

Castleman Healthcare Limited

Working with GP practices and Primary Care Networks
to provide business and management support

Annual Report 2020



Introducing Castleman Healthcare

Castleman Healthcare is a not-for-profit GP provider company in Poole North and East Dorset, owned by 12 GP practices.

We provide business intelligence and operational support to the practices and the three Primary Care Networks (PCNs) they make up – Network Poole North, Wimborne & Ferndown Primary Care Network and the Crane Valley Network – so that 120,000 patients in this area receive the proactive and coordinated care they deserve.

We operate in a way which supports the PCNs to develop healthcare services at scale and targeted to the needs of our population. We share resources and expertise across the practices and are also happy to share our service models and tools more widely with other PCNs through networks and via commercial arrangements.

Purpose of this document

We have produced this report primarily to update our member practices on what we have collectively achieved over the past 12 months. It outlines our main achievements and our plans, as we embark on the next stage of our journey together. This has been an unusual year for our organisation because of the pandemic, with some programmes paused or altered while we provided support to enable the PCNs to respond.

We would like to actively encourage comment from all our stakeholders. Please direct these to info@castlemanhealthcare.co.uk.

Message from the Chair of the Board

When the Primary Care Networks (PCNs) were formed in July 2019, our aspiration was for them to become a platform for greater collaboration between health and care organisations locally. During 2020 and through our response to the Covid pandemic, these sentiments became a reality as we worked at speed with stakeholders to provide a response for the 120,000 patients across Poole North and East Dorset.

The last 12 months will of course be remembered for the extreme challenges we all faced. But what we should also remember is how this time has brought us closer to our partners and helped to cement important relationships with our stakeholders, through a more collaborative style of working.

The legacy of Covid-19 for Castleman, our PCNs and practices is the clear discovery that we are stronger working together. The pandemic has changed the way we do business and importantly accelerated our achievements.

This was illustrated early in the pandemic when we worked with others to set up Covid Red Sites where suspected Covid patients could be seen safely by our local primary care practitioners. And again, towards the end of 2020, the PCNs demonstrated how the style of operation had truly changed when vaccine sites were set up in a matter of days, benefitting from the cooperation of our partners, including Dorset HealthCare.

Over the next 12 months, we hope to resume our focus again on how to deliver more services at scale to support the PCNs. As we embark on this next stage of our journey, we will be looking to reinstate many of the plans which were developed and then paused at the start of 2020 but with renewed focus and vigour. As we look to the future, we will do so with the benefit of learning from the current crisis and we will endeavour to find new ways of providing a greater breadth of support to PCNs.

Now that NHS England has lifted restrictions on who can hold the Directed Enhanced Service (DES) contract we plan to use our expertise to help PCNs operate more efficiently and without the need for individual practices to carry unfair burden on risk. We are looking closely at our own business structure and the specialist resources which we will need, if we support these changes.

We will explore the possibility of extending our business reach to a wider geography and we are already considering how to evaluate different opportunities. These will be captured in a new, updated business plan which was put on hold last year. Our business plan will incorporate some of the latest thinking and innovation from across the primary care sector and beyond, taking best practice from the wider health and care landscape and from other sectors if applicable.

As we prepare for the next phase of our development, it is impossible to do so without reflecting on the huge contribution made by the late Dr Lionel Cartwright, who chaired the Castleman Board for four years until early 2020. I have taken on the chairmanship during this critical time, which also coincided with other changes to the Board including the resignation of Dr Samur Ghazawy and the appointment of Sarah Faulkner as Director of Programmes.

As we move into 2021 and beyond, we do so with experience and with the continued support and encouragement of our partners. We would like to thank you all for your continued support and ask you to feedback on our plans as they progress.

Dr Dominic Hennessy

Our Objectives

Everything we do is designed to support our GP member practices and the Primary Care Networks to which they are aligned, so they can provide the very best care in the localities where we operate.

By working collectively, we:

- Develop and share information about the health needs of the local population, so that services are carefully matched to these needs.
- Help our clinicians connect with each other and with colleagues in our local hospitals, community services, social care and the voluntary sector.
- Alleviate workload by managing many of the business, management and administrative services so costs for non-clinical services are shared, enabling budgets to stretch further.
- Pioneer new ways of working, so our primary care practitioners and our community partners can deliver new models of care, enabling patients to access integrated care services closer to home.
- Reinvest our funding streams and experience to improve healthcare in Dorset.
- Compete for contracts in the healthcare services market.
- Have a strong voice locally when discussions take place on how services should be planned to improve the patient journey.
- Share our success with other PCNs, including service models and tools under commercial arrangements.

We are only able to achieve this by running Castleman as a successful and sustainable business. We operate as a not-for-profit company and all financial surpluses are reinvested.

Putting our practices first - a business model for the future

During 2021, we will look again at the plans which were agreed 12 months ago but paused because of pressures from the pandemic and while we supported PCNs with activity to respond at pace to the evolving situation.

This will include examining carefully how we can extend our reach to incorporate a wider range of opportunities into our business model. This activity will require careful evaluation and we believe that by offering business management support across a wider geography, we will be able to generate a surplus which will both improve the sustainability of our business and benefit healthcare improvements for our patients.

Over the next 12 months, we will:

1. Continue to support the PCNs to respond to the contractual obligations of delivering the Network DES.
2. Support our member practices to continue to be sustainable and retain income.
3. Continue to deliver on all existing contracts.
4. Develop a future business model that is sustainable and offers Castleman and its members a secure and robust future.
5. Ensure our business structure and skill mix matches the ongoing requirements of our business plan.
6. Widen our offer to other PCNs, where this makes good business sense, so that patients can benefit in the long-term from the additional investment this will create.

Early in 2021, we will revisit some of the plans originally set out pre-pandemic for 2020 but consolidated over the past year. In particular, we will focus on the following three areas:

1. **Increasing services** beyond those provided for existing Castleman practices and widening the number of contracts managed.
2. **Developing a shared model of support for PCNs** that enables collaborative learning and financial savings, including marketing this to other PCNs.
3. **Building partnerships with external organisations** to develop a wider suite of business proposals, which will enable Castleman to expand its portfolio.

This approach reflects the long-term priorities already set and shared, but which were largely put on hold while we supported our PCNs with reactive activity throughout the pandemic.

Achievements

Over the past year, Castleman has continued to support the development of the PCNs and has delivered our existing contracts. We have also supported the PCNs with reactive activity during a time of unprecedented pressures as a result of the Covid-19 pandemic.

The integrated approach to working with our stakeholders was a solid foundation on which to base our work this year. Early collaboration has matured into meaningful long-term relationships enabling us to complete projects across organisations at greater speed. This was particularly noticeable through the support we provided PCNs in their response to the pandemic.

Throughout 2020, we have been able to fully demonstrate in the most extreme conditions the value of consolidating the business, operating in a lean and flexible way to ensure that we place our PCNs in the very best position to respond, however extreme the challenges they face.

Despite the pandemic, we have continued to deliver several programmes and services to benefit local patients, practices and partner organisations and have adapted these to match the changing and challenging needs of our communities. For example, some programmes have been paused or changed and many more replaced or augmented as a result of the pandemic.

We experienced a drop in contract revenue for Public Health over the past 12 months due to these contracts not being able to be delivered because of the pandemic but are pleased to report that this is now beginning to pick up again early in 2021.

Integrated Community and Primary Care Service (ICPCS) and Frailty Programme

We continue to develop the ICPCS and respond to the needs of our patients, practices and PCNs. The ICPCS hub team, based in St Leonards, has expanded its remit to support the PCN Care Home DES and provide a multidisciplinary team (MDT) for care homes in Wimborne and Ferndown and Crane Valley.

The team is a great example of true collaboration with Dorset HealthCare (DHC) and includes two GPs employed by Castleman and Advanced Nurse Practitioners employed by DHC leading on this work. The team supports home visits for frail patients and provides support to practice teams. Frailty funding from the practices also continues to support this service.

This project also supports the development of service pathways and education training pathways for practice nurses for respiratory and diabetes patients, in collaboration with Poole Hospital and Dorset HealthCare teams. The Respiratory Lead Nurse has established a project on the myCOPD App for remote monitoring and support in response to a wider push during the pandemic.

ICPCS team members have been released to support with the Covid Remote Monitoring Service. This was in addition to the setting up of a Covid Red Site at Wimborne Hospital during the first wave of the pandemic where patients could be seen safely by primary care practitioners, to relieve the pressure on practices in Poole North and Wimborne & Ferndown PCNs so they could continue to provide business-as-usual care for patients without Covid. We also supported the Red Site development in December 2020 for the second wave of the pandemic by working with a much larger group of PCNs in the Poole area.

Primary Care Networks (PCNs)

This time last year, our PCNs recognised the importance of working more closely together and with stakeholders but this had been largely untested. Over the past 18 months, considerable progress has been made and documented. We can now provide clear evidence which demonstrates that when we act together, working as a single entity, we are both stronger and better able to meet the changing needs of healthcare.

Practices are working more collaboratively as part of their PCN and between PCNs. This offers considerable benefits to practices. By working more effectively, sharing resources, expertise and achieving economy of scale savings, these arrangements place us collectively in a stronger position to respond to the healthcare needs of our local population, to meet the needs of the Network DES arrangements and the unprecedented challenges we have all faced as a result of the pandemic.

We recognise that with any rapid change there will always be issues and this journey has been no exception for us. Some of the main ongoing concerns for the PCNs relate to financial and employment liabilities and the associated risks which stem from the arrangements put in place in July 2019. The PCNs also face concerns about the management of VAT, tax and employment risks with the PCN lead practice taking responsibility for managing these financial arrangements and payroll of staff on behalf of the PCN. This means that the lead practices carry a heavy burden on behalf of the other practices. We will continue to support the PCNs on these matters.

We continue to provide programme management and business support for three PCNs including:

- Managing key meetings for clinical directors, the Network Steering Group and the Protected Learning Time meetings.
- Representing the PCNs at Dorset Clinical Commissioning Group (CCG) and other stakeholder meetings to inform decisions which will impact the PCNs.
- Recruiting and implementing specialist roles on behalf of the PCNs – social prescriber roles, pharmacists, teenage counsellors and physiotherapists – to provide financial efficiencies.
- Financial, legal and HR support and guidance, with contracts in place with external specialist providers including LMC Law.

PCN Workforce

Castleman has supported the PCNs this year to recruit several PCN additional roles including another social prescriber, five pharmacists, three pharmacy technicians and three care coordinators. The PCN workforce is growing rapidly and the impact of this in the practices and the PCNs has been immediate. Going forward the PCN workforce will increase and Castleman will continue to provide HR support.

Governance Update and Castleman Structure

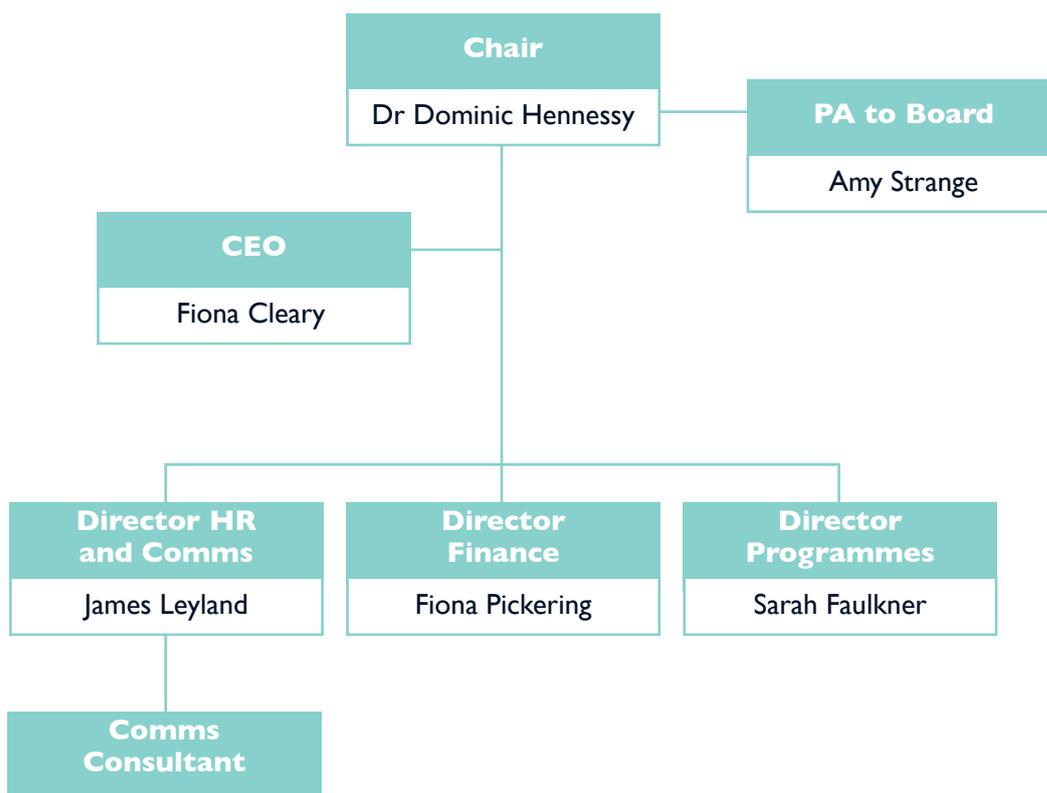
Governance

The Board is led by a team of committed and professional members of our practices including GPs and Business Practice managers. We have appointed a CEO, Fiona Cleary, with experience from the business sector, as well as a background in health and the wider public sector. We have plans in place to recruit a new full time business coordinator and bookkeeper/finance manager to support the day-to-day running of the organisation. In addition to this we bring skills from external consultants on a project-by-project basis.

The Castleman Board members also support the Clinical Directors with the development and operation of the PCN Steering Groups and meetings. This brings our teams together, so we share good practice, success and opportunities.

We have in place governance structures, policies and procedures that comply with best practice arrangements. The Board continues to work hard to make the company and its governance safe, fit for purpose and ensure that due diligence is always up to date.

Structure



Communication and Engagement

We place great importance on prioritising effective communication and engagement with our practices, commissioners, stakeholders and the wider health community. We have worked hard over the past year to improve our communication skills and place good communication at the heart of our strategy development. To achieve this, we have been working with a communication specialist to understand more fully the opportunities on offer to us, particularly through channels such as our website, working with the media and better use of newsletters and social media.

We have developed a more systematic approach to communication and always work hard to communicate in an open, trustworthy, accessible and responsive way.

We are proud of our developing relationships with the wider health sector and the benefits this collaboration is now bringing to our business. We regularly represent our practices in discussions at local, regional and sometimes at a national level, so their views are considered when decisions are made that will impact their work or the care of their patients. To do this we participate in several networks and forums, as well as facilitating opportunities on behalf of practices.

We also strive to listen to as many voices as possible, particularly when it comes to the way we interact and do business with others. We will always take the opportunity to proactively seek feedback through our communications and we use this to inform improvements in the way we do business.

For example, we have undertaken a survey to gain feedback on the social prescriber service, the results of which will be used to inform the development of the service and how we communicate this to practices, patients and the wider stakeholder community. Similarly, we regularly seek feedback on services offered through the ICPCS hub to inform the way we deliver these critical services.

We recognise that there is a strong link between engagement with partners, patients, carers and wider stakeholders, and improvement to the redesign of services to meet the needs of local populations. This is an area which we will explore further over the next 12 months.

We always try to match the channels of communication we choose to the engagement preferences of different stakeholder groups.

Engaging member practices

Castleman facilitates a Network Steering Group (formally the locality meeting) every two months to bring together representatives from the three PCNs and other stakeholders to discuss achievements and challenges. Following this meeting an update capturing key discussions is circulated more widely to practices.

Engaging people and communities

Opportunities for engagement and general news about Castleman are regularly updated on our website

www.castlemanhealthcare.co.uk.

We also update our social media channels:

Twitter: @castlemanHC Ltd

LinkedIn: <https://www.linkedin.com/company/22021147/>

Finance Update

During 2020/21 our financial objective has been to continue to keep Castleman on track, to work as efficiently and as leanly as possible, and to maximise any profits back into the practices.

During a national pandemic we have been fortunate to have been in a strong position at the beginning of the financial year that meant that the Company did not need to rely on any HMRC help & support for Covid. We have continued to maintain a good balance that has enabled us to strengthen the governance and operational structures within Castleman. We continue to have strong legal advice and insurance.

The Integrated Community and Primary Care Services (ICPCS) contract for Castleman continues and has been extended to 2022. The commitment of 10% of the over 75s/frailty funding to Castleman ensures that Castleman's Enhanced Frailty Service via the hub continues to provide additional support for frail patients.

Unfortunately, earnings from the Public Health contracts dipped significantly and it is anticipated that these contracts will continue to provide less income to practices until we see activity levels return to that of before the pandemic.

We intend to move our model of support on for the PCNs and from April 2021, we will be working more closely with them to provide a business model that will ensure they maximise the financial returns for PCN funds and protect their own practice business too.

For the period to end March 2020 we were pleased to report a net operating surplus of £4,445.00 with commitments brought over into 2020/21. These commitments are set against the delivery of ICPCS, Castleman's Enhanced Frailty work, PCN business management support and project management work streams.

Based on these results there is no corporation tax to pay for 2019/20 because the adjusted net profits are covered by losses brought forward from previous years.

For the year accounts 2020/21, these will be reported to the Shareholders in May 2021. We have a strong financial balance and we are pleased to confirm that this year we will be providing quality payments for the practices. We anticipate that there may be some corporation tax to pay for this year, but we will continue to manage our finances and keep overheads low in order to ensure that the Company provides investment back to the practices going forward.

For more information

email: info@castlemanhealthcare.co.uk

Our Practices

Network Poole North PCN	
Canford Heath Group Practice	9 Mitchell Road, Canford Heath, Poole, Dorset, BH17 8UE
Harvey Practice	18 Kirkway, Broadstone, Dorset, BH18 8EE
Hadleigh Practice	Hadleigh House, 20 Kirkway, Broadstone, Dorset, BH18 8EE
Birchwood Medical Centre	The Birchwood Medical Centre, Northmead Drive, Creekmore, Poole Dorset, BH17 7XW
Wimborne & Ferndown PCN	
Walford Mill Medical Centre	Walford Mill Medical Centre, Knobcrook Road, Wimborne, BH21 1NL
The Old Dispensary	32 East Borough, Wimborne, BH21 1PL
Quarter Jack Surgery	Rodways Corner, Wimborne, Dorset, BH21 1AP
Penny's Hill Practice	St Marys Road, Ferndown, Dorset, BH22 9HB
Orchid House Surgery	St Marys Road, Ferndown, Dorset, BH22 9HF
Crane Valley PCN	
Barcellos Family Practice	Corbin Ave, Ferndown, BH22 8AZ
West Moors Group Practice	175 Station Road, West Moors, Ferndown, Dorset, BH22 0HX
Cranborne Practice	The Surgery, Penny's Lane, Cranborne, Wimborne, BH21 5QE
Verwood Surgery	15 Station Road, Verwood, Dorset, BH31 7PY



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