

## **Manchester City Council Report for Information**

**Report to:** Health Scrutiny Committee – 2 February 2017

**Subject:** Primary Care

**Report of:** Jo Purcell, Chief Operating Officer North Manchester CCG  
Tony Ullman, Senior Responsible Officer for Primary Care  
Manchester CCGs Dr Peter Gill, GP and Board Member South  
Manchester CCG

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### **Summary**

This report will focus on two areas in relation to primary care: Access and Quality. In addition to providing a general overview of the two areas, the report will also outline developments and initiatives that are underway to support these areas and help transform primary care.

### **Recommendations**

Members of the Committee are asked to:

- Note the contents of the paper and the work underway to improve access and quality of general practice in Manchester
  - Receive further updates as requested
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### **Wards Affected:**

All

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### **Background documents (available for public inspection):**

- Public Health England – National Comparisons
- Public Health Outcomes Framework
- Manchester Joint Strategic Needs Assessment
- Manchester Locality Plan

## 1.0 Introduction

This report will focus on two areas in relation to primary care: Access and Quality. In addition to providing a general overview of the two areas, the report will also outline developments and initiatives that are underway to support these areas and help transform primary care.

## 2.0 Context

The Manchester footprint consists of Central, North and South Manchester CCGs covering 12 neighbourhoods (based on approx. 50k population or 2/3 Wards) and 90 GP practices. As a major city Manchester has a large, diverse and often transient population with large numbers of students, increasing levels of new entrants and rising levels of homelessness.

In addition, Manchester has some of the worst deprivation in England; this is evidenced by the Index of Multiple Deprivation (IMD) scores. The IMD score 2015 for England is 21.8, North Manchester is 46.7, Central Manchester is 39.7 and South Manchester is 35. When compared to the 209 CCGs in England, North Manchester is the 2<sup>nd</sup> worst, Central Manchester the 7<sup>th</sup> worst and South Manchester the 14<sup>th</sup> worst<sup>1</sup>.

This contributes to the health of people living in Manchester, which remains among the worst in England. The Public Health Outcomes Framework shows that outcomes are worse for the majority of indicators when compared to the England average<sup>2</sup>. Further information on the health profile of Manchester is available from the Joint Strategic Needs Assessment<sup>3</sup>.

The factors outlined above all play a part in the variable levels of access, quality, equity, service provision and patient experience that can be seen across the city; and within CCGs and neighbourhoods.

The three CCGs, in partnership with Manchester City Council, have ambitious plans to improve health outcomes across Manchester as outlined in the locality plan (available [here](#)). The Plan describes the creation of new architecture for the Manchester health and social care economy comprising three interlinked 'pillars' that will drive transformation and achieve improved outcomes and quality, whilst ensuring financial sustainability.

These pillars are:

- Single Commissioning System - to ensure the efficient commissioning of health and social care services on a citywide basis
- Local Care Organisation (LCO) - holding a single contract for the provision of out of hospital, medical and urgent care services in Manchester, the LCO will

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<sup>1</sup> <http://healthierlives.phe.org.uk/topic/diabetes/comparisons#par/E92000001/ati/19/iid/90690/gid/1938132700/pat/19>

<sup>2</sup> <http://www.phoutcomes.info/public-health-outcomesframework#page/0/gid/1000044/pat/6/par/E12000002/ati/102/are/E08000003>

<sup>3</sup> [http://www.manchester.gov.uk/info/500230/joint\\_strategic\\_needs\\_assessment](http://www.manchester.gov.uk/info/500230/joint_strategic_needs_assessment)

deliver neighbourhood based integrated health and social care, adopting a strength based approach, empowering people to increasingly take responsibility for their health and wellbeing.

This new approach to delivering care is described as 'One Team'. A key objective of this pillar will be to support a shift in care from hospital to the community and reinvesting some of the resulting savings in more affordable and sustainable alternatives. Through the LCO we will see the range of provider organisations, community health, social care, GP services, mental health and VCS sector over time working in partnership delivering new models of care.

- Single Hospital Service – the city's three hospitals are working to form a new hospitals Trust for Manchester under

As outlined above, the establishment of an LCO will bring together a range of community based health, care and prevention services organised around general practice into a single organisation based on the 12 neighbourhoods, so they can focus on the local population and individual patient needs more effectively.

Having primary care at the centre of the One Team approach will help co-ordinate care, improve outcomes and provide a consistent offer to the population in relation to:

- Access
- Proactive Management of Patients with Long Term Conditions
- Specialist Services in Primary Care
- Empowerment of Patients
- Quality and Standards

To enable this consistent offer, the key work programmes implemented throughout 2016-17 to transform and develop primary care have included:

- Development and implementation of Primary Care based prevention programme
- Development of the integrated model of primary care to support our One Team approach.
- Implementation of citywide primary care standards focusing on:
  - Standard 1 - In Hours Access
  - Standard 6 - Improve outcomes for people with Long Term Condition(s)
  - Standard 9 - Member Engagement and Peer Review
- The development and implementation of a Citywide Strategic Estates Plan, in line with estate requirements for the One Team approach across the city
- Full delegated decision making of all GP contracts
- Implementation of the Workforce Strategy and Workforce Plan

This report will focus on two of the areas outlines above: access to general practice and quality within general practice.

## 2.1 Access

Access to general practice is, and remains a priority for the Manchester CCGs. As mentioned above, there is variation in the offer available to patients through their practices including responsiveness, opening times and number of appointments available per 1000 registered patients.

There are a number of challenges facing general practice which have a direct impact upon access. These include a growing population, patient desire to access general practice in different ways and workforce shortages in particular, GPs and Practice Nurses.

Over the last few years Manchester has seen a reduction in the number of GP practices. There are less small and single handed GP practices, resulting from a mixture of retirements and practice mergers and these have been replaced with larger, more sustainable practices.

One example is Central Manchester where over the last five years, GP practice numbers have decreased from 42 to the current number of 30. This has seen GP practices operating more at scale and providing a level of resilience and sustainability to help manage the increases pressures facing general practice.

There are still a number of smaller practices, with two GPs or less, operating across the city. Figure 1 shows the number and location of these practices:

CCG	Number of GP practices	Number of practices with two or less GPs
Central Manchester	30	2
North Manchester	36	13
South Manchester	24	7

**Figure 1: Number of practices in Manchester with 2 GPs or less (Open Exeter system January 2017)**

Moving forward, these numbers are likely to change as primary care transforms, with practices coming together and operating at scale through neighbourhoods and the One Team approach.

The last few years have seen a number of services and initiatives implemented with the aim reducing variation and improving access to general practice for patients and carers. These include:

- A Responsive Access Locally Commissioned Service
- A seven day Extended Access Service
- Primary Care Standards
- IT solutions

A major enabler in reducing unwarranted variation and helping to deliver our transformation plans for the City has been the establishment of the three GP federations, covering the three CCG footprints, which have gained sign-up from all their respective GP practices.

The three GP federations have also formed an overarching partnership known as Manchester Primary Care Partnership (MPCP) which further enables primary care to operate at scale, on a citywide basis, through the level of the 12 neighbourhoods and is a mechanism for a consistent population offer to patients in Manchester.

The Extended Access Service mentioned above is one example of this citywide offer and enables seven day access to general practice for all patients registered with a Manchester GP practice from 8am-8pm Monday to Friday and provision on Sat / Sun.

The service is delivered through a hub model across the neighbourhoods. Since the service commenced, it has evolved to reflect a 'core' primary care offer with the inclusion of Practice Nurse and Health Care Assistant provision. In addition, the service has been working with partner organisations to:

- Ensure alignment with, and reduce pressure, on the urgent care system. This has included the streaming of patients from A+E that attend with a primary care related problem and enabling direct booking via NHS111
- Provide access to cohorts of patients that historically may have struggled to access general practice i.e. carers and palliative care patients

As the Extended Access Service evolves further the intention is to develop the functionality to allow patients to book online directly and improve access.

During the out of hours' period (1830-0800 Monday to Friday and 24/7 at weekends), urgent primary medical services are provided by GTD Healthcare for Manchester registered patients.

Further improvements in access to general practice are being delivered through the Manchester Primary Care Standards (referenced above), which have been implemented across the three CCGs and are part of our phased approach to quality improvement. The 12 Primary Care Standards have been adapted from a set of Greater Manchester standards that have been developed to provide consistent, high quality care through a population offer. The standards agreed as a priority for the first phase of the roll out include:

- Standard 1 - Improving access to general practice
- Standard 6 - Improving outcomes for people with Long Term Conditions
- Standard 9 - GP member engagement

To date, 86 of the 90 practices across Manchester have signed up to deliver the first phase of standards. For access, this means that practices are working to provide responsive access and improving availability by the end of March 2017 as follows:

- All patients are able to access appointments in core hours 8am – 6:30pm Monday to Friday
- Provide a minimum of 10 bookable in-hours sessions (one am and one pm Monday - Friday). Out of Hours cover should not be utilised between 8am – 6.30pm Monday to Friday
- Offer appropriate access to both male and female clinicians
- Provide a minimum of 75 face to face, telephone or video consultations per week per 1000 population with a clinician with prescribing rights (not triaging appointments)
- Offer pre-bookable appointments with a GP one month in advance

As part of Standard 9 – GP member engagement, practices are encouraged to explore working together to deliver the standards, and support new models of care. This includes improving access to general practice and the three GP federations working with their respective CCG and GP practices to deliver neighbourhood approaches to access, through the neighbourhoods. As part of this model, we would expect patients registered with GP practices that currently close for a half day per week (Figure 2) to be able to access general practice through another practice or the Federation on the relevant half day closure.

	Number of practices with a half day closure	Number of practices with current lunchtime closing
Central Manchester CCG	10	10
North Manchester CCG	15	21
South Manchester CCG	4	10

**Figure 2: GP practices in Manchester with half day / lunchtime closures (e- Declaration submissions December 2016)**

Where practices are not signed up to standards, discussions are on-going with their respective GP Federation colleagues to understand the reasons behind this and what support could be offered to encourage practices to sign up and enable a population offer.

The three CCGs are currently working with MPCP through a process of collaboration to develop our Primary Care Standards Scheme for 2017-18. It has been agreed that improving access to general practice will remain a priority and further details on this will be available in the near future.

To further support improved access to general practice, there are national programmes and local services / initiatives currently being delivered or under development. These include:

- The NHS England National Patient Online Programme - patients can make an appointment online, order their repeat prescriptions and obtain detailed information in their GP record
- Local services:
  - Homeless Service currently being delivered through Urban Village, a GP practice in North Manchester. Given the rising numbers of homelessness in Manchester early discussions are taking place to consider how this service could be rolled out further across the city.
  - A service specification for a New Entrant Service is currently being developed. There are increasing levels of New Entrants to Manchester and the aim of this service will be to improve registration and access to general practice together with educating patients on how to access health services (including primary care) appropriately.
- Local initiatives:
  - A GP practice triage service to help tackle the large number of requests by patients for same-day consultations by holding a daily walk-in surgery
  - Telephone - As part of primary care standards over the last few years, GP practices have been encouraged to optimise use of telephone consultations in order to improve both responsive and routine access
  - Text Message
  - E consultations – Our primary care transformation proposals include provision of online consultation platforms. There is currently use of e-consultations taking place across Manchester through a number of providers. Skype consultations have been supported through the provision of webcams to a number of GP practices
  - Group Consultations - The CCGs Practice Nursing Lead is championing the use of Group Consultations. There are examples of early adopters in Manchester

## 2.2 Quality

The next section of this report will focus on quality improvement and assurance.

The three CCGs, under their delegated commissioning responsibilities, have a duty to secure continuous improvement in the quality of general practice. This includes responsibility for most aspects of quality and safety, excluding complaints and individual GP performance issues, which remain with NHS England.

To support this process, through a citywide approach, the three CCGs have developed the following:

- a. *Primary Care Dashboard*

This triangulates GP practice data, across a series of domains, to help identify themes, trends, outliers and areas for quality improvement at an individual practice, neighbourhood, CCG and City level. These domains include:

- Primary Care Standards
- Diabetes (including 8 processes of care)
- Patient Experience
- Patient Safety (including CQC inspection ratings)
- Clinical Effectiveness
- Patient Demographics

The dashboard, together with other sources of data, is designed to aid peer review and support through the level of the neighbourhood and to support continuous quality improvement and assurance.

*b. Quality Assurance Framework*

To support the quality improvement and assurance agenda, and reduce the risk of quality issues and concerns, the three CCGs have developed a draft Quality Assurance Framework. The purpose of this framework is to:

- Outline the Manchester CCGs' approach to quality and safety for primary care
- Describe the process that the Manchester CCGs will follow to monitor and manage quality in general practice.
- Set out the reporting and accountability structures for primary care commissioning arrangements
- Describe how quality improvements will support the primary care transformation agenda in Manchester

This framework is supported by other key documents, including the Greater Manchester Primary Care Strategy, Manchester CCGs Primary Care Locality Plan and Primary Care Workforce Strategy.

The Care Quality Commission (CQC) is an independent regulator of health and social care in England. The CQC has a role to monitor, inspect and regulate general practice to make sure they meet fundamental standards of quality and safety. The CQC publish their findings, including performance ratings, to help people choose where they receive their care.

As part of their inspections, the CQC ask five questions of all care services. These include:



<b>Are they safe?</b>	Safe: you are protected from abuse and avoidable harm.
<b>Are they effective?</b>	Effective: your care, treatment and support achieves good outcomes, helps you to maintain quality of life and is based on the best available evidence.
<b>Are they caring?</b>	Caring: staff involve and treat you with compassion, kindness, dignity and respect.
<b>Are they responsive to people's needs?</b>	Responsive: services are organised so that they meet your needs.
<b>Are they well-led?</b>	Well-led: the leadership, management and governance of the organisation make sure it's providing high-quality care that's based around your individual needs, that it encourages learning and innovation, and that it promotes an open and fair culture.

**Figure 3: Five questions that the CQC ask of all care services**

CQC inspections have been underway across the three Manchester CCGs since July 2015. In January 2017, 87 GP practices have received an initial inspection from the CQC. The overall ratings for these inspections, by CCG, are shown in Figure 4:

CCG	Number of GP practices	Number of inspections carried out	Awaiting Inspection	Awaiting Rating	Rating (at 20 <sup>th</sup> January 2017)			
					Outstanding	Good	Requires Improvement	Inadequate
Central	30	30	0	4	1	23	3	0
North	36	33	3	0	2	29	3	2
South	24	24	0	2	0	18	4	0

**Figure 4: CQC ratings for Manchester GP practices**

Further information including a breakdown of individual practice performance across Manchester against the five key questions is provided in Appendix 1.

Where quality concerns have been raised about a practice or a GP practice has been rated as 'Requires Improvement' or 'Inadequate' by the CQC, the Manchester CCGs follow an agreed process outlined in the above referenced framework to respond to GP practices.

In addition, the three CCGs work in conjunction with Greater Manchester Health and Social Care Partnership (GMH&SCP) to ensure that appropriate support is provided to GP practices and any contractual actions are taken in a timely manner.

In addition, where a GP practice in Manchester has received an 'Inadequate' CQC rating they have been offered support via the Royal College of General Physicians (RCGP) Vulnerable Practice Scheme.

Moving forward, GMH&SCP is developing a programme for GP resilience which supports individual practices but also wider system resilience and channelling best practice from both within Greater Manchester and outside. This will see the initial vulnerable practice scheme and identified resilience programme funding brought together into one overarching resilience programme to provide a range of support to practices. This includes moving practices away from reactive, crisis response to a culture of continuous quality improvement and sharing of best practice; particularly from practices which have achieved outstanding CQC ratings.

There are a number of practices (Appendix 2) across Manchester have received or are currently receiving support whilst the Greater Manchester wide programme is under development. The eight practices (four in North, two in Central and two in South Manchester CCG) have or are receiving support across a number of areas:

- The RCGP Vulnerable Practice diagnostic assessment and support
- Peer support and mentoring from the local GP Federation
- Operational management support to enable a practice merger which ensures stability of local services and aligns with our local transformation agenda
- A pilot practice working with RCGP to improve individual practice performance but also develop a model that will be rolled out to improve the quality and resilience of general practice across neighbourhood footprints and support our transformation plans

The three Manchester CCGs will continue to work with GMH&SCP to improve the resilience and sustainability of general practice. This will include developing proposals that support change management and continuous quality improvement to individual practices or groups of practices through federated and / or neighbourhood arrangements.

One example of where this is currently underway is through the Primary Care Outreach Team (PCOT), delivered through the South Manchester GP Federation to support the achievement of the primary care standards. This model will be evaluated and the areas showing impact will be considered for further roll out across the city.

### **3.0 Summary**

This report provides an overview of the current position of general practice in relation to access and quality. In addition, the report highlights a number of developments and initiatives that have supported, or are underway to support improvements in both access to general practice and quality improvement and assurance.

### **4.0 Recommendations**

Members of the Committee are asked to:

- Note the contents of the paper and the work underway to improve access and quality of general practice in Manchester
- Receive further updates as requested

**APPENDIX 1 – CQC INSPECTION RATING  
CENTRAL MANCHESTER CCG**

Practice	Overall Rating	Date of Publication	Are services safe?	Are services effective?	Are services caring?	Are services responsive to people's needs?	Are services
Ailsa Craig Medical Practice	Good	01/10/2015	Requires Improvement	Good	Good	Good	Good
Dickenson Road Medical Centre	Good	30/06/2016	Good	Good	Good	Good	Good
Dr Cunningham & Partners	Good	10/11/2016	Good	Good	Good	Good	Good
Drs Chiu, Koh & Gan	Good	01/11/2016	Good	Good	Good	Good	Good
Drs Ngan & Chan	Good	15/10/2015	Good	Good	Good	Good	Good
Longsight Medical Practice	Good	16/01/2017	Good	Good	Good	Good	Good
New Bank Health Centre	Good	01/10/2015	Good	Good	Good	Good	Good
Parkside Medical Centre	Good	23/09/2016	Good	Good	Good	Good	Good
Surrey Lodge Group Practice	Good	01/10/2015	Good	Good	Good	Good	Good
Ashville Surgery	Good	18/02/2016	Requires Improvement	Good	Good	Good	Good
Chorlton Family Practice	Requires Improvement	14/04/2016	Requires Improvement	Requires Improvement	Good	Good	Good
Corkland Road Medical Practice	Good	30/06/2016	Good	Good	Good	Good	Good
Oswald Medical Practice (Practice now closed)	Good	14/01/2016	Requires Improvement	Good	Good	Good	Good
Princess Road Surgery	Good	11/08/2016	Requires Improvement	Good	Good	Good	Good
The Alexandra Practice	Good	01/10/2015	Good	Good	Good	Good	Good
The Range Medical Centre		Rating awaited					
The Wilbraham Surgery	Good	25/05/2016	Good	Good	Good	Good	Good
Ashcroft Surgery	Good	15/10/2015	Requires Improvement	Good	Good	Good	Good
Gorton Medical Centre	Requires Improvement	05/04/2016	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement
Hawthorn Medical Centre	Good	29/10/2015	Requires Improvement	Good	Outstanding	Good	Good
Levenshulme Medical Centre	Good	01/04/2016	Good	Good	Good	Good	Good
Mount Road Surgery	Good	18/08/2016	Requires Improvement	Good	Good	Good	Good
West Gorton Medical Centre	Good	06/09/2016	Requires Improvement	Good	Good	Good	Good
West Point Medical Centre	Good	13/06/2016	Good	Good	Good	Good	Good
Cornbrook Medical Practice	Good	06/09/2016	Good	Good	Good	Good	Good
Manchester Medical		Rating awaited					
The Arch Medical Practice	Good	08/11/2016	Good	Good	Good	Good	Good
The Docs	Outstanding	25/08/2016	Good	Outstanding	Outstanding	Outstanding	Outstanding
The Robert Darbishire Practice		Rating awaited					
The Whitswood Practice		Rating awaited					
Wilmslow Road Medical Centre	Requires Improvement	27/06/2016	Inadequate	Good	Good	Requires Improvement	Requires Improvement

# **NORTH MANCHESTER CCG**

Practice	Overall Rating	Date of Publication	Are services safe?	Are services effective?	Are services caring?	Are services responsive to people's needs?	Are services well-led?
Cheetham Hill Primary Care Centre	Good	19/04/2016	Good	Good	Good	Good	Good
Cheetham Hill Primary Care Centre (Queens)	Good	19/04/2016	Good	Good	Good	Good	Good
Jolly Medical Centre	Good	08/07/2015	Good	Good	Good	Good	Good
New Collegiate Medical Centre	Good	12/08/2015	Good	Good	Good	Good	Good
Park View Medical Centre	Good	19/08/2015	Good	Good	Good	Good	Good
Wellfield Medical Centre	Good	22/07/2015	Good	Good	Good	Good	Good
Artane Medical Centre	Requires improvement	18/02/2016	Inadequate	Good	Good	Good	Requires Improvement
Aleeshan Medical Centre	Good	31/10/2016	Requires Improvement	Good	Good	Good	Good
Beacon Medical Centre	Good	24/12/2015	Good	Good	Good	Good	Good
Conran Medical Centre	Good	09/09/2015	Good	Good	Good	Good	Good
Dam Head Medical Centre	Good	19/01/2017	Good	Good	Good	Good	Good
The Avenue Medical Centre	Good	10/01/2017	Good	Good	Good	Good	Good
The Singh Medical Practice	Good	01/07/2015	Good	Good	Good	Good	Good
Valentine Medical Centre	Good	24/12/2015	Good	Good	Good	Good	Good
Willowbank Surgery	Good	06/01/2017	Good	Good	Good	Good	Good
Charlestown Medical Practice	Good	22/07/2016	Requires Improvement	Good	Good	Good	Good
City Health Centre	Good	17/03/2016	Good	Good	Good	Good	Good
Newton Heath Medical Centre	Good	22/07/2015	Good	Good	Good	Good	Good
Simpson Medical Practice	Good	22/07/2015	Good	Good	Good	Good	Good
St George's Medical Centre	Good	09/09/2015	Good	Good	Good	Good	Good
Victoria Mill Medical Practice	Good	18/05/2016	Good	Good	Good	Good	Good
Whitley Road Medical Centre	Good	22/07/2015	Good	Outstanding	Good	Good	Good
Droylsden Road Family Practice	Inadequate	04/05/2016	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate
Hazeldene Medical Centre	Requires improvement	10/12/2015	Requires Improvement	Requires Improvement	Good	Good	Requires Improvement
Cornerstone Family Practice	Good	29/07/2015	Good	Good	Good	Good	Good
Dr Mokashi	Good	29/11/2016	Good	Good	Good	Good	Good
Five Oaks Family Practice	Outstanding	05/06/2016	Good	Good	Good	Outstanding	Outstanding
Florence House Medical Practice	Good	23/09/2015	Good	Good	Good	Good	Good
The Mazhari and Khan Practice	Good	03/03/2016	Good	Good	Good	Good	Good
Urban Village Medical Practice	Outstanding	19/08/2015	Outstanding	Outstanding	Outstanding	Outstanding	Outstanding
Eastlands Medical Practice	Good	02/09/2015	Requires Improvement	Good	Good	Good	Good
Lime Square Medical Centre	Inadequate	11/08/2016	Requires Improvement	Inadequate	Requires Improvement	Requires Improvement	Inadequate
New Islington Medical Practice	Requires Improvement	27/06/2016	Requires Improvement	Requires Improvement	Good	Good	Requires Improvement
The Neville Family Practice	Awaiting Inspection						
Brookdale Surgery	Awaiting Inspection						
Fernclough Surgery	Awaiting Inspection						

# **SOUTH MANCHESTER CCG**

Practice	Overall Rating	Date of Publication	Are services safe?	Are services effective?	Are services caring?	Are services responsive to people's needs?	Are services well-led?
Al-Shifa MC	Good	21/01/2016	Requires Improvement	Good	Good	Good	Good
Barlow Medical Centre	Good	10/09/2015	Good	Good	Good	Good	Good
Benchill Medical Practice	Good	13/08/2015	requires Improvement	Good	Good	Good	Good
Bodey Medical Practice	Good	14/04/2016	Good	Good	Good	Good	Good
Borchardt M C	Requires Improvement	11/02/2016	Requires Improvement	Good	Good	Good	Requires Improvement
Bowland Medical Practice	Good	20/08/2015	Requires Improvement	Good	Good	Good	Good
Brooklands Medical Practice	Good	10/09/2015	Good	Good	Good	Good	Good
Burnage Healthcare Practice	Good	24/09/2015	Good	Good	Good	Good	Good
Cornishway Medical Practice	Good	29/04/2016	Good	Good	Good	Good	Good
David Medical Centre	Good	25/10/2016	Good	Good	Good	Good	Good
Didsbury Medical Practice	Good	30/06/2016	Good	Good	Good	Good	good
Fallowfield Medical Practice	Good	24/10/2016	Good	Good	Good	Good	Good
Kingsway Medical Practice	Good	28/08/2015	Good	Good	Good	Good	Requires Improvement
Ladybarn Medical Practice	Good	04/11/2016	Good	Good	Good	Good	Good
Maples Medical Centre	Good	01/12/2016	Good	Good	Good	Outstanding	Good
Mauldeth Medical Centre	Requires Improvement	01/10/2015	Requires Improvement	Requires Improvement	Good	Good	Requires Improvement
Merseybank Surgery	Requires Improvement * Practice Remains in special measures following second CQC report	26/07/2016	Inadequate	Requires Improvement	Good	Requires Improvement	Requires Improvement
Northenden Group Practice	Good	10/09/2015	Requires Improvement	Good	Good	Good	Good
Northern Moor Medical Practice	Good	25/10/2016	Good	Good	Good	Good	Good
Peel Hall Medical Practice	Requires Improvement	01/10/2015	Requires Improvement	Good	Good	Good	Requires Improvement
RK Medical Practice	Visit held on 20/10/16. Awaiting Report						
Tregenna GP	Good	21/01/2016	Good	Good	Good	Good	Good
The Park Medical Practice	Visit held on 10/12/16. Awaiting Report						
Woodlands	Good	03/05/2016	Good	Good	Good	Good	Good

## APPENDIX 2 - Resilience Planning

CCG	Practice code	Recommendation for support offer?	Summary of support offer	Support offer accepted by the practice?	Estimated support cost £ (excluding matched funding)	Practice Match-funding arrangement	Free text for comments/updates or can be used for local monitoring.
North Manchester	P84033	Yes	Diagnostic Tool Assessment / Peer Support and Mentoring from local Federation - further targeted support determined from this	Yes	3,700.00	Yes	CQC compliance and improvement
South Manchester	P84020	Yes	Diagnostic Tool Assessment / Peer Support and Mentoring from local Federation - further targeted support determined from this	Yes	3,700.00	Yes	CQC compliance and improvement
Central Manchester	P84068	Yes	Operational Management support to merge (P84676)and ensure stability of local services	Yes	7,500.00	Yes	Practice Merger with P84676 - business support Merger complete Oct 16
Central Manchester	P84676	Yes	Operational Management support to merge (P84068)and ensure stability of local services	Yes	7,500.00	Yes	Practice Merger with P84068 - business support Merger complete Oct 16
North Manchester	P84032	Yes	Diagnostic Tool Assessment / Peer Support and Mentoring from local Federation - further targeted support determined from this	Yes	3,700.00	Yes	CQC compliance and improvement
North Manchester	P84059	Yes	Diagnostic Tool Assessment / Peer Support and Mentoring from local Federation - further targeted support determined from this	Yes	3,700.00	Yes	CQC compliance and improvement
South Manchester	P84043			TBC	TBC	TBC	Practice Self-referred - discussion of support required
North Manchester	P84047	Yes	Diagnostic Tool Assessment / Peer Support from RCGP – further targeted support determined from this. Pilot for a potential neighbourhood model to general practice quality assurance and resilience	TBC	TBC	TBC	