



Salus Medical Services Ltd

Primary Care Resilience &
Support Programme Brochure





Salus Medical Services Limited is a federation of 20 GP practices operating in the Frimley Clinical Commissioning Group (North East Hampshire and Farnham Place) area.

We exist to:

- Serve our member practices and PCNs in the delivery of primary care services at scale
- Assist our practices and PCNs in collaborative ventures
- Provide high quality and consistent training services to our member practices
- Support our practices and PCNs in the delivery of the NHS-wider primary care agenda
- Provide effective and tangible assistance to GP practices to strengthen and reinforce resilience



Over the last 6 years we have embarked on a number of contractual ventures, aiming to ease pressure on GP services; which have included:

- **Home Visiting Paramedic Practitioners**
Completing the majority of home visit requests to primary care
- **Integrated Care Teams**
Completing assessments for patients with multiple and complex health and social care needs in the community setting
- **Community Single Point of Access**
A single point of access for all community service referrals
- **Additional Roles Reimbursement Staff**
Supporting PCNs with recruitment and employment responsibilities
- **COVID 'Hot Site' Assessment Centre**
Collaborative delivery of an assessment centre for suspected and confirmed COVID positive patients across Aldershot, Farnborough, Fleet and Farnham; in conjunction with our NHS Commissioners and Farnham Integrated Care Services (FICS)
- **Mayfield Medical Centre**
Assumed contractual responsibility for Mayfield Medical Centre, Farnborough in January 2020
- **Support to Practices**
Recently provided bespoke support for local practices in assistance of specified workforce and operational pressures and challenges

Our team have also developed solid relationships with all partner stakeholders in our CCG footprint and its borders over our years of service and we have a robust understanding of our

The Team

Our Resilience Support Team have extensive practice management backgrounds and are supported by the broad expertise of our Programme Advisory Team.

Resilience Support Team



Hannah Lawrence, Federation Resilience Manager

I have 13 years' experience working within the NHS and Primary Care. 10 of these have been as a Practice Manager. I have CQC experience, including new style inspections post COVID and experience of moving practices from 'requires improvement' to 'good' or 'outstanding'. I have achieved successful turnarounds in several practices including supporting through mergers, floods, fires, new computer systems and practice/PCN structure changes etc. I pride myself on supporting practices to use innovative ways of working to deliver and maintain a high standard of patient care whilst maximising resources for effective and efficient backoffice functions.



Sarah Roberts, HR Manager

I have 25 years NHS experience, 15 of which as a PM to 3 different practices where I have achieved successful turnaround in a number of areas as well as very good CQC outcomes. I pride myself in supporting staff and partners alike. I think a good practice consists of a staff who feel valued and can discuss anything with management or partners.

Programme Advisory Team



Dr Nick Hughes, Clinical Chair

I have been a GP partner in a Farnborough practice for 28 years, we have recently been through a practice merger. I have been Clinical Director of Salus for the last 5 years.



David Giles, Chief Executive

I joined General Practice in 2009 after 30 years in industry and I bring experience with NHS processes, contracting, practice mergers, EMIS, finance, accounting and general management.



Greg Ashley-Buck, Paramedic Manager

I am an Advanced Practitioner with 5 years Primary Care experience. Experience in transforming clinical services, particularly utilising Allied Health Professionals.



Emily Jarvis, Integrated Care Manager

I have 17 years' experience working with Primary Care including 10 years working within GP practices. Notable skills are within operational process review/creation and project management.



Alison Sherar, Practice Operations Manager

I have a longstanding primary care background spanning 17 years across 3 practices and am currently the Operations Manager at Mayfield Medical Centre. Skills areas include operations, systems, data, and claims.



Helen Bell, Project Officer

I have worked in Primary Care for 5 years. I can support governance, procedural and project work, external assessments, and websites/social media.

A hand is shown from the right side, holding a string of warm white lights. The lights are glowing and creating a soft, warm atmosphere. The background is a gradient of blue, with a white diagonal shape on the left side. The overall image conveys a sense of care, support, and hope.

Our Rationale & Objectives

Our objective for this programme is simple: to utilise our resource, skills, and staff base to support our PCNs and practices. It is no secret that the challenges faced, and demands placed on primary care continue to increase: with requests from commissioners, data submissions, Integrated Care Board (ICB) workstream requirements, delivery of PCN DES specifications, workforce issues and retention of staff.

Salus is a GP federation formed and owned by our member practices, and we have introduced this programme as we believe it is fundamental that we facilitate whatever support is required for the resilience of our PCNs and practices, to ensure they can continue to thrive in their delivery of primary care. Our ethos in this work is to use our knowledge, background and understanding of our local practices, patients and people to provide a support structure; and we are happy to consider small- or large-scale challenges, from customisation of your clinical systems to implementing wider operational or structural processes.

The programme was developed in conjunction with our NHS commissioners; with whom we have excellent working relationships.

Support Areas

Our offer to you and the practice will be individualised; and our process will always start with a discussion on needs and areas of support.

Here are some example areas we may be able to help with, however we would always endeavour to consider and provide help in other areas outside of those explicitly listed.

A full-service list is available in the Sample Service List section at the end of the brochure

General Management

Interim Practice Manager Function
Practice Manager Training
Practice Manager Mentorship
Management Role/Structure/Process
Policy and Protocol Review
EMIS Functionality – Searches, Templates,
Protocols, Concepts

Training

Basic Life Support
First Aid in the Workplace
EMIS Training for new staff
EMIS Customisation

HR Support

HR Management
Recruitment
Staff Contracts Review
Partnership or Staff Workforce Strategy Development
Appraisal Support
Disciplinary/Conflict Resolution
Staff Training Management

Financial Support

Financial
Management/Accounts
Payroll Support

What Next?

Get in Touch

Please see our process flow, service list and cost matrix on the following pages.

If you feel your practice could benefit from some support, please contact Hannah Lawrence to discuss next steps.

Key Contacts

Hannah Lawrence (Federation Resilience Manager)

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David Giles (Programme Executive)

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david.giles@nhs.net

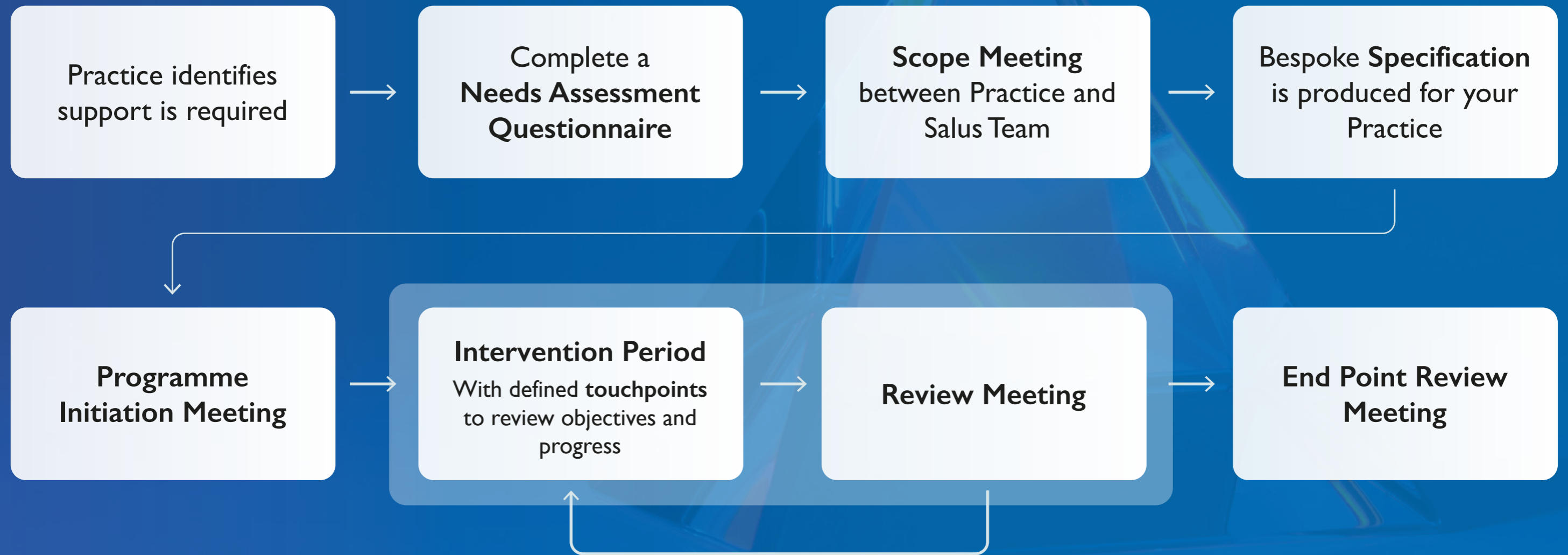
Sarah Roberts (HR Manager)

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Programme Process



Sample Service List

General Management

1. Interim Practice Manager

Provide a PM to take charge of the practice while a recruitment of change process is completed

2. PM Training

Provide training and development support to new PMs in post for the first time

3. PM Mentorship

Provide support to experienced PMs under pressure who need external guidance, also useful for PMs new to the area to help them understand local arrangements

4. PM Role Development with Partnership

Support to an established or newly created Partnership to review the structure and management processes needed to achieve practice goals.

5. Policy & Process Review

A review of existing practice policies and a cross-check to see that these are up to date and aligned with current operations

6. Bespoke EMIS Searches & Templates

Development of bespoke templates, protocols, and searches to meet practice specific needs

7. Project Management

Assistance with the development and implementation of new services or processes within the practice

8. Complaints & Significant Events

Impartial assistance with managing or investigating patient complaints and significant events

9. PPG Liaison

Working with the practice PPG to extend membership, defines roles etc.

10. CQC Preparation

Additional workforce and expertise in preparing for or responding to CQC inspections

Sample Service List Continued

HR Support

1. Interim or Fully Outsourced HR Management

Provision of a complete HR Management function on a short- or long-term basis.

2. Recruitment Service

JD development, advertising, shortlisting, interview support and on-boarding for new staff.

3. Staff Contracts Review

Assistance to review and align staff contracts across the practice

4. Appraisal Support

Assistance to manage the appraisal process, provide paperwork, write up review and action plans

5. External support with disciplinary processes, conflict resolution or performance management

Assistance to Partnership to handle disciplinary matters and conflicts between staff and/or Partners.

6. Training Plan and Management

Support to ensure staff are up to date with Statutory, mandatory and job-related training

Finance

1. Financial Management

Interim, or potentially longer term support to manage practice accounts remotely using cloud-based services.

2. Payroll Support

Interim support to maintain payroll during times of staff shortages

3. Claims & Reimbursements

Support to identify and submit claims for business and clinical reimbursements including auditing existing claims and identification of outstanding items

4. Premises & Facilities

Assistance with surgery projects, improvement grants, facilities management etc.

Training Services

1. Basic Life Support

Provision of BLS training by Paramedic Team

2. First Aid in the Workplace

Provision of essential First Aid training by the paramedic team

3. Introduction to EMIS for new staff

Short session aimed at helping non-clinical staff to understand and use EMIS

4. EMIS Customisation

Sessions for admin or clinical staff wanting to learn and develop their skills with EMIS searches, reports, templates, protocols, and concepts.

Cost Matrix

In order to keep the process of estimating and agreeing costs prior to project commencement, we have identified in effect 4 x rates reflecting the seniority and experience of the support provided.

All staff have experience in a GP/NHS environment. An example of how this might be used in practice to cost a programme is included.

Rate 1: 'Director' – £60/hour

A Salus Board Member with extensive and relevant experience in the programme area and with the seniority to approve an the project scope and have direct involvement as agreed/required. *(Example – CEO, Clinical Chair, PCN Director etc.)*

Rate 3: 'Senior Administrator' - £21/hour

A competent and autonomous senior administrator with appropriate, relevant expertise capable of delivering programme results through their own work or through training and developing others. *(example - Senior Receptionist, EMIS Trainer, Secretary)*

Rate 2: 'Manager' – £35/hour

A 'Practice Manager' level person with extensive and relevant experience in the programme area who will directly oversee the programme, liaise with practice Partners, attend meetings and manage both Salus and local staff as necessary. *(example – HR Manager, Project Manager, Interim PM etc.)*

Rate 4: 'Assistant' - £15/hour

A staff member with appropriate skills who will undertake work on the programme as directed by others *(example – receptionist, admin clerk, data entry clerk, call handler)*

Cost Matrix Example

This is a worked example of how project costs can be estimated using the above may be to engage Salus to support the implementation of a service to provide self-referral Mental Health practitioners in practice. The example provides some 10 full man-days of support to create a professionally planned implementation that requires minimal practice input thus minimising disruption to existing services. In this case the programme and associated costs might be:

Phase: 1	Initiation: Scope the project and define/agree the service specification with practice Partners. Director 2h, Manager 5h	£295.00
Phase: 2	Development & Preparation: Identify and recruit practitioners, agree an SOP, create Data Entry & Reporting Templates, prepare training materials for clinical and reception staff. Manager 15h, Senior Admin 22.5h, Admin 15h	£1,222.50
Phase: 3	Training & Go Live: Train practice staff, test IT support, be available to troubleshoot on launch day. Manager 7.5h, Senior Admin 15h	£577.50
Phase: 4	Review and Sign-off: Check that the project delivers against the specification and runs as intended in a formal review with the practice partners. Director 2h, Manager 4h	£260.00
	VAT, chargeable as not a direct medical service	£471.00
	TOTAL COST	£2,826.00

Note that the average hourly rate is £32/hour and therefore compares favourably to the cost of the practice PM doing the work but without the additional workload and impact on practice operations.



