

# Annual report

October 2021 to  
September 2022

**NGPS**

NEWCASTLE GP SERVICES

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The future of NGPS as the GP Federation for Newcastle depends on our practices. We are here to serve and whilst practices feel there is value in having an organisation to do things once and to offer insight and influence to the wider system, we will work hard to earn this privilege.

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# Introduction from our Chief Executive

It is a privilege to be writing my first Newcastle GP Services Annual Report introduction. My role as Chief Executive started in October 2022 but I have been part of NGPS for a number of years so am well equipped to reflect on our past 12 months, and excited to share our plans for the future.

It would be remiss to not begin my introduction with a nod to my predecessor, Christian Townend. He retired in September 2022 to begin a new adventure and leaves a legacy of courage and kindness.

The team at NGPS were still deeply involved in the vaccine programme throughout the period under review and the pride I felt being part of that response will never leave me.

This year has had some financial challenges and setbacks which resulted in an overspend on services in the practices we hold contracts for, reflected in our reported accounts. Our team, and practice staff, have worked hard to recover this position and our organisation is, once again, financially healthy. Lessons have been hard learnt, but also demonstrate our resilience to tough situations during what has been a difficult period for so many.

It is to all existing and previous directors that I offer my next thanks. The notion that the Federation should be run by the same group who lead the primary care networks (PCNs) required a leap of faith and a large dose of grace from the previous board. This decision has enabled us to, at last, credibly claim we have an equal and accessible route for every practice in the city to be heard and, given the changes of

CCGs to ICBs and the welcome we have been extended by Collaborative Newcastle, this timing could not have been better.

The role of the Federation is to serve our members by ensuring this voice is not lost and doing things once when it makes sense. I'm very proud of the impact we have had throughout this period but there is no getting away from the national crisis that general practice faces, coupled with the inequalities that our region suffers almost more than any other; sometimes it's difficult to not feel a sense of hopelessness.

As we await the decisions of the government and the radical investment we need, we mitigate this sense with getting on with local initiatives that can make a difference. Read on to understand our approach to workforce transformation, our Flexipool service, our Social Prescribing Link Worker team and the formation of an asylum seekers health service to name a few. We take hope from the Fuller Report, the recommendations of the Health & Social Care Scrutiny committee and the trusting and meaningful relationships we are forming with our practices, partners and stakeholders and look forward with hope as we embark on this challenge together.

**Rebecca Haynes**  
Chief Executive Officer,  
Newcastle GP Services

# About NGPS

We are a member organisation for 27 of the 30 GP practices in Newcastle and have working arrangements in place with all practices and the seven primary care networks (PCNs) in the city. Our role as the GP Federation is to support practices to provide excellent clinical care and a positive patient experience. We work to make sure the voice of primary care is not lost in the system and, where it makes sense to do so, deliver services once, rather than multiple times across individual practices or PCNs.

Over the past year, we have developed and managed a diverse range of services to support general practice and the broader health system in the city including the Flexipool workforce team, Covid vaccinations, asylum seeker support, out of hours GP provision, and a social prescribing service. Our members are also

given the opportunity to share both expertise and resource to minimise the duplication of effort across practices on areas such as finance, procurement, and recruitment.

We contribute to the citywide health and care agenda for Newcastle as part of Collaborative Newcastle and work in partnership with a range of partners and providers, including Newcastle Hospitals Foundation Trust (NuTH), the ICB (formerly Newcastle/Gateshead CCG), VOCARE, North East Ambulance Service (NEAS), Newcastle City Council, and organisations in the charity and voluntary sector.

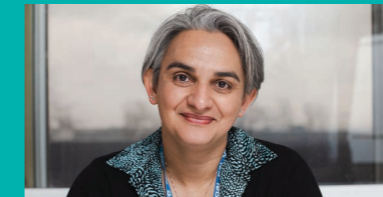
The pressures and challenges experienced in primary care are something we have a real understanding of with qualified and experienced clinicians and primary care practitioners in our organisation: we know the support that is needed for general practice and appreciate what needs to be done to provide high standards of patient care. We do this through the following Vision and Mission:

## OUR MISSION

To lead on strengthening general practice in Newcastle and ensuring the best possible experience for our colleagues and the communities we serve.

# Our Board of Directors

From 1 December 2021, a new board of Directors joined NGPS. Our board are now made up of the seven Clinical Directors of the primary care networks (PCNs) in Newcastle. We now have a much closer union with the PCNs, and this helps us to align with the further strengthening of place-based care in the city via the new Integrated Care System (ICS).



**Dr Marie Wright** – is the Clinical Director of Newcastle Central PCN, and a GP at Saville Medical Group. Her interests include Cancer & Palliative Care and CHD.

**Dr Brigid Joughin** – is the Clinical Director of the Outer West PCN and a board member of the NHS Confed PCN network. She is a GP partner at Throckley Primary Care and has an interest in Health Inequalities, Social Prescribing, Mental Health services, and GP training and education.

**Dr Natalie Crowe** – is the Chair of our Board of Directors, and the Clinical Director of the Newcastle East Primary Care Network. She is a GP Partner at Thornfield Medical Group, where she is the Management Partner. She also has a special interest in medical education, supervising the training and development of various allied primary care staff and she is a GP Trainer. She represents primary care in Newcastle as a member of the Integrated Care Partnership (ICP) North Area board, the Newcastle Health and Wellbeing Board and Collaborative Newcastle.

**Dr Ben Davies** – is the Clinical Director of Jesmond and Lower Gosforth PCN, and a GP partner at Jesmond Health Partnership. His interests include technology in healthcare and collaborative working.

**Dr Tofique Pathan** – is the Clinical Director of the Inner West PCN and a GP at Prospect Medical Group.

**Dr Sarah Rae** – Dr Sarah Rae is a GP Partner at Brunton Park Health Centre and Clinical Director of North Gosforth Primary Care Network. She has an interest in women's health, offering all forms of contraceptive services. She is also passionate about medical education and is a GP Trainer.

**Dr Lorna Longworth** – is the Clinical Director of West End Family Health PCN and is a GP at West Road Medical Centre. Her interests include care of elderly patients, and she works with other team members to co-ordinate the Patient Participation Group

## OUR VISION

We will support and champion general practices in Newcastle to help them best serve their communities, as well as engendering the spirit of collaboration and engagement at all levels; practice, PCN and citywide, to create a truly integrated health system.

By embracing at-scale working, we will continue to improve and develop the quality services we currently deliver, as well as leading new projects that are beneficial and accessible to patients as well as being fulfilling and rewarding for our staff.

We will place people at the heart of everything we do, ensuring that Newcastle general practice is held up as an exemplar regionally and nationally, and viewed as a progressive, innovative, and high-quality healthcare service.

# Our team

Our team is made up of clinicians and non-clinicians with significant experience of working in healthcare across Newcastle and the North-East.

In the past 12 months, we have diversified the skills in our team, recruiting more experienced and talented staff.

Critically, we have recruited a general practice nurse to increase student placements and develop training opportunities for the nursing

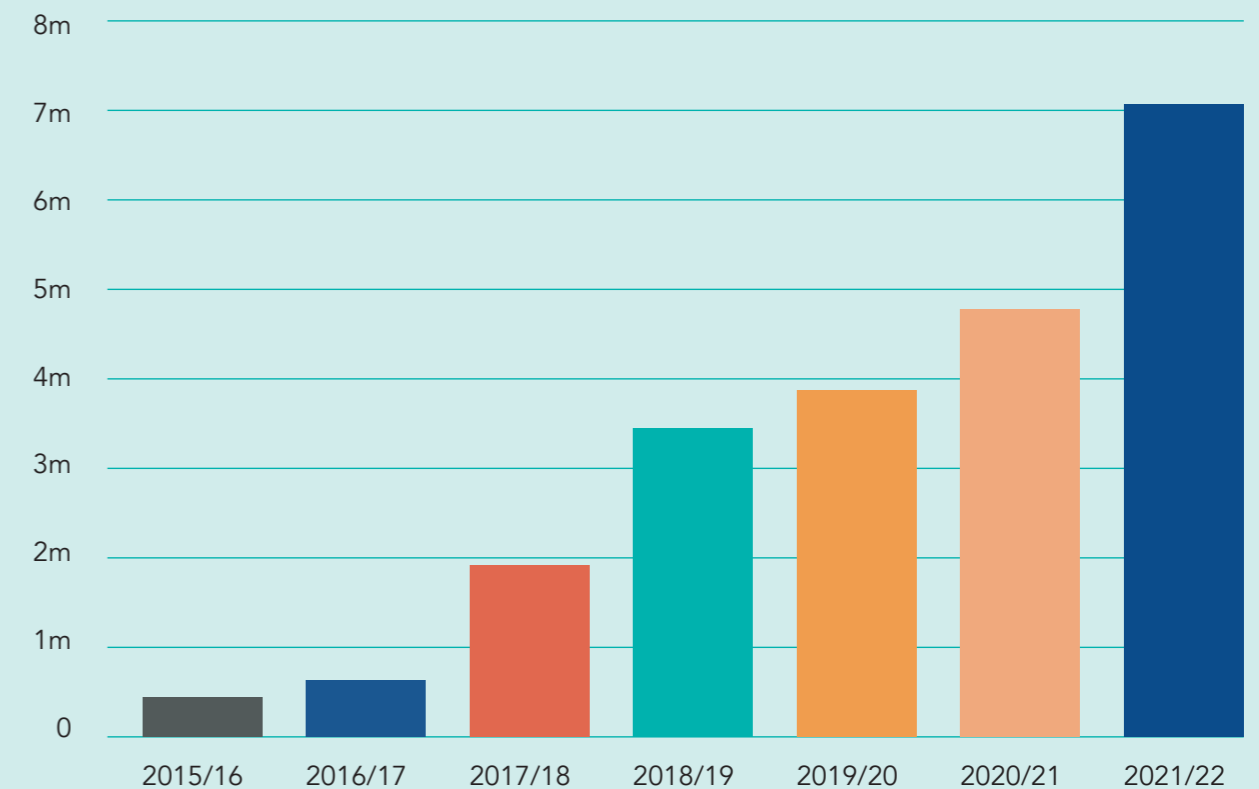
workforce. We also have a team in place to support the Newcastle Primary Care People Plan who are dedicated to tackling the workforce challenges in the city.

Two of our team have had award success: Joanna Vintis was a finalist at the national RCN awards for the Nursing Student award – leading the team that set up a diabetes prevention event that led to the establishment of 'Nurses on Tour' - and Annie Walton won Accountant of the Year at the Healthcare Financial Management Association Awards (Northern Branch).



# Annual accounts

Accounts for 1 February 2021 to 31 March 2022



Graph shows turnover from 2015/16 to 2021/22

In the 14-month accounting period from 1 February 2021 to 31 March 2022, turnover for NGPS was £7,063,568. In that period we reported a loss of £234,908.

The loss is broken down into 3 main areas: NGPS business, Elswick Family Practice and Avenue Medical Practice, with the bulk of the loss coming from overspend on services at Elswick Family Practice, largely due to a lack of financial controls in place.

The practice has had a full review of all policies and procedures, staffing levels and an external audit was completed in addition to our own financial review. We have worked closely with the new practice manager and operations manager, implemented a full suite of financial controls, governance and management and the practice is forecasted to make a profit for the financial year of 2022/23.

As a result, the finances for NGPS have been stabilised.



# The Newcastle Primary Care People Plan: the workforce strategy for the city

**The Newcastle Primary Care People Plan is the workforce strategy for the city. Working as part of a team with the local Integrated Care Board (ICB), Collaborative Newcastle and the seven PCNs, we have developed a plan to deliver projects and programmes that provide workforce support across the city.**

The core objective for the team is to improve workforce recruitment and retention in Newcastle. With joint understanding and vision at ICB level, and a collaborative approach to workforce, we have developed a coordinated plan and secured funding, enabling us to effectively roll out solutions to workforce challenges across a number of areas.

**This work includes:**

- Recruitment
- Flexipool
- Nursing support
- Training, inductions and mentoring
- Health and wellbeing
- Work experience, apprenticeships and volunteering

## Recruitment

We offer support to practices in recruiting people to work in primary care, including through our Flexipool service. One of our core priorities is to encourage those not already working in healthcare to join the profession, relieving some of the workforce pressures that practices are under. Alongside this recruitment, we offer several training and mentoring opportunities.

## Flexipool

The NGPS Flexible Workforce Hub (Flexipool) provides staff to GP practices across Newcastle to help reduce the pressures on workforce. Flexipool offers practices access to a team of people who bring additional capacity to the GP workforce. These are both clinical and non-clinical staff who can cover planned leave, existing vacancies and short-notice unplanned absence. These roles currently include GPs, admin staff, registered nurses, health care assistants, and phlebotomists.

## Nursing support

Our dedicated Practice Placement Facilitator is a qualified nurse and was recruited in autumn 2022. Her focus for the coming 12 months is enabling and increasing student placements and developing training opportunities for our nursing workforce.

## Training, inductions and mentoring

All of our staff in general practice get access to training courses and learning and development opportunities. We ensure that training provided meets the needs of everyone working across primary care, working in partnership with Health Education England, the ICB and other organisations including Durham Gynae, Northumbria University, Sunderland University, the Open University, the University of Cumbria, Sheffield Primary Care Training Hub, the University of Sheffield, the European Social Fund, as well as smaller training providers.

We have also teamed up with CBC GP Federation in Gateshead, TyneHealth in North Tyneside, as well as our equivalents in Northumberland, to provide greater options and a wider range of dates to primary health staff in the North East.

We have provided more than 40 courses in the past year, for nearly 70 primary care staff including:

- Contraception (several formats)
- Menopause awareness
- Non-medical prescribing
- Advance Nurse Practitioner pathways
- Interpreting blood results
- Cervical screening
- Return to practice nursing
- Core immunisation
- Health Care Assistant and the related Care Certificates

## Health and wellbeing

Most GP practices in Newcastle have identified a Wellbeing Champion, and practices across the city have been given funding and signposted to services and training to support the wellbeing of staff while they are at work. Practices have purchased outdoor seating and created spaces for staff to have lunch or a break outside. Some have bought cycle racks to encourage cycling to work and running clubs, walking groups and a choir have been established. Staff have also been able to try taster sessions such as paddle boarding, mindfulness, and crafts and training has been delivered on recognising stressors and strategies to deal with stress. Practices are already seeing a positive impact from the wellbeing activities and this will be monitored on an on-going basis as part of the people plan.

## Work experience, apprenticeships and volunteering

One of our priority projects to focus on for 2023 will be increasing opportunities for work experience and apprenticeships in primary care, increasing the number of people working into the health sector. We will also be setting up a pilot volunteering programme in a number of our GP practices.

## GP Fellowship Peer Group

Also for 2023, we will be hosting a GP Fellowship Peer Group, in collaboration with the North Tyne GP Federation, TyneHealth. This will be a support group for new-to-practice GPs as well as Post CTC fellowship GPs.

# Flexipool

Flexipool is our flexible workforce team, set up to support practices with staffing needs. We have recruited and trained a team of staff across a variety of clinical and non-clinical roles and skillsets. These staff are available for practices for short-term, long-term or permanent contracts for example holiday or maternity cover, short-notice sickness or longer-term recruitment requirements.

In just one month in the autumn of 2022, we held over 40 interviews, focusing on recruiting staff from outside of healthcare in Newcastle. Many of the people we have recruited have never worked in health before, and bringing in additional staff to boost our practice workforce will continue to be a priority for us. At the time of publishing this annual report, we have 48 staff currently working or in the process of on-boarding with Flexipool, including 16 admin and reception staff, 17 health care assistants, five phlebotomists, six qualified nurses, and a number of GPs, and we have continued to recruit to the team. A number of these admin staff are now working in GP practices.

The Flexipool team have also covered more than 100 shifts for the Enhanced Access/ Saturday service between October and December 2022.

For 2023, alongside our ongoing recruitment and training activity and implementing a work experience and volunteering programme, we will also be assessing the feasibility of remote working options for locum GPs.

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# Asylum seeker healthcare support services

Since October 2021, we have provided more than 1500 asylum seekers with healthcare support. As part of a multi-disciplinary team of community nurses, GPs, social prescribers and health care assistants we have supported new arrivals to the UK with health assessments, medication, mental health support and more.

Tom Conner is the Asylum Seeker Service Manager for NGPS, and has been working in the service since November 2021. He explains a bit more about what this service involves:

*"We support asylum seekers at four hotels in the city. Every asylum seeker has a health assessment with one of our team: a GP, nurse or advanced care practitioner, or a health care assistant. The difference from many other areas in the country is we take the clinicians to them, they're seen in the accommodation they're staying in while their asylum claim is processed. If they have any immediate needs, like medication, we manage this."*

*It's about seeing people early on and stopping things from developing, especially around mental health."*

Having worked in general practice, Tom knows the impact that this service has had on practices and patients:

*"It's relieved a lot of pressure from practices because you're talking 100s of patients. We didn't want them to be inundated and wanted to take the pressure off them."*

*We offer a much broader package of support and go above and beyond a contractual agreement. We've got link workers, and involvement from external services, including the North East Refugee Service, the local TB team at the Freeman Hospital, the infectious disease team at the RVI, the crisis and mental health team."*

But it's not just those in the health sector who have been working with NGPS to support the asylum seeker services, the community have been involved too, and Tom's clear on the benefits.

*"We link in with local communities for external events – we had a women's health event run by the community midwifery team from NuTH, and there have been community run cooking events, to give people an opportunity to go and cook their own food. We've been working alongside St. Vincent's Community Centre in the centre of Newcastle as well, they've been amazing."*

Dr Kate Stobbart is one of the GPs supporting the asylum seeker service

*"I've been doing a mixture of initial health assessments and then providing ongoing GP type health care of whatever nature is needed. There's an awful lot of very traumatised people, but my gut feeling is that it's been of benefit for them to be able to tell their story."*

*"And I'm so impressed with St. Vincent's. They've got a wide-ranging programme of events for everybody: cooking, art classes, women's groups, men's groups, it's stunning what they're doing week in week out, welcoming and supporting everybody."*

*"It's clearly been a massive achievement for NGPS to have set up the service providing health care to people seeking asylum – and they've made a huge difference."*

**“***It's not just the physical health, it's the social aspect too. Everyone's rallied round. We just try to make the patient's life easier*

**”**



# Social Prescribing

We manage a team of 15 Social Prescribing Link Workers, working across four primary care networks (PCNs) in the city, and three practice-based social prescribing navigators.

The service gives GPs and practice staff a non-medical referral option that can work alongside existing treatments to improve health and wellbeing. Through our team there is a positive impact in resolving social issues on health: not only is there a reduction in GP contacts but because of an overall improvement in health, there are often less contacts overall from patients.

Our social prescribing navigators help and support patients by signposting them to sources of support in the community, while our link workers provide a more hands-on approach, including help with financial, housing, lifestyle, and mobility advice. We work with more than 100 health, social care, and voluntary sector partners to provide the service.

Between October 2021 and September 2022, we carried out more than 2333 referrals across our social prescribing service.

Several external organisations refer into our service, and over the past year we have created stronger links with a number of organisations across the city. This includes the DWP, Adult Social Care (Newcastle City Council), NuTH and other secondary care services, the Salvation Army and Ways to Wellness.

Our social prescribers also run groups and classes to help people stay fit and healthy, from gardening to mindfulness, healthy eating to table tennis, and arts and crafts to meet and move.

## Healthy eating in Heaton

Our link worker at Heaton Road Surgery runs a healthy eating group, focusing on diet and gentle exercise, with contributions from dietitians, pharmacists and gym instructors. The group started in October 2021, with four groups of patients taking part in a 3-month course. The 11 patients in the latest group lost a combined total of 65lbs across just 12 weeks.

She has also organised free archery sessions at Chopwell Woods for patients, and a number of patients have taken part in Bags of Taste, a free home cooking scheme.



*"I started to come when after my last check-up with the GP they told me my cholesterol was too high and I had high blood pressure too. I didn't want to have to take any more tablets so instead thought I would try to make some lifestyle changes. Since then, well, I've obviously been doing something right. It's also been so good for my mental health. Just getting out and meeting people is really good for me."*

KELVIN FROM THE HEATON ROAD SURGERY HEALTHY EATING GROUP.

## Meet and move in Jesmond

The link worker at Jesmond Lower Gosforth PCN runs four exercise and social groups for patients over the age of 65 with frailty or social isolation issues.

The sessions focus on physical functioning with an emphasis on balance and strength exercises and a chance to have a cup of tea and socialise afterwards. The groups have been a huge success and formed an integral part of the preventative agenda by providing a practical intervention for patients at risk of hospitalisation and social and physical deconditioning.

Group attendees have seen a significant improvement in general mobility, balance, psychological well-being and confidence.







## Out of hours GP provision

We provide GPs into the Emergency Department (ED) of the RVI and the Urgent Treatment Centres in the city at Molineux Street and Ponteland Road and, until October 2022, Covid hot services. Through this contract, patients can see GPs from 8am to 10pm, Monday to Sunday, 365 days of the year. We manage the onboarding and rotas for the service, and currently have 64 GPs on our books.

We work closely with other key NHS providers VOCARE, Newcastle upon Tyne Hospitals NHS Foundation Trust (NuTH) and the North East Ambulance Services, NHS Foundation Trust (NEAS), as part of the Newcastle Urgent Care Access Alliance (NUCA), of whom we are a founder member, to ensure that patients are able to access this vital service.

The ICB is now leading on a piece of work looking at a redesign of the UTC/Urgent and Emergency Care model in Newcastle. Primary care is being represented in this process by the Chair of NGPS, Dr Natalie Crowe, and others from the NGPS team.

From autumn 2022 we have managed the roll-out of Enhanced Access Saturday clinics in the city. It has always been the intention that the delivery of services within the Enhanced Access Saturday clinics would be tiered, to allow processes and procedures to be tested and proved, as well as allowing new staff to be recruited and trained. Over the coming months it is planned that more complex services are added to the offer, including phlebotomy, LTC reviews, smears, Long Acting Reversible Contraception (LARC) fitting and Ambulatory Blood Pressure Monitoring (ABPM).



## Covid vaccines

**We launched our Covid vaccine service on 23 December 2020, providing 277,795 vaccines until we ended our service provision on 31 May 2022.**

Whilst the past year didn't see the same challenges we faced in the early days of our vaccine programme, there were still significant achievements made across the team in ensuring vaccines could be provided to everyone in a safe, effective, and efficient way.

On 12 Dec 2021, as a result of rapid increase in cases of the Omicron variant of COVID-19 and the increasing risk to the public and healthcare services, the Prime Minister announced that the aim to offer all adults a booster dose by the end of January 2022 was now shifted to the end of

December 2021, with a simultaneous shift of the booster interval from six months to three months. We responded by almost doubling our clinic capacity to offer 27,200 vaccines between 13 December and 31 December, as well as supporting 10 GP practices in Newcastle to offer vaccinations to their patients.

We completed the spring booster programme for care homes in just nine days with the highest and quickest uptake for the region; 1,734 vaccines across 12 days and 51 care homes (92.1% of the eligible cohort). We also supported the NuTH housebound team for the first time, providing office support, and an admin and clinical vaccine team workforce.

During March and May 2022, we focused on community outreach using our vaccine bus and operating from Molineux and GP pop-up sites.



## Practice management

Since 2020 we have held the contract for Avenue Medical practice and, from 2018, Elswick Family Practice. Our decision to manage these practices was to ensure that patients in the city had local and excellent primary care and we stepped in when it was clear that support was needed to keep both practices open, particularly after a long period of successive provider ownership at Elswick.

Both practices are rated 'Good' by the CQC, with Elswick rated as 'Good' across all areas. We would like to thank the staff at both practices for their continued hard work and efforts over the past year.

## Primary care network support

The seven primary care networks (PCNs) are an integral part of the primary care and broader health landscape in Newcastle. The impact of the Fuller Stocktake - the report that detailed a new vision for primary care - outlines how the health and care system needs to be re-orientated to a local population health approach through building neighbourhood teams, streamlining access and helping people to stay healthy. This approach will build on the work already achieved by PCNs in Newcastle, including pharmacist services, social prescribing, and mental health service provision.

We are pleased to have continued to hold agreements with all seven to support them, an agreement that has been in place since 2020. This includes meeting administration, financial reporting and management, contracting, governance and HR services. We have built on our robust financial reporting system providing assurance around financial transactions and a dashboard allowing PCNs to financially forecast and plan.

We also offer support on contracting to PCNs, which includes working with the providers of PCN staff such as Newcastle Upon Tyne Hospitals NHSFT, Cumbria Northumberland Tyne and Wear NHSFT and various voluntary sector organisations to ensure that contracts are in place for all staff and services.



## Other contracts

### Sexual health

We are pleased to support more sexual health services in primary care. This is delivered through a service level agreement with NuTH to provide fittings and removals for Intrauterine Contraceptive Devices and Nexplanon contraceptive arm implants from GP practices. 24 practices in Newcastle use this contract.

The Local Authority is progressing the recommissioning of the clinical sexual health services in Newcastle and are now moving towards a formal engagement and consultation process prior to going out to wider procurement. We have supported on this piece of work by providing feedback on behalf of general practice. We are also working with external training providers to deliver Long-Acting Reversible Contraception (LARC) fitting training to staff in practices to increase the number of trained staff and increase access to LARC across the city.

- Implant Fittings – 1115
- Implant Removals – 990
- IUCD Fittings – 588
- IUCD Removals – 427
- US Fittings – 308
- IUS Removals – 161

### ECG (Electrocardiogram)

We have a service level agreement with NuTH to provide an ECG (echocardiogram) service to 15 GP practices in Newcastle. The contract for this service – the ECG test and interpretation - started in 2016 and remains extant. Tests that previously would have needed a referral into hospital are now carried out in primary care. Diagnosis is quicker and reduces the time before any necessary treatment. There were 5007 ECGs carried out under this service in 2022.



### ABPM (Ambulatory Blood Pressure Monitoring)

We have a contract to provide Ambulatory Blood Pressure Monitoring across 8 practices in the city, with 699 tests carried out in 2022.



## Responding at short notice to urgent requests: How we tackled a chickenpox and scarlet fever outbreak in a school

In April 2022 we received a very short notice request from the CCG and the UK Health Security Agency (UKHSA) to provide antibiotic prophylaxis to a reception class in a Fenham school due to an outbreak of chickenpox and scarlet fever.

Within just a couple of hours we had employed a GP and temporarily registered the whole class with Elswick Family Practice, allowing faster and

more efficient prescribing of the antibiotics. The GP, Dr Mansour, attended the school and within a couple of hours had seen each of the children in the class and prescribed the necessary medication.

*"Thank you - the school were very complimentary and said everyone felt very calm and supported, so many thanks for yours and Dr Mansours hard work."*

SENIOR HEALTH PROTECTION PRACTITIONER,  
UKHSA



## Local Healthcare model

The Local Healthcare Model (LHCM) project started in early 2022, commissioned by Collaborative Newcastle. The over-arching aims of the project are to develop and improve knowledge and teamworking between healthcare organisations in Newcastle, and enhance working relations between Community services, urgent treatment centres and general practice.

A series of multi-disciplinary and multi-agency meetings at PCN level have been held, chaired by each Clinical Director, to address problems and issues relevant to the demographics and patients of each PCN. During 2023, a professionally facilitated networking and training programme for nurses working in Community services, Urgent treatment centres and general practice will be rolled out, along with an interactive 'map' of the Community, Primary, and Urgent Treatment care provision in the city. This will enable joined-up and intelligent working, and fits into a wider Collaborative Newcastle agenda of integrated working to proactively meet the needs of the people and patients in Newcastle

# A view of our future plans from our Chief Executive

The future of NGPS as the GP Federation for Newcastle depends on our practices. We are here to serve and whilst practices feel there is value in having an organisation to do things once and to offer insight and influence to the wider system, we will work hard to earn this privilege.

## Our focus in the next 12 months is two-fold:

- To improve our existing services and develop a new outreach service. In order for our practices to feel the value of the existence of the Fed we need to support as many of our practices in as meaningful way as possible. Currently 18 of 29 practices access our Sexual Health contract - why not more? 17 of 29 practices have used our Flexipool offer, accessing a flexible pool of staff, but everyone is struggling with workforce. Our primary care network services save thousands of pounds by condensing the financial reporting of PCNs into a single spreadsheet duplicated 7 times but why don't we do apply a similar logic to data? In addition to concentrating on making our existing services more broadly accessed, and improving the primary care health landscape in Newcastle, we will use our knowledge, connections and relationships to develop an outreach service. We have access to a bus, and we know how to use it.
- To reconnect with our practices - I would like all those that work in general practice in Newcastle to know the Federation, understand our purpose and the specific support we can offer. For the first time every practice is "signed up" to the Federation and every practice meets every month with the same CDs that govern us. Our ability to hear your views and act on them has never been stronger.

The longer-term future of the Federation should be driven by our members via our directors, but I want to see a future where NGPS is seen as an "Anchor Organisation" in the same way the Hospitals, Universities and Local Authorities are. We need the infrastructure, back office and seat at the table to give our practices the resilience and resource to concentrate on serving our patients and the ever-increasing demand they present. I am encouraged by the literature that supports this view – not least The Fuller Stocktake.

I believe that practices, PCNs and Federations can work harmoniously, and each has an important role to play in supporting each other and tackling the crisis we face. I look forward to sharing this challenge with the wonderful and talented people of the NHS and our partners across the city.



**Rebecca Haynes,**  
Chief Executive Officer,  
Newcastle GP Services

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I believe that practices, PCNs and Federations can work harmoniously, and each has an important role to play in supporting each other and tackling the crisis we face.

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