also provides effective tools to help practices manage their services, linking to CQC standards and enabling GPs to manage their personal portfolios effectively.

Resilience and sustainability projects

Diabetes transformation project

The LLR STP was awarded transformation funding for Diabetes treatment and prevention; helping Practices to improve the achievement of the NICE recommended treatment targets, and to help reduce the variation in achievement across general practice in LLR.

In partnership with Latham House Medical Practice, the Federation was awarded the contract to work with the Leicester Diabetes Centre to introduce a Diabetes Specialist Nurses scheme to support LLR practices identified as needing assistance with diabetes and blood pressure management.

Three DSNs were recruited, who worked successfully with the practices' teams to achieve a positive impact in reviewing the management of patients and advising on improvements.

The qualitative feedback from the staff about the project speaks powerfully of the success of the DSN team in providing support and education to the staff who care for people with diabetes.

The team was subsequently asked to extend the support to practices for a further year.

Correspondence management

Further to securing NHS England funding to support seven practices to form one of the LLR pilot sites to develop a safe and effective approach to managing correspondence and reduce the workload for GPs, the practices have engaged with the workflow programme which was provided and supported by Practice Unbound. This included access to e-learning training and a Workflow coach.

The project supported practices to review their processes and implement audit. Good progress has been made, releasing significant amounts of GP time. Moving forward, this is an area that could be managed by PCNs.

Demand management

The Federation worked with its Localities and practices to review performance data. Performance monitoring reports were developed for all six Localities which enabled comparison between practices and the identification of key themes for discussion and further investigation to improve referrals performance. These reports were well received and enabled Localities to identify areas of focus and joint working, share best practice, identify training needs and service development opportunities.

Indeed, by using these reports some practices made local changes that have made observable improvements in referral performance.

Data Protection Officer service

In response to requests from our member practices, we established the ELR GDPR DPO Service, providing:

- the DPO function from an experienced and suitable qualified expert;
- access to a self-assessment toolkit to enable self- assessment and review by the DPO of current level of GDPR readiness;
- initial review by the DPO of that self-assessment with comments or advice;
- an e-mail first point of contact for data protection issues questions – (dpo@elrgpfd.com);
- Ask the DPO question and comment form;
- Over 100 GDPR FAQs;
- Sample html code to use as a GDPR page for practice websites; and
- Library of GDPR Further Reading resources.



The Rutland Health and Care Portal

The practices in Rutland were supported to develop a live Hub- delivering live information and advice created by national, NHS, GP Practices, Federation, RCC, and voluntary sector all in one place.

We have worked with Rutland County Council to ensure that the Rutland Information Service is embedded into the Hub. This will support integration between primary and community care services in Rutland

This has also provided the infrastructure to support self-care and Active Signposting campaigns and initiatives.

From one 'Hub' website, patients are able to see national, regional and local healthcare information and advice in one convenient place.

The practices benefit from not having to duplicate effort in providing key information across a number of websites.

Users are also able to interact with live conversations across local social media.

Service delivery and business development projects

Clinical Pharmacists in General Practice

The Federation worked with a number of practices to secure agreement from the NHS England "Clinical Pharmacists in General Practice" scheme to provide groups of practices with the provision of clinical pharmacists to work across the practices in patient-facing roles.

Two hubs have been established across seven practices, where each hub shares a clinical pharmacist provided by a specialist organisation who is responsible for their recruitment and ongoing management.

Community Based Services

The Federation continued to provide public health community based services (Health Checks, contraception and alcohol reduction) in line with its three year contract with Leicestershire County Council. These services have been provided through sub-contracting arrangements with a range of the Federation's member practices.

H Pylori breath test

The Federation secured a contract with the Provider Company to deliver the H-Pylori breath test service in ELR. The majority of our practices have agreed to provide this on a sub-contract basis.

INR

The Federation co-ordinated the implementation of a contract for INRstar anticoagulation management software on behalf of member practices.



Delivering Urgent Care Centres

In partnership with Derbyshire Health United (DHU), ELR GP Federation bid successfully for the contract to manage the ELR Integrated Urgent Care Centres across six sites to provide out-of-hours urgent care centres in ELR from April 2019. ELR GP Federation's Shareholders approved the plan to form a Joint Venture (JV) with DHU to deliver this service.

This brings together DHU's experience in providing contracted clinical services with ELR's practices through their Federation to deliver excellent local urgent care centres which are effectively integrated with local primary care services. The partnership also provides a robust structure which could support further future service development.

The Joint Venture is structured in the following way from an organisational lead and delivery perspective:

DHU

- Management control in the day to day delivery of the services; responsible to the Joint Venture Board.
- Clinical and non-clinical staff as required for the delivery of services within services.
- Clinical Leadership for both strategic and operational elements of integrated urgent care across East Leicestershire within the service.
- Back office support services including, clinical governance, Human Resources, Analytics, Facilities, Finance, Governance, Health & Safety, Insurance, IT, reporting and Business Continuity

ELR GP Federation

- Practice engagement & collaborative working with Primary Care
- Primary Care pathway interactions and streamlining of clinical pathways to improve patient experience
- Supporting service delivery modelling, including risk stratification
- Clinical Leadership for both strategic and operational elements of the services
- Engagement in wider system changes (e.g. PCN development), as appropriate within ELR

Outstanding Performance

The services were successfully mobilised to open on 1st April 2019, including the establishment of a new Urgent Care Centre in Enderby.

An agreement has been set up with two of the Federation's practices to provide the medical element of the service in the Oadby Urgent Care Centre during core hours. This arrangement will facilitate the effective integration of the urgent care centre with primary care providers in this area.

Performance figures for the first few months of operation indicate excellent service delivery including;

- Provision of appointment capacity in line with the contract requirements
- Good levels of activity
- Clinical shift fulfilment @ approx. 95%
- Performance against the 4hour and 1hour standards @ >99%
- The proportion of patients being 'Seen, Treated and Discharged' @ approx. 70% and 'Referral to Acute' @ approx. 7%
- Patients are able to 'walk-in', however the provision of booked appointments has improved the service offer to patients

Supporting Localities and Primary Care Networks

All ELR GP practices - serving a registered population of around 335,000 patients - are part of the ELR GP Federation.

Throughout the three years of its existence, the Federation has played a key role in supporting practices as they adopted new forms of working together, initially as Localities and more recently as emerging Primary Care Networks

Localities

- Oadby & Wigston (Wigston Central, Bushloe, South Wigston, Central, Croft, Severn, Rosemead)
- North Blaby (Kingsway, Glenfield, The Limes, Forest House, Enderby, Narborough)
- South Blaby & Lutterworth (Northfield, Wycliffe, Masharani, Hazelmere, Countesthorpe)
- SLAM (Melton, County, Jubilee, Long Clawson)
- Rutland (Uppingham, Oakham, Market Overton & Somerby, Empingham)
- Harborough (Billesdon, Kibworth, Two Shires, Husbands Bosworth, Market Harborough)

These Locality hubs developed plans for joint working between practices and integrating with community, mental health and social care services in their respective areas. The Federation played a key role in supporting and facilitating these initiatives, working alongside the hubs - supporting their development and growth.

Primary Care Networks

Given the Federation's experience of helping their member practices in developing their localities joint working plans and supporting their implementation, contracts and business development - it was natural to continue to support them to establish themselves as seven Primary Care Networks (PCN).

Below are details of each PCN, its Accountable Clinical Director and the nature of support provided by the Federation

MSV (Melton, Syston, Vale) - Accountable Clinical Director - Dr Fahreen Dhanji

The Federation led the development of the Mandatory Agreement Schedules and completed a First Business Plan for the PCN.

North Blaby (FH, Limes, Glenfield, Enderby, Kingsway) - Accountable Clinical Director – Dr Simon Vincent

The Federation managed the ACD recruitment process, led the development of the Mandatory Agreement Schedules and completed a first draft Business Plan for the PCN. Its Chief Operating Officer agreed to be a non-voting member of the PCN Board.

South Blaby (Countesthorpe, Northfield, Masharani, Wycliffe, Hazelmere) - Accountable Clinical Director – Dr Rachel Omand

The Federation provided a draft set of Mandatory Agreement Schedules and will be supporting the PCN to develop its Business Plan.

Rutland (Oakham, MOSS, Empingham, Uppingham) - Accountable Clinical Director – Dr Hilary Fox

The Federation managed the ACD recruitment process and led the development of the Mandatory Agreement. The Federation is also supporting the development of an agreement with Rutland County Council to provide a Social Prescriber.

OWI (Severn, Wigston Central, Bushloe, Washbrook, Rosemead) - Accountable Clinical Director – Dr Richard Palin

The Federation managed the ACD recruitment process and led the development of the Mandatory Agreement Schedules and completed a first draft Business Plan for the PCN. Its Chief Operating Officer agreed to be a non-voting member of the PCN Board and supported the recruitment process for a Social Prescriber.



**Cross Counties (SLMG, Billesdon, Croft) -
Accountable Clinical Director – Dr Anuj Chahal**

The Federation provided advice on the Mandatory Agreement Schedules and supported the development of risk-sharing arrangements between the practices in relation to the employment of a Social Prescriber.

**Market Harborough / Husbands Bosworth -
Accountable Clinical Director – Dr Hamant
Mistry**

The Federation has supported the development of the PCN's maturity Matrix.

Next Steps

We are working towards the seven ACDs becoming directors of the Federation. This will be an important step in working closely with the emerging PCNs to determine how the Federation supports their development in the future.

Engagement and Communication

Effective engagement and communication with our members, commissioners and the wider health community is an essential element in the Federation supporting its shareholding practices to deliver excellent and sustainable health care.

We are committed to communicating and engaging with our stakeholders in an open, trustworthy, accessible and responsive manner to support the delivery of comprehensive primary healthcare services that are available to all and accountable to the communities that we serve. We strive to listen to as many voices as possible across our stakeholders.

The Federation has been working with local commissioners on behalf of our members, to support the development of sustainable General Practice across ELR. By drawing on the experience and expertise of our members, we proactively support our commissioners and partner organisations to deliver effective primary care services by calling upon an innovative GP network that is committed to creating an effective and sustainable primary care service with improved health outcomes for the residents of ELR.

We will continue to work collaboratively with commissioners - representing our members' interests to help create new pathways and innovative services that will be key to improving clinical outcomes for our patients

The Federation has and will actively work with our health and social care partners, including Leicestershire County Council, Rutland County Council, Healthwatch, patient groups, the voluntary sector and other partner organisations.

We also engage with the wider healthcare economy and other GP Federations within Leicestershire and the Midlands to gather learning and draw on the evidence base for innovating and developing healthcare systems and practice to enhance services.

Harnessing social, web and digital technology

In addition to traditional paper based communication and engagement methods, we have a range of innovative digital tools, techniques and channels. These have improved the ways in which we are able to reach out to our communities, keeping them informed about what we are doing.

We have developed a modern and engaging web presence - www.elrgpfed.com – where people can register online with 'myFed' to be part of a Federation membership scheme to:

- Receive updates, notifications and breaking news about the topics and issues of most interest and relevance to them,
- Subscribe to a regular e-newsletter,
- Access background documents and other materials
- Engage with us through a range of social media channels including Twitter and Facebook.

Our website also features free online services that make it attractive for our members and stakeholders to visit and return regularly, including:

- The healthcare news ticker – providing the breaking national healthcare news
- Window on the World – bringing together live social media feeds from the three LLR Clinical Commissioning Groups, University Hospitals Leicester, Leicester Partnership Trust, LLR Alliance, ELR GP Federation, the 2 LLR Healthwatch organisations, Voluntary Action Leicestershire and the Better Care Together Programme

ELR GP Federation champions equality and human rights in all that we do. This is especially important for communication and engagement activities.

Legal form and Governance

The Federation comprises all GP practices within the ELR area.

Harborough

The Billesdon Surgery
Kibworth Health Centre
Two Shires Medical Practice
Husbands Bosworth Medical Centre
Market Harborough Medical Centre

North Blaby

Enderby Medical Centre
Forest House Medical Centre
Kingsway Surgery
The Glenfield Surgery
The Limes Medical Centre

Oadby and Wigston

Bushloe Surgery
Rosemead Drive Surgery
Severn Surgery
South Wigston Health Centre
The Central Surgery
The Croft Medical Centre
Wigston Central Surgery

Rutland

Empingham Medical Centre
Market Overton & Somerby Surgeries
Oakham Medical Practice
The Uppingham Surgery

SLAM

The County Practice
The Jubilee Medical Practice
Latham House Medical Practice
Long Clawson Medical Practice

South Blaby and Lutterworth

Countesthorpe Health Centre
Hazelmere Medical Centre
Narborough Health Centre
Northfield Medical Centre
The Masharani Practice
The Wycliffe Medical Practice

Legal Form

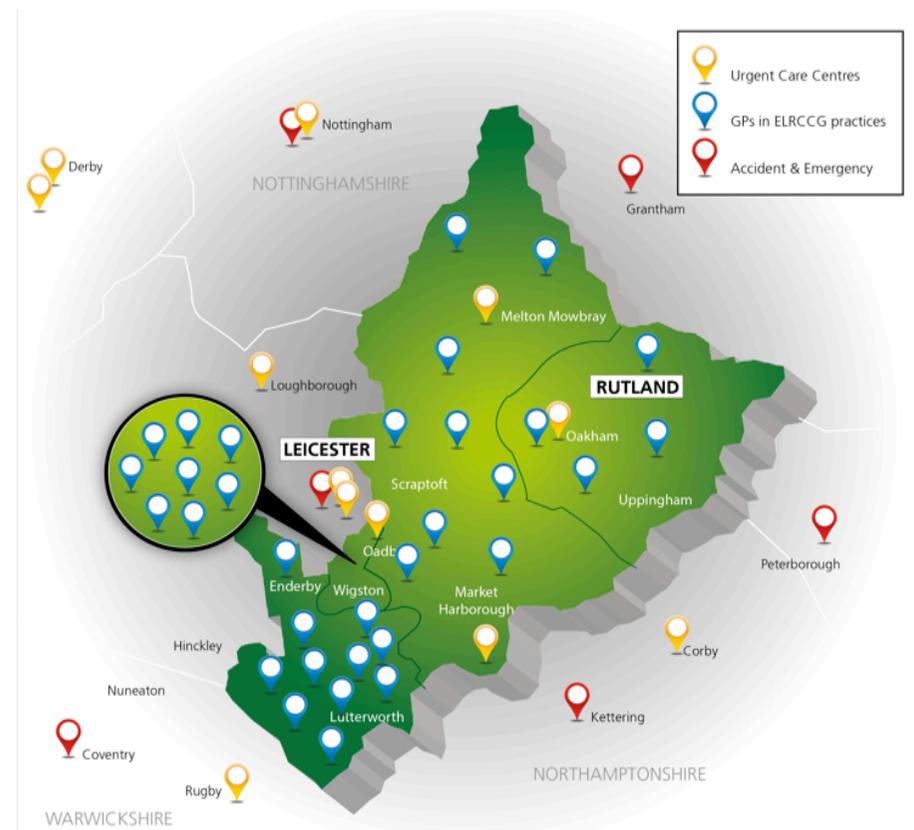
ELR GP Fed Ltd is a company limited by shares which:

- Is registered at Companies House
- Is owned by its shareholders, who are the Practices, and run by an elected Executive Board;
- Each practice has nominated a GP to hold its shares on the practice's behalf
- Is governed by its Articles of Association and a Shareholders' Agreement between its members
- Offers limited liability;
- Allowed Practices to buy shares at a value and limit of £1 per 1,000 population with the retention of a defined number of shares for later issue if required.

Our Shareholders' Agreement:

- States how the Board of Directors will be elected
- Sets out the shareholders' rights and obligations
- Regulates the sale of shares in the company

- Describes how the company is going to be run
- Describes what will happen if a shareholder wishes to leave the company
- Provides an element of protection for minority shareholders and the company
- Defines how important decisions are to be made
- Provides guidance in relation to tendering for services



The Board

The Board is accountable to shareholders on an on-going basis for the effective management of the Federation.

The Board comprises up to six members who carry the confidence of the voting shareholders from our Localities:

- Melton, Rutland and Market Harborough (3 Board members);
- Oadby and Wigston (1 Board member);
- Blaby and Lutterworth (2 Board members).

One of the Directors is elected as Chair of the Board. The Board can also co-opt further Directors, if necessary.

Each Board member serves for an initial period of three years.

A Chief Operating Officer serves for an unlimited period subject to performance and is a non-voting member of the Board.

Management Structures

The Federation supports the delivery of services in a primary care setting, through sub-contracting arrangements with member Practices.

Many of the members of the Federation have been or are also shareholders of the LLR Provider Company (part of the Alliance Partnership). Any consequential conflicts of interest are managed by the Federation and the LLR Provider Company in accordance with their respective policies and procedures.

A clear management structure aids the smooth and efficient running of operations, and ensures that each member Practice is aware of its obligations and commitments in terms of any service it provides on behalf of the Federation.



Our Board

James Watkins



James is the Chief Operating Officer for ELR GP Federation.

James started his career in healthcare 27 years ago when he joined the NHS Graduate Management Training scheme based at Leicester General Hospital. Since then he has worked across the country in a number of operational, strategic and development roles within the NHS, Charity and Social

Enterprise healthcare sectors.

James recognises this is a challenging time to be working within the NHS to ensure that we deliver high quality healthcare to the people that use our services. He believes it is very exciting that all practices in ELR have agreed to come together to create a new GP Federation to help rise to that challenge.

His commitment is to continue to work with all Federation members to determine how the Federation can effectively engage with practices and add value to the delivery of primary care, whilst recognising the local variations across ELR.

Dr Ryszard Geraint Bietzk

Rysz is the Chair of the ELR GP Federation.

Rysz has been a GP in Oakham since 2012, before moving to be based at the allied practices at Market Overton and Somerby.

Prior to moving to Rutland, Rysz has spent many years in general practice both in Bedfordshire and Essex.

He has been actively involved in primary care development over that time from total purchasing and fundholding through to practice based commissioning and the formation of CCGs. He also took time away from primary care to be medical director of a hospice.



Dr Gareth Chidlow

Gareth Chidlow is Board Member for Melton.

Gareth Chidlow works at Syston, where he was instrumental in the building of their new Health Centre and bringing many services into Primary Care from Secondary Care. These have included ultrasound scanning, hand surgery, hernia repairs and MRI. He has used his experience in leading on procurement for LLR Provider Company, where he has been successful with several tenders including the Alliance contract for Elective Care.

Gareth sits on the Alliance Leadership and Management Boards as well as the Clinical Reference Group.

Dr Louise Ryan

Louise Ryan is Board Member for Oadby and Wigston.

Louise has lived and worked in Leicester and Leicestershire since 1999, when she commenced medical training at Leicester Medical School.

She trained as a GP at the Glenfield Surgery and, following four years as a GP at Hazlemere Medical Centre in Blaby, she joined Central Surgery in Oadby, where she works as a GP Partner and GP Trainer.



Robert Whitehead

Robert Whitehead is Board Member for Oadby and Wigston

From the Lake District originally, Robert has lived in the Market Harborough area for 20 years. He has been Practice Business manager at Bushloe Surgery in Wigston for the last eight and a half years



Robert was appointed following consultation with Oadby and Wigston practices.

Joe McCrea

Joe McCrea is Head of Communications and Engagement.

Joe has been involved with the Federation since its inception – both in shadow form and once fully operational.

He attends Board meetings in a non-voting capacity to give advice and support in respect of all aspects of communications and engagement.

He has a strong communications background with wide experience over more than 20 years at a senior level developing and delivering in-house assignments, marketing, comms, PR and campaign initiatives in health, public health, local government, education and environment spheres.



In addition, over the period covered by this Annual Report, the following served as Board Members.

Dr Nainesh Chotai

Nainesh Chotai was Board Member for Blaby and Lutterworth.

Nainesh Chotai has been a GP at the Glenfield Surgery since 1995. He is LMC Chair and a GP trainer. He was on the working group that founded the ELR GP Federation.

He is an active participant in the locality meetings and is committed to ensuring GPs are appropriately resourced for the increasing burdens placed on them.

Kirsty Whawell

Kirsty Whawell was Board Member for Harborough.

Kirsty has lived and worked in Kibworth for the last nine years and was the Practice Manager at Kibworth Medical Centre.

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House under Company Number 9927787