



ELMS Newsletter –Summer 2018



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ELMS Council

As a membership-based community mutual provider registered under the Co-operative & Community Benefit Societies Act 2014, ELMS provides health and social care for the benefit of the community. Our Council of Members is very important to us, and a new Council was elected with the new Council member representatives being: Dr. M K Datta, Dr. P Muzaffar, Dr. Y Arshad and Dr. Z Patel (co-opted), Carrie Locker (Nurses), Warren Greenacre and Ray Openshaw (staff) and Mrs. Mavis Williams (Patients). There are still vacancies for two East Lancashire GPs and one Blackburn with Darwen patient representative.

Rule Changes

At the recent extra-ordinary company meeting a number of rule changes were agreed:

- Rule 1.11 – combines the roles of ELMS Clinical Chair and Chair of ELMS Council, still accountable to the Council and ELMS membership.
- Rule 12.1 – with the appointment of a GP as Clinical Chair and ELMS Accountable Officer, there is no longer a need for two Medical Directors supporting a non-GP Chief Executive.



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Changes at St Ives

With the retirement of Diane Ridgway as Chief Executive, ELMS is undertaking necessary organisational change to help it meet changes currently taking place in the local health economy. Central to this is the appointment of a new Clinical Chair, Dr Asif Garda, to ensure that ELMS is a GP-led organisation.



Asif has worked across Pennine Lancashire, currently working as a GP at Pendle Valley Mill Practice, works as a clinical lead for East Lancs. CCG and leads on Primary Care Network development in Pendle. Asif also represents primary care in the developing Pennine Lancashire Integrated Care System.

Central to Asif's role is the redevelopment of services and organisational change within ELMS to meet future challenges, and to provide clinical leadership, recognising that ELMS is primarily a community benefit organisation, which puts patient care at the heart of our business and this ethos would not change.

Other changes at ELMS will see the departure of Morag White and Glenda Feeney and our Medical Directors, Dr Bob Palmowski and Dr Paul Fourie, as well as other colleagues based at St Ives House. We want to take this opportunity to express our gratitude to them for all the years of commitment, help and mentorship provided to ELMS.

ELMS have appointed a Chief Operating Officer, Michael O'Connor, to provide oversight of ELMS business operations and commercial governance. Michael has worked in primary care in Pennine Lancashire – as a Commissioner and provider – since 2000 and has been with ELMS since 2013.



Levis Springer will be combining his HR responsibilities with those of Company Secretary. Levis has supported ELMS HR function since 2009 having previously worked in the local health economy.





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Integrated Urgent Care

Out of Hours has been reconfigured from April 2018, in line with Commissioners requirements to deliver an Integrated Urgent Care Service which includes a 24/7 Clinical Advice Service with a booking management function, as well as out of hours face-to-face appointments including home visits. This has seen a rationalisation of operational sites to ensure clinical resources are available for effective system wide operations with teams to cover the advice, face-to-face and home visit functions to meet all demand and activity.



The change in working arrangements determined by Commissioners has resulted in some staff taking redundancy – we are sorry to see them go but wish them well for the future.

Linked to the principle of integrated, partnership working, ELMS IUC service now has access to weekend appointments at the GP extended access hubs across Pennine Lancashire, booked by the CAS service to make effective use of health resources across the health economy.

ELMS Federated Practice

The ELMS Federated Practice contract ended on 30 June 2018 with the service transferring to PWE Healthcare with effect from 1 July - ELMS worked with PWE to ensure a timely and effective transfer of service with the minimum of disruption to staff and patients. An effective and committed team who looked to deliver a patient centred service to patients at the multi-site Practice will transfer with the service and we wish colleagues at the Federated Practices well for the future.

Health Access Centre

After almost 9 years of safe and effective service to the population of Pennine Lancashire, following a CCG decision to redesign the delivery of extended primary care, the Walk-in Centre service at Accrington Victoria Hospital closed on 17 June. Like any primary medical care service, including mainstream general practice the HAC provided a service in response to patients who are, or believe themselves to be ill with primary care conditions but also addressed life-threatening conditions and celebrated a birth! Unfortunately, our ability to offer alternative employment to displaced colleagues displaced was limited and so some left ELMS. The commitment and professionalism of clinicians and staff over the years has been incredible and has reflected ELMS ethos of putting patient care at the centre of everything we do. We wish them well in their future careers as some move on to new opportunities.



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The Future

Asif Garda writes –

These corporate and service changes allow ELMS to refocus our business operation and to look for new service opportunities and collaborations, which help underpin ELMS key function, in supporting primary care across Pennine Lancashire. ELMS will focus on primary care, including the integrated unscheduled care services and if financially viable will continue to provide GP services.

ELMS has a track record of service delivery, is CQC registered and has the infrastructure to support these changes, providing primary care at scale support, Pennine Lancashire wide, to the primary care network/neighbourhood model of care, including as far as possible the maintenance of GP Practices as independent contractors.

The changes to the Pennine Lancashire health economy will see an evolving care model based on integrated care, working across health work streams. Primary care needs to be a proactive partner in managing these changes before others impose them on all providers within the local health economy.

ELMS is committed to working more collaboratively with other organisations across the economy including the hospital trust with whom we work to deliver local unscheduled care.

For the different primary care organisations and federations (PCOs), including ELMS, this may require further organisational change to ensure that primary care is able to speak and act as a unified body while working positively with colleagues from the Hospital Trust and community settings. Any resulting PCO would build on the strengths of each existing PCO who would maintain their independence where required, while operating on an equitable basis to take advantage of new opportunities and in representing the views of primary care.

An open doors event is to be arranged in September to allow colleagues from across Pennine Lancashire to visit ELMS at St Ives, to see the IUC service in operation and to meet the team.

Training Opportunities

ELMS provides learning events for clinicians working in ELMS services and across Pennine Lancashire and will look at the potential to host further learning events for clinicians based on identified local need – more details for follow soon.

Your feedback

If you have any suggestions as to how we could do things better please do not hesitate to contact us via info.elms@nhs.net