



Primary Integrated  
Community Services Ltd

# PICS Annual Report 2022-23





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## Contents

**Welcome and introductions from Alison Rounce and Dr Kelvin Lim**

**About PICS**

**Quality Report summary**

**News and achievements**

**Staff survey**

**Financial statement**

## Welcome

Welcome to the Primary Integrated Community Services (PICS) annual report for April 2022 to March 2023. In it we outline our aims and the achievements of our staff. We also highlight how we work in partnership with others to deliver the best possible health and care for people in our local communities.

We co-create services with GPs and commissioners and our management support for GP practices and primary care networks enables our partnerships to make a difference. Our focus is on building pathways between primary, secondary and community health and social services.

PICS staff work within their own communities to help people feel well, live healthier lives and be active and independent.

### **Introductory words from Alison Rounce, Managing Director**

I am immensely proud of the role PICS plays in improving local lives and of the individual achievements of all staff in both our clinical and non-clinical teams. PICS is built on excellence with a pedigree for exemplar clinical services and our aim has always been to invest in these.

PICS continues to play a significant role in the transformation of Nottinghamshire's health and wellbeing services. We have positioned ourselves at both grass roots and strategic levels and have been able to integrate pathways and influence developments.



Our values are built from working with our clinical leaders. We will continue to champion the voice of GPs and the vital role of healthcare professionals within primary and community care in designing services to meet the needs of our communities. The Primary Care Networks (PCNs) that we support have gone from strength to strength and are now moving into the last year of the network contract directed enhanced service. Since 2020, this has allowed for additional roles in primary care including clinical pharmacists, physician associates, first contact physiotherapists, community paramedics and social prescribing link workers. PICS has been delighted to provide these staff to support GPs to focus their time on more complex patients.

This was a personally challenging year for me following a diagnosis of Non-Hodgkins Lymphoma, but the experience has given me a greater perspective as a receiver a care and a reminder of how precious our clinical services and the NHS are. I am especially grateful for all the support from my trusted colleagues. As I move on to new challenges, I know we are leaving PICS in great hands.

**Dr Kelvin Lim, Medical Director**

PICS is integral to the local health community and recognised as a valued partner in the system. This year we have worked to increase the growth of Additional Roles Reimbursement Scheme (ARRS) positions within our local primary care networks to help widen and strengthen the care provided through GP practices and other services.



These roles help local people to live more healthily and enjoy a better quality of life through support for healthy lifestyles, physiotherapy and improved access to pharmacy services. We have expanded the number of roles available; for example, we now have clinical pharmacists within our heart failure services.

We have also supported long COVID pathways, helping people to either recover from or better manage this debilitating condition caused by a COVID infection.

This is my final annual report as Medical Director at PICS and as Ali Rounce and I leave our positions for pastures new, we would like to thank everyone for their support and coming with us on this wonderful journey.

## About PICS

The core value 'We Care' defines our culture and approach. It is underpinned by six more values which guide how we work every day.



**We are patient-focused**

**We are can-do**

**We are empowering**

**We create a learning environment**

**We create evidence-led solutions**

**We create integrated, safe services**

PICS also supports and advocates the principles and values that guide the NHS.

### **Integrated, whole-life approach**

We form pathways between primary, secondary, social and community care to ensure seamless, integrated care between all the services a patient may use. We are fully connected to relevant local authority, care and health systems in order to share records and ensure prompt referrals. We are a trusted partner.

Our multi-disciplinary teams share their specialist skills so that patients with specific needs benefit from personalised care. Our frailty specialists work closely with teams responding to acute and long term conditions, in the community and in care and residential homes.

We work closely with consultants in hospitals, GPs, carers, and social care workers to reduce the number of referrals and waits for appointments.

### **Community care**

**Enable independence:** We work with patients with respiratory issues, heart failure or diabetes to help them home from hospital and provide a monitor service to treat heart conditions and avoid further or urgent hospital treatment. We work with older patients and those with complex needs to live independently for longer.

**Provide specialist care in the community:** We support patients to plan in case of emergencies which prevent them from communicating their wishes for their clinical care and we support them to be where they prefer to be towards the end of their life. The Gynaecology service provides an alternative community setting for first and follow up appointments and appropriate procedures, reaching women earlier and in a more accessible way.

**Positively manage long-term conditions:** We empower and educate people with long term respiratory conditions to reduce their levels of pain, reduce dependency on drugs and cope with the side effects of those, improving their wellbeing and mental health, and help them feel stronger.

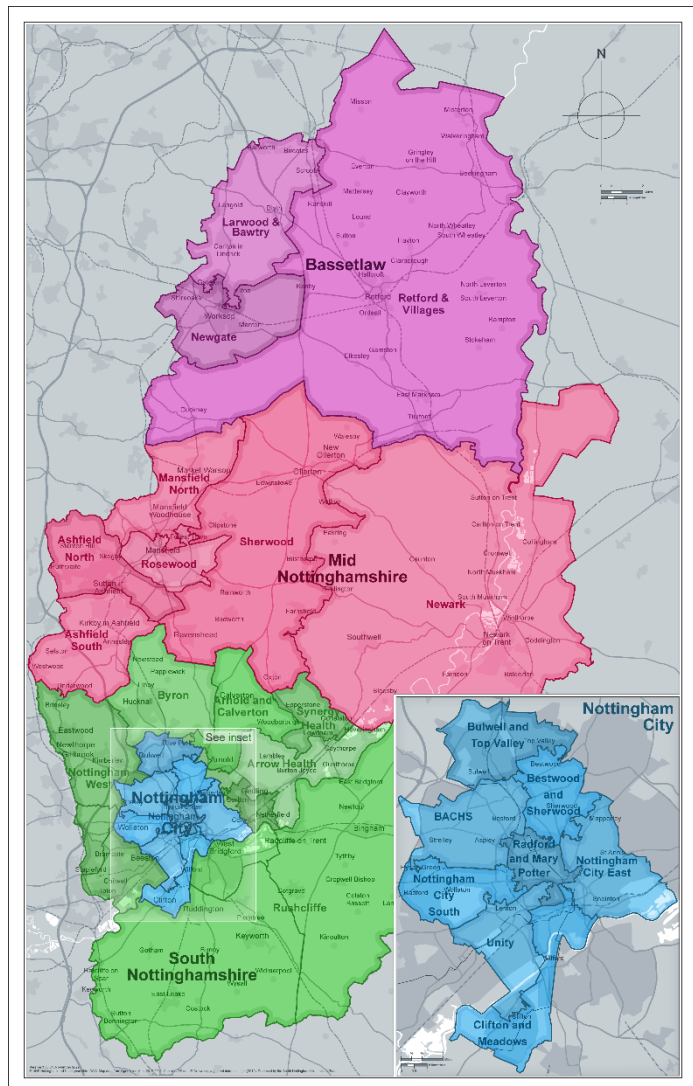
## Primary Care

Overseeing local primary care: We oversee GP Practices and health centres, working closely with doctors, nurses and practice teams to drive up the standards of patient care, improve safety and patient experience, and support staff to foster a secure and positive environment. We produce evidence-based governance frameworks, and provide a bank of staff, advice and support to achieve safe, stable and sustainable services. We run clinical projects for our partners, including an award-winning service to care for patients acute, urgent needs in their own homes.

Supplying expert services and teams for GP Practices: We schedule care provision for evenings, weekends and bank holidays to open up appointments for patients at times more convenient for them while keeping running costs for individual practices down. We provide salaried, locum GPs for Practices who need them to continue to run services. We provide independent, evidence-based advice on Practice models, procedures and processes so that GPs can run efficient, integrated services, and design and commission the services they know their patients need.

Non-core members of PCNs: We support and advise Clinical Directors of PCNs with their financial and administrative responsibilities. We recruit and employ staff for the PCNs and are developing clinical supervision models to support them. Our Leadership Team works closely with the PCN Boards to help design and integrate new roles and services within primary and community care settings.

PICS provides professional management services including recruitment, employment systems, finance, training, project and service development and communications. We support federations of approximately 70 General Practices who are within 11 Primary Care Networks in: Ashfield North; Ashfield South; Mansfield North; Rosewood (Mansfield South); Newark; Sherwood; Byron (Hucknall); Arnold & Calverton; Arrow Health (Carlton); Synergy Health; and Nottingham West.



## **Our Partners**

To co-create solutions that are fully integrated into the whole system and meet the strategic objectives of the NHS, we are involved in local strategic decision making and planning. We are members of the Nottingham and Nottinghamshire Integrated Care System (ICS) and Nottinghamshire Nursing and Midwifery Cabinet and we are Board Members for the South Nottinghamshire and Mid Nottinghamshire Integrated Care Partnerships.

PICS are Board Members for the Mid Nottinghamshire Place Based Partnership's End of Life Better Together group that seeks to improve end of life care in Mansfield, Ashfield, Sherwood and Newark. PICS is also a core member of Mid Nottinghamshire Place Based Partnership's Musculo Skeletal Better Together group. Both groups are working towards increasing integrated health care and ever increasing cooperation between the providers of the services.

We care about ensuring productive and long term relationships with our partners and we invest in partnership working. Our collaborative and federation approach respects the independence and specialist expertise of our partners, and we work together to enhance the health and wellbeing of our shared communities.

## **Our Strategic Objectives**

- 1. Our patients will receive care of outstanding quality**
  - Measure patient feedback against the culture and values of PICS
  - Measure feedback from families and carers and partners
  - Increase patient involvement in new developments
- 2. Be an employer of choice and inspire excellence in care provision**
  - Set a clear inclusive vision for equality and diversity within the workforce
  - Provide a 'feel good' supportive working environment
  - Provide excellence in education, training and supervision
  - Ensure all staff are included in service development
- 3. Sustain and Improve Financial Value**
  - Implement cost improvement plans across services
  - Continue to develop robust financial governance and assurances
  - Start to implement succession planning throughout the business
  - Retain existing business
  - Actively seek new contracts and procurements via all 4 pillars of PICS
- 4. Provide a leadership role in Primary Care**
  - Align with the PCN strategy and continue to support and develop PCNs
  - Support primary care by developing out-of-hospital and community pathways
  - Support the federation of back office functions in general practice
- 5. Develop and nurture positive relationships with external stakeholders**
  - Develop the CDs role in supporting and promoting PICS
  - Further expand the communication and engagement with external stakeholders
  - Promote clearly the identity and the 4 pillars of PICS
- 6. Support social value within our localities**

## **Our services**

- Acute Home Visiting
- Cardiology
- Care Co-ordination Service
- Clinical Pharmacy
- Diabetes
- ECG 24 hour monitoring
- Extended Access
- First Contact Dietitians
- First Contact Paramedics
- First Contact Physiotherapists
- GP Practices
- Gynaecology
- Network Navigation Service
- Primary Care Network (PCN) Services
- Pain, ME/CFS, Long Covid-19 care
- Palliative Care
- Respiratory care, including pulmonary rehabilitation
- Social prescribing

## **Quality Report summary**

The 2022-23 PICS Quality Report demonstrates our resilience and achievements delivering NHS services through continued challenging times and sets out our priorities for 2023-24. A full review of our activity, governance, and achievement is available in our annual Quality Report ([PICS-Quality-Acount-22-23-website.pdf \(picsnhs.org.uk\)](https://picsnhs.org.uk/PICS-Quality-Acount-22-23-website.pdf)).

PICS has continued to provide high quality, evidence-based services to patients through working in collaboration with the wider health and social care system. During 22-23, we aimed high and achieved all our priorities as outlined below.

- Mandatory training is important in ensuring our workforce have the essential knowledge to equip them to safely deliver effective and caring services. During 22-23, we achieved our target of 95% which we hit in March 2023.

- Community gynaecology had accrued longer waiting times for appointments during the COVID pandemic. Through implementation of a recovery plan during 22-23, we exceeded the target of 92% of patients being seen in the 18-week referral to treatment time and reached 99% by March 2023.
- We rolled out multi-source feedback (MSF) to complement our current patient feedback. The aim was to allow PICS to collect feedback not only from patients but fellow colleagues and people the staff work amongst. We currently have an MSF form set up for Clinical Care Home Leads, Dietitians, Mental Health Occupational Therapists, Physiotherapists and Paramedics with Clinical Pharmacists and Pharmacy Technicians to be added in quarter 1 of 23-24. This feedback has been so useful for service development and for us in staff appraisals and team meetings.
- To demonstrate our ongoing commitment to the Armed Forces Community, we aimed to apply for the Defence Employer Recognition Scheme silver award. Evidence was gathered and our application was submitted in quarter 4 of 22-23.
- During 22-23 we rolled out the PICS Professional Nurse Advocate strategy. PICS trained the first Professional Nurse Advocate (PNA) in January 2022, qualifying through the University of Worcester in July 2022. During quarter 1 the PNA strategy was written and approved by Directors. As part of the strategy, a further PNA was trained at the University of Lancaster during quarter 3 and qualified during quarter 4.
- Safeguarding vulnerable people that utilise our services is always a priority. To ensure learning themes are disseminated from previous safeguarding serious case reviews, interactive training has been rolled out across PICS services by the Named Nurse and this will continue on a rolling programme.
- Excellent and effective communication is vital within our organisation. PICS now provides over 30 services across General Practices, PCNs, Community Services, Out of Hospital clinics and secondary care partnerships. Led by the Communications Manager, PICS have further improved patient engagement by the development and roll out of a communication and engagement strategy.
- With the aim of improving safety through shared learning, we have registered with the new Learning From Patient Safety Events (LFPSE) system. This system has been developed to improve national reporting and learning from patient safety events. PICS has an identified lead to continue to develop this further.

In addition to the above priorities, PICS demonstrated further commitment to supporting the armed forces community by gaining veteran aware accreditation for the organisation and veteran friendly accreditation for the PICS GP practices. We have maintained our rating as an outstanding place to work through Best Companies accreditation and been recognised with the Carers quality mark as an employer and for our services. In addition, we have showed ongoing commitment to increasing social value through supporting charities and contribution to the green agenda with achievement of silver accreditation in the business sustainability audit undertaken by Loughborough University.



We will be persistent in our ambition to achieve the best possible care and outcomes for patients, pursuing patient safety and clinical excellence in everything we do. The priorities for 23-24 therefore reflect our ambition for continued improvement and are detailed below.

- PICS will further strengthen our patient safety approach by adopting the National Patient Safety Incident Response Framework (PSIRF).
- A pilot census will be undertaken to analyse the usefulness and inform further use of the Community Nursing Safer Staffing Toolkit (CNSST) within PICS.
- PICS will undertake work with those experiencing health inequalities to identify areas for service improvement and/or patient experience.

.PICS will undertake additional staff feedback through use of Pulse surveys.

## **PICS news and achievements**

We are proud of many achievements over 2022-23. Here are just a few.

### **PICS Listening Project at Jubilee celebrations**

We took part in a special Jubilee celebration at the Nottinghamshire County Show in May 2022, celebrating the local development of health and social care during Her Majesty's 70 year reign. We ran a Listening Project, inviting attendees to share their experience of local health services. It's all part of our PICS approach to patient engagement, where we hear from residents in a community space they've chosen to be in.

### **First Social Prescribing Service accredited as 'Carer Friendly Service' within Derbyshire and Nottinghamshire**

Our Social Prescribing service was awarded the Carer Friendly Service Quality Mark from the Nottinghamshire Carers Association (NCA) in May 2022 'for their continued commitment to help support carers'. PICS runs the Social Prescribing Service on behalf of the local GP surgeries for residents in Broxtowe, Newark, Mansfield, Sherwood and Ashfield. They provide help with issues that cause strain, worry and low mood.



### **Dr Kelvin Lim appointed to Notts Integrated Care Board**

Dr Kelvin Lim was appointed to the Integrated Care Board (ICB) of Nottingham and Nottinghamshire as a Partner Member representing primary care. The ICB launched on 1 July 2022 and leads strategic development of a partnership across health care, social and community care, local authorities, the voluntary sector and community groups. Everyone involved is tasked with working collaboratively to improve the lives of people in our city and county as part of a new Integrated Care System (ICS).

### **PICS and Mansfield PCNs recruit new role to support people with learning difficulties**

In July 2022, a partnership of GPs across Mansfield, Pleasley, Warsop and Mansfield Woodhouse introduced a new, proactive service that finds people with learning disabilities to help improve their health and wellbeing. The work is funded from the combined resources of 12 general practices covering the Mansfield population.

## **PICS appoints Karen Frankland in new Deputy Director role**

In July 2022, we welcomed Karen Frankland to a new position of Deputy Managing Director. Previously Nottingham CityCare's Deputy Chief Executive and Director of Business, Marketing, IT & Estates, Karen brings a wealth of experience and a strong track record of productive partnership working.

## **PICS now delivering Bassetlaw Pain Services**

PICS was asked by the Nottingham and Nottinghamshire Integrated Care Board to incorporate the Bassetlaw Pain Service into the current PICS Pain Management offer. We started taking new referrals for the service from 1 August 2022.

## **PICS shortlisted in Awards for Outstanding Growth**

In August, PICS was shortlisted in East Midlands Chamber's annual Business Awards during the 'President's Summer Celebration' event as a finalist in the category of 'Outstanding Growth'. Significant organisational growth occurred during the pandemic in order to support the NHS's priority to expand personalised care in the community, where patients are seen at the right time, by the right person and in the right place for them.

A conservative estimate of the impact of the roles is that PICS supported GPs with added capacity of an estimated 200,000 appointments to see patients in 2021. To enable the PCNs to thrive, PICS provided additional infrastructure that ensures service quality, patient safety and value-for-money.

## **National scheme commends innovative partnership between PICS and PCNs**

In September, a partnership between PICS, Primary Care Networks and GPs in Mid Notts was highly commended by the 2022 Innovate Awards for a project to reduce opioid dependency and help people suffering from chronic pain to have a better quality of life and live longer. Our deprescribing service was commended for using innovation to help address health inequalities. The Innovate Awards are run by the NHS Confederation and Academic Health Science Network to recognise excellence in health and care innovation.

## **PICS staff ambassadors for national campaign**

PICS was thrilled when members of our staff were selected as ambassadors of a country-wide media campaign to highlight new services and care available from General Practice.

Catherine Seals, Mental Health Occupational Therapist and Gareth Dixon, Health and Wellbeing Coach both featured in a new campaign from NHS England that launched across the country in October 2022. Their profiles highlight just some of the new roles and specialist services available from local General Practice surgeries to members of the public and other health and social care professionals.

## **PICS Practices all awarded Veteran-Friendly accreditation**

As of November 2022, all PICS General Practice surgeries are formally accredited as Veteran-friendly by the Royal College of General Practitioners and NHS England. The practices are Meden in Warsop, Mansfield, Hama in Kimberly, Peacock in Carlton and Whyburn in Hucknall.



PICS is a signatory of the Armed Forces Covenant, which is a commitment to recognise and support those who have or are serving and their families.

### **PICS one of the UK's 'Best Companies to Work For'**

On 22 November, PICS received high positions in three 'top employer' listings from Best Companies, the UK's employee engagement specialists. Compared to organisations from across the UK, PICS is:

- One of the top 5 Best Companies to work for in the UK's health and social care sector
- In the top 50 of Best Companies to work for in the East Midlands
- One of the Best Large Companies to work for across the UK.

### **Nottingham's first Carer-friendly employer and service provider**

In November, PICS became the first organisation in Nottinghamshire and Derbyshire to be awarded the Carer-friendly Quality Mark as both an employer and service provider.

The two special accolades were presented by the Nottinghamshire Carers Association (NCA) to PICS as an employer and to PICS Care Navigation Team, for their 'innovative and impactful' work to identify and support Carers, recognising 'a significant increase in the number of Carers coming forward and getting the support they're entitled to.'

The PICS Care Navigation team works with residents living with long term conditions who are registered to GP Surgeries in Broxtowe (Eastwood, Stapleford, Kimberley and Beeston) and Mid Nottinghamshire (Ashfield, Mansfield, Newark and Sherwood). They support citizens to manage their condition, remain independent and avoid hospital admissions.

### **PICS honoured for '360 support network' for Veterans**

In January, Nottinghamshire's Primary Integrated Community Services (PICS) became the first primary care employer in England and the first independent health provider in the Midlands to be honoured with Veteran-Aware status. PICS staff received the award from the Veterans Covenant Healthcare Alliance (VCHA) during a special ceremony at Warsop Health Centre, Mansfield, the site of one of our services, Meden Medical Practice. VCHA Team Leader, Lieutenant Colonel (retired) Guy Benson, said the quality of care and workplace support provided by PICS had 'significantly improved' the health and wellbeing of Nottinghamshire's Veterans.

## **Staff survey 2022**

We had a good response rate to the staff survey in 2022 – 67% (282 staff out of 419) – compared to 46% national average in the NHS. Some of the highlights included:

### **Your Job**

- **81%** - would recommend the organisation as a place to work
- **89.8%** - agree that care of patients is the organisation's top priority

- **87.4%** - said if a friend or relative needed treatment they would be happy with the standard of care provided by the organisation
- **88.6%** - say the organisation acts on concerns raised by patients/service users

### Your role

- 89.5% - agree they feel their role makes a difference to patients/service users
- 73% - feel that their work is valued by the organisation

### Your team

85% - feel valued by their team

91.2% - enjoy working with their colleagues

79.4% - team colleagues understand each other roles

88.2% - receive respect they deserve from their colleagues

### Work life balance

68% - the organisation is committed to helping balance work and home life

30% - felt unwell because of work-related stress in the past 12 months (reduced slightly since 2021)

51% - in the last 3 months, they had come to work despite not feeling well enough to perform their duties

Staff have been offered support via the Health and Wellbeing Hub on the intranet, and referrals to occupational health if appropriate.

### Recommendations for 2023/24

- Health and Wellbeing – continue the initiatives focusing on stress and develop new ones to promote a better work-life balance for staff. (Mindfulness)
- Ongoing review of key policies such as flexible working and family friendly policies.
- Career development opportunities - increasing uptake of Apprenticeships
- Pulse surveys – more frequent surveys

### Financial statement

PICS is a company limited by shares and is (nominally) for profit. All shareholders are local GPs or Consultants. Any surpluses are invested into improving or developing new services.

2022/23 has been a year of both change and consolidation for the organisation. Greater understanding of our operating models has helped us improve efficiency in our service areas.

Our turnover increased from £13,915,312 in 2021-22 to £14,098,315 in 2022-23. Profit for the year (after tax) is £19,540 which is down from £161,607 the previous year. We now employ 241 staff, up from 237 in 2021-22.

# PRIMARY INTEGRATED COMMUNITY SERVICES LTD

## COMPANY BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023		2022	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	10		112,631		126,336
Investments	11		3		3
			<u>112,634</u>		<u>126,339</u>
<b>Current assets</b>					
Debtors	13	1,544,326		1,444,897	
Cash at bank and in hand		3,818,744		4,903,062	
		<u>5,363,070</u>		<u>6,347,959</u>	
<b>Creditors: amounts falling due within one year</b>	14	<u>(4,351,980)</u>		<u>(5,373,458)</u>	
<b>Net current assets</b>			<u>1,011,090</u>		<u>974,501</u>
<b>Net assets</b>			<u>1,123,724</u>		<u>1,100,840</u>
<b>Capital and reserves</b>					
Called up share capital	17		255		257
Share premium account			85,606		86,104
Capital redemption reserve			24		22
Profit and loss reserves			1,037,839		1,014,457
<b>Total equity</b>			<u>1,123,724</u>		<u>1,100,840</u>

£ account



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## Contact us

Tel: 03000 830000

[pics.enquiries@nhs.net](mailto:pics.enquiries@nhs.net)

[www.picsnhs.org.uk](http://www.picsnhs.org.uk)

Twitter [@pics\\_primary](https://twitter.com/pics_primary)

To request a printed copy of this report, please contact [pics.enquiries@nhs.net](mailto:pics.enquiries@nhs.net)

Registered in England & Wales  
Company Registration Number 8763136  
Primary Integrated Community Services Ltd  
Registered Office: Unit H4, Ash Tree Court,  
Nottingham Business Park, Nottingham NG8 6PY