



# Annual Report

# 20 24



# Welcome

## Welcome from our Chair - Dr Kamran Khan

Welcome to our 2023-24 annual report, which I hope reflects the work we have done with our practices, primary care networks and partners during a time of limited resources.



The federation has played an integral role in supporting resilience in primary care, whilst also playing a part in understanding and responding to the needs of the wider, complex health systems and most importantly, the people of Bolton.

The federation team are passionate about wanting to do their very best to improve things for the people of Bolton. This report is a celebration and reflection of all that they do. From achieving the GM Good Employment Charter Member status, to developing innovative approaches that tackle inequalities and create social value, we have a lot to be proud of and grateful for.

That said, 2023-24 has been a tough year. The Greater Manchester NHS deficit has had a huge knock-on effect to us and other health and care organisations working in Bolton. That impact sees us all trying to do more with less resources. This is the reality of where we are.

During tough times, difficult conversations need to be had and tough decisions must be made. But we still need to try and do what's best for our patients, our practices, PCNs and partners, and our fantastic fed team.

Over the last 12 months we have worked with our member practices and partners to identify and set out our shared priorities.

- Digital
- Estates
- Supporting practices and PCNs
- Tackling health inequalities
- Workforce

Throughout 2023-24, some of these have taken great shape.

The **Bolton Health Hive** aims to respond to the challenges that practices experience by providing patient-facing services and creating extra capacity. It also helps to make access to services a little easier for patients.

You will see in the Health Hive section of this report, just how massively popular this service has been with Bolton people and our partners.

The **Primary Care Network** team has worked hard to ensure the recruitment of Additional Roles Reimbursement Scheme (ARRS) runs at 100% and that these valued members of the practice teams get all the support and development they need, so they can respond to the needs of Bolton people and help with the immense workload in general practice. During 2023-24 we employed 119 ARRS staff, that included roles such as Pharmacists, Paramedics, Mental Health Practitioners and Physiotherapists, providing over a million 'additional' appointments for patients.

Our leading role in the **Greater Manchester Training Hub** has facilitated opportunities to grow and develop Bolton's primary and social care workforce in our collaboration with the **GM Feds**. For example, Bolton has become one of the leading areas across GM to develop Unified/Clinical Learning Environments, with 25 of our practices and six of our Primary Care Networks, plus the federation

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itself, registered to allow students from all healthcare professions to build their competence in a real-life, primary and/or social care setting. This year, we worked with our practices to place and support 141 learners, including Adult, Mental Health and Learning Disability Nurses, Trainee Nursing Associates, Dietetic learners, Occupational Therapists, Paramedics, Pharmacists and Physician Associates.

Also supporting the workforce priority, is our **Experienced Nurse Network** which continued to be successfully utilised by practices in their hour of need. With 537 additional nursing hours delivered during 2023-24 by Bolton nurses, this highly experienced nursing team covered practice gaps, providing mentorship and much-valued appointments, ensuring patients didn't miss out on vital cancer screening, vaccines, and chronic disease reviews.

Thinking ahead, it is unlikely that 2024-25 will bring many additional resources and because of that we must all think and act differently – and we accept that challenge.

Primary care can be part of the solution to some of the problems in the wider health and care system, and during 2024-25 we will continue to be open to

conversations at practice, primary care network, neighbourhood and locality levels, to make this work for Bolton people. The federation is and will remain to be the support needed in whatever way it can. Is the wider system ready to engage with primary care and co-produce approaches to help deliver the best possible care for the people of Bolton.

Finally, I'd like to say thank you to all the federation team for their continued efforts and to our practices, primary care networks and partners for supporting us and believing in us.

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## Welcome from our Chief Executive Michael Smith



2023/24 has been a year of positive community impact for Bolton GP Federation. Throughout this year we have continued to improve our dialogue with our communities, including the voluntary sector to help deliver and engage. This has all been made possible by our fantastic operational teams and wider partner network who have an unwavering commitment to delivering on our priorities to support people living and working in Bolton – so a huge thank you for everything you do.

The year hasn't been without its challenges. The Greater Manchester financial position has had an impact on everyone working within the system and we have made our fair share of contributions to help support the system, delivery, and ensure that it is sustainable for the future. The resilience of our team during this time I would like to think reflects our culture and our commitment to treating all our staff well, supporting them and their teams and involving and engaging in the right way.

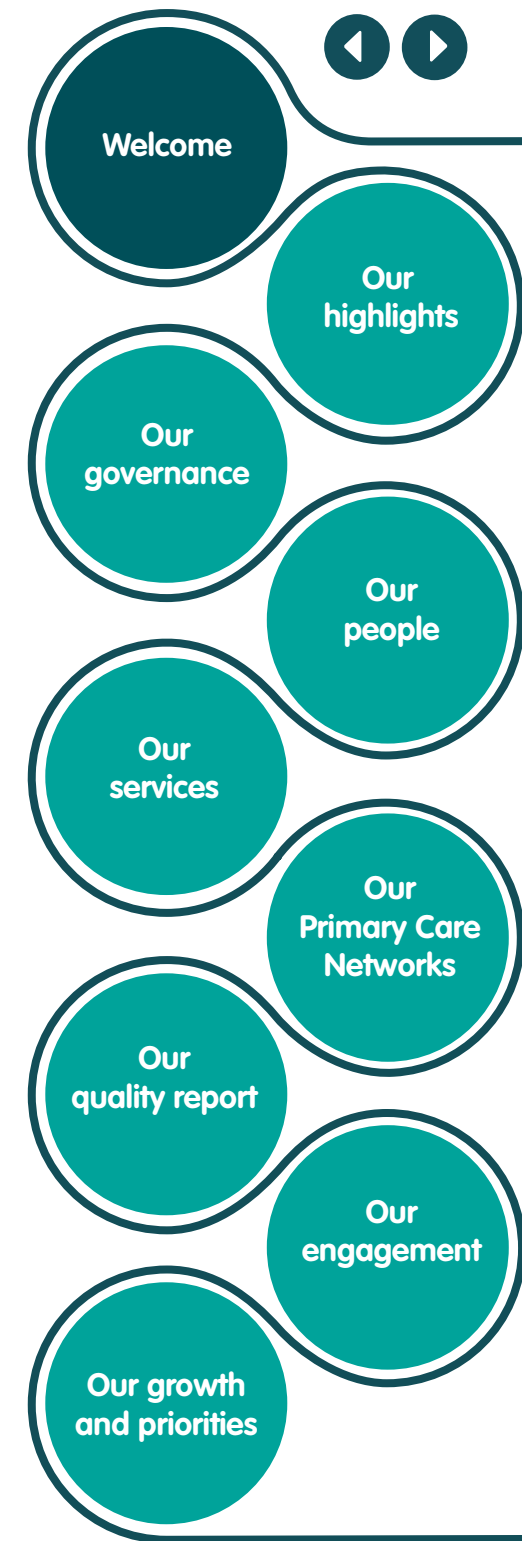
Our continuing efforts to support general practice have really shone through this year. Working with no new money, we have had to be agile and explore new methods of delivery to meet the needs of our local communities and ensure we continue to support general practice in every way we can. I am particularly proud of our 200 ARRS staff who have collectively saved 1.2million GP appointments

throughout the year and our enhanced access service that has seen 4,000 people a month during evenings and weekends.

Our communities now see us a trusted partner who is helping general practice to provide more than just general practice in the traditional sense – this makes me immensely proud. Providing people with greater choice to access services, in a time to suit them and making sure every contact counts.

One of our main priorities next year is to continue to find and connect with groups to shape delivery, we want to offer people choices whilst reducing the burden on practices. We will continue to build and maintain relationships to enable us to deliver and grow. We want to focus on specific campaigns and programmes that will enable us to further embed our work with individual groups and communities, we know not to expect everyone to come to us, and this year has proven with being flexible and looking at new routes to engage, results in a huge impact in tackling inequalities that benefits the whole community – reinforcing our values.

It has been a year all about people and I want to thank everyone of you who has continued to support and work with us to respond to the ever-changing face of primary care at scale.



# Welcome

**Welcome from our  
Chief Nurse  
& Education Lead  
- Kath Arrowsmith**



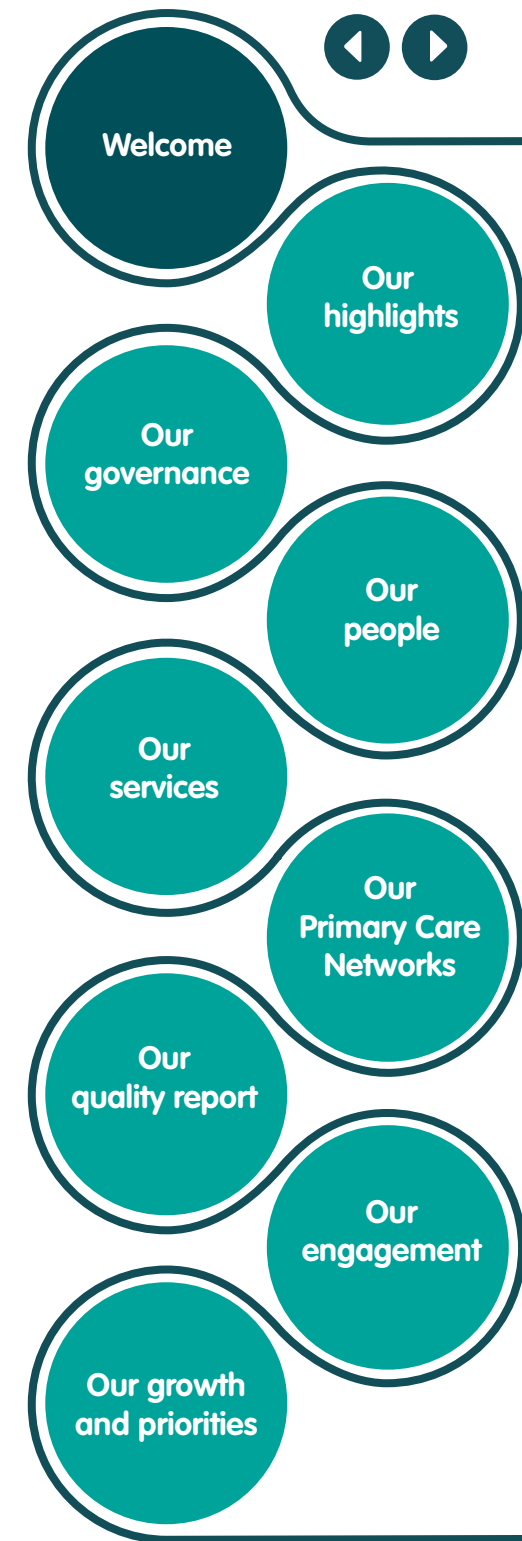
With our strong presence in Bolton and our commitment to excellence, we are continuously expanding our reach, creating meaningful opportunities to tackle inequalities and improve the health status of the town. But this is only possible because of the team at the federation. Our staff are second to none, they are brave, bold, and innovative. The team put their patients, practices and PCNs first, constantly raising the bar in absolutely all areas of our organisation. Their commitment to our vision is unquestionable, and they are the flag bearers for our values and beliefs. I remain indebted to the team at the Federation and applaud their skills and professionalism. All impact we have is the direct result of the people that make our services perform every day, for the patients and communities we serve.

Services are delivered daily through our amazing Health Hive site, based within the heart of the town centre. The clinical team support our practices, improve access, and remove barriers to healthcare through the delivery of vaccinations, cancer screening, health checks, general health services and advice, and signposting.

Our teams based at the Hive, and within the Enhanced Access and Experienced Nurse Network services, and at the Training Hub, have also helped to ensure our future workforce were supported in gaining vital exposure to primary care and the multitude of career opportunities available to them.

We are well aware of the current staffing crisis within primary care and have, and continue to do all we can to support our existing staff and to welcome new learners into such rich clinical educational environments, ensuring primary care is seen as a viable career option, highlighting the possibilities for further development and training.

Together we are working hard to make primary care the career destination of choice.



# Our highlights

## New Chair and Vice Chair

**Following the retirement of founder Chair, Dr George Ogden in March, we were delighted to introduce our new interim Chair and Vice Chair.**

Bolton GPs Dr Kamran Khan (Unsworth Group Practice in Westhoughton and Blackrod) and Dr Saveena Ghaie (Garnet Fold Practice in Rumworth) have been appointed as interim Chair and Vice Chair respectively. They have both served previously on the board as Vice Chair and Quality Lead.

Dr Khan said: "Our main focus will be on helping to improve the health and wellbeing of Bolton people. We aim to do this by supporting GP practices, Primary Care Networks and our wider healthcare system partners, including building on our strong links to the voluntary and community sector.

"Growing and training the primary and social care workforce is also a priority for us, and we are extremely fortunate to be involved in the running of the Greater Manchester Training Hub with the GM Feds collaborative.

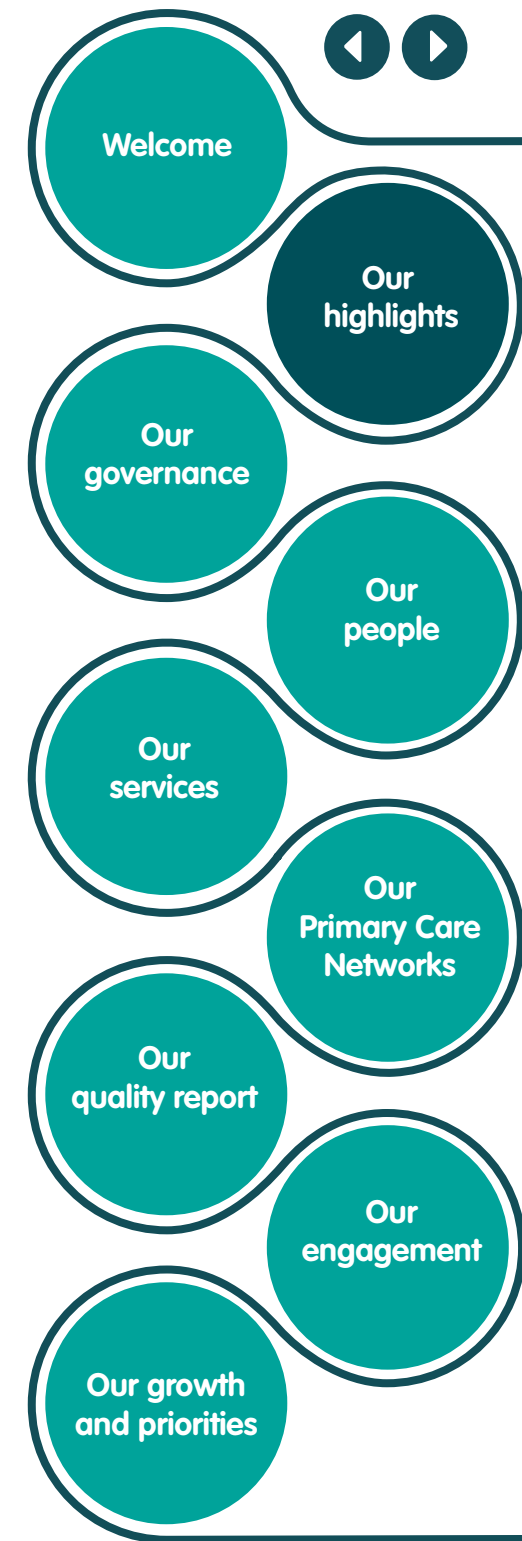
"The federation team will continue to look at ways to share good practice and learn from each other in primary care and provide an avenue for our partner organisations to gain a better understanding of general practice, hopefully helping develop to a more cohesive system for Boltonians."



**Dr Kamran Khan**  
Interim Chair



**Dr Saveena Ghaie**  
Interim Vice Chair



# Our highlights

## Health Hive official opening

We held our official VIP launch of Bolton Health Hive, which opened in April on Tuesday, 5 September 2023.

Our federation Chair and Vice Chair, Drs Kamran Khan and Saveena Ghaie, were joined by the Mayor of Bolton, Councillor Mohammed Ayub, to officially cut the ribbon and formally declare the Health Hive open to people living in Bolton.

**Bolton Health Hive**  
Local healthcare on your high street



## Accreditations



On 5 October we received the fabulous news that we have gained our accreditation for Disability Confident Committed!

## MEMBER



We were also delighted to be granted GM Good Charter membership status.

We are a  
**Living Wage**  
Employer

Bolton GP Federation was also accredited as a Living Wage Employer by the Living Wage Foundation on 19 October.



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# Our governance

## Board

Strategic direction and governance

Finance Board

Quality and Performance Board

## Senior Management Team

Strategic  
Risk management  
Direction and guidance  
Resource allocation  
Alignment of priorities and expectations

Health & Wellbeing Leadership

Creating Social Value

Managing Finances

Employee Voice

Digital Transformation

Communications and Engagement

## Service Management Team

Operational risk management  
Risk and issue management  
Proposals and solutions

Primary Care Networks

Enhanced Access

GM Feds

Care Homes

Health Hive

Experienced Nurse Network

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# Our people

## Our board

### Practice Directors



**Dr Kamran Khan**  
Interim Chair



**Dr Saveena Ghaie**  
Interim Vice Chair



**Dr Dharmesh Mistry**  
Board Member



**Aimee Hilton**  
Board Member



**Marie Bryan**  
Board Member

### Clinical Directors



**Dr Steven Whittaker**  
Clinical Director



**Dr Adil Khan**  
Clinical Director



**Dr Niki Barua**  
Clinical Director



**Dr Beverley Matta**  
Clinical Director



**Dr Aiyub Nakhuda**  
Clinical Director

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## Dr Kamran Khan

This year, I was elected to Chair of the board. I have been a part of the GP Federation board since the beginning and have been a part of the amazing journey so far. I am also a GP at Unsworth Practice in

the Westhoughton Network and a GP Trainer

helping to shape the future doctors and allied healthcare professionals.

I was born and bred in Bolton and now raise my own family here. I have a strong passion to ensure that the Bolton community receive the best possible care from primary care and the wider system.



## Dr Saveena Ghaie

I have been an active member of our board for several years and the Chair of the Quality Board; this year I was appointed as Vice Chair. I have been a GP in Bolton for over 20 years and have a vested interest of the Bolton people at heart.

I am Bolton through and through – I live here, have brought up my children here and I am the PCN CD for Rumworth. This connection allows me to give realistic views of primary care at the grass roots and I use this to influence our priorities, give meaning to our decisions, and help us to define a way forward.



## Dr Dharmesh Mistry

I am the Clinical Director for Chorley Roads PCN as well as a GP Partner and Trainer at Heaton Medical Centre along with working as an out of hours GP.

I have been a board member for a few years now, and I see my role there as being to help provide scrutiny and direction for the federation in providing for networks and general practice, by using the knowledge and experience of working in multiple areas of general practice. I also use my role to encourage better relations with system partners to help with the integration agenda. I have recently been appointed on the Board of Directors and sit as the Chair of the Finance Board.

My passions are ensuring our elderly patients and patients in care homes get the best possible care from us and excess opiate neuropathic prescribing. Outside of work my passions are cricket, golf, and fishing – this alongside work keeps me motivated and busy.



## Aimee Hilton

I am Practice Manager at Dr Uddin & Dr Anwar. I have worked in general practice for 17 years and have been a Practice Manager for 10 years. I also provide weekly Practice Manager Support to two other practices in Bolton.

I hold the Practice Manager Peer Group bi-monthly meetings as I feel that the support and knowledge we get from our peers is invaluable.

I provide a practice management view on the board and represent my peers. I feel that, as a federation, the board supports how we can support the Bolton population to get access to the best care and services.



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## Marie Bryan

Before retiring at the end of March 2024, I was the Practice Manager at Pike View Medical Centre and had been on the federation board since day one.

Being on the board gave me the opportunity to influence primary care staying in primary care. I also sat on the federation's Quality Board, providing assurance on the safe and effective delivery of its services. Sadly, this was my last year as I go onto enjoy retirement where I can spend more time with my grandchildren and great-grandchildren.

One of my proudest moments of being on the federation board, was when we set up the Extended Primary Care service and seeing practices and patients benefit from this.

I look forward to keeping in touch with the team and seeing what great adventures and services they set up next!

## Clinical Directors



### Dr Adil Khan

Dr Khan is a GP at Great Lever One practice and is the Clinical Director for Central Primary Care Network.



### Dr Dharmesh Mistry

Dr Mistry is a GP at Heaton Medical Centre and is the Clinical Director for Chorley Roads Primary Care Network.



### Dr Aiyub Nakhuda

Dr Nakhuda is a GP at Octagon Medical Centre and is the Clinical Director for Halliwell Primary Care Network.



### Dr Niki Barua

Dr Barua is a GP at Farnworth Family Practice and is the Clinical Director for Farnworth and Kearsley Primary Care Network.



### Dr Beverley Matta

Dr Matta is a GP at Unsworth Group Practice in Westhoughton and is the Clinical Director for Westhoughton Primary Care Network.



### Dr Steven Whittaker

Dr Whittaker is a GP at the Dunstan Partnership and is the Clinical Director for Brightmet and Little Lever Primary Care Network.



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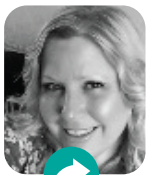
# Our people

## Our staff



**Michael Smith**  
Chief Executive

### Business Management, Quality and Governance



**Jenny Loxley**  
Head of Business Management



**Sue Higson**  
Quality and Governance Lead



**Mercedes Maher**  
Office Manager



**Sumaya Mulla**  
Personal Assistant

### Performance, Communication and Transformation



**Dawn Lythgoe**  
Head of Performance, Programmes and Communications



**Jamie Bull**  
Head of Transformation

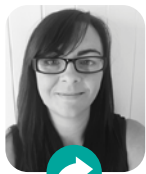


**Jack Ayling**  
Communications Officer



**Jamie Holt**  
Communications Assistant

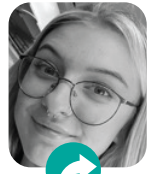
### Operations and Services



**Kristy Barlow**  
Head of Operations



**Barry Barlow**  
Enhanced Access Service Manager



**Emily Rigby**  
Medical Secretary



**Steph Psujek**  
Enhanced Access Service Administrator



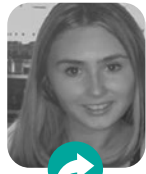
**Courtney O'Gara**  
Service Administrator



**Sharon McCarthy**  
Enhanced Access Service Administrator



**Matthew Mann**  
Head of GMTH



**Ireland Hackett**  
Service Support

### Clinical / Nursing Leadership



**Kath Arrowsmith**  
Chief Nurse



**Lindsay Bailey**  
GPN Lead

### Finance



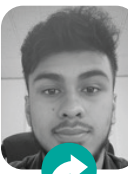
**Mabs Rahman**  
Chief Finance Officer



**Abdullah Ashraf**  
Management Accountant



**Ameena Jadakara**  
Finance Officer



**Yusuf Rahman**  
Finance Apprentice

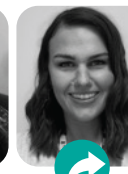
### Primary Care Networks



**Vicky Westwood**  
Senior Network Manager



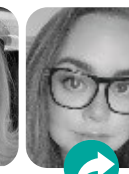
**Amy Humphries**  
Network Manager



**Heather Porter**  
Network Manager



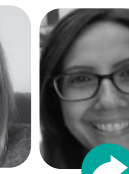
**Chloe Jackson**  
Deputy Network Manager



**Abby Edmonds**  
Deputy Network Manager



**Hayley Grojec**  
PCN Manager



**Priti Mistry**  
Data Quality Officer

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# Our services

## Enhanced Access

The Enhanced Access was introduced in October 2022 to provide additional capacity to patients and practices outside of core general practice hours. Provided in the evenings and weekends, the service, operates across seven sites offering access to a variety of clinicians

### Team



Barry Barlow  
Service Manager



Manu Jeyam  
Clinical Lead for the  
Extended Primary Care  
service



Emily Rigby  
Medical Secretary



Sharon McCarthy  
Service Administrator



Steph Psujek  
Administrato



Deane Medial Centre  
Farnworth Heath Centre  
Halliwell Surgery  
Heaton Medical Centre  
Southbrook Surgery  
Tonge Fold Heath Centre  
Unsworth Group Practice



# Our services

## Enhanced Access

### Quality & Performance

We carried out a number of audit activities throughout 2023-24, including:

- Hand hygiene
- Uniform
- HRT
- Stock control
- Consultations
- Infection control

The services we offered to patients through 2023-24 were:

- General GP appointments
- Medication reviews
- Sample taking
- Long term condition reviews
- Cancer screening
- Health checks
- First contact practitioner, e.g. mental health and physio
- Learning disability reviews
- Contribution towards practice QOF & IIF targets

Fab service that fits in well with working. Dr and lady on reception are both professional, efficient and lovely

The doctor I saw was very nice and I'm so glad to have got an urgent referral.

Cannot fault the service at all. Well done

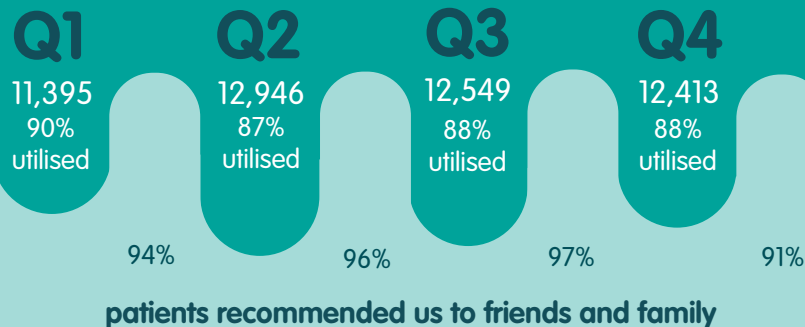
Much needed service which adds to my already great GP service

I want to thank the people involved in my care it's a good service

Very quick service ..too quick

## Patient feedback

## APPOINTMENTS OFFERED



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# Our services

## Experienced Nurse Network

Our Experienced Nurse Network (ENN) was a pilot service developed in early 2020 in response to requests from GP practices to support them with their nursing needs. With its success and growing popularity, this became a mainstream service of the federation in late 2020.

During 2023-24, our nurse network, made up of **11 nurses**, covered sessions in **10 practices** from across Bolton, providing over **537 hours** that supported with recruitment gaps and covering for holidays, sick leave, and whilst staff were on training programmes. The nurses provided:

### The services we offered to patients through 2023-24 were:

- Smear clinics
- Immunisation and vaccinations
- Chronic Disease Reviews, e.g. asthma, COPD, diabetes, chronic kidney disease, heart failure,
- Learning disability reviews
- Mental health reviews
- Travel health
- Flu vaccinations
- COVID19 vaccinations

Month 2023/24	Number of nursing hours provided	Number of practices supported
April	74.5	2
May	88	3
June	70.5	3
July	39.5	4
August	49	3
September	35	3
October	48.5	5
November	18	4
December	9	3
January	23	4
February	31.5	5
March	50.5	6



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## Experienced Nurse Network

### Quality & Performance

This year, our ENN nurses continued to support 'new to practice' nurses with their cervical cytology mentorship.

Following feedback from some practices that they had been unable to secure mentors and assessors themselves, our ENN Smear Assessor was able to step up and sign off several nurses on the cytology training. This gave practices and the trainees the flexibility needed to access mentors during hours that were convenient. During 2023-24 we:

- supported two practices with the cytology service
- provided two smear mentors to practices
- signed off four nurses on their final assessment.



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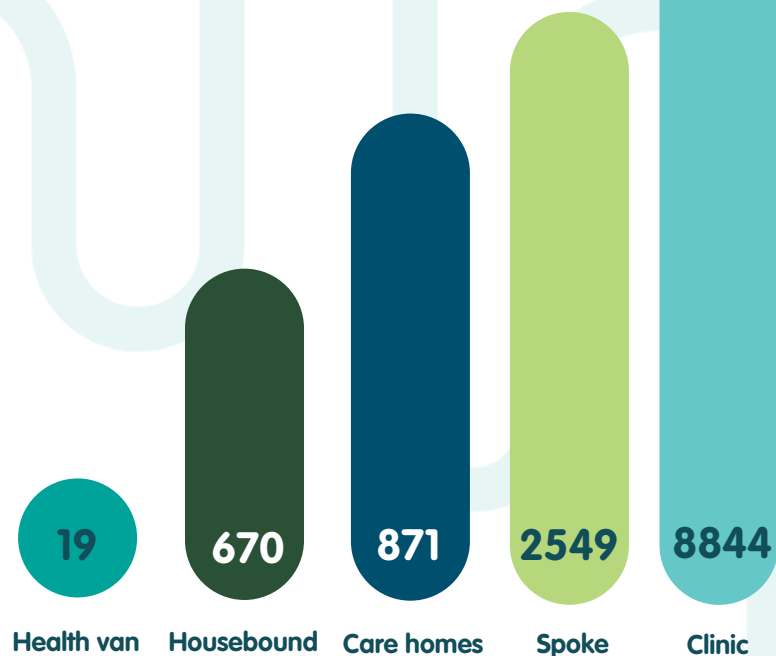
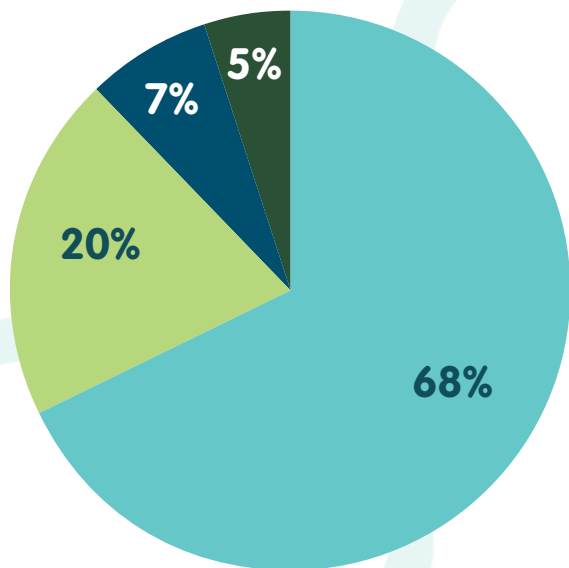
## Covid vaccinations

Bolton GP Federation has been achieving high levels of vaccination coverage since the campaign was launched in 2020.

The programme has delivered over **250,000 vaccines** to Bolton people in partnership with Primary Care Networks, GP practices (spoke sites) and community services.

The 'spoke' sites included Swan Lane Medical Centre, Heaton Medical Centre, Springhouse Surgery and SSP practices.

### Covid vaccines offered between 1 April 2023 - 31 March 2024



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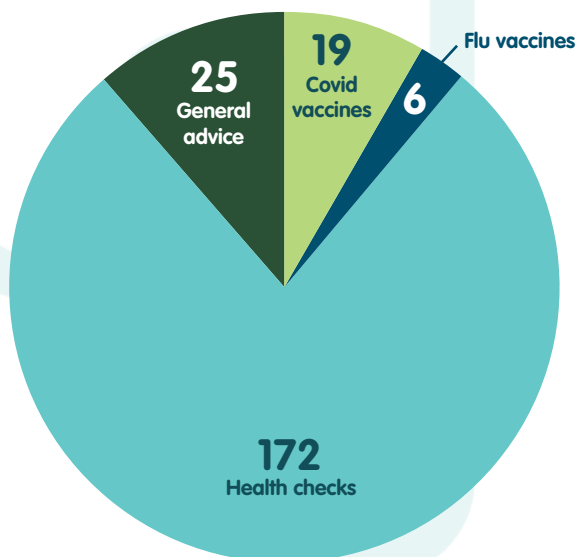
# Our services

## Health Van **Mobile Health Hive**

### Quality & Performance

The Mobile Health Hive, a roving version of the services we offer at the Bolton Health Hive in Market Place, took to Bolton's roads during the winter of 2023/24. Travelling around different areas of Bolton to offer health services and advice, people could visit the van, with no appointment needed, for a range of services that they would normally access via their GP practice. Services and support included health checks, blood pressure checks, lifestyle advice including stopping smoking, cancer screening advice, and to get their Covid and flu vaccines.

During December 2023 and January 2024, our team on the van delivered:



The Mobile Health Hive parked up at **16** different locations across the town, including libraries, family hubs, community centres, roadsides, parks, and supermarket car parks.

### People who visited the Mobile Health Hive said:

Thinks it's a really good thing - not everyone knows their blood sugars or blood pressure so helpful to know.

Thinks it's marvellous as you can't always get into the doctors. Also nice to chat and ask for advice.

Very nice staff.

Really good for community.

Staff friendly.

Thinks it's a fantastic idea.

Loved the idea - really happy at how many people have been seen by the van .

Lovely people.

Brilliant service.

Nice to chat with nurse.

Grateful for the advice.

**100%**  
of people surveyed said they got a warm welcome and would recommend the Mobile Health Hive to their friends and family

[Read press release](#)



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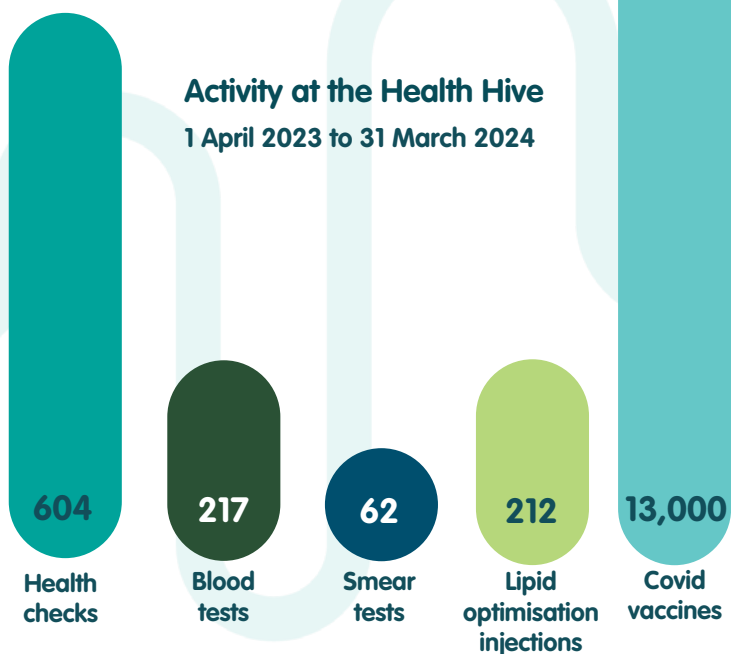
## Bolton Health Hive

During 2023-24 Bolton Health Hive provided around 315 hours' worth of patient activity, which included:

- Cervical screening
- Health checks
- Blood tests
- Signposting/advice

On top of this, the Health Hive team delivered around **13,000 Covid vaccinations** to people, either at the clinic or in their home/care home.

Lipid optimisation consists of 126 first doses and 86 second doses This data is specifically for Bolton Patients.



**Bolton Health Hive**  
Local healthcare on your high street



# Our services

## Bolton Health Hive

### Patient Feedback

"I have recently had 2 blood tests here at the hive as my doctors are fully booked. This is an amazing service, and all staff are friendly and reassuring as I'm an anxious person. Fantastic service for our hometown"

were satisfied with their visit

said they'd received a warm welcome

100% of patients...

said the staff listened and treated them with respect

would recommend us to their friends and family

Read press release



### Staff Feedback

#### Nurse

"I feel the Hive is very important to the people of Bolton. It was slow to take off but now people know about the services we offer they are pleased it is available. The feedback we receive is mostly positive and patients always say they are going to let their friends know about the Hive.

We are getting blood tests request from practices and the hospital. We have referred patients back to their own GP if we feel they need to be reviewed and rang the surgery ourselves if we feel they need immediate appointments, e.g. irregular pulse, high or low blood pressure, medication reviews.

Mostly, people are happy they can walk in and be seen almost straight away.

Going forward I know we are going to be offering other services which will be great for Bolton. I feel there is still more to be done to inform surgeries we offer this service as patients are still saying they did not know we were here. I have had positive feedback about myself, and I know Sue is always giving patients advice and signposting them to the right service they need."

#### Manager

"I feel the Hive is working very well for the Bolton community, especially these past 6/7 months, there is more uptake of patients coming for bloods, smears and health checks.

Due to us being a walk-in clinic patients can come in on their lunch hour, which they say is brilliant. We are getting very positive feedback from patients, and we even have patients that say good morning to us every day. We have become part of the furniture in the Market Place.

If we can't give people what they require at the Hive (patients ask if we have a doctor present or pharmacist), we always point them in the right direction, sending them to the pharmacy and GP and any other services they may need.

The nurses are all lovely with the patients and I've had many patients praising them.

I have spoken to many patients whilst in reception and all of them are very positive about our service and what we provide. Many saying "I hope you will be here a long time as it's one of the best services Bolton has at the minute"

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# Our services

## Lipid Optimisation

As part of our collaboration with GM Feds, we started running the Lipid Optimisation programme in June 2023 in partnership with Health Innovation Manchester.

Lipid Optimisation therapy includes a medicine that is injected into people with high cholesterol and triglycerides, that are not being reduced enough by other medicines, such as statins. The therapy is used to lower levels of cholesterol in the blood.

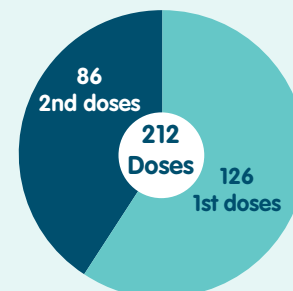
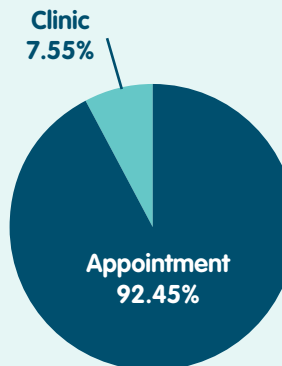
Eligible patients from across Bolton were contacted and offered the treatment by our team. Any patients that accepted were either seen at The Health Hive or offered a home visit.

Following an initial injection and second injection was given three months later.

After the second dose, patients were discharged back to their practice for any subsequent doses.

### Monthly injections (first and second)

June	27
July	47
August	22
September	26
October	43
November	11
December	8
January	10
February	3
March	15



All patients who received their Lipid Optimisation first and second dose therapy, saw a reduction in their cholesterol levels.

### What is inclisiran?

Inclisiran is a medicine for people with high cholesterol that is not being reduced enough with other medicines.



### How is it prescribed?

Your doctor or healthcare professional will discuss in detail the benefits and answer any questions or concerns you have before prescribing inclisiran.



### How will I take inclisiran?

Inclisiran is given as an injection under the skin by your healthcare professional.



### How often will I have to take inclisiran?

When you start taking inclisiran, you will have an initial injection, with a follow up injection three months later.



### What happens next?

After these initial injections, inclisiran is given every six months.

Inclisiran is intended to be given as an ongoing treatment.



### What about my other medications?

Continue to take any other medicines, including cholesterol lowering medications, as advised by your pharmacist, nurse or doctor.

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# Our services

## Wilfred Geere House

The Wilfred Geere Discharge to Assess service provides a focused programme of care with regards to assessment, recuperation and rehabilitation, supporting people to achieve their optimal level of independence and those who require input from a range of professionals e.g. GPs, social workers, nurses, occupational therapists or physiotherapists. Our Discharge to Assess service at Wilfred Geere House provides a homely environment in which we assess an individual's future care needs.

In 2023-24 the Discharge to Assess service covered **12 beds** at Wilfred Geere House.

### Feedback

#### Dr Nasifan Saba GP

I have been in post as Bolton GP Federation's Clinical Lead for the Discharge to Assess Service at Wilfred Geere since December 2020 and am passionate about helping and caring for people with complex needs. I work alongside a team of professionals including occupational therapists, physiotherapists, social workers, mental health liaison nurses, Age UK, and carers.

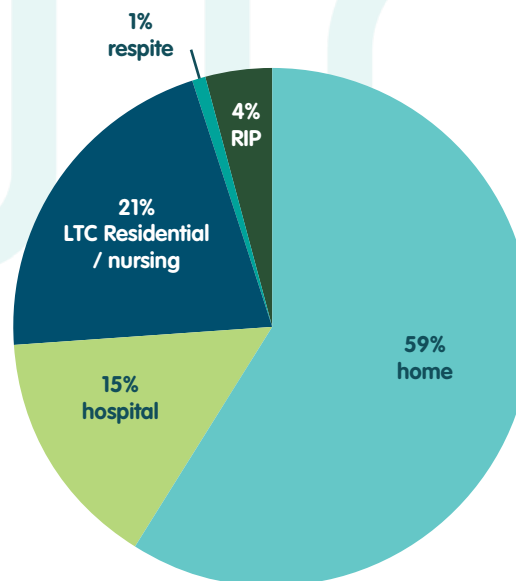
In the last year, I am proud to have provided the GP support and leadership for this service from the Federation and am pleased that we have been able to encourage many people to maintain their independence and return to their homes.



### Discharged data

Within 28 days	28
Within 42 days	29
Over 42 days	35

### Destination on discharge



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# Our services

## Winter pressures

Bolton GP Federation supported 4 PCNs by providing additional primary care capacity throughout the winter 2023/24 high demand period.

Our winter 2024 offer included additional GP capacity including:

Providing approx.  
150 extra  
appointments  
per week

Across 4  
local hubs

Comprehensive  
weekly reporting  
to the Integrated  
Care Board

Experienced  
Bolton-based  
clinicians

Flexible  
face-to-face  
or virtual  
appointments  
offered to patients

Full read/write  
consultations  
including  
prescribing, referrals  
and signposting.



Month	Face to face	Remote	Did not attend
December	28	74	13
January	70	114	25
February	208	142	41
March	332	174	69
<b>Total</b>	<b>638</b>	<b>504</b>	<b>148</b>

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# Our Primary Care Networks

The Federation supported seven of Bolton's nine Primary Care Networks during 2023-24.

- **Brightmet & Little Lever**
- **Central**
- **Chorley Roads**
- **Farnworth & Kearsley**
- **Halliwell Waters Meeting and Lever Chambers (HWL)**
- **Rumworth**
- **Westhoughton**

The Federation has employed a dedicated team to support PCNs, which includes PCN Network Managers, Deputy Network Managers and a Data Quality Officer. Their role in PCN management involves various tasks carried out for and on behalf of the Clinical Director, such as representing the network in stakeholder meetings, engaging with stakeholders proactively, planning the business (including financial and workforce planning), managing the contractual requirements of the network, coordinating training and development, as well as recruitment and retention of new roles. The team also coordinate, administer, and chair meetings and ensure that the network stays up to date with national and local policies.

In addition to this, the PCN team implemented network projects, and created and implemented systems and processes to improve the functioning of the network.

During the 2023-24, our PCN teams maintained and strengthened their relationships with all 35 Care Homes they were aligned with. The Bolton GP Federation team managed the proactive care for two of these care homes, ensuring that patients received the best care possible. They made sure that weekly MDTs ran smoothly, admissions were efficient, and patient data was accurately recorded. The aligned practices also provided assurance that each resident in the care homes received effective reactive care, including:

- **Weekly ward round**
- **Holistic assessment within 7 days of admission**
- **Access to a Matron or equivalent**
- **Recorded care plans within 7 days of admission**
- **Frequent Structured Medication Reviews**

During 2023-24 our ARRS teams helped to create almost **400,000 additional appointments** for patients across our seven PCNs. This equates to almost **197,000** hours of consultations across the **41** practices.

This included appointments with Pharmacists, Paramedics, Mental Health Practitioners and Physiotherapists.

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# Our Primary Care Networks

## Brightmet and Little Lever



**Dr Steven Whittaker**  
Clinical Director



**Victoria Westwood**  
PCN Manager



**Chloe Jackson**  
Deputy Network Manager

### Practices

The Alastair Ross Medical Practice  
Little Lever Health Centre 1  
The Dunstan Partnership  
Tonge Fold Health Centre  
Spring View Medical Centre  
Little Lever Health Centre 2

### The PCN ARRS team

GP Assistants x 8  
Mental Health Practitioner  
Musculoskeletal (MSK) Practitioners x 3  
Paramedics x 3  
Pharmacists x 5  
Social Prescribing Link Workers x 3

### Key achievements

Hosted an NHS drop-in event for patients  
Met and exceeding DES/IIF targets

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# Our Primary Care Networks

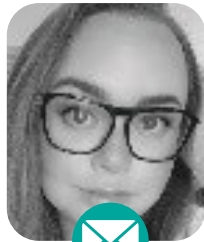
## Central



**Dr Adil Khan**  
Clinical Director



**Amy Humphries**  
PCN Manager



**Abby Edmonds**  
Deputy Network Manager

### The PCN ARRS team

Care Coordinator  
Mental Health Practitioners x 3  
Musculoskeletal (MSK) Practitioners x 4  
Paramedic  
Pharmacists x 14  
Physician Associates x 5  
Social Prescribing Link Worker x 4

### 23/24 Priorities

Tackling health inequalities  
Equal access to good quality care  
from health and social services

### Key achievements

Hosted a health and wellbeing event  
at the Salvation Army

### Practices

Al-Fal Medical Group  
Beehive Surgery  
Bradford Street Surgery  
Deane Medical Centre  
Deane Clinic  
Dr Dakshina-Murthi  
Dr Loomba  
The Olive Family Practice  
Orient House Medical Centre  
SSP Health 3D Medical Centre  
SSP Health Bolton General  
Practice  
SSP Health Bolton Medical Centre

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# Our Primary Care Networks

## Chorley Roads



**Dr Dharmesh Mistry**  
Clinical Director



**Victoria Westwood**  
PCN Manager



**Chloe Jackson**  
Deputy Network Manager

### Practices

Cornerstone Surgery  
Dalefield Surgery  
Heaton Medical Practice  
Spring House Surgery  
Wyresdale

### The PCN ARRS team

Care Coordinators x 3  
Data Quality Officer  
Dietician  
Digital Transformation Lead  
Mental Health Practitioner  
Musculoskeletal (MSK) Practitioner  
Paramedic  
Pharmacists x 4  
Social Prescribing Link Worker

### 23/24 Priorities

Recruit further ARRS roles  
Build on health inequalities plan  
Improve access to patients

### Key achievements

eConsult – Online triage approach  
Improved care navigation – via eConsult  
Enabled patient access to online records  
Promote NHS APP  
Ordering of repeat prescriptions via the NHS APP  
Patient engagement event – NHS App/triage  
Social media – Facebook/Instagram  
Digital new patient registration

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# Our Primary Care Networks

## Farnworth and Kearsley



**Dr Niki Barua**  
Clinical Director



**Hayley Grojec**  
PCN Manager

### Practices

Dr Barua and Partners  
Fig Tree Medical Practice  
Kearsley Medical Centre  
Stonehill Medical

### The PCN ARRS team

Care Coordinator  
Mental Health Practitioner  
Musculoskeletal (MSK) Practitioners x 2  
Paramedic x 2  
Pharmacist x 3  
Pharmacy Technician x 3  
Social Prescribing Link Worker x 3  
Trainee Associate Psychological Practitioner

### 23/24 Priorities

Growing the ARRS team.  
Tackling health inequalities and ensuring that people with learning disabilities receive high quality care.  
Develop personalised care for people with the Care Co-ordinators.

### Key achievements

Rolled out the Living Well Service

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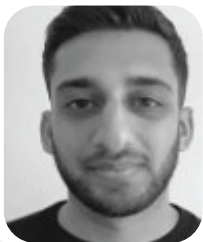
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# Our Primary Care Networks

## Halliwell



**Dr Aiyub Nakhuda**  
Clinical Director



**Heather Porter**  
PCN Manager



### Practices

Burnside Surgery  
Drs Rizwan and Awan  
Drs Jeyam and Jesudas  
Octagon Medical Centre  
Dr Sidda Surgery  
Drs Uddin and Anwar

### The PCN ARRS team

Care Coordinator  
Mental Health Practitioner  
Musculoskeletal (MSK) Practitioners x2  
Nursing Associate  
Paramedic x2  
Pharmacists x4  
Pharmacy Technician x2  
Senior Pharmacist  
Social Prescribing Link Worker

### 23/24 Priorities

Improve patients' overall experience

### Key achievements

Women's Health and Wellbeing Event at  
Brownlow Fold Community Centre

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# Our Primary Care Networks

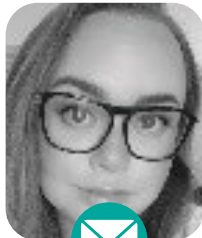
## Rumworth



**Dr Saveena Ghaie**  
Clinical Director



**Amy Humphries**  
PCN Manager



**Abby Edmonds**  
Deputy Network Manager

### Practices

**Dr Mirza and Partners**  
Garnet Fold Practice  
Shanti Medical Centre  
Swan Lane

### The PCN ARRS team

**Advanced Clinical Practitioner (ACP)**  
**Care Coordinator**  
**GP Assistants x 2**  
**Mental Health Practitioners x 2**  
**Musculoskeletal (MSK) Practitioners x 4**  
**Nursing Associate**  
**Paramedic x 3**  
**Pharmacist x 5**  
**Pharmacy Technician x 2**  
**Social Prescribing Link Worker x 3**

### 23/24 Priorities

**Improve access to patients**  
**Ensure patients are seen by the most appropriate health professional**

### Key achievements

**Time to talk**  
**Health events**

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# Our Primary Care Networks

## Westhoughton



**Dr Beverley Matta**  
Clinical Director



**Kristy Barlow**  
PCN Manager



**Heather Porter**  
Deputy Network Manager

### Practices

Stable Fold Surgery  
Unsworth Group Practice

### The PCN ARRS team

Care Coordinator  
Paramedic x 3  
Pharmacist x 3  
Pharmacy Technician x 2  
Social Prescribing Link Worker x 3

### 23/24 Priorities

Development of the Capacity and Access plans  
More digitally enabled systems  
Improving patient Experience

### Key achievements

Achieved the upper thresholds in all IIF targets  
Above the GM and national average for cancer screening  
96% uptake of eligible patients for annual flu vaccinations.

### Social Prescribing activity

Strong and growing relationships with community and voluntary groups  
SPLW drop-in at John Holt Community Centre  
Supported Talkin Tables  
Supported a second guitar group at John Holt Centre  
Supported a ladies' social group at Daisy Hill Cricket Club.  
Developed a Community Garden at Daisy Hill Cricket Club.

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# Our quality report

## Quality information

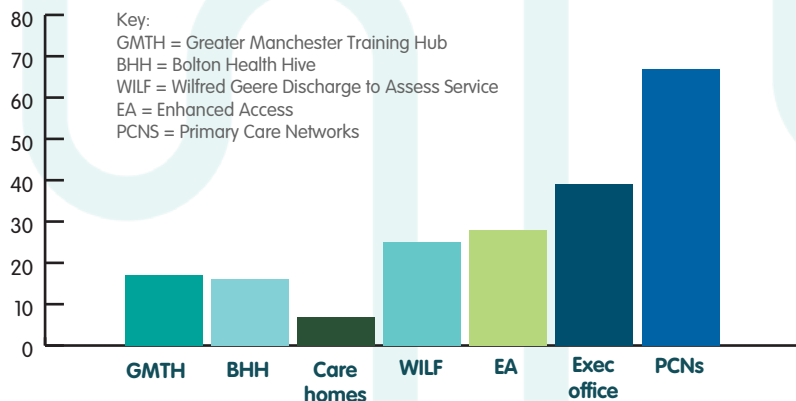
This part of our annual report highlights the work that has taken place throughout 2023-24 and provides oversight and assurance on:

- **The quality and safety of services provided by the Bolton GP Federation.**
- **Strategic or significant risks and associated mitigations**

### Incidents

All incidents were logged on our incident management system, Ulysses. Incident trends were reviewed within each service meeting, and through our formal quarterly Quality Board and our Formal Board. This ensured that trends were understood, root cause analysis was undertaken if required, and learning applied to mitigate against incident reoccurrence.

**199** incidents were logged across all services in 2023/4.



### Audits

We managed our audit activity via an audit calendar that mapped clinical and non-clinical audits by service at an appropriate frequency, to ensure our services across both the federation and GMTH are of the standard the people of Bolton and the learners across Greater Manchester deserve.

Audits were reviewed within each service management meeting.

### Complaints & Concerns

Our federation complaints policy gave us a specific structure for managing patient complaints and concerns.

Across the year we managed **11 patient complaints** and **9 patient concerns**, each to a resolution. In addition we responded to **27 community raised concerns** which led to some scoping activity for a new service provision to support a specific community group, for the benefit of Bolton.

### Patient feedback

In addition to the traditional Friends and Family survey, we routinely sought feedback from patients attending our services and attending Bolton Health Hive. Their feedback is shared within the respective chapters of this report.

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# Our quality report

## Quality information

### Staff feedback

We welcome staff feedback, and our approach to employee voice was a key principle of the Good Employment Charter standards met, that saw Bolton GP Federation become the first federation in Greater Manchester to be acknowledged for its people centred approach and employment standards.

We developed an online portal to allow our staff to share feedback or ideas on how to improve, along with an annual staff survey 'you said, we did'.

### Risks

As a Federation we continued to manage 18 corporate risks during 2023-24. In line with our Board assurance framework, those carrying a risk score of 9 or greater were:

- Reputational damage of being perceived competitor to existing services
- The federation could be subject to income loss; this could result in failure to maintain financial viability and reputational damage
- Cyber threat resulting rendering unable to access IT and/or systems
- Pandemic risk
- Capacity of staff to effectively manage demand
- Risk of data loss in the event of a cyber attack
- Risk that talented staff choose to leave the federation due to increased demands, perceived unrealistic expectations and workload.

In addition, separate risk registers supported each service area and were actively reviewed monthly within each service management meeting.

### Data protection

There were no breaches to information governance reported during the year.

We submitted our annual national data protection toolkit submission by the end of June in line with our obligations, with a supportive action plan to respond to those areas where improvement can be delivered.



#### Your voice matters and we value your input.

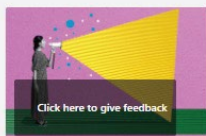
This page gives you the opportunity to have your voice heard. In confidence. On the right, you'll see two options: where you can click on either or both boxes to have your say. Please use the bright ideas suggestions box to share any suggestions you have, e.g.

- How we can be more efficient or save money.
- Ideas about new services we could offer.
- Any services or activities we could pause, stop or change.
- Any other suggestions.

All staff suggestions will be considered by the Senior Management Team (BGPF or GMTH) and feedback on decisions shared wherever possible.

Please use the feedback option to:

- Recognise one of your colleagues / a team for all they do
- Celebrate an achievement or things we do well as an organisation
- Give us feedback to help us improve the things you feel aren't going so well



#### Our promise to you



# Our engagement

## Engagement

### Purpose, people, process and evaluation

At Bolton GP Federation we take engagement into all aspects of what we do, no matter the scope and scale. We do this because we are firm believers that it helps us to shape delivery, build capacity and to improve decision making and the way we deliver to get the required outcomes or have the impact that we hope to achieve.

### People

We helped to develop and deliver a Tackling Cancer event



### Staff



Our Primary Care Network teams ran staff wellbeing sessions for the PCN staff, who spend the majority of their working week in practices seeing patients. These sessions bring people together, allowing us time and space to check in with each other and practice mindfulness activities. These events are highly valued by the staff and help them feel supported and connected.

### Practices



We had some great sessions where all of our member practices were invited to come along to share their thoughts on priorities for general practice. The feedback we got at these sessions helped to shape our priorities, resulting in a number of projects and activities to help practices that are struggling with capacity and patients who were struggling to access appointments. This included the further development of the Bolton Health Hive.

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# Our engagement

## Social media

### High level figures of our social media engagement

#### X/Twitter

Followers: 2880 (as of 31st March 2024)  
Impressions: 195,200  
Average engagement rate: 2.3%  
Link Clicks: 627  
Retweets: 845  
Likes: 1582  
Replies: 115

#### Facebook

Followers: 1545 (as of 31st March 2024)  
Reach: 244,398  
Average Engagement Rate: 9%

#### LinkedIn

Followers: 266 (as of 31st March 2024)  
Page views: 991  
Unique Visitors: 369  
Custom Button Clicks: 13  
Post Impressions: 7115  
Post Unique Impressions: 3383  
Clicks: 367  
Reactions: 80  
Comments: 8  
Shares: 24  
Average engagement Rate: 6.6%



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# Our growth and priorities

## Our priorities 2023/24

Our organisational priorities for 2023 – 24 were



### Improving Access

Support practices and PCNs through the Capacity and Access agenda as part of the 2023 DES (digital)

Fully utilise of ARRS funds to create best capacity to fit the growing PCN needs

Deliver community-based clinics to increase patient access and reduce demand on practice teams



### Workforce

Fully utilise ARRS funds to create best capacity to fit the growing PCN needs

Grow our own internal and external training and development for clinical and non-clinical PCN and practice roles via the Greater Manchester Training Hub

Link with local job centres, careers fairs and universities to create pathways and local job opportunities

Create mentorship and peer opportunities with experienced staff



### Tackling Health Inequalities

Deliver community-based clinics to increase patient access, remove barriers and reduce demand on practice teams

Create a Health Hive town centre model to deliver accessible and much-needed general practice services to most vulnerable and deprived residents

Work collaboratively with the learning disability and homeless teams, Public Health and the voluntary and community sector to review our service models to increase reach and impact



### Support to practices

Develop a practice-based intranet to share resources and good practice

Training and development for clinical and non-clinical staff

Deliver community-based clinics to increase patient access and reduce demand on practice teams

Continue to review our comms channels to ensure practices are well informed



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# Our growth and priorities

## Social value



### Bolton Family

We are part of the Bolton Family, and this makes us very proud.

As a socially responsible organisation, it is important that we regularly look beyond our day-to-day business, to do something great – that's create social value.

Social value is not in the financial sense - it is the additional value that we create through the work we do that benefits people and communities in our town.



Our membership of the Bolton Family partnership has helped us grow our understanding and learn about what we can do to help deliver positive outcomes for our communities.

As part of our membership, we registered a number of pledges during 2023-24.

### Our Pledges = Our Action!

- 2 Our Head of Performance, Programmes and Communications has signed up to the Bolton's Fund grant assessor training.
- 3 We donated old and unused IT equipment to Recycle IT.
- 4 We hosted local secondary school students for their work experience - [read their experiences here](#)
- 11 We collected and donated food, equipment and clothes for local charities including Urban Outreach, Destitute Animal Shelter and more).
- 12 We held events at local charity locations – such as Bolton Lads and Girls Club and Bolton CVS. A great way to support their income and promote what they do.
- 13 We continued our corporate membership of Hoot Credit Union, offering our staff access to safe loans and savings.
- 14 We created a number of new apprenticeship roles and supported several members of staff through their apprenticeship journey.
- 16 We became the first federation in Greater Manchester to be awarded membership of the Greater Manchester Good Employment Charter and became a Real Living Wage Employer
- 18 Our staff held regular wellbeing sessions, from going from a walk, and doing 10 minutes of movement in the office, through to team away days and social events.
- 19 We are fully fledged members of the Bolton Family!



# Our growth and priorities

## Growing our work across Greater Manchester

### GM Primary Care

GM Primary Care is the formal title of what is known informally as the 'GM Feds' – the primary care provider collaborative of GP Federations that has a strong track-record of providing primary care support and services across Greater Manchester. This includes Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan.

This collaboration was formed in 2022 to deliver activities that benefit the people of Greater Manchester, including co-ordinated, effective and efficient primary care services, and to provide training for primary and social care staff.

Being not just part of this collaboration, but the lead provider and employer for some of its services, it was an important step to ensure Bolton people fully benefit from the services being delivered on a Greater Manchester footprint; services that are vital to us meeting our priorities of improving access, growing the workforce and tackling health inequalities.

Over the next few years, we will advance this approach with our GM locality colleagues, ensuring this benefits primary and social care in Bolton, our partners and of course, Bolton people.

### The services we ran on behalf of the collaboration in 2023-24 included:

#### Greater Manchester Training Hub

GREATER  
MANCHESTER  
TRAINING HUB

Visit website



Annual Report



#### Greater Manchester Workforce Bank

gm  
Workforce Bank  
POWERED BY  
GM FEDS

#### Lipids Optimisation

GM FEDS  
LIPIDS OPTIMISATION

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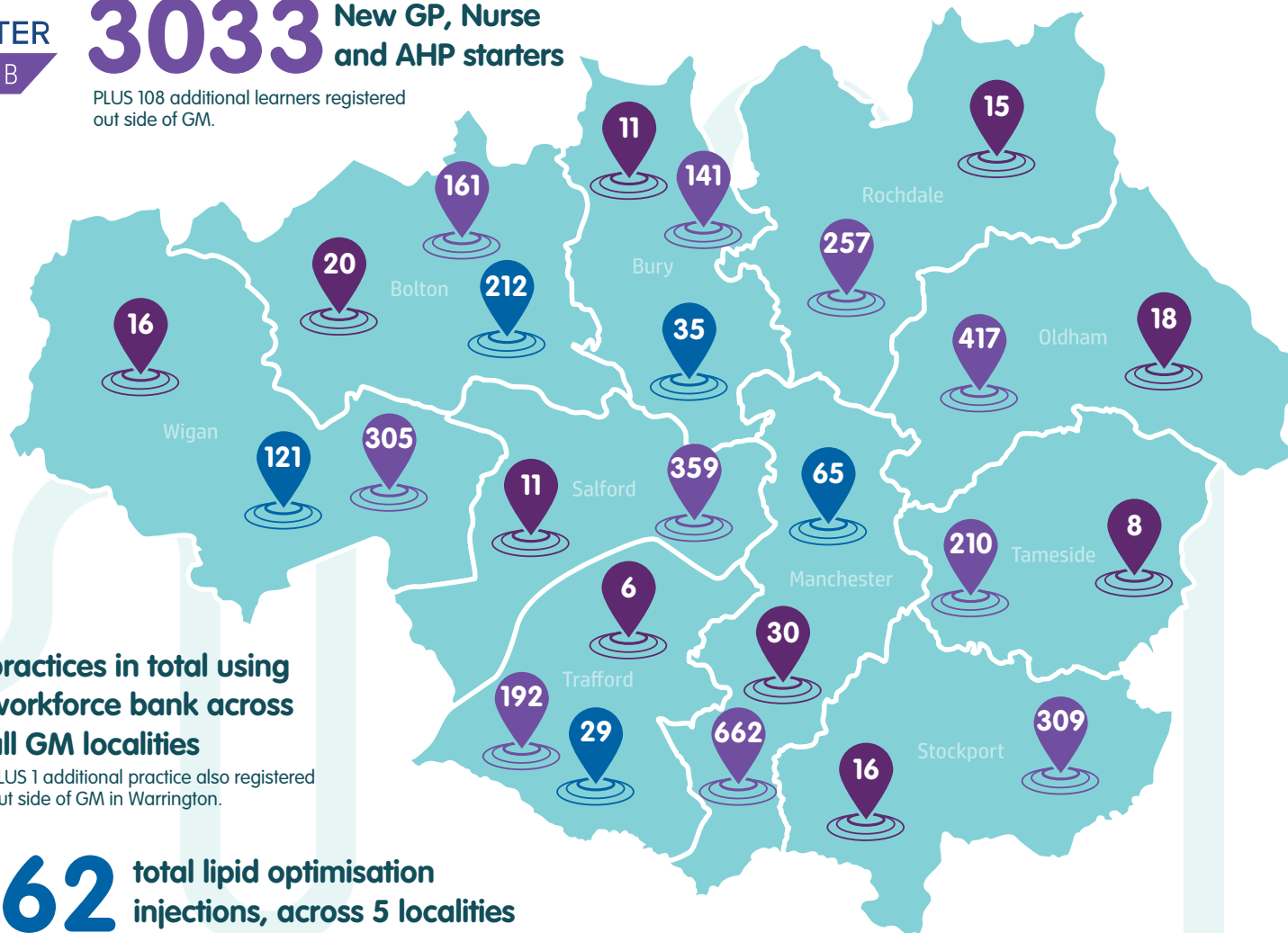
# Our growth and priorities

## Growing our work across Greater Manchester

**GREATER MANCHESTER TRAINING HUB**

**3033** New GP, Nurse and AHP starters

PLUS 108 additional learners registered out side of GM.



**150** practices in total using workforce bank across all GM localities

PLUS 1 additional practice also registered out side of GM in Warrington.



**462** total lipid optimisation injections, across 5 localities



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# 20 24

