

Red Kite Health Solutions AGM
South Powys
8th April 2021 – Microsoft Teams
Chair: Dr Douglas Paton, South Powys Cluster Lead

Present:	Dr Douglas Paton, Dr Sean O’Reilly, Dr Apu Poddar, Dr May Li, Dr Anthony Morgan, Gwyneth Gore, Julie Chouhan, Denise Mcnamara, Amanda Walters, Sian Jones, Louise Maxwell-Young, Becky Baker, Heather Evans, Dominic John, Monika Rusiecka, Geoffrey Davies (CHC), Sharon Healey (PAVO), Kate Wright (from 11am)	Apologies: Kirsty Williams, Jamie Marchant, Jayne Lawrence
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AGENDA ITEM		ACTION
1. Previous Minutes	<ul style="list-style-type: none"> • No matters arising 	
2. Attendance & Apologies	<ul style="list-style-type: none"> • Attendees introduction • Apologies from Kirsty Williams, Jamie Marchant, Jayne Lawrence 	
3. Reports a. The Chairman’s Report on Company Activities	<ul style="list-style-type: none"> • See Appendix 1 • RB updated on the work from the Pharmacy Team, <ul style="list-style-type: none"> ○ The team appreciate the support from Red Kite and the practices to enable working from home to allow the team to balance life and work during the pandemic, especially with the issues with childcare and school closures. Home working has set some 	

	<p>mental health challenges and losing contact with the practices and face to face contact with staff and patients.</p> <ul style="list-style-type: none">○ The team's workload had increased during the pandemic and now with the starting up of medical reviews, health board audits and care home work the team is very busy. As well as both Pharmacist and Pharmacy Technician supporting practices with COVID vaccination clinics○ The team as adapted well to home working but are looking forward to getting back to face to face.○ RB has completed in August 2020 Postgraduate Diploma in Diabetes with Distinction○ DJ has started his course Independent Prescribing Diploma <ul style="list-style-type: none">● First Contact Practitioner in Physiotherapy service<ul style="list-style-type: none">○ has been discussed and there is the possibility of funding the service to allow the service to restart, possible PTHB will employ one practitioner for each cluster● SJ updates on the COVID19 support service<ul style="list-style-type: none">○ There has been a good up take from all the practices and the first quarter report will be out soon.● MR Update on Pain Management Service<ul style="list-style-type: none">○ Thanks for the support from Red kite and cluster to allow her to complete the MSc in pain management○ To start MR is based in Haygarth surgery working with Steven Epstein○ SOP in progress to help with the management of pain○ MR has been invited to PTHB Pain Management Clinics to help understand how that service works and how the 2 services can work together	
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- Work is being done to work with practices and GPs to manage not only patients on high levels of opioids but new patients being prescribed them
- PTHB keen to work with Primary care to help with the medication side of their pain management and PTHB pain management managing the social side of the service
- Also looking at how to manage patients leaving secondary care to stop the re-entering in to the system
- GG update on Cluster Website
 - The new website has had a huge impact on patient interaction with the surgery, in March 2021 350 patients contacted the practice through the website, allowing patients to contact the practice 24/7 and get a timely response without having to phone the practice.
 - Going forward practices will be working in a different way and the website is a key tool to provide a service to patients
 - With the Health reviews and other information on the website it allows more patient self-care and easier communication to practices
 - The amount of work the practices and Red Kite staff have done to set up the websites and the on-going work to improve it for the patients has been recognised
- Team Development
 - Employment of administration support of 18 hours a week. Thanks to the Haygarth practice for supporting a secondment prior to employment
 - Business development manager completed a strategic management and leadership diploma during 2020 and has been supported to further complete an MBA.

<p>b. Current Financial & Budget Status</p>	<ul style="list-style-type: none"> • Geoffrey Davies (CHC) <ul style="list-style-type: none"> ○ Very pleased to read this year’s report and what has been achieved since 2015 when Red kite was set ○ PTHB and the Welsh government need to look at how Powys needs to go forward and communicate with Red kite and the work they have done ○ The Chairman’s report will be discussed at the next CHC meeting and a meeting between RK and CHC to discuss working together going forward ○ Powys patient should be proud to have Red Kite in their area • Sharon Healey (PAVO) <ul style="list-style-type: none"> ○ On behalf of PAVO thank you for working with us and it was great to work with you on the Lotto funding COVID-19 support service ○ Thank you for allowing us to add information on your websites and allowing PAVO in to practices before the pandemic and hopes they will be able to do again as soon as it is possible • Becky Baker <ul style="list-style-type: none"> ○ Is there a way to publicise Red kite more and the work we do? As most HB staff don’t know who we are or what we do and the patients don’t know what we do for them. • Dr Sean O’Reilly <ul style="list-style-type: none"> ○ Going forward due to restrictions, practice will only be able to work at 70% capacity, the addition of extra outside services will be unable to return to practice for the foreseeable future. • No question on accounts 	
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	<ul style="list-style-type: none"> ○ BR asked on behalf of the Pharmacy team about a pay review, SJ- a review and discussion with PTHB normally takes place, this has not taken place this year due to COVID but is required. 	
4. Appointment of New Director	<ul style="list-style-type: none"> • Appointment of New Director nomination: Dr Apu Poddar (Crickhowell Medical Practice) • Proxy Vote: <ul style="list-style-type: none"> ○ Dr Anthony Morgan (Brecon) Yes ○ May Li (Ystradgynlais) Yes ○ Julie Chouhan (Crickhowell) Yes ○ Dr Sean O'Reilly (Haygarth) Yes • Dr Apu Poddar accepts the position of Clinical Director of Red Kite Health Solutions • Dr Douglas Paton has retired and has stepped down at a Clinical Director of Red Kite • Dr Douglas Paton has accepted a position of Non-Executive Director of Red Kite Health Solutions 	
5. Any Other Business	<ul style="list-style-type: none"> • GG on behalf of Haygarth practice would like to thank Red Kite for their support, it has been very much appreciated • AW with like to second that and thank Red Kite • SJ thanked directors, practices and third sector for support over the last year 	

	<ul style="list-style-type: none"> DP would like to thank everyone for attending and look forward to discussions with the CHC and PAVO about the future and services going forward 	
Date of next Meeting	6th May 2021	



30th November 2020

Chairman's Report

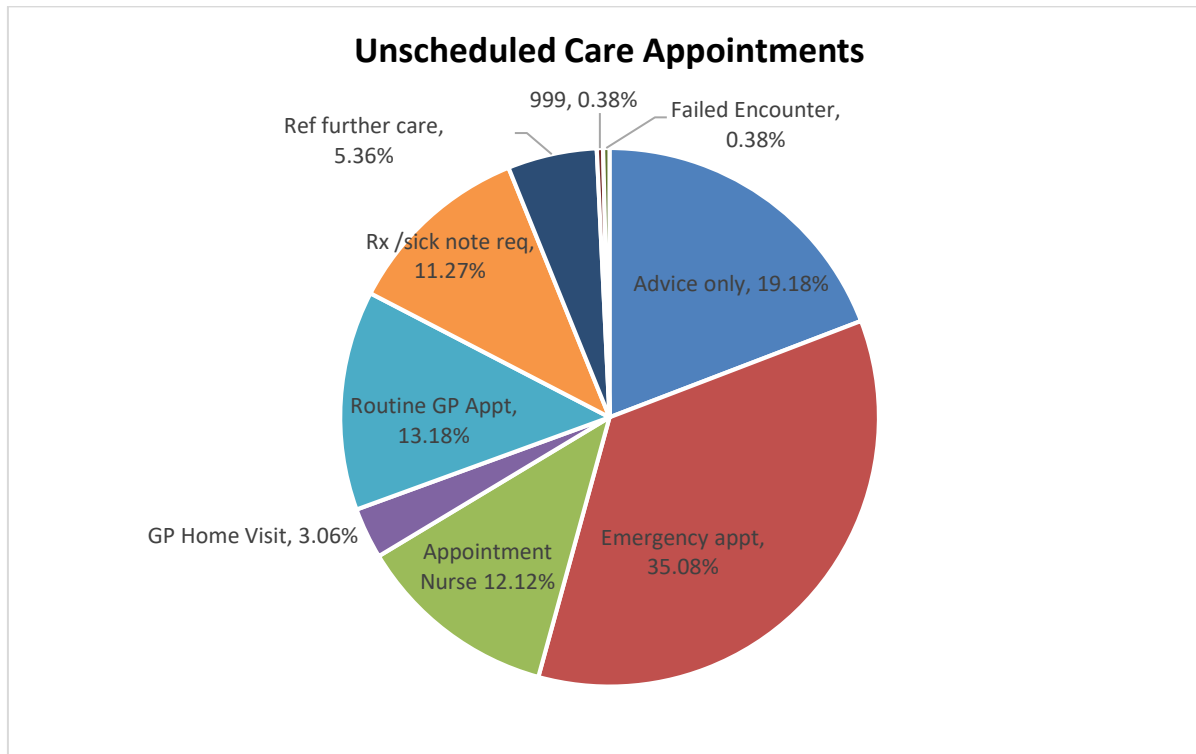
Red Kite Health Solutions has been registered as a Community Interest Company since 26th November 2015; with the first employee being employed on 1st June 2016. Red Kite currently employs 12 members of staff directly, including a Business Development Manager and Administrative Support. The company turnover in 2020 was £735,455. The organisation has seen a slight reduction in turnover this year with the completion of some funding streams outlined below. Due to the increased costs associated during the pandemic, the organisation reduced its retained earnings by £3,000 in 2020. In addition to contracted funding, new service funding streams have been confirmed in 2020, with other opportunities explored.

During the last year and the subsequent Covid-19 pandemic, difficulties have arisen for all organisations globally; none more so than those that have been faced across health and social care services. Despite this, Red Kite has continued its strategic ambition to aim to improve and support the quality and access to health care services; both for patients and by aiming to provide stability to general practice. We do this by continuing to support the strategic primary care vision for Wales. Our aim is to motivate, develop and instigate the concept that appropriate patient services are delivered by the most appropriate member of the primary care team; thus improving access and quality of care for the patients of South Powys and its environs.

Reporting on and developing our clinical outcome measurements for the services we provide remains a vital measure for the review of our clinical activities. Whilst this involves a huge investment in staff time, we believe this evaluation has a vital role to play in directing and improving patient and employee care; enabling us not to be driven by activity levels and costs alone; adjusting service provision where required and allowing for evidence-based replication across other areas.

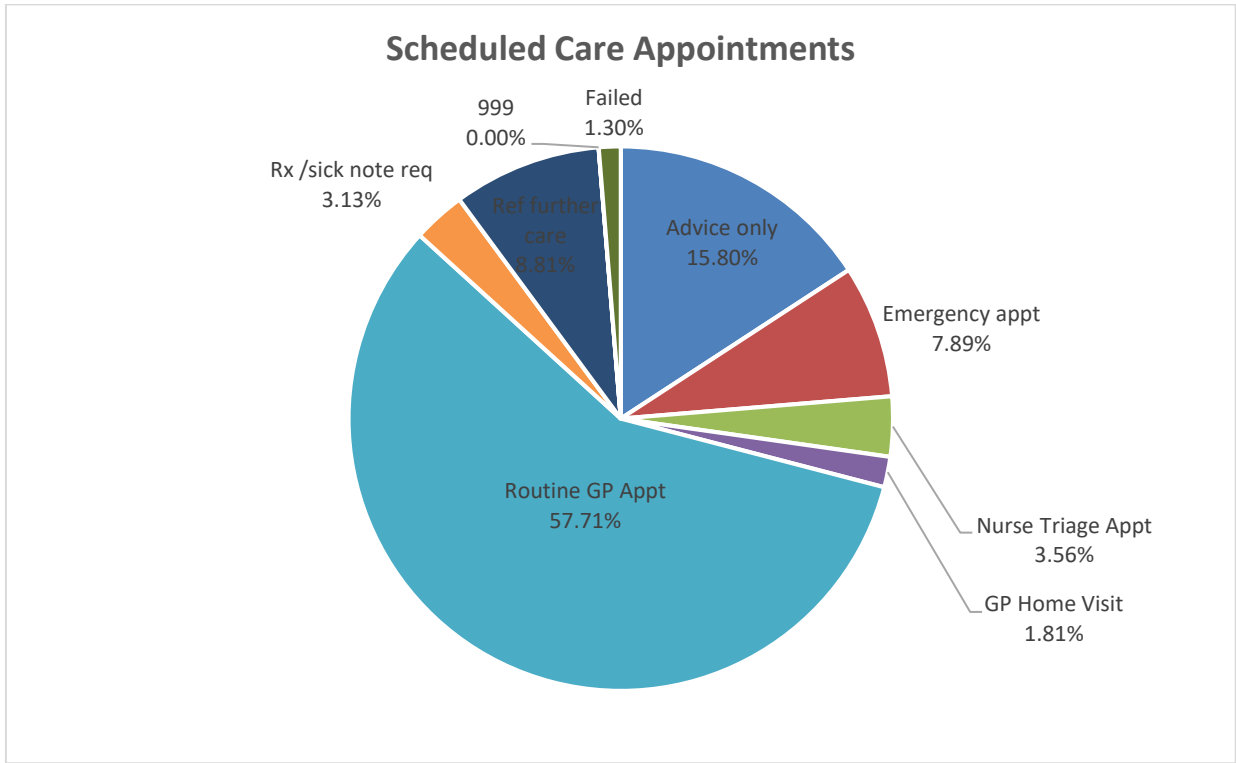
Services

1. a. Unscheduled Nurse Triage – This service consists of primary care Practice Nurses triaging patients who request on the day urgent appointments and signposting appropriately to applicable services. Our clinical evaluation continues to demonstrate appropriate outcomes, showing that more than 64% of patients accessing the triage service do not require on the day GP intervention and over 19% of patients require advice only. The service continues across the cluster for patients who are requesting to see a GP urgently on the day. Funding for this service was mainstreamed in 2016.



1b. Scheduled Triage – This service was incorporated by the Haygarth Practice in 2016; expanding triage to all appointment requests, both urgent and routine. Results have consistently demonstrated that 42% of patients requesting a routine appointment can be signposted to other appropriate services, other than a GP. The practice has also been able to increase the GP appointment times from 10 minutes to 15 minutes; thereby enabling the doctor to have additional time to support the care of those patients with comorbidity and complex conditions. They have also invested in the development of a Nurse Prescriber who undertakes independent minor illness clinics. The average waiting time for a routine appointment was reduced from 2-3 weeks to within 48 – 72 hours. The other positive clinical outcome resulted in 7.9% of patients who requested a routine appointment being identified as requiring a more urgent appointment for their condition. This service has shown that access for patients and the quality of the care was improved by the introduction of telephone first triage. The service has also proven invaluable to patients when the pandemic restrictions came in to force. Patients and clinicians were comfortable with the operation of a remote service and pathways for this work were already embedded within the practice. The practice saw no change to the referral numbers for suspected urgent cancer cases in relation to pre-covid figures, in direct contrast to national reporting figures.

Central funding for the scheduled triage ended in September 2020; however, the Haygarth practice decided to implement changes within their practice operations to enable the continuation of this valuable patient service.



1c. Remote Triage- Remote Triage was introduced in to South Powys in October 2018 and ended in September 2020. Previously supported through the scheduled triage funding, the service enabled Nurses to provide clinical telephone triage from another site within the locality; accessing the patient’s medical record remotely. This was particularly effective when the numbers of patients requiring triage were comparatively low. We believe this development has huge opportunities for changing, supporting and sustaining primary care in rural areas and also as a future model for out of hour’s health provision. However, it must be acknowledged that to develop this concept further, substantial additional investment and training is required to ensure its

stability. Review of the remote triage service displayed a static trend in outcomes with an average of 59% triaged to appropriate services other than a GP.

2. Pharmaceutical Support Team – 2020 saw our Pharmacy team move to a remote service to continue support to patients and practices during Covid-19. Red Kite funded and supported the provision of IT equipment, including laptops, video and telephones where applicable, enabling the team to continue working through the pandemic with a minimum amount of disruption to practices and patients. Red Kite also facilitated the training of the Pharmacist team to provide vaccination support clinics for both influenza and Covid-19 vaccines and additional administrative support. This has been invaluable in providing flexibility, support and sickness/absence cover.

Our collaboration with Powys Teaching Health Board enabled us to increase the team of practice based Pharmacists and Pharmacy Technicians during 2020 and they remain integrated into the four practices in South Powys. They continue to provide an invaluable service to GPs, patients, secondary care, community pharmacies and nursing homes. The Covid-19 pandemic has seen a major shift in focus during 2020 for both health boards and the practices but despite the challenges, the team continues to work closely with health board and practice colleagues around prescribing priorities. Hospital discharges and appropriate medication queries continue to be dealt with by the pharmaceutical team rather than a GP; which was previously an enormous and time consuming task for GPs. To date over 73,000 discharge reports and 34,000 medication queries have been actioned by the team, which would previously have been dealt with by a GP. The Pharmacy professionals have also been invaluable in offering support and advice to patients during the influenza and covid-19 vaccination programmes and pivotal in providing cross-cover and support where practices have required assistance.

We have one independent prescribing Pharmacist who has undertaken projects within the cluster; focused on improving the care of respiratory patients. Another Pharmacist has undertaken a diabetes diploma and one of our Pharmacy Technicians completed an MSc in Pain Management during 2020. We hope to continue to invest in our team development through reinvestment of prescribing savings and other funding opportunities.

The last three years have seen an increase in the support the team has been able to give to the GP's; including Pharmacy run clinics for:

- Anticoagulation
- Respiratory
- Medication reviews
- Patient queries
- Diabetes
- Heart Failure
- HRT
- Flu Vaccination
- Covid-19 Vaccination

Despite the difficulties of the past year, the team continues to make prescribing savings by supporting and introducing clinically effective and efficient prescribing across the practices in South Powys. The CIC has had approval to reinvest a proportion of the savings into further developing the workforce and their activities; however, to date the organisation has not accessed this funding.

Total savings to November 2020 are **£1,135,419**

3. First Contact Practitioner in Physiotherapy - In 2016, Red Kite introduced a, 'First Contact Practitioner in Physiotherapy' in to the Brecon medical group practice. In February 2019, Red Kite contracted with Powys LHB to roll this service out to all four practices in the South locality. This meant that patients presenting with acute pain issues could be directly referred in to a Physiotherapist, reducing GP time, and giving access to patients within a week, rather than the 4-7 week waits prior to the service being introduced. This project was very successful, with over 63% of patients being discharged from the service with advice/management plan and no requirement for a GP appointment. 14% of patients were referred directly to other services. 6.8% of patients were returned to the practice, requiring further intervention from a GP/Nurse. There has also been a reduction in the number of pain medications prescribed to these patients as below;

- Feb 2018-Dec 2018 –Average of **2.3** prescriptions per patient waiting for a Physiotherapy appointment prior to FCP service.

- Feb 2019-Dec 2019-Average of **1.4** prescriptions per patient referred in to FCP service.

Funding for this service ceased in March 2020.

4. Lottery Funding - In October 2020, Red Kite secured funding from the National Lottery Community Fund to further support patients most at risk from the direct and indirect effects of Covid-19. This included the provision of a telephone service aimed primarily at shielding/vulnerable patients; directing and signposting to community services, including PAVO, MIND and other third sector colleagues. This service will begin shortly and continue throughout lockdown(s) and beyond, providing an extra layer of support to the vulnerable population in South Powys.

5. Pain Management Service - In August 2020, we were pleased to announce to the South Powys Cluster that one of our Pharmacy Technicians had completed an MSc in pain management. Our aim, through a 2 year funded pilot, is to offer a, 'Primary Care Pain Management Service' across South Powys; focused on patients who are/or at risk from opioid/gabapentinoid reliance. Although the service was delayed due to the pandemic, planning and introduction resumed in November 2020 and our view is that this service will be hugely beneficial in light of the delays inevitably seen across secondary care surgical services due to the pandemic. The service will consist of a Pain Management Practitioner working in primary care under the clinical supervision of a GP, to manage patients who are/ or are at risk of opioid and gabapentinoid reliance. Strong links have been and will continue to be built with the Secondary Care Pain Management Service to provide joined up pathways; improve and promote patient well-being; promote self-management and clinical education techniques and reduce opioid prescribing across the locality.

5. Cancer Care Reviews - The four South Powys GP practices have signed up to the Macmillan Primary Care Cancer Framework, aimed at improving the access to care for cancer patients and their families. One of the objectives the cluster wished to focus on

was the improvement of cancer-care reviews to advise and direct patients to appropriate services. To support this service Red Kite donated £6,000 to this cause in 2020 to assist the practices with training and implementation of this patient based service.

6. Presteigne Medical Practice - Red Kite has supported Powys Teaching Health Board and the Presteigne Medical Practice with the development of an SLA between the Haygarth Practice and Presteigne Practice during 2020. This included the development of a pro forma and data sharing agreement for the Haygarth practice to support Presteigne medical practice in the instance of unavoidable sickness/absence of a GP; providing telephone advice to the Advanced Nurse Practitioner and avoiding the risk of the practice having to close due to unavoidable GP absence.

7. Covid Continuity - Red Kite supported the South Powys Cluster with the development and introduction of a COVID-19 continuity plan in the event that a practice may be facing closure due to high level absence. This included the implementation of a data sharing agreement and clinical access, so that practices could provide remote assistance to neighbouring practices should a priority 4 level be highlighted. To date, this has not had to be utilised but provides a firm base for collaborative future working and sustainability assistance.

8. Covid-19 Testing - As part of the continuity plans for 2020 and to support the practices further with the issues around staff absence during the pandemic, Red Kite purchased a supply of covid antigen 20T tests to enable the practices to test key staff members. This provides an additional resource should there be issues or delay's with obtaining mass centre tests or major staffing level issues, with results available within 15 minutes.

9. Cluster Website - In July 2020, Red Kite procured a footfall cluster website on behalf of the South Powys cluster. An enormous amount of work has been put in to shaping this interactive website for the benefit of patients by the practices. Patients are able to request results, complete online questionnaires and access a range of clinical services through the interface, which will continue to provide invaluable support to service provision in the post-covid era. Our aim will be to expand upon the use of this technology for the sharing of information, health reviews and patient education.

10. Professional Development- In December 2019 and with the support of the Haygarth practice, Red Kite were able to secure a secondment of an Administrative Support role for Red Kite. This has provided 18 hours of admin support to the management of Red Kite to assist with daily administration and the evaluation of our growing service provision. It is hoped Red Kite can employ this position independently from Dec 2020 and formally gives thanks to the partners and management team at the Haygarth Practice for their support in assisting Red Kite with the growth of the team.

In addition to our training developments within the Pharmacy team, Red Kite has also invested in the continued development of the Business Development Manager; completing a leadership diploma in 2020 and being further supported to complete the MBA during 2021.

11. Future Considerations/ Opportunities

11a. Post Covid Recovery – General practice has a vast and difficult task ahead in dealing with the catch-up and future generated issues related to the Covid-19 pandemic. Red Kite will continue to support the practices and patients of South Powys where necessary; particularly aiming to offer support and assistance within the additional following areas;

- Phlebotomy
- Chronic disease management
- Referral and workflow management
- Mental Health and well-being Initiatives
- IT and remote working solutions

11b. Obesity Programme – Obesity remains a high priority for Welsh government and health organisations. With the increased associated risks of Covid-19, Red Kite has an opportunity to focus and improve support networks for this cohort of patients. We aim to focus our objectives within this area through the introduction of a community based obesity Programme through collaboration with primary care colleagues and other community interest companies.

11c. Primary Care Model – We will continue to proactively invest and support a larger multi skilled team to provide support across South Powys. We are conscious that from a sustainability and moral stance, that we need to continue to increase

investment of our time and resources in identifying opportunities of cost efficiencies and effectiveness; encourage joint working and provide extra support to patients, practices and colleagues. We will look to work closely with partner organisations, social care and third sector agencies to support and widen the compassionate community approach to health care services. This includes expanding on current provision with Social Services, PAVO and the Community Connectors, MIND and other agencies.

11d. Investing in the workforce for the primary care clinicians of the future by-

- Offering portfolio careers to appropriate clinicians.
- Expanding and providing training and mentorship opportunities to GP Registrars, Medical students, Nurses, Physician Associates, Pharmacists and Pharmacy Technicians.
- Provide “in-house tasters” for current administration staff who may wish to train as a future Healthcare Assistants or Phlebotomists where possible.
- Continue and expand the implementation of IT support across the cluster to make best use of the technologies available within primary care and adapt to Covid-19 restrictions.
- Engage and develop training and mentorship opportunities for health board and primary care employees across all disciplines.
- Continue to develop new and emerging roles and service delivery opportunities for clinical and non-clinical personnel.

11e.Public Relations - Prior to Covid-19, we continued to be involved with many high profile events where the health minister and chief executives from other health boards have been in attendance. We continue to receive extremely positive feedback and useful contacts from these events.

The last year has also seen an increase in communication and an emergence of other health and well-being related social enterprises, with whom we have had several useful contact and collaboration opportunities. We will continue to build upon these relationships going forward to strengthen service provision.

It is evident that there remains great interest from many cluster groups throughout Wales to set up similar formal alliances. Due to the recognition of our work in health care, we continue to receive numerous requests to provide advice and support to others in setting up Community Interest Companies and will continue to offer support to clusters where we can.

12. Our vision - Our vision is that social enterprises, such as Red Kite have a pivotal role in supporting health care provision for patients during the post-covid recovery stages and in to the future. Our aim is to continue to provide this support to ensure patients can continue to access quality care, as safely and timely as possible. In addition:

- Red Kite will strive to continue its role as a provider of primary and community care services for the south Powys locality and its environs.
- It will aim to continue to build upon and provide health care solutions for gaps in care provision identified by the primary care cluster and GP network.
- It will continue to develop the pharmacy support team to provide cover for sickness and maternity by investing drug savings and integration with the LHB medicines management team.
- It will support the continuation of a telephone first triage based model in primary care.
- Continue to support and assist the patients and practices with alternative and effective, safe solutions to accessing health care remotely where appropriate.

- Continue to coordinate the sharing of good practice across practices and streamline back office functions to minimise duplication.
- Look to expand and coordinate the use of the footfall website to support patients and access to health care reviews.
- Continue to support and build integration with both social care, non-profit and third sector agencies.
- Strive to improve the access and quality of care for patients.
- Continue to build a motivated staff culture, where members of the team enjoy their roles.

Red Kite continues with an innovative agenda for the future, with plans to continue to mirror and support the vision of a Primary Care Model for Wales. We will do this by continuing to support general practice, wider colleagues and patients during the post-covid recovery and renewal stages. It is our aim that our work will continue to increase and provide stability to the practices for the future; therefore continuing to improve the quality, delivery and access to effective health and well-being services for patients.

Red Kite's strategic ambition is to continue to promote sustainability by developing a team of primary care professionals who will become a local support unit. These units will enable us to offer help to practices who are finding they have gaps in provision due to unforeseen circumstances, require a change in delivery due to the pandemic or because of difficulties in recruiting appropriate staff.

The experience gained both administratively and clinically in how to implement the Primary Care Model has been invaluable in shaping the response efforts in relation to the pandemic; and has further highlighted the strong and collaborative relationship that had previously been built between our organisation, primary care and the wider sector. This knowledge and collaborative approach will produce dividends to patients, employees and rural practices in the future. We continue to acknowledge the hard

and often difficult work that the Red Kite team invests to achieve these goals – none of which could, or would be possible without the continuing support of the GP partners and staff of the South Powys practices and this should continue to be formally recognised.

Despite the difficulties of the last year and the difficult times to come in the post-covid era, Red Kite remains enthused by what has been achieved; continuing to focus on the potentials and opportunities for the implementation of a sustainable model of primary care; across the South Powys locality and beyond.

Dr. Douglas Paton

30th November 2020

NB. Further information regarding our services and company information is available at: www.redkiteltd.co.uk

