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Annual Report 2021



The annual report is our opportunity to reflect on our first year together.

A year we will never forget...



Professor Mike Holmes

Chair Nimbuscare

Nimbuscare Chair's Report June 2021

The last year has been one that none of us could have expected. As healthcare professionals I am sure it is the most challenging we have ever seen. Consequently I want to begin my report by acknowledging the work you have all done for the residents of York. As I look around I am so proud to be part of General Practice, proud to be associated with this city and proud to work alongside each and every one of you.

After years of aspiration 2020 was the year we finally all came together. It is testament to your support and determination that we were able to do it whilst in the grip of Covid-19. It has been a challenging time – we have established a new board, appointed an independent chair (twice), built our team and delivered significant contracts. We have also established strong governance and put in place our Members' Committee. It has, without doubt, been hard work and required input and support from each practice but our first year together has been one we will never forget.

We have continued to provide Improving Access, LARC and Anticoagulation but we have responded to the pandemic and supported the city to get through it. Our team have delivered the SPA Hub, provided support to the covid stepdown facility and delivered care to asylum seekers in the city. However, we have really shown the benefit of working together when it came to the vaccination programmes. Thank you for having the foresight to work collaboratively to deliver flu vaccinations to the 50-64year old cohort. That gave us the springboard to build a Covid-19 vaccination service of high quality. Askham Bar has become a real success story – it has housed our local vaccination service for all our PCNs but also delivered a colocated National Vaccination Centre. We have given 1 in every 230 covid vaccines across the UK. We should all be immensely proud of what we done together here. This work continues and we will keep going until we have vaccinated every eligible person that we are asked to vaccinate.



We have demonstrated through the services we have delivered just how we can work as a system. We have built really positive relationships with the CCG/NHS, City of York Council, York and Scarborough THFT, TEWW, York CVS and St Leonard's Hospice. This has led to support for the vaccination service but also to the development of the York Health and Social Care Alliance – an important step as we await the legislation that will implement the Integrated Care agenda. Nimbuscare feel privileged to use the mandate you have given us to be your voice in that Alliance – it will ensure that General Practice is at the heart of the change in York. Our PCNs continue to thrive and we, at Nimbuscare, are grateful to the PCN CDs and their teams for the work they are doing and the support they have given us.

The high point of the year for me was when we opened the Covid-19 LVS in 'The Tent' on the 21st December and I saw people from every practice working together in a single team. It summed everything up - the resilience and determination to care for our City both during the pandemic and in 'normal' times. General Practice has done a phenomenal job during the pandemic – you have adapted and stepped up to the plate. We have been open throughout and done more that could have ever been expected. One day this will be acknowledged and we must try not to let our morale drop in the meantime however difficult that may be. I know how hard your teams have worked and how committed they have been to their patients. Our pledge is that Nimbuscare will do what it can to support frontline General Practice – that is our stated aim and that is what we will do.

It has been a real privilege watching the teams at Nimbuscare develop and begin to thrive. Like your teams they have faced challenge, they have had to learn quickly and they have shown real commitment. I want to thank them all. I also want to thank every member of the board; Maddy, Berni, Zulf, David, Daniel and Michelle but also Russell and Jo – Thank you for everything you have done.

The Pandemic is still with us and there is much work to do. As the vaccination has become really well established we have looked to the future and are planning how we support the upcoming flu and covid booster season. We are working with partners to develop a community diagnostic hub and to be part of the urgent care service from 2022. We are developing wound care services, looking at mental health needs in the city and playing an active role in population health management as well as looking for permanent sites from which we can deliver services. It feels like we are well placed but we know we cannot be complacent and we that we must continue to work together for our population.

Thank you all for your support.

Mike

Maddy Ruff

CEO Nimbuscare

When I joined Nimbuscare in January 2021, we were midway through setting up the national Covid-19 vaccination service at Askham Bar and the local service was in its infancy, so it was definitely a case of hitting the ground running.

I'll never forget walking into what the public now affectionately call 'The Tent of Hope' for the first time. It felt like an army field hospital, with our local GPs, nurses, staff from the army and volunteers from the local community all working together in a joint team effort to combat the Covid-19 virus. I feel incredibly proud to be part of a team that has worked so hard and achieved so much in such a short period of time.

Initially, my focus was on mapping out our strategic direction, carrying out an organisational restructure and reviewing and strengthening our governance arrangements and financial controls. Much progress has already been made in these areas, including the successful recruitment of a team of talented individuals, who will be supported in their career development with Nimbuscare as we look towards, what promises to be, a very bright future.

I've also focused on developing our strategic alliances and our ability to influence; raising our profile within the Integrated Care System and creating strong partnerships with other healthcare providers, City of York Council and a wide range of local stakeholders.

Nimbuscare is in a great place; we have created a robust organisation, awareness of our brand and what it stands for is growing all the time as is our strong reputation for delivering high quality services to local people. I feel that we have every reason to be optimistic and excited about this year and beyond.



Zulf Ali

Director of Strategy and Commerce

My role is to advise, guide and provide options to the Nimbuscare board to develop viable and practical commercial strategies for working at scale. In practice, this means holding a safe space to have an open and pragmatic discussion with colleagues who understand commercial complexities. These ideas are fed into the Board for discussion and decision, ensuring each decision we take is commercially viable while being fair and equitable for our members.

For this approach to work, we seek to balance Nimbuscare aims, address shareholder expectations and develop opportunities that reduce pressure on practice resources whilst improving services for our patients. We do this through an open and collaborative approach to improve practice relationships and build services that work at a system level.

Our collaborative Flu and Covid-19 vaccination programmes have provided an opportunity to showcase this approach and what can be achieved if we work together and mobilise our collective resources. The pandemic offered up a chance to think and act differently. Our members trusted us to deliver on their behalf and we worked tirelessly to meet, perhaps exceed, expectations. We can now draw on this successful experience and use this as a blueprint to learn and grow as a collective.

Our task for the next 12 months is to seek out new and relevant opportunities, secure contracts and continue to improve our collective resilience in the face of ever-increasing demand. I feel privileged to be part of a dynamic and visionary team to help build a better future for primary care in York.



Dr Daniel Kimberling

Medical Director (Operational)

I feel privileged to have become Nimbuscare's new Operational Medical Director. This year we have all dressed as though we are ready to operate and Dr Russell Saxby has handed me the baton to take a place on the Board. We are indebted to him for his hand in our work.

Our efforts are the efforts of a dedicated and diverse team. A visit to our vaccination centre demonstrates a city galvanised by Nimbuscare to prevent and protect through a coordinated at scale vaccination programme.

Nimbuscare has provided support for those with Covid-19 through the SPA-Hub with help from wonderful volunteers coordinated by York CVS.

We have supported patients and preserved capacity at York Hospital through GP cover for the Covid-19 step down unit together with colleagues from the City of York Council.

Furthermore we have supported York as a City of Sanctuary as we have provided care for Asylum Seekers living in our city.

In parallel to all of this we have facilitated the nursing and GP commitment to women's health through improving access for cervical smears and long acting reversible contraceptive implants and to at risk patients on anticoagulants.

This year Nimbuscare's commitment to our population will continue as we look to develop community based services, support general practice delivery and work closer than ever with our partners on the health and social care alliance and, of course, our local residents.

I look forward to working with you all as we take our operations through and beyond Covid-19 recovery.



Dr David Hartley

Medical Director (Strategic)

I joined the Nimbuscare Board last summer as Strategic Medical Director. In my role I take a lead on clinical service co-design supporting Nimbuscare to input at system level. I have worked with the practices in York to help to bring them into Nimbuscare as I strongly believe we need a unified voice to ensure the value of General Practice is recognised by all. It is by working together that we have been able to set up and run our vaccination programme so effectively. This has resulted in us being acknowledged as a credible GP led provider organisation within our ICS.

I set up and chair the Finance and HR Committee whose primary objective is to provide support to the members of the Board so they can undertake their fiduciary duty within the organisation. It is a mechanism to ensure that the organisation is safe, operating within the law and ultimately providing high quality services.

At present I am working on the redesign and integration of unplanned care and the community diagnostic hub with a real focused desire to support covid recovery right across our system. Many people feel unplanned care is too complex for patients to navigate and I would like to simplify it whilst also ensuring greater informational and relational continuity – Local care for local people.

The Community Diagnostic Hub has great potential to support Covid 19 recovery whilst ensuring timely and local access to investigations as we move forward with a particular focus on reducing health inequalities. It will also offer the potential for collocation with other community based services and the ability to work in partnership with other providers in the City.



Michelle Phillips

Director of Quality and Patient Experience

My journey with Nimbuscare began in October 2020 when I signed up to do a shift as a vaccinator at the drive through flu site. I arrived, wrapped up warm and ready to vaccinate the citizens of York. I was not expecting the truly spectacular transformation that lay ahead. I feel privileged to have witnessed first-hand the coming together of staff and volunteers of all ages and from diverse backgrounds to create a 'gold-standard' service delivering the Covid-19 vaccination programme to the population of York and surrounding areas.

I was appointed as Director of Quality and Patient Experience in early 2021. This is an exciting new Board role which aims to drive clinical excellence and a culture of quality with strong governance across all Nimbuscare services and projects. This can then be shared as 'best practice' with other organisations.

I chair the Quality & Patient Experience Committee, the purpose of which is to provide strategic direction and leadership to support the delivery quality in all Nimbuscare activities. I am the CQC Registered Manager for Nimbuscare which means I am responsible for ensuring that services provided meet the regulatory requirements.

I am excited to be part of Nimbuscare as we continue to grow existing services and delivering new projects. In these interesting, challenging and fast-moving times, I am motivated to keep ensure that we uphold our reputation as an organisation with extremely high standards of clinical excellence, supporting all of our patients and staff.



Berni Judge

Director of Governance

I joined the Nimbuscare Board in 2018 as a director and very quickly became the Director of Governance. With the reorganisation of the Board in the summer of 2020, I became the Director of Governance and Corporate Affairs. My role supports the Board to ensure that appropriate governance is in place across all the contracts held and services delivered by Nimbuscare.

I chair the Nimbus Integrated Governance Committee (IGC), the purpose of which is to assess the risks involved in providing each service. We ensure that measures are in place to mitigate any risks that may occur in the event of an unexpected or uncontrolled event or circumstance. We have a key role in ensuring Nimbuscare is a leaning organisation; we are committed to maximising the learning from any event preventing recurrence. In addition to this role we also set and maintain quality standards to meet the requirements of our regulators.

We are grateful to all our General Practice colleagues who participate in delivering Nimbuscare services from their premises and would like to recognise your input in ensuring that the necessary governance is in place. This is hugely appreciated.

I feel privileged to have been part of Nimbuscare during these early years and look forward to seeing it play a key role at system level in the future.



HR & Workforce



Following a challenging year in 2020 Nimbuscare underwent further reorganisation at the start of 2021; we appointed a new Chief Executive Officer. Maddy Ruff is an experienced and senior NHS Leader; we were delighted to persuade her out of retirement and to join us as our CEO. We strengthened the Board with the appointment of Michelle Phillips as Director of Quality & Patient Experience; Michelle is a senior practice nurse at York Medical Group with significant primary care experience. Most recently Dr Daniel Kimberling joined the Board as our Operational Medical Director; Daniel is a GP partner at the Haxby Group Practice and Clinical Director for the WONE PCN. Furthermore as our service delivery entered a more robust phase we appointed 12 key staff members. Our team feels stable and is functioning well as we enter the next phase of our development.

Our HR committee is key to organisational growth and development. Nimbuscare strives to be an employer of choice:

- Nimbuscare holds its employees at the heart of the organisation.
- We ensure there is key focus on employee wellbeing and career development.
- We are committed to providing employees with the opportunity to grow and do this by providing our workforce with individual training plans, working in partnership with them and identifying their personal development needs.
- Nimbuscare chooses to continually invest in its workforce to optimize employee performance.
- We are committed to employee engagement. This helps build a positive culture and is key to our growth.

Actions are based on the NHS People Plan 2020/2021. Nimbuscare will continue to push the boundaries, challenge ourselves and innovate in order to put this plan into practice.

Nimbuscare Services & Contracts



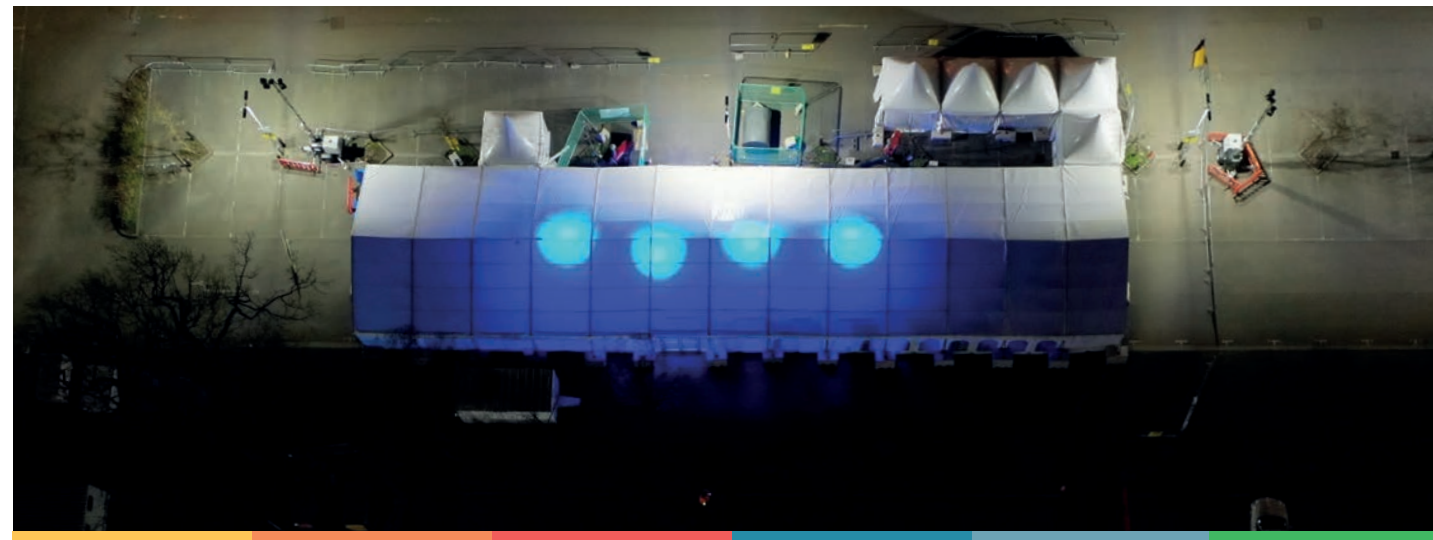
“Possibly the most important car park transformation in our lifetime”

From its humble beginnings as a Flu site back in October the car park at Moor Lane has been transformed into a key part of the country's vaccination programme. Nimbuscare's teams, its member practices, our city partners and regional colleagues have all been essential to this success.

The drive through Flu service operated in autumn 2020 it was established with support from all practices, the CCG, our local authority. The latter provided everything from fencing to fridges and cleaners to carports. Our clinical teams included nurses and HCAs from across General Practice and other sectors; we also welcomed Foundation Year dentists to be part of the team adding hugely to our diversity. Despite delays, beyond our control, the service provided the springboard for us to offer the Covid-19 vaccination before the end of the year. We administered c. 15,000 vaccinations in a short space of time supporting our practices to care for patients gripped by winter pressures and the second wave of Covid-19.

The preparation for the Covid-19 vaccination was interesting to say the least. A week before we were to go live a decision was made that we could no longer use a drive through model. Within 4 days we had transformed the site and our tent was installed. We opened our local vaccination service on the 21st December and had a fantastic run up to Christmas. Over the holiday period we continued to work hard to negotiate a contract to become the National Vaccination Centre. The hard work was rewarded, our portacabins arrived and we opened our co-located National Vaccination Centre on the 18th of January.

We haven't looked back. We have demonstrated the delivery of at scale transactional General Practice; working together at the heart of our community. In parallel WONE PCN delivered a service in Haxby and we had pop up clinics in both Pocklington and Elvington.



Our service has administered a quarter of all the vaccinations given in the Humber, Coast and Vale region which surpassed 1,000,000 doses in May and that equates to 1 in every 230 vaccines given nationally*.

We have worked with partners throughout; First Buses, City of York Council, Tesco, Royal Voluntary Service and The Nimbuscare practices have all been essential partners, providing free access to services, staffing, morale boosting donations, patient support and leading out-reach vaccination programmes. Completing all of our Care Home vaccinations at 10 weeks and the continual work to vaccinate the homeless population are stand out achievements.

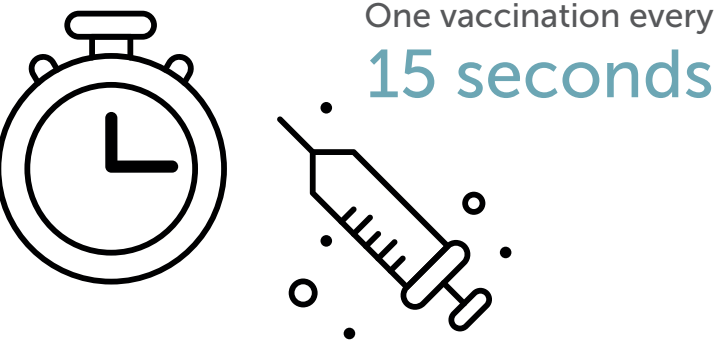
Our volunteering programme has epitomised this collaboration from the outset. Come rain, snow, sleet, hail (this is Yorkshire after all!) our volunteers have been out assisting patients, directing traffic and being the face of the site. More recently our youth volunteering programme in partnership with local schools, for aspiring medical students, has been inspiring the next generation of NHS staff.

As the project has grown, we recognised the opportunity for health promotion in the PCN service, with all age groups including those who don't regularly access primary care coming through the site. In partnership with City of York Council, Age UK and York CVS, we have offered advice, given out Covid-19 test kits and helped promote long term health and lifestyle changes.

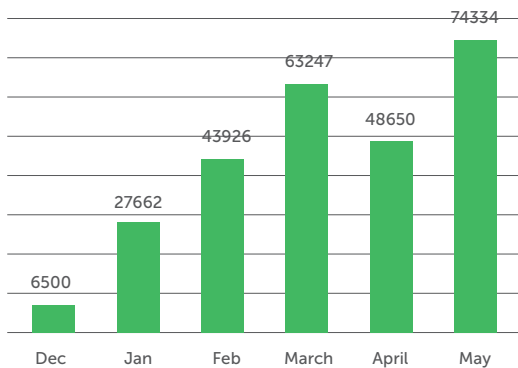
The service delivered, sets a new standard for collaboration and what can be achieved when large dedicated hardworking teams come together from across the community.

*correct at time of writing

Key Stats and Figures of Interest Covid-19 Vaccination Programme

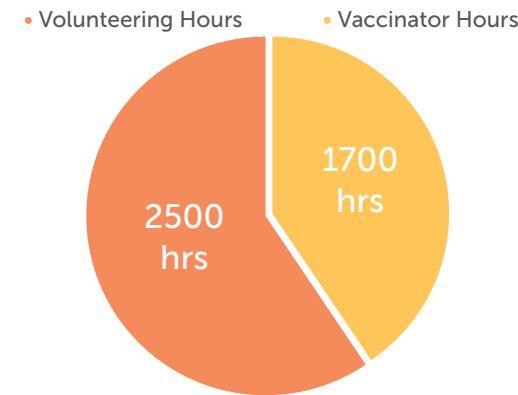
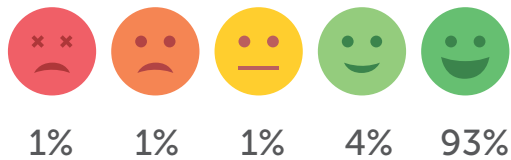


Total Covid-19 Vaccinations



•Correct at time of writing **figures based on busiest day 22nd May 2021 3800

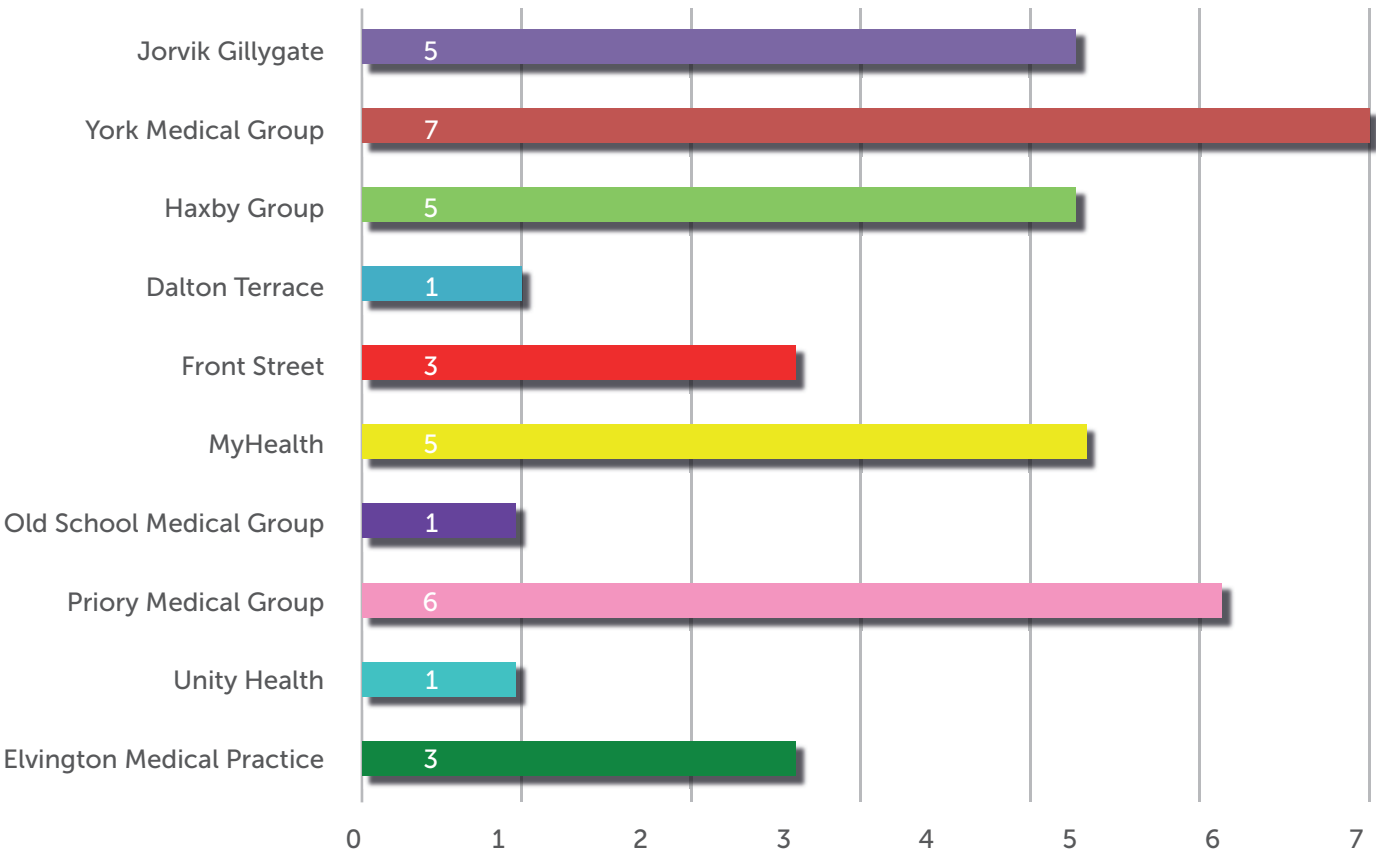
97% Positive Feedback Rating



LARC

Nimbuscare holds the contract in York for delivering long-acting reversible contraception (LARC). 38 HCPs from across all 11 practices are trained and qualified to complete these procedures. Our current contract is overseen by Dr Emma Broughton from the Priory Medical Group who supports the development, governance and innovation of the service.

LARC Clinical Staff at Practices



LARC Procedures Completed April 2020 – April 2021

LARC Procedures Completed 2020/2021:								
2020/21 Quarter	Number of Patients: IUD/IUS fitted or Copper Coil fitted			Number of Patients: IUD/IUS removed or Copper Coil removed			Implantable Device Insertions	Implantable Device Removals
	Indication: Contraceptive	Indication: Gynaecological	Quarter Total	Indication: Contraceptive	Indication: Gynaecological	Quarter Total		
Quarter 1	13	2	15	40	5	45	39	40
Quarter 2	182	31	213	131	27	158	145	163
Quarter 3	217	41	258	129	27	156	178	189
Quarter 4	290	38	328	145	33	178	206	199
Annual Total of LARC patients	702	112	814	445	92	537	568	591

Improving Access April 2020 – April 2021

Practice appointments are available in the evenings and at weekends for patients living in York and Pocklington. This service was created in response to feedback from patients who had previously struggled to get face-to-face or telephone appointments at their own practice during the working day and means that we can offer more appointments between 6.30pm and 8pm on weekdays, as well as 8.30am to 12.30pm across weekends and bank holidays.

A range of HCPs including GPs, nurses and primary care practitioners support this service.

Due to the coronavirus pandemic, Improving Access experienced a brief pause between April and May 2020 and recommenced in June 2020 (through telephone appointments). Phlebotomy Clinics and Cervical Screening Clinics resumed in August 2020 with phlebotomy finishing in February 2021.

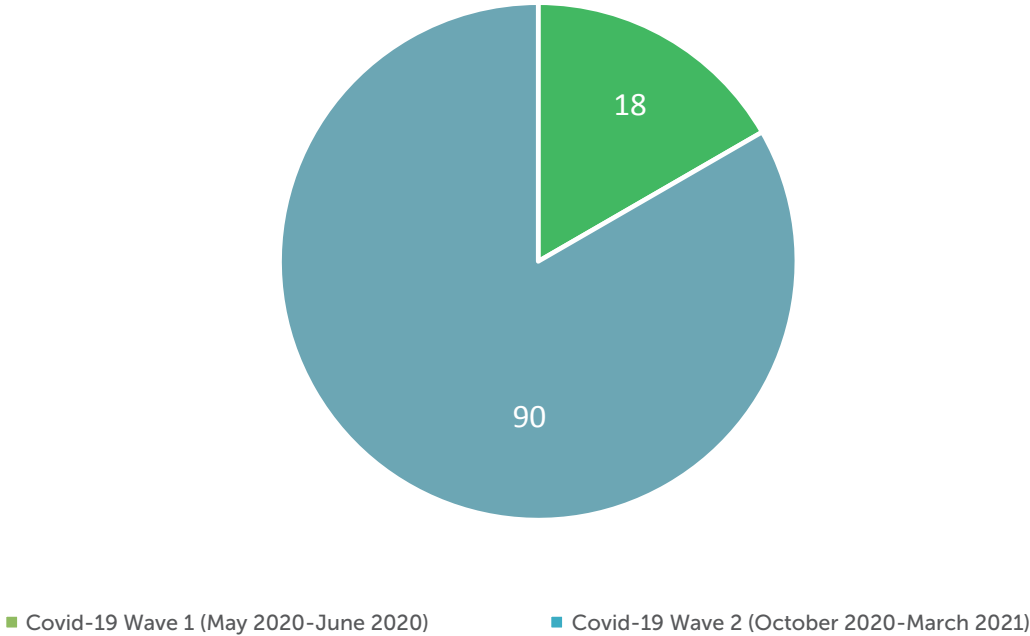
Improving Access: Appointments, Phlebotomy and Screening								
	Hours Provided:	GP's:	Nurses:	HCA:	Other Clinical Staff:	Appointments Offered:	Appointments booked:	Did not attend:
Apr-21	154.5	59	8	0	9	624	611	15
Mar-21	78.5	62	8	0	7	589	578	17
Feb-21	74	50	8	0	6	489	473	8
Jan-21	94	82	19	14	46	1151	1131	24
Dec-20	78.5	95	19	10	15	1174	1165	28
Nov-20	147	93	18	12	30	1339	1309	68
Oct-20	158	105	12	7	10	1148	1126	24
Sep-20	97	92	28	4	7	1070	1059	14
Aug-20	82	88	10	3	9	998	991	6
Jul-20	66.5	75	0	0	0	611	611	0
Jun-20	34	37	0	0	0	297	295	0
May-20	0	0	0	0	0	0	0	0
Apr-20	0	0	0	0	0	0	0	0
Total	1064	838	130	50	139	9490	9349	204

Peppermill Court

Peppermill court is a 12 bed unit for post Covid-19 patients who have been medically optimised, require no further nursing care but are unable to return to their usual place of residence.

Nimbuscare provided non urgent GP support between the hours of 08:00-18:00 Monday to Sunday. This was covered by all member practices Monday-Friday and on a weekend covered by local Nimbuscare GPs. Working collaboratively with Haxby Hall who provided the HCAs and other staff to run the unit effectively.

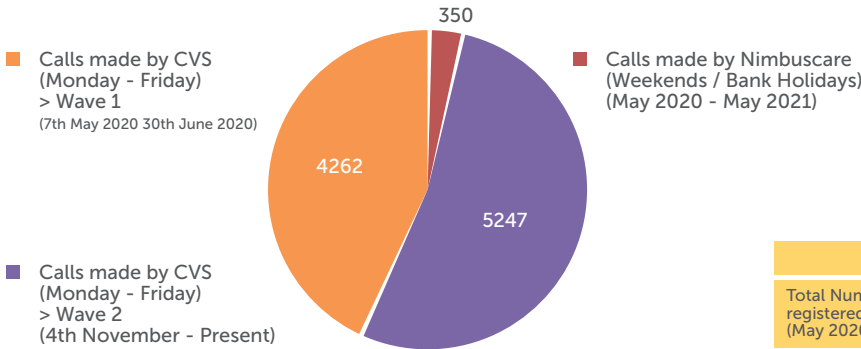
Peppermill Court: Patients Admitted
(Closed March 2021)



Single Point of Access Hub (SPA-Hub)

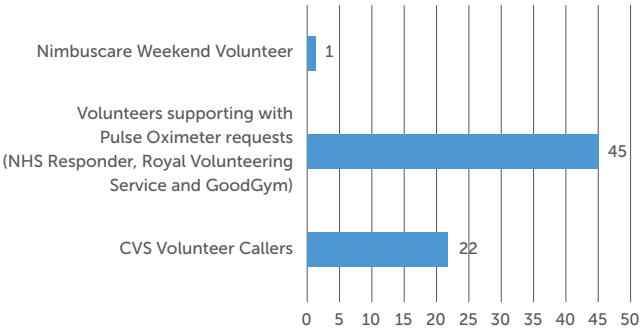
Nimbuscare works in partnership with York Centre for Voluntary Service (CVS) contacting patients at home who are suspected of or confirmed as having Covid-19. The purpose of the monitoring service is to provide a daily check-in to see how they are coping with their symptoms/illness. We support these patients with access to food and medicine, the opportunity to monitor their oxygen levels at home and by offering guidance on when to seek additional medical advice. With nearly 5,000 patients contacted, the Covid-19 SPA Monitoring Hub has offered valuable support to many across the community.

Number of Calls made to Covid Positive Patients
May 2020 - May 2021



SPA HUB	
Total Number of patients registered onto service (May 2020 - May 2021)	4981

Volunteers working on SPA Hub:



Asylum Seekers

Since June 2020, Nimbuscare has been meeting the healthcare needs of asylum seekers staying in York. The project came about in response to the Covid-19 pandemic because asylum seekers had previously been housed in HMOs (houses of multiple occupation) but we noticed a policy shift towards housing new arrivals in hotels so that they were able to self-isolate. We understood that their immediate and ongoing health needs were a priority.

The group of patients that we've been working with in York is made up of men aged 19 to 65 years, from a variety of backgrounds. Our role is to carry out an initial health assessment to identify their medical needs, including any allergies, previous medical history, immediate medical problems and to offer them health screening for conditions such as HIV, Tuberculosis (TB) and Hepatitis. Many are fleeing conflict or persecution and, as a group, they have a lot of unmet health needs. Some carry scars from being tortured or have enduring health conditions. Some have no documentation at all, whereas others have photographs on their phones of complex medical reports, x-rays, blood test results and consultations. A high proportion of the patients that we've cared for have psychological trauma from torture and persecution, as well as the uncertainty surrounding the ultimate outcome of their asylum claim.

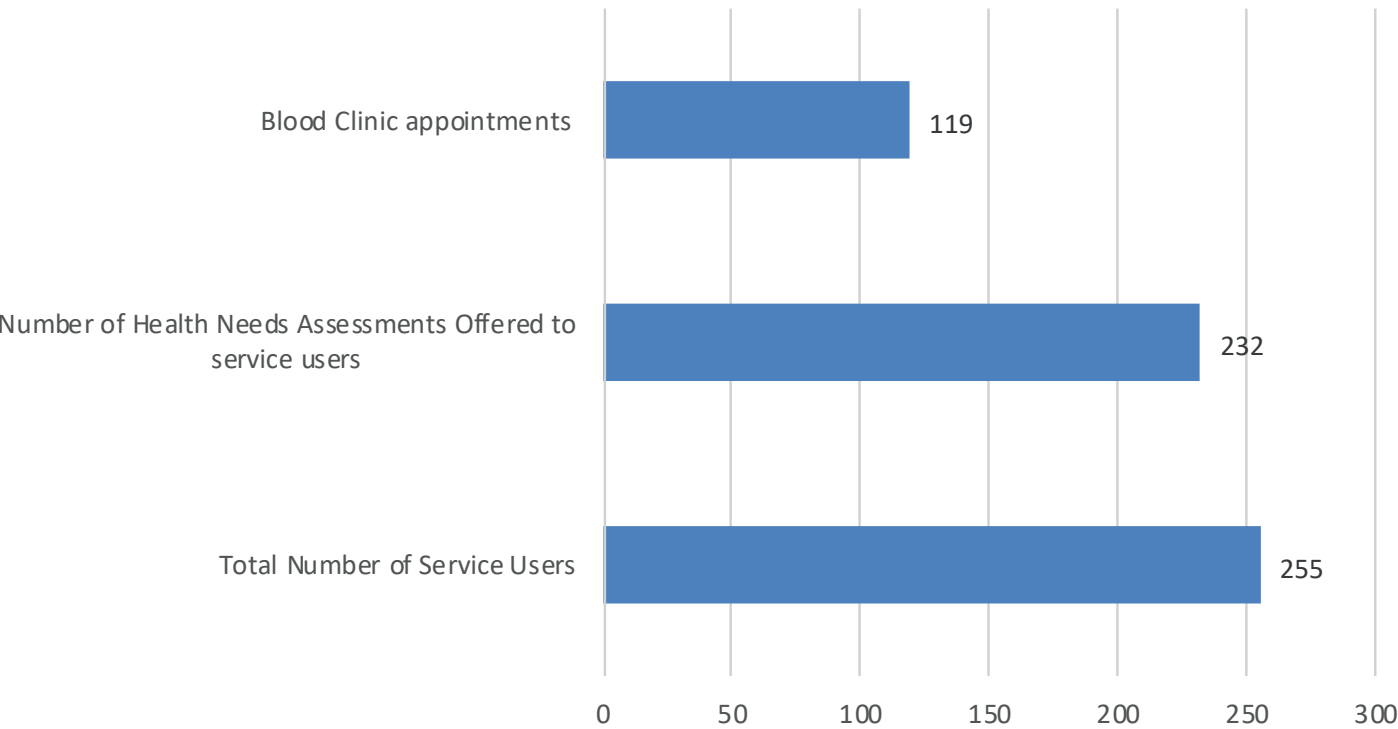
We have been able to give them good access to healthcare during their time in York, including access to a GP, referrals to specialists, if required, and vaccinations for Covid-19. Each of our PCNs takes responsibility for running a clinic for them for the month to meet any non-urgent health needs that they may have.

One of the biggest challenges has been in obtaining NHS numbers for them, which is key to ensuring continuity of care as they move around the country. Many of the individuals have a complex history and care needs, so we have produced and provided NHS number cards to help them when they move on from York. Sometimes patients require a referral to specialist hospital services but may move on before being seen. In such circumstances, we provide 'To Whom it May Concern' letters for them to show to their next GP if they're moved elsewhere before an important appointment can take place.



Asylum Seeker Data June 2020 - May 2021

Asylum Seekers York (June 2020-May 2021)
Expected end date (June 2021)



Opel 3 and Opel 4



Nimbuscare held the contract for Opel 4. A process was created with staff and systems such as Klinik to enable full support if an Opel 4 situation arose fortunately this service was not required.

However, Nimbuscare has supported with a number of Opel 3 calls, providing same day support to member practices and where required clinics have been requested in advance to help with the demand of general practice.

Opel 3 appointments offered		
March 2021 - May 2021		220



Public Relations

A robust PR and communications strategy underpins Nimbuscare’s strategic objectives.



Our Nimbuscare brand identity and logo, developed by our members, supports our vision and values and throughout the year we have communicated widely with the public, key stakeholders, partners and media.

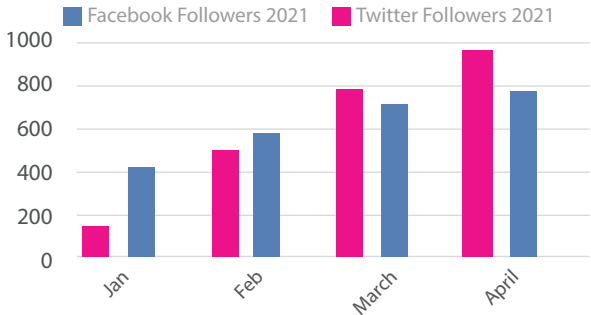
COMMUNICATIONS Objectives

- Think** we’re a leading at scale provider, a trusted partner within the Integrated Care System and a strong voice for primary care across York.
- Feel** we deliver high quality primary care services for local people.
- Do** we’re a trusted and valued and the services it provides and its stakeholders are proud to/want to work in partnership with it.

Social Media - active on five social media platforms, creating daily, engaging content & increasing followers each month



 <https://youtu.be/e80Cd0qet04>



- **Website** - New Nimbuscare website up to 45,000 visits each month
- **Newsletter** - Electronic weekly newsletter – ‘Message from Maddy’ goes out to staff, volunteers & stakeholders
- **Press column** - Weekly column in York Press
- **Radio** - Weekly ‘Dr Mike’ radio slot with York Mix radio, and regular BBC Radio York slots
- **Media coverage** - Up to 40 items of press and online media coverage each month
- **Spokesperson interviews** - Interviews on local and national TV and radio, including BBC Look North

Engaging with the community - Sharing and engaging with partner organisations, business and community

Showcasing good practice and leading the way - Case studies, media coverage, videos and audio content about staff and people

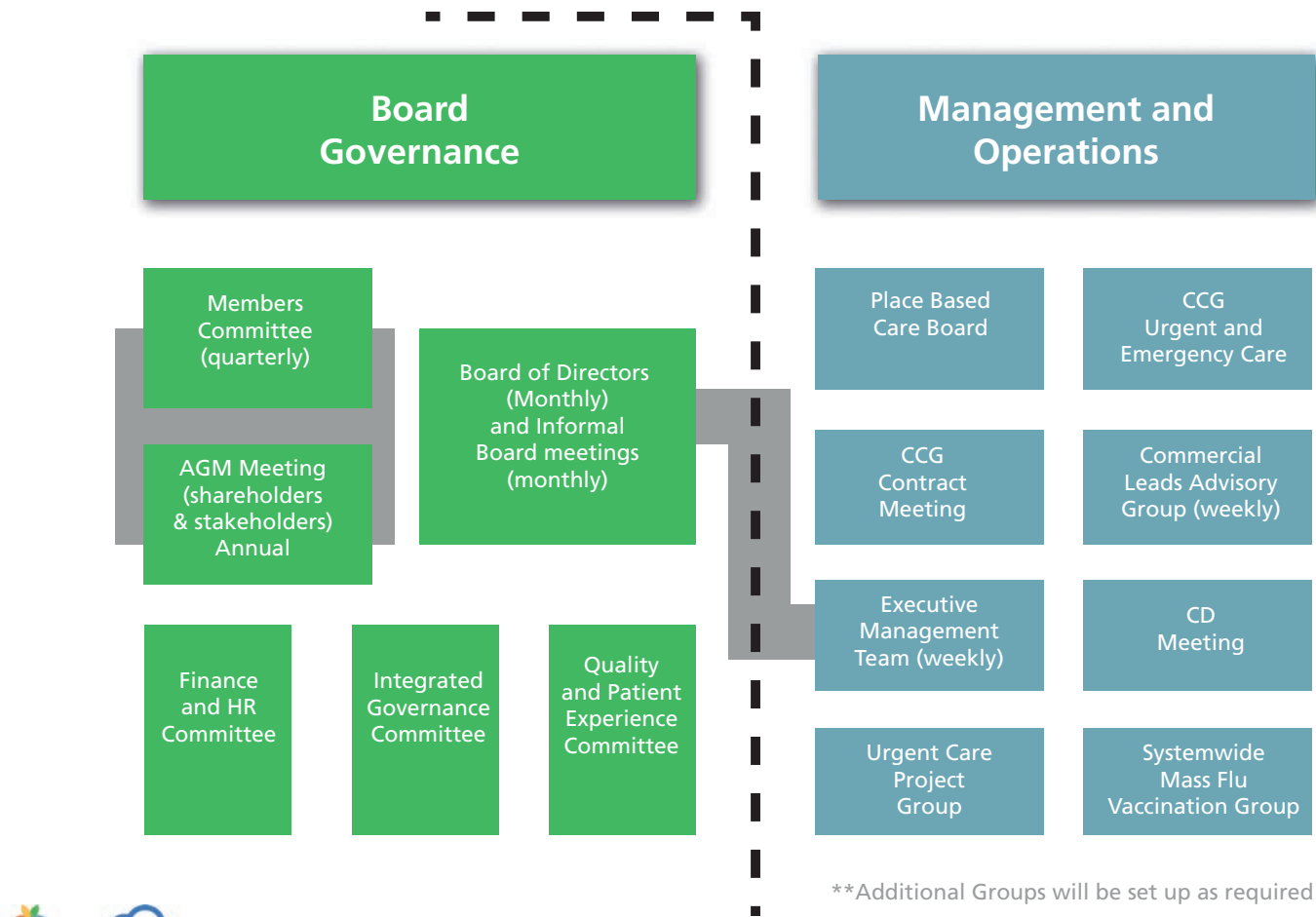
Media relations -Building relationships with local and regional media



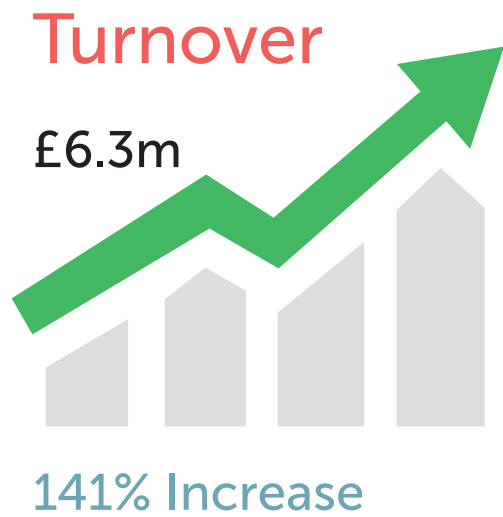
Governance

We are proud to have a number of established Committees at Nimbuscare to help support the direction of travel and to assist in the delivery of change in Primary Care.

Committee Structure

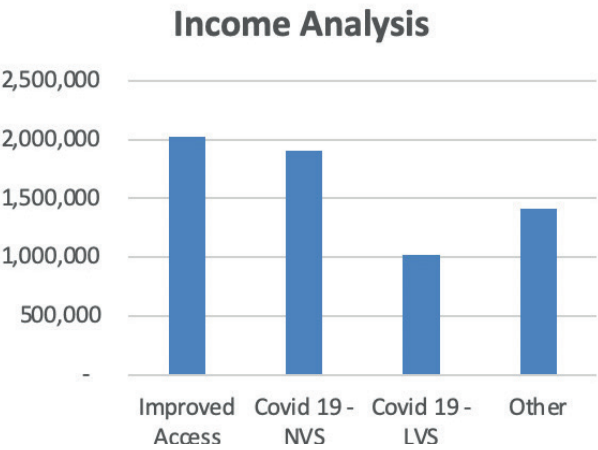


Finance



- Practice Members -	
2019/20	2020/21
7	11

125 GP's, Nurses & Vaccinators onboarded to Nimbus staff reserve bank



Contract Delivery Surplus 2.1m 866% Increase	Cash £1.3m
Net Contract Surplus £1.87m	Net Assets £1.5m



Nimbuscare Ltd Support Service Providers

Bank: NatWest Bank, 1 Market St, York YO1 8SR

Accountant: Parsons Chartered Accountants No. 2 Silkwood Office Park, Fryers Way, Wakefield, West Yorkshire WF5 9TJ

PR: Act PR Ltd, Unit 2 Woodhouse Grange Business Centre, Sutton upon Derwent, York. YO414DF

Solicitors: Stamp, Jackson & Proctor Ltd 4 Triune Court, Monks Cross Drive, Huntington, York, YO32 9GZ

Nimbuscare Ltd Board of Directors

Professor Mike Holmes / Maddy Ruff / Dr Daniel Kimberling / Dr David Hartley / Zulf Ali / Berni Judge / Michelle Phillips

Leaders in Local Care, Positive and Connected

Open, Objective with a Strong Sense of Equity for All

Collaborative, Compassionate and Community Focussed

Accountable, Agile and Accessible

Looking Forward at Future Innovations

