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A castle on a hill

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**PRACTICE**

**INFORMATION**

**PACK**

**ADMINISTRATION STAFF**

A sign in front of a building

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*"Best place I've ever worked" "It’s such a great team"*

*"I never feel alone and am always supported"*

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# A picture containing outdoor, rock, building, stone Description automatically generatedINTRODUCTION

## Philosophy and Practice

We can promise you a diverse and very supportive administrative and clinical team with the emphasis on training. Our key criterion in recruitment is finding people who are great at working as a team, who have the desire to provide excellent services to patients, as well as top IT skills and a wicked sense of humour helps! There is an excellent career ladder here and we actively support our staff with development from within.

## Vision and Values

Our vision for Carn to Coast Health Centres is to maintain a robust, sustainable high quality general medical service to patients in Camborne – Illogan - Pool – Redruth in a manner which is safe, effective, caring, responsive and well-led, so as to support the health of our population, including those in deprived areas, and to deliver improvements where possible.

Our values centre on distributive leadership, team-working and strong communication throughout the organisation. We strive to maintain and improve the quality of our service through feedback and innovation to meet challenges as they occur.

We believe that overly hierarchic structures create unnecessary rigidity and discourage organisational growth and development so our organisational style may be less formal than in many GP practices. Our leadership structure is designed to encourage everyone working within the Practice to contribute their views and insights collaboratively to the Practice Executive and to the broader partnership, whether directly, through team leaders and managers, through clinical ‘buddies’ or in a variety of formal and informal practice meetings. We value, and seek to act upon, day-to-day feedback obtained through patient interactions.

We value mutual respect in all our dealings, seeking to maintain a consistently positive approach but with a commitment to provide active support to staff if they become subjected to aggressive or abusive behaviour.

Beyond the Practice itself we seek to engage with and support colleagues in our PCN, other networks and other organisations in a manner which supports our goal to maintain and improve services to our population.

## Practice Background

Carn to Coast Health Centres has been formed progressively over the last decade. The practice area reaches from the dramatic north coast of Cornwall right across the peninsula, with the majestic Carn Brea and surrounding scenery centred within it, hence our name. The previously separate partnerships of Pool and Homecroft, our two largest sites, foresaw the benefits of scale and started working together from 2013, merging formally in 2015, with the aim of creating a large professional organization which could still offer services on a human scale to people locally but with greater resilience for those who work within it. With the Homecroft merger came a small branch surgery and dispensary in the mining village of St Day. Having been called upon to support a local neighbouring surgery in Camborne in 2016, our collaborative approach led to a further merger in 2018 with Trevithick Surgery. In total we now serve just over 31,000 patients across four sites and we continue to recruit as our list expands.

## Geography

A picture containing sky, water, grass, nature

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*Portreath & Porthtowan beaches (between 2- 4 miles from our three main surgery sites)*

Our catchment is broad with urban, rural and semi-rural elements including areas of deprivation which we seek to engage as part of a programme of population health management so that continuity of care is assured where it is most needed.

There are also many areas of outstanding beauty all around us to attract those looking for a great place to live and work.

There are strong links to the area’s tin mining heritage clear to see right across our practice area. The Cornish Mining World Heritage site “Heartlands” is right on the doorstep of our Pool site, providing open space, walks, diaspora gardens, mining museum and tea room all within a short stroll of the practice front doors.

Staff can also enjoy The Great Flat Lode Trail, which is a 7.5 mile (12km) multi-use route that encircles Carn Brea, the hill that overlooks the practice area. The route leads you through a mixture of farmland and moorland on both unsurfaced paths and some minor roads and can be accessed on foot from our Pool site.

*A picture containing grass, sky, outdoor, field

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***Great Flat Lode*** *Trail. 7 miles (10.5 km). A short, circular off road walk or cycle that circles the historic hilltop site of Carn Brea – adjacent to Pool Health Centre*

Nestled between our Camborne and Illogan branches you’ll find Tehidy Country Park, with swathes of walks, tea room and a lake.

*A picture containing tree, outdoor, forest, plant

Description automatically generated A field of flowers with trees in the background

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*Tehidy Country Park, Camborne*

## Practice Area and Demography

The Practice area extends from the A30 at Blackwater westwards all the way down to the eastern side of Hayle Towans. The area takes in the north coast resorts of Portreath and Porthtowan, whilst stretching south across the mining downs of St Day down to Stithians lake.

The pictures above show some of the fabulous scenery within our practice area which circles the four main town areas of Camborne, Pool, Illogan and Redruth, home to the majority of our patients. However, we do not shy away from the fact that there are significant areas of deprivation in our area, posing challenges in providing healthcare but also opportunity for great rewards too.

The practice is very passionate around issues of deprivation and is very vocal in its lobbying of commissioners and NHS England to recognize the disparities in services and funding that result in significant health inequalities for some of our patients.

A picture containing building, sky, outdoor, street

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*Redruth main high street & Camborne high street on Trevithick Day*

# THE TEAM

## The Partnership

**Clinical Partners**

Dr Mark Danielsen: Med Student training and research lead

Dr Jon Smith: GP Trainer, QOF and Clinical Audit lead

Dr Mike Carter: GP Trainer

Dr Marcus Sharp: Clinical Research

Dr Matt Whiteley: PCN Clinical Director, Clinical Research and Pharmacist team lead

Dr Dan Haghani: GP Trainer and Mental Health Practitioner lead

Dr Andy Watson: Premises lead

Mr Simon Wordley: Advanced Paramedic Practitioner – non-medical clinical team lead

**Manager Partners**

Mr Stephen Holby: Managing Partner, Business & Strategy

Mrs Wendy George: Manager Partner, PCN & Operational

## Practice Team

We have an excellent senior management team supporting our wide skill mix of clinicians and empowered administrative staff. The management team work closely with the whole partnership. Partners and managers are known for their approachability and supportive ethos.

The practice has always prided itself in its ability to train and retain both clinical and non-clinical staff, retaining many GP registrars (some even now partners), training nursing staff from first registration to advanced nurse practitioner, an HCA apprentice to a Nurse Associate and supported numerous clinicians to attain non-medical prescriber qualifications.

Prior to the arrival of additional roles funding via the PCN DES, the practice had already established a strong team of nurses and paramedics in extended roles, many at advanced level. This has expanded further through ARRS funding and the practice now also has a mental health team, pharmacists and pharmacy technicians, a team of social prescribers, physiotherapists and a care co-ordinator.

The administrative career ladder is equally well established, with clear development pathways for staff to increase their knowledge and experience, including routes into management. Our staff are highly respected by the clinical team they support, working alongside them collaboratively capably handling a large workload on their behalf including: dedicated support roles for the duty team to help manage individual patient pathways and communication; prescription processing in accordance with delegated protocols, document management handling and coding, insurance and other private report preparation, referral queries and liaison with wider health teams.

Our nursing team is managed by our fabulous Nurse Manager, Carrie and together they deliver a broad range of chronic disease management, support for enhanced services such as minor surgery and contraception, provide infection control expertise and treatment room services.

Our full organization chart can be seen overleaf >>

**Carn to Coast Organisational Structure**

Diagram

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## Innovative Working

The Practice is proud of its track-record and long-standing tradition of developing new roles and new ways of working.

Even prior to merger in 2015, both Pool and Homecroft surgeries had been employing Advanced Nurse Practitioners and this team has continued to expand over the years to include acute illness nurses (we call it ‘acute’ because no patient feels their issue is ‘minor’!) and enabled us to support nurses into extended roles.

We have had an established paramedic visiting team for over five years which has continued to grow and now manage the vast majority of the home visiting load as well as consult in the practice within their scope of practice. Two of the paramedics lead on provided enhanced care in care homes for our nursing and residential homes including patients with learning disabilities.

We have a highly effective daily MDT with the wider community teams, including community matrons, dementia liaison nurses, rapid response teams and district nursing. Our MDT is highly valued by all who attend for enabling responsive care to patients with complex or urgent healthcare needs.

To aid prioritization and demand management we have adopted the ‘Klinik’ automated triage software tool to enable patients to access us quickly and easily from their mobile, tablet or PC (or supported by our telephone hub staff who can complete this for them), enabling the duty team to see all contacts with an initial urgency rating, together with clear information around the issue to enable appropriate clinical management, delegation and direction.

## Research

We are an accredited Research Practice and are currently involved in a number of NHS

and commercial research studies. There is scope for the level of our research work to continue to increase over the coming years. A summary of the most recent studies undertaken can be seen at Appendix A.

# INFRASTRUCTURE

## Premises

The Team practises from 3 average/large branches in Camborne, Pool and Illogan and one very small part-time branch in St Day

Our administration staff are spread across the three main sites enabling support to clinicians wherever they are based, but with the main operational call answering hub centralized on our Homecroft site (expanded again since the below photo!). Homecroft has a small dispensary and our research work is also largely managed from Homecroft.

A group of people in an office

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Alongside our more traditional consulting rooms for our broad range of healthcare professionals, we’ve established hub style rooms in Pool to accommodate our mental health and social prescribing team and also our pharmacy team (comprising two clinical pharmacists and three pharmacy technicians). We are also landlords for a neighbouring branch of Boots Pharmacy at Pool, with whom we have a good relationship.

Being slightly smaller, our Trevithick surgery largely provides GP and nurse consulting with our HR management based upstairs along with some of our senior admin staff.

Our smallest branch in St Day is largely managed by one key member of dispensing staff who acts as both dispenser and receptionist at this part-time location. There are plans to relocate this site to a new purpose built surgery to enable to continue to provide primary care services to the residents of St Day.

## Computerisation / Communications

We run EMIS Web clinical system with Docman10 for document management and AccuRx and MJOG for patient text messaging. We pride ourselves in maximizing IT to find the safest yet quickest way to record clinical activity and manage workflows.

The ‘Klinik’ automated triage system is our online consultation platform which not only provides a great ‘front end’ for patients, it aids in prioritization of calls and provides valuable dashboard data to manage the daily load and aid demand and capacity planning.

The practice is currently switching intranet product to ‘Teamnet’ to provide a central repository for all practice information and to particularly provide useful resources for clinical governance and appraisals.

## Integrated Working

We work as one team – always. Our teams work across all three main surgery sites, ensuring we work as a single Practice. The duty team is multi-disciplinary and mutually supportive. Similarly there is an ‘open door’ approach to all clinical and management colleagues, ensuring no-one is ever left without appropriate supervision or support.

# WORKING ARRANGEMENTS

## Working Patterns and hours– General Administrators

We have several work pattern options available for our General Administrators to provide administrative cover between our opening times of 0800-1830. Staff are given a set working pattern which remains unchanged each week with the only change being the location in where the shifts are worked. All staff are required to work across all 3 main sites (Pool, Homecroft and Trevithick) and full-time staff are required to work 37.5hrs per week with work patterns predominantly incorporating 1 morning and 1 afternoon off during the week. We also have availability for staff to work 30hrs a week, which would include an additional half a day off.

Weekly rotas are created a week in advance to inform staff of the location and the role of their shifts for the following week. Where shifts are split over 2 sites in a day, travel time is given to allow staff to re-locate. Mileage may also be claimed in addition to this.

## Diversity

The General Administrator role allows for great diversity throughout the week and there are rarely two consecutive days that are the same. The role encompasses three areas of responsibility;

* + Phone HUB Care Navigator
  + Frontdesk Reception
  + Back office general administration

We aim to give us much variety to each member of staff throughout the day by splitting the day into 2 shifts; morning and afternoon where staff work in a different role in the morning to the afternoon. For instance, HUB in the morning at Homecroft and Frontdesk reception at Pool in the afternoon. This structure enables the surgery to have greater flexibility in providing an essential administration service for the Practice. It also gives great variety for staff, where they can work with different staff each day, potentially on different sites and in a different role.

## Training

We have a comprehensive training plan for all new staff which incorporates live call taking in our phone HUB with one of our experienced Trainers. Training lasts between 1.5-2weeks dependent on the hours worked per week and is initially based in our Phone HUB to understand the core functions of the role, navigation of our IT systems and care navigation. Line Managers also provide two offline sessions to give further insight and guidance to processes, where not covered in the live call taking.

After a 3 week period working in the phone HUB and becoming familiar with the incoming calls, the training expands to learning the Frontdesk Reception roles at all 3 main sites which also includes learning how to electronically file documents to patient records.

The last element of training involves learning the back office administration duties which include processing tasks sent by our clinical team by proactively contacting patients and arranging appointments and liaising with external providers such as the district nurse team and hospitals.

Overall, the training spans approximately 12 weeks where a combination of all three areas are worked to ensure skills are developed in each area. Line Managers engage regularly with our staff but particularly our new staff where additional guidance and support is often required. Meetings are arranged with the line manager at weeks 4, 7, 12 and 18 prior to the probationary review meeting with the Administration Manager at 6months.

## Ongoing reviews and support

Following the completion of the 6month probation, line managers will aim to meet with staff again at 9months, and at 12months they will receive their Annual Appraisal review. Thereafter, 6month and 12month reviews will become standard practice and occasional adhoc meetings may be arranged where necessary. We actively encourage 2-way communication with our staff and our Team Leaders are available to meet with staff as and when needed.

## Meetings and communication

## We are passionate about great communication and believe that where great communication exists, it enables our staff to perform their roles to the best of their ability. We heavily rely on creating written processes and protocols as guidance for staff to refer to and regularly update these to ensure the information is relevant and current. Our reference material is held on our centralised Intranet (TeamNet) and can be accessed from all sites. Updates and changes are frequently communicated via email to ensure all staff have consistent information and receive it simultaneously.

## In addition to using email as a source of communication, we hold quarterly meetings for our frontline admin staff and actively encourage staff to participate with their opinions and suggestions to help improve our service. With approximately over 40 frontline staff, the meetings are held virtually over TEAMS and staff gather together in office spaces on each site.