



ANNUAL REPORT

2019



Working in partnership for excellence in General Practice



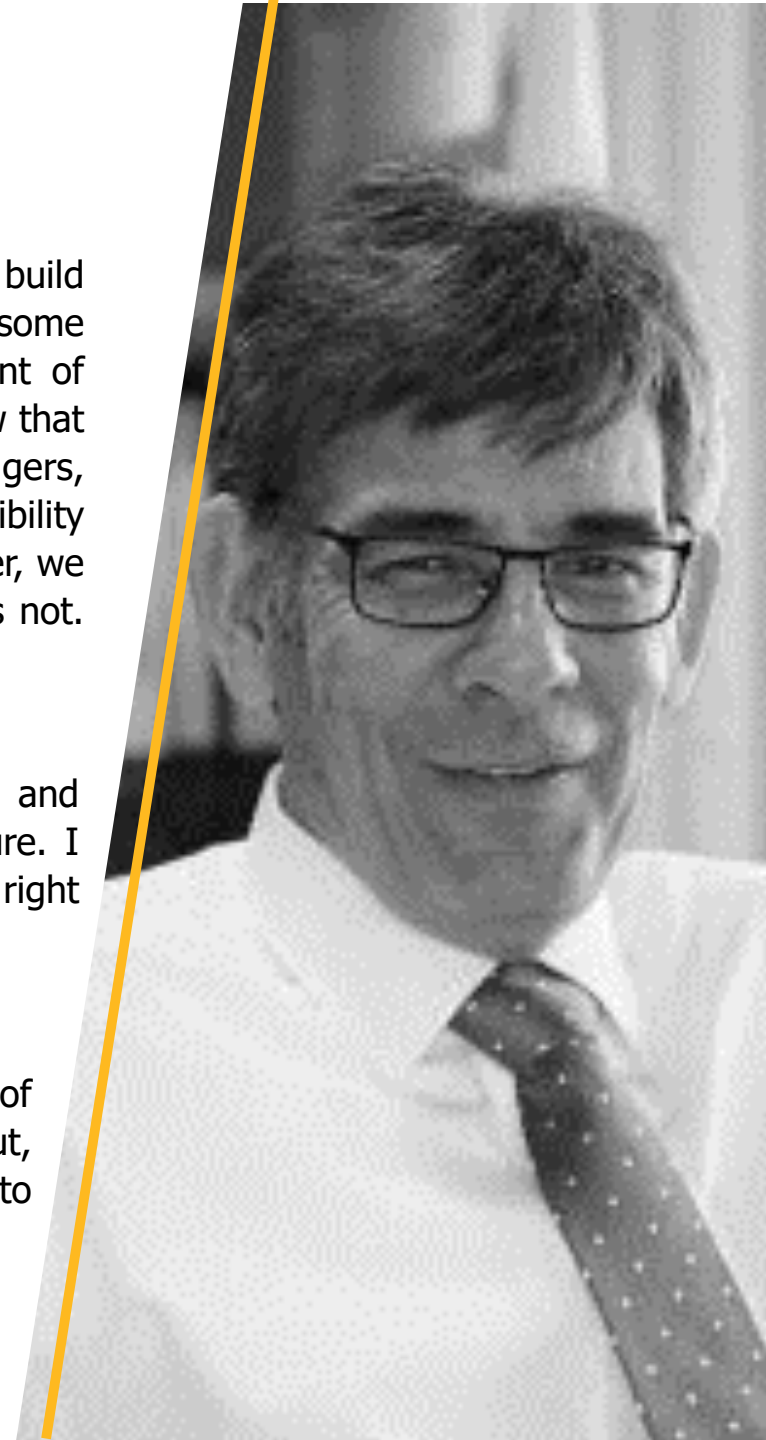
Foreword

From Chief Executive, Dr Peter Graves

As you will be aware, our ambition for the last two years has been to build practice resilience, and answer some difficult questions, like, why are some practices thriving and prospering whilst others have reached the point of terminating their contracts? At last the picture is emerging. We can show that strong practice leadership shown by the GP Partners and senior managers, backed by good, professional business practices and a culture of responsibility for high quality care, shine out from those beacons of excellence. Further, we are beginning to understand why some practices can recruit and others not. Our next challenge is to embed this in more and more practices.

During the last 12 months we have been building on our experience and driving forward with the aim of giving practices optimism for the future. I believe we are slowly but surely seeing practice resilience moving in the right direction – the ‘green shoots of spring’ are visible.


The 2019 contract changes, with the emergence and development of Primary Care Networks, has slowed the resilience work down a little but, once again, just like General Practice, we have had to respond in order to support our practices through yet more transition.





Foreword Continued

From Chief Executive, Dr Peter Graves



However, behind all this, my personal focus has been around development of the LMC to ensure it is in the right place to hand over the tiller to my successor. I am having difficulty believing that this is the last Annual Report for Beds & Herts LMC Ltd I will oversee.

As I face retirement, I have reflected over the past 15 ½ years that, I have to say, I have enjoyed enormously. Not only has it been rewarding and fulfilling, it has been a real honour to work for GPs throughout Bedfordshire, Luton and Hertfordshire. I doubt a single patient would recognise my input, but hopefully most practices will have benefitted in some way and, therefore, achieved a little bit more for their patients because of the work of the fantastic team here at the office in Stevenage. I will miss the team enormously and I cannot thank them enough for all their support – and the same is true for the LMC Board and the Committee members.



Dr Peter Graves, Chief Executive

Strengthening Practice & GP Support



We developed and refined the Resilience Assessment Tool to help practices identify areas of strength and weakness.



We improved our understanding of what makes a resilient practice – 138/197 GMS practices completed the Practice Healthcheck Questionnaire.



We facilitated access to expert legal advice for merging practices – 4 more merged practices take off.



We continued to learn from workforce surveys – more advice shortly to be published for practices about attracting clinical and admin staff.





Advocacy & Negotiation



Dr Nicky Williams, GP in East & North Herts, joined the team as one of two Medical Directors, increasing GP input at the LMC offices and influence at liaison and GP commissioning meetings.



We challenged CCGs at commissioning meetings on production and implementation of local incentive schemes, premises plans and primary care contract management.



We continued to be a GP voice at the strategic level.



National Representation

LMC representation at national LMC Conferences to decide new policies for GPC such as:

**Measures to address
ambulance delays and
to review the
performance of
NHS 111**



**Continuing to
challenge
underfunding of
General Practice**



**Advocated measures
to support the GP
Partner Status**





Local Negotiations



We worked with Herts LPC to support and promote guidelines for pharmacists to prevent an increasing trend to use dosette boxes, and to improve communications when medicines are not available.



We developed and published home visiting guidelines to aid practices in their management of both their housebound and wider populations.



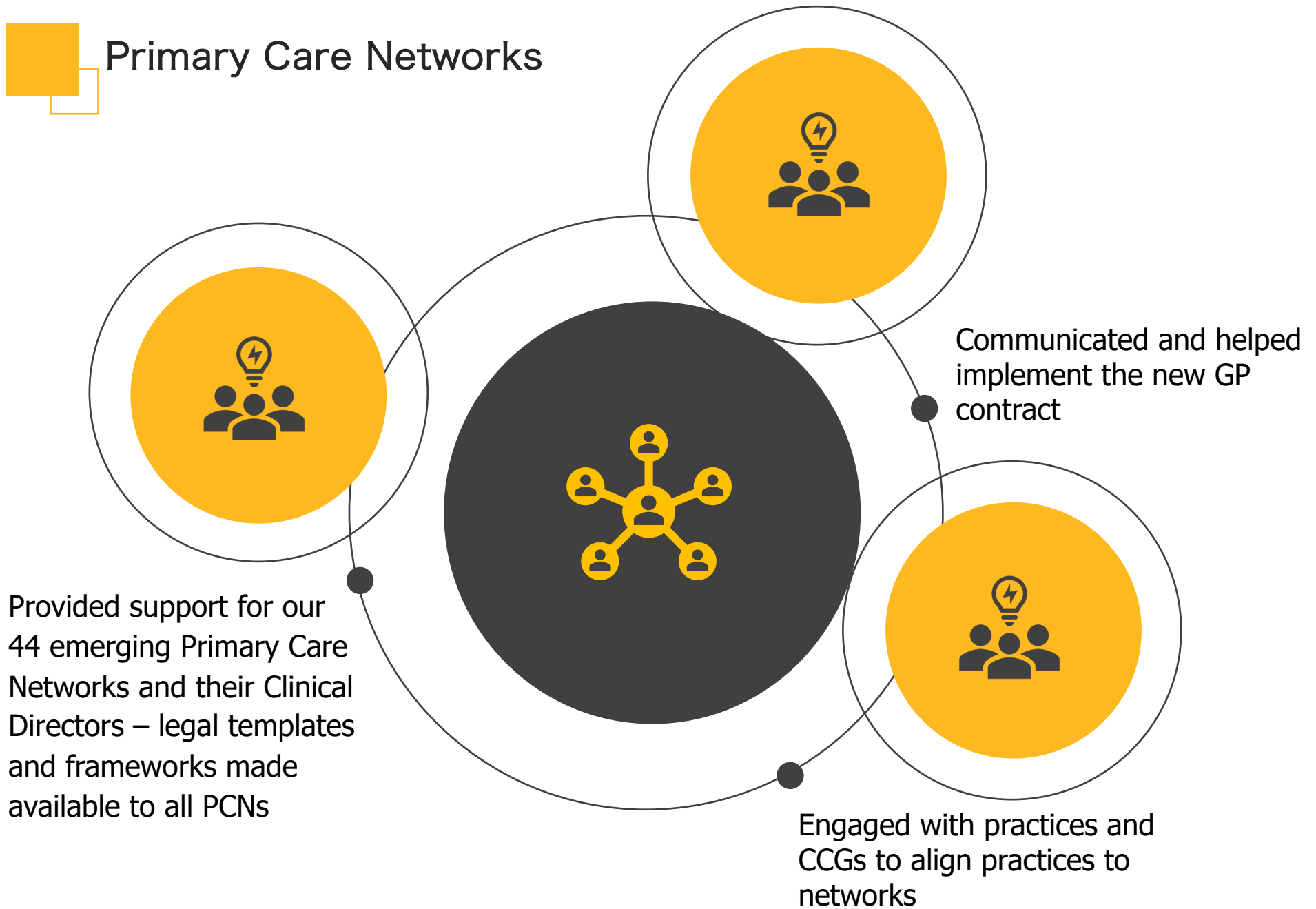
We negotiated compensation for East & North Herts GPs following increased work burden due to major IT failure at Lister Hospital.



By continually challenging the CCGs, we finally saw improvements to the Eating Disorders Service in Bedfordshire and Luton.



Primary Care Networks



Education and Training



61 training courses delivered in 2018/19– 887 delegates attended. New programmes to be offered in 2019/20



New Business Fundamentals programme designed and launched. Pilot delivered with 5 more programmes planned in 2019/20 thanks to funding from BLMK ICS and H&WE STP



Modular Mental Health Programme, in partnership with HPFT, for the 6th year running



3 Safeguarding Conferences in partnership with Hertfordshire CCGs



2 LMC Roadshows to deliver and discuss National and Local priorities– 157 GPs and PMs in attendance



Wider involvement and collaboration on workforce projects and stronger representation at STP Workforce and Education meetings



Committee Members



Thank You

We said goodbye to the following LMC members:

Dr Mike Attias
Dr Katie Bramall-Stainer
Dr Dev Chatterjee
Dr Jeremy Cox
Dr Mike Ingram
Dr John Lockley
Dr Nikesh Mehta



Welcome

We welcomed new LMC members:
Dr Monica Alabi
Dr Seraj Anwer
Dr Elsa Charles
Dr Deepa Choudhury
Dr Nasir Hannan
Dr Yamini Malhotra
Dr Bharat Mehta
Dr Khalid Mirza
Dr David Turner



New Members

We are always open to new LMC members. Please contact the LMC office if you want to know more about being an LMC member.

Internal Changes



Appointment of and preparations for the new Chief Executive, Karen Livingstone who joins us in November.



Review of the LMC constitutions to modernise the committees and to make them fit for the future – shortly to go out for consultation.



Board development and training to ensure the LMC is fit-for-purpose, more strategic, cross-county in its focus, and continues to deliver high quality services for our constituent GPs.



Michelle Storey joined us in July 2018, not only as a new voice on the phone but also to support the work of the team, particularly in the administration of training and events.



Finance Report

A summary of our 2018-19 accounts.



**Total Income:
£1.12m**

This figure was made up of statutory levy, resilience project income, and training and education income.



**Total Expenditure:
£1.06m**

The graph to the right shows how much we spent on each of the five LMC functions.



**Statutory Levy:
44p per patient**

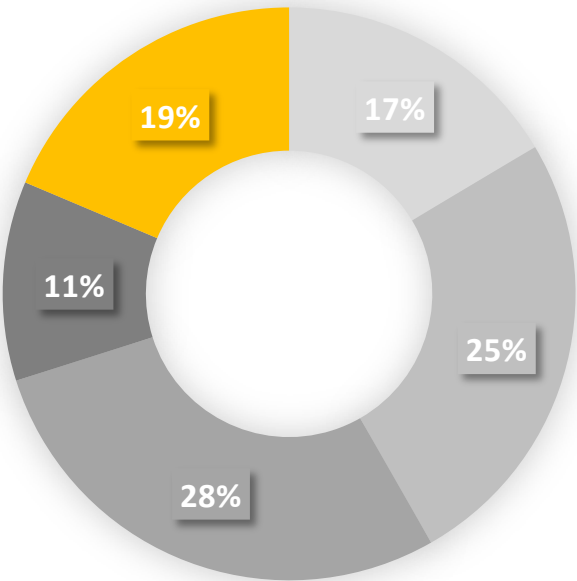
We raised a total of £866k through the collection of the statutory levy.



**Year End Reserves:
£716k**

This is an increase of £60k on the reserve held at the end of FY 2017/18.

LMC Expenditure



- General & Office
- Statutory Work
- Pro-active Work
- Education & Training
- Reactive Support (inc. Medical Director)

A detailed breakdown of the LMC finances can be found in appendix 1.



Appendices



APPENDIX 1

Detailed Financial Report for 2018-19.

We are pleased to present the 2018 to 2019 Finance report that was signed off at the AGM held on 5th June 2019.

Executive Summary

1. Total statutory levy income (@44p per patient) = £866,048 (77.6% of total income) - £57,437 above predicted.
2. Total income = £1,115,749 (including part of the Voluntary levy transfer and bank interest)
3. The net surplus for the year on all income and expenditure (after tax of £195 and as shown in the audited accounts) = £60,440. This surplus has mainly come about by part-year effect of staff employment (under-budget by £18,818) underspends on the key project areas ('Managing Change').
4. Total reserves = £716,297
5. A total of £244,857 income received in the financial year 2018 to 2019 has been deferred into 2019 to 2020 as the work has not yet been completed. This starts the 2019 to 2020 year in a very strong position, removing pressure on the Statutory Levy. However, it potentially creates pressures on income in subsequent years.



APPENDIX 1

Detailed Financial Report for 2018-19.

1. Overview

	Income	Expenditure	Inc. -Exp
Income			
Stat levy income	£866,048		
Managing Change/GPRP income (plus part of VL transfer)	£162,676		
Miscellaneous income & deposit acc. interest	£2,458		
Education income	£84,567		
Total Income	£1,115,749		
Expenses			
General office and statutory expenses		£742,921	£125,585
Managing Change		£193,133	(£30,457)
Education		£119,060	(£34,493)
Total (gross) Income – expenses		£1,055,114	£60,635
Tax on bank interest		£195	
Net surplus			£60,440
Total reserves			£716,297



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2. Project Expenditure

During 2016, the LMC determined that it would become project and outcome focussed, giving those that pay for our services, namely GPs, far more transparency about where the levy goes. We have, therefore broken all our expenditure down into 3 project areas plus the general and office expenditure, and the statutory work of the committees and office team.

The 3 project areas consist:

Proactive work – identifying those practices most at risk and working to help them improve the situations that are putting them under most pressure. This area includes work on recruitment and retention and understanding why new doctors join one practice and not another. Expenditure in this area also includes the retainer for LMC Law, who provide advice and assistance to merging practices, federations and, recently, forming PCNs, either free or at significantly discounted prices, as well as constantly providing us with legal advice.

Education – this area not only includes the significant number of courses and training seminars we run, but also the highly successful 'Business Fundamentals' programme, the pilot sponsored by BLMK ICS Training Hub. We are in the process of organising further programmes in BLMK and across the Herts and West Essex STP.

Reactive and Medical Director activity – we employed two new medical Directors during 2017 and 2018, thereby strengthening our pastoral care team and moving towards mediation services.



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3. Year End Position

1. At the year end, we came in £47,997 under the budget we set last April, mainly due to the staff underspend of £23,001 (due to delays replacing and recruiting new staff) and £22,631 from an underspend on the total committee costs. However, a number of budget lines were over-spent:
 - a. *Computers* (over-spent by £7,507): this includes one-off capital expenditure on new PC following the shift to cloud-based computing, which shouldn't recur for several years.
 - b. *Stationery and publications* (over-spent by £1,983), mainly costs for replacing old printers for a new printer/scanner
 - c. *Telephone, fax and internet costs* (over-spent by £7,300): to upgrade to cloud-based computing, it was necessary to invest in a fibre-optic telephone line. We are now looking to offset the increased expenditure by utilising a VOIP telephone system in the near future.
 - d. *Staff training* (over-spent by £5,251), for essential training, mentoring and coaching of staff members.
 - e. *Office Repairs and Maintenance* (over-spent by £5,763): some modifications to the office were undertaken to offer Mike Harrison and Dr Nicky Williams some privacy when talking confidentially to practices.
2. A full review of the on-going contracts with suppliers is underway, including the website maintenance contract, the photocopier and telephone system contracts. To date, it looks likely that removing several of these will reduce annual expenditure by £4,000.
3. It should be noted that Statutory income not only exceeded expectation but was probably higher by approximately £30,000 than it would have been, had we not shifted to a quarterly payment of levies, following list size reconciliation.
4. During 2018 to 19 a total income of £356,690 was generated and received from sources other than the Statutory Levy. This was mainly from Educational activities and from Bedfordshire, Luton and Milton Keynes ICS and East & North Herts CCG commissioning us to undertake intensive resilience work and run the 'Business Fundamentals' course again. It also included £100,000 that was transferred from the Voluntary Levy account for clearly specified, non-statutory local projects to support practices, as agreed by the committees. However, as this was confirmed so late in the year, some of it wasn't completed by the end of the financial year. Therefore, £244,857 of this income has been deferred into 2019 to 2020.
5. Voluntary Levy: during 2018 and 2019, we continued to collect 5p per patient from practices towards the Voluntary Levy.

Full detailed, audited accounts for the LMC Ltd activity as well as accounts for the Statutory and Voluntary levies are available on request.



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4. Conclusion

For the financial year 2018 to 2019, the LMC Ltd has, once again, achieved a surplus of £60,440 on a total income of £1,115,749. This will be added to the reserves, giving a total of £716,297.

£244,857 of the total of £356,690 income received from sources other than the Statutory Levy (including £100,000 Voluntary Levy income agreed by the committees to utilise locally), has been deferred into the 2019 to 2020 financial year. This means that the pressure on the Statutory Levy is reduced at the outset of the financial year 2019 to 2020. As a result of this strong position, the Board and representatives at the AGM agreed not to increase the Statutory nor Voluntary levies for the financial year 2019 to 2020.

Dr Peter Graves, Chief Executive & Dr Jeremy Cox, Treasurer

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