



Beds & Herts LMC Ltd
ANNUAL REPORT
2021



Bedfordshire & Hertfordshire
Local Medical Committee Ltd

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“ Beds and Herts LMC Ltd aims to support GPs and practices to aspire to excellence in patient care, by advising on and promoting the development of all aspects of general practice ”.

Foreword from our LMC Chair, Dr Simon Hughes



I think most GPs will agree this has been another very tough and difficult year in General Practice throughout the country and for those of us in Beds and Herts it has been no different. Perhaps we are daring to hope that, with the efforts the country has made in the “Lockdowns” and now especially with the remarkable achievements in the vaccination programme, we are beginning to see an end of the very high hospital admissions and deaths. However, we as GPs are still very aware of the mayhem left in the pandemic wake; long Covid cases, long waiting lists for secondary care and the huge demand from patients consulting with a multitude of problems which they have been holding onto for the last 15 months has resulted in ever more appointments in our Practices. Our workload from the national statistics has shown we are working harder than ever.

I am also very conscious that the Delta variant has wreaked havoc in India and many colleagues have lost friends and relatives and yet despite this have continued to work as hard as ever serving the patients in Beds and Herts. I should like to recognise this commitment in a time of great sadness for many doctors and the LMC is grateful to all in this situation.

We should also recognise the superb efforts made by many GPs and Practices in providing the vaccination programme and making it such a huge success particularly in some areas where there has been resistance from the public to vaccination. Once again, the resourcefulness and the willingness of GPs and practice managers to be innovative and work tirelessly has won the day. I feel very proud to work alongside so many excellent GPs, nurses and practice staff.

In the last year the LMC has undergone further and very positive changes. I am delighted that Mr Michael Harrison and Dr Nicky Williams have become permanent Co-CEOs. They have continued to provide strong leadership within the office and in the dealings with the CCGs and neighbouring LMCs.

I really believe the office is now in a very strong position to represent us and support us in the stormy waters we must continue to navigate. Indeed, I would say the level of resilience in the team is higher than it has ever been and I would like to thank all the staff for all their dedication despite many months of working in isolation. The LMC continues to be fully committed to supporting Practices in the next year and beyond.

Executive Summary from our Co-CEO, Michael Harrison & Dr Nicky Williams



We leave behind a year that, for most, has been the most difficult of their lives.

Whilst it is tempting not to dwell, it is worth reflecting on the pivotal role general practice has played over the past 12 months. In adapting to the presence of Covid-19, practices have developed and implemented new models of care, embraced technological changes and supported Trusts by taking on secondary care work to ensure patient disruption is minimised. Practices have worked together in hot hubs and PCNs, with clinical directors taking on complex leadership roles they never signed up for. This culminated in general practice delivering a vaccination campaign in a matter of weeks that would usually have taken years.

None of these changes have been easy but our practices have risen to the challenge in order to protect the most vulnerable and ensure delivery of Primary Medical Services.

Like every organisation it has been a difficult year for the LMC. Alongside the Covid-19 challenges, we have undergone changes in the CEO role and the retirement of some experienced representatives. But like general practice, we have adapted and grown. This would not have been possible without the support and commitment of our Board, committee members and our amazing secretariat team.

We would like to say thank you for your ongoing support of the LMC. We feel honoured to have played a part in the role general practice has taken during this crisis and are immensely proud of all our practices and colleagues.

Michal Harrison, Co-CEO

Dr Nicky Williams, Co-CEO



Finance Report 2020/21



Summary of Accounts: March 2020 to April 2021



**Total Income:
£1,012,824**

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



**Total Expenditure:
£901,703**

The diagram on page 9 shows how much we spent on each of the five LMC functions.



**Statutory Levy:
44p per patient**

We raised a total of £883,632 through the collection of the statutory levy.



**Year End Reserves:
£827,974**

This is an increase of £114,303 on the reserve held at the end of FY 2019/20.

Review of 2020/21 Accounts



Income & Expenditure Review

	2020/21	2019/20
Total Income	£1,012,824	£1,170,958
Total Expenditure	£901,703	£1,174,879
Bank Interest	£3,929	£1,358
Tax on Bank Interest	£747	£63
Surplus (Deficit)	£114,303	(£2,626)

Balance Sheet

	2020/21	2019/20
Reserves at start of financial year	£713,671	£716,297
Surplus (Deficit)	£114,303	(£2,623)
Reserves at end of financial year	£827,974	£713,671



Review of 2020/21 Accounts

Income Breakdown

	2020/21	2019/20
Statutory Levy	£883,632	£872,258
Resilience Funding	£22,258	£103,490
Education	£106,934	£165,359
Misc. Income & Bank Interest	£3,929	£31,209
Total	£1,016,753	£1,172,316

Review of 2020/21 Accounts

Dr Jeremy Cox (LMC Treasurer) & Michael Harrison (Co-CEO)



Expenditure Breakdown

	2020/21	2019/20
Staff costs (inc. on costs)	£534,703	£745,636
Secretariat non-staff costs	£133,445	£143,091
GP sessional payments, honoraria and expenses	£116,712	£128,956
External consultants & training facilitators	£78,217	£128,573
IT costs (phone, software, hardware & licenses)	£38,626	£28,623
Total	£901,703	£1,174,879



Reflections on the Past Year

LMC Team

Spring 2020

- The pandemic was declared in early March and the UK Coronavirus Act passed a few weeks later. On March 26th we entered the first lockdown.
- General Practice responded quickly and efficiently by moving to remote working to keep patients and staff safe.
- There were huge concerns about the quality and quantity of PPE; massive information overload & for the first time General Practice was asked to work to a Standard Operating Procedure (SOP).
- Non-essential work stopped – including CQC, QOF, local enhanced services, FFT, etc.
- People started panic buying, toilet rolls disappeared, but outside there was sunshine, blue skies and silence.

At the LMC...

- The new Chief Executive left, Mike and Nicky were put in charge.
- LMC staff were working from home and all LMC meetings moved online.
- Hours were spent reading, interpreting information and producing weekly updates for practices – topics included death processes, PPE, HR Law, PCN DES, firearms, risk assessments, Covid reimbursement, work/school absences.
- The number of meetings increased as we discovered Teams and Zoom, with almost daily meetings with the CCGs.

Words of the Season

Unmute
Shielding
Social distancing
Furlough
Hot Hubs
Key Workers
Barnard Castle

Summer 2020

Words of the Season

Covidiot
Bubble

Risk normalisation

Lockdown breach

Eat out to help out
Scotch Egg loophole

- By the summer and the end of the first lockdown, the impact of Covid on friends, family and colleagues was being felt, with the recognition that it was not “the great leveller” but highlighted inequalities in society. As the first wave started to abate, commissioners very quickly started to talk about restoration and recovery and how quickly we could get back to a “new normal”.
- There was a huge, but muddled and confusing, focus on testing – test & trace, antibody testing, antigen testing. Face masks finally became mandatory in hospitals but not in practices.
- CQC was trying to find a role for itself (having been declared non-essential) and introduced its Emergency Support Framework (ESF), the first of several changes to how they regulate.
- A big issue of the summer was the announcement of a pay award with no matching increase in funding. The government got into the habit of making announcements via the media which took commissioners and providers by surprise.

At the LMC....

- We increased the capacity of the Pastoral Care Service and launched a mentoring scheme for GPs and GPNs. Education, training and events were under review and some key training moved online, such as Pensions Update, Mental Health Updates, Safeguarding and Business Fundamentals.
- A paper was written on "Moving to the New Normal".
- In BLMK the LMC negotiated a longer time for practices to vote on CCG mergers.
- We continued with many meetings, digesting information and producing the weekly update covering issues such as risk assessments, New to Partnership Scheme, fitness to fly certificates, face coverings, CCG mergers, GP contracts, flu, QOF etc.

Autumn 2020

- In the Autumn, cases started to rise again and a three tier lockdown system was introduced.
- The government continued to make announcements such as the extension of the flu campaign to 50-64 year olds via the press, catching us unawares and unprepared for new avalanches of patient queries.
- NHSE wrote the first of its letters to practices reminding them to see patients face to face which caused conflict with patients and huge dismay amongst the profession.
- Discussions started about Covid vaccination – no one quite believed it could happen so soon.
- In November, the second national lockdown started.

At the LMC....

- LMC Administrator Michelle's baby boy was born.
- We sent an open letter to all practices in response to NHSE's letter about F2F appointments.
- The LMC created a Covid capacity calculator and jointly with Cambridgeshire LMC, published a report which highlighted the dire situation within general practice locally.
- Work on equality and diversity within the LMC commenced as part of reflective exercise to ensure the LMC is truly representative.
- As more information about Covid vaccination plans emerged, we circulated information to help practices in responding to the issues. LMC Reps attended the virtual Conference of English LMCs and spoke passionately on behalf of the GPs in Beds and Herts.

Words of the Season

Flatten the curve
R number
Doing a Chris Whitty
Circuit breakers
Ramp up
Rule of six
Elephant in the Zoom

Winter 2020

Words of the Season

Course correction
Surge-testing
Reset
Collaboration
agreements

- In December Covid vaccinations started. This was truly General Practice at its finest – bringing hope to the country and delivering the impossible amid ever-changing rules and regulations. Patients, some of whom had not left their house for months, turned up in the snow and rain and for the first time since the Spring there was a glimmer of light at the end of the tunnel.
- In January, Britain left the EU and the third national lockdown started.
- The White Paper on NHS reform was published, setting out the plans and timetable for the end of CCGs and creation of the ICS.
- NHSE, realising that due to rising cases the “restoration and recovery” they had been hoping for last summer was not going to happen, announced additional funding for general practice. Talk moved to “reset” rather than “recovery”.

At the LMC...

- The LMC Board appointed Mike and Nicky as permanent CEOs and Dr Rodney Brittan, Medical Director, retired.
- The LMC Office circulated information about the Covid vaccination ES and advice about collaboration agreements. Weekly updates although dominated by Covid vaccination, covered information about GP contract changes for 2021/22, the White Paper, FOI requests, Cancard, and plans for extended access.
- We wrote to all local MPs about vaccine supply and other vaccination problems to ensure they understood that this was outside of the control of GPs.
- Business Fundamentals Bite-size modular course was designed and launched for new to practice GPs and GPNs, running alongside the popular and successful Business Fundamentals programme.
- The biennial LMC Elections were held and we welcomed new GPs to the LMC committees.

Spring 2021 and beyond....

- At the time of writing this annual report for 2020/21 we are well into 2021/22 and life in general practice and at the LMC continues to be dominated by Covid.
- Practices have been working flat out since December with Covid vaccination as well as all the other general practice work, and are gearing up for the next flu season and a Covid booster programme.
- At the LMC office we have two new Medical Directors, Dr Alice Baldock and Dr Parul Karia, and a new Liaison Manager for Hertfordshire, Michael Sissens, who will be taking over from Rachel Lea when she retires in September.
- Wider changes are afoot as CCGs prepare to be subsumed by the new ICS structures.
- As always, the Beds & Herts LMC will be here to support, inform and represent all GPs and practices across Beds and Herts as we, hopefully, start to move into the post-Covid world.





Contact Us

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