



Dear Applicant,

Thank you for showing an interest in becoming the **Associate Clinical Director** at GP Care UK Ltd. This is a new substantive position and a significant investment for us which will play an important role in shaping the future at GP Care.

I have been Clinical Director at GP Care for 9 years having previously worked in a range of Director of Nursing roles in the NHS and find it a rewarding and exciting place to work. The engagement, commitment and passion from everyone radiates throughout the entire organisation. We are proud that it is a great place to work and we strive to provide great patient care.

GP Care is unique, to understand what I mean by this it is useful to describe how we developed. Around fifteen years ago, a wide range of GP's got together to form GP Care to support their belief that patients should experience both diagnostics and treatments for a range of conditions where it suits them best – that is in a community setting as opposed to in a hospital. Since then, we have seen around 250,000 patients through clinics held mostly in GP premises, although we also have an outreach programme into several prisons.

We currently work in urology, gynaecology, ultrasound and DVT although we also have experience in audiology and cardiology. We provide our services through a combination of clinicians who already work in the NHS and our own staff. Our philosophy has always been the same – that we are a Social Enterprise, here to support and provide additional capacity for the NHS, not to compete with it.

We know that this model of care works and yet we are unique in the country. We know our patients value our service because they tell us so. We know our local health community values us because they tell us so. And we know we provide a high-quality patient experience because the CQC told us so.

We believe that the time is now right to extend the scope and range of what we do across the south west. The experience of the pandemic has shown greater willingness to consider new ways of working and new alliances and this represents a great opportunity for us. There is a lot going on at the moment, particularly over the next three years as we develop our future strategy. We are looking for an aspiring leader with the insight and abilities to progress to Director level and as such we are committed to nurturing and developing the right individual.

As the Associate Clinical Director, you will play a key role in:

- the development and embedding of our continuous improvement approach,
- driving a culture of patient involvement,
- reducing health inequalities through our service delivery,
- gaining, and maintaining quality standard accreditations (such as Quality Standards for Imaging for our ultrasound service)
- progressing our ambition to be rated as outstanding with the CQC.

You will work strategically, identifying and leading on key improvement initiatives across the organisation ensuring that these are well aligned to our strategic priorities.

We are looking for someone with gravitas and credibility who can both strengthen our in-house clinical expertise/professional leadership and act as our advocate and cheerleader in the local South West health community and potentially more widely.

The Applicant Pack tells you much more about 'who we are and what we do'. What it tells you less about is our culture and ways of working. We are a small but experienced team, and as such we are collaborative, informal, energetic, engaged, and mutually accountable. We are not big on hierarchy, bureaucracy, or egos.

Our people are what set us apart. They are also what will make us even better and help us to deliver our future strategy. We will therefore invest in your development within this role. Whilst we want the Associate Clinical Director to provide highly visible leadership across our services, we are also a flexible employer and you will have the option of working from home for 1-2 days a week where diary commitments allow.

It really is a great time to be joining GP Care and once again thank you for showing an interest in wanting to come and be a part of it.

With best wishes

Annie Kelly
Clinical Director

Our Strategy



OUR MISSION

To increase the availability of rapid access specialist diagnostic, assessment and treatment services in local health communities, and thereby to reduce hospital waiting lists

OUR VISION

To be recognised as the NHS partner of choice in the delivery of these services in the South West

OUR GOALS

- Offer a safe, clinically robust, service solution
- Materially reduce waiting lists for patient critical services
- Localise the delivery of these services as far as is practical and financially viable
- Sustainably deliver the services at a tariff equivalent to, or less than, the NHS tariff
- Provide a friendly, functional, user focused, patient experience

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Objectives



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| <p>1 Patient First</p> | <ul style="list-style-type: none"> • Patient safety paramount • High family & friends scores– Patient Satisfaction • Develop new services to benefit Patients |
| <p>2 Financial Delivery</p> | <ul style="list-style-type: none"> • Achieve an average net surplus of 3%5% of revenue • Average revenue growth of 10% P.A. • To keep costs low to be financially sustainable |
| <p>3 Key Performance Indicators</p> | <ul style="list-style-type: none"> • Consistently deliver to contractual targets • Outperform other NHS providers |
| <p>4 Compliance & Risk</p> | <ul style="list-style-type: none"> • Governance rigor around policies and processes • Achieve a good rating in the CQC SAFE domain |
| <p>5 Continuous Improvement</p> | <ul style="list-style-type: none"> • Constantly driving improvement in services processes & patient experien • Remain as responsive, flexible and simple as possible |
| <p>6 Building Relationships</p> | <ul style="list-style-type: none"> • Strong & positive networks externally & with our partners • Become the provider of choice • Supporting the NHS to reduce waiting lists |
| <p>7 Lead, Engage & Communicate</p> | <ul style="list-style-type: none"> • Obtain & maintain a high level of employee engagement • Continue to retain employees, through career & development opportun • Be an attractive employer of choice that supports its staff |

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Our Model



SERVICE DELIVERY MODEL

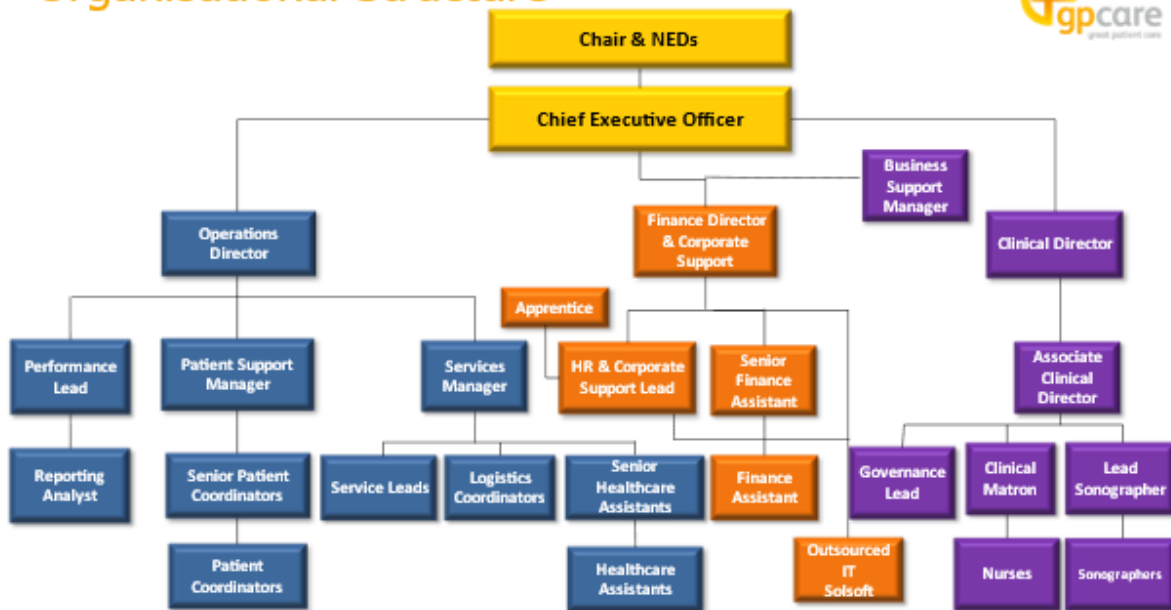
We will deploy a lean, flexible, service delivery model, using local clinical facilities, operating within a strict clinical governance regime.

SUPPLEMENT NOT COMPETE WITH NHS

We will not compete with the NHS, but supplement and support it. We will not operate in markets or offer services where there are a significant number of private sector providers.

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Organisational Structure

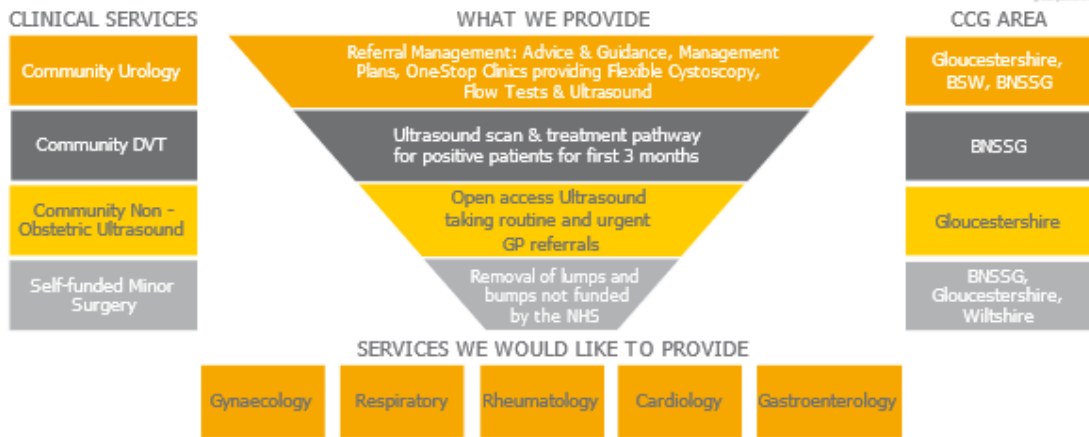


Governance & Risk Key Roles



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GP Care Clinical Services



We treat 20,000 patients per year across 3 CCGs and we are keen to extend our footprint across the South West

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Corporate Governance



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Our Behaviours



GP CARER		
G	ood team worker	Works well within & across GP Care Teams & with clients and supply chains
P	atient sensitive	Listens to, understands and empathises with Patient needs
C	ompliant & consistent	Follows agreed processes to ensure Patient safety, clinical outcomes, patient experience, timelessness, cost of service delivery and achievement of KPIs
A	datable & innovative	Responds positively to short & longer term organisational needs. Identifies to management opportunities for new or better ways to do things to assist continuous improvement
R	esponsible & accountable	Takes responsibility for and accepts accountability for fulfilling personal role to meet required performance standards, for solving issues within delegated authorities and for positively raising opportunities or issues with line management
E	onomically aware	Understands, assesses and responds appropriately to the financial & commercial consequences of their actions and the organisations activities
R	elationship builder	Builds friendly & robust relationships with key stakeholders with whom they interact (patients, friends & family, clients, supply chain, regulator, shareholders & colleagues)

GP Care Quality Account Summary 2020/21 Directors Statement

2020/21 will be remembered as the time the NHS faced its biggest challenge due to the COVID-19 pandemic. In writing this quality statement I am very proud of all our staff and subcontractors who have worked with us during this unprecedented time. Throughout the year our staff have worked tirelessly to maintain safe services for patients, adapted their practice and routines to meet social distancing and infection control guidance to ensure services were maintained and to support the wider NHS.

The commitment of our staff reflects the caring, supportive and innovative culture at GP Care which is focussed on providing high quality, responsive services, and continuous improvement. This is reflected in our CQC rating of Good which was reported in April 2020 as a result of our CQC inspection at the end of 2019/20.

The CQC found that:

- Staff dealt with patients with kindness and respect and involved them in decisions about their care.
- The service organised and delivered services to meet patients' needs. Patients could access care and treatment in a timely way.
- Feedback from patients was consistently positive.
- The service encouraged and heard views and concerns from the public, patients and staff and acted on them to shape services and culture.

They commented on the following outstanding practice:

- The service had responded to patients who attended the deep vein thrombosis (DVT) clinics and set up a DVT support group. Feedback from the attendees demonstrated the value of the group to encourage healthy living and prevent further medical problems.

A key focus for GP Care throughout the year has been to improve:

- Our recording of mandatory training for our staff and subcontractors, we developed a new mandatory training policy and regular mandatory training report to our Clinical Governance Committee to provide better evidence of compliance. We extended key training to our non-clinical teams, this included recognition of sepsis and safeguarding children and adults training.
- Registers of equipment calibration and servicing are now held centrally, and an annual equipment report is produced and reviewed by our Clinical Governance Committee.
- We have utilised functionality within SharePoint to provide electronic workflows to automate reporting and management of incidents, complaints and ALERTS. Workflows are also used daily by our staff to record cleaning and health & safety checks within clinics.
- Resources allocated to clinical audit have been increased to ensure that our ongoing audit of 5% of each sonographer's scans is kept within 3 months of current activity.

Our plans for 2021/22 are to move from a Requires Improvement rating in the CQC SAFE domain to a Good rating to reflect the hard work that has gone into improving our safety culture.

Our Quality Priorities for 2021 – 2022 (updated August 2021)

- Improve our Care Quality Commission (CQC) rating for the safe domain from requires improvement to good by requesting reassessment from the CQC
- Improve recording of Subcontractor mandatory training that has been undertaken in the NHS by end of October 2021
- Increase Friends and Family Test response rates to pre Covid –19 levels (30%)
- Deliver training in complaint management to key managers and review complaints workflow to ensure it is fit for purpose by end of December 2021
- Implement annual external quality assurance checks of all ultrasound machines by end of September 2021
- Redesign the GP Care website by end of October 2021 to make it easier for referring GPs and patients to find the information they need
- Implement annual questionnaire for Sonographers on repetitive strain injury (RSI) to identify areas where we can improve ergonomics and reduce risk of injury
- Continue to develop our processes to evidence robust premises management
- Develop patient and public involvement strategies that allow patients to influence the design of our services to ensure they meet local needs
- Achieve Quality Standards accreditation (QSI) for our ultrasound services by end March 2023