

# Realising the Potential

**NHS**  
*Health Education England*

## Primary & Community Care Training Hubs Update

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## Health Education England

1	2	3	4
Workforce capacity	Training hub functions and infrastructure	Supporting development of multi-disciplinary teams	Data and modelling
<ul style="list-style-type: none"> <li>Continuing delivery of existing GPFV workforce commitments, including additional 5k GPs</li> <li>Delivery of new and expanded trajectories to support development and growth of primary care networks</li> </ul>	<ul style="list-style-type: none"> <li>Agreeing core functions and ensuring consistent access across the country</li> <li>Developing maturity matrices</li> </ul>	<ul style="list-style-type: none"> <li>Develop workforce models, setting out the options for PCNs</li> <li>Capability and capacity</li> <li>Competency framework(s)</li> <li>Toolkits, resources and other support</li> </ul>	<ul style="list-style-type: none"> <li>Mapping workforce data requirements of the future</li> <li>Developing modelling and planning tools to support PCN development</li> <li>Continuing data quality improvements</li> </ul>

Year	Role
2019/20	<ul style="list-style-type: none"> <li>Clinical Pharmacists</li> <li>Social Prescribing Link Workers</li> </ul>
2020/21	<ul style="list-style-type: none"> <li>Physiotherapists</li> <li>Physician Associates</li> </ul>
2021/22	<ul style="list-style-type: none"> <li>Paramedics</li> </ul>

The new GP Contract will deliver the biggest boost to primary care since 2004. Through a new **Additional Roles Reimbursement Scheme**, PCNs will be guaranteed funding for an up to estimated 20,000+ additional staff by 2023/24

Each Network will have a named **accountable Clinical Director**—they will play a critical role in shaping and supporting their Integrated Care System and dissolving the historic divide between primary and community care. Each Network will receive an additional ongoing entitlement to the equivalent of 0.25 WTE funding per 50,000 population size to contribute to the costs of this role. This equates to £2.01/head in 2019/20

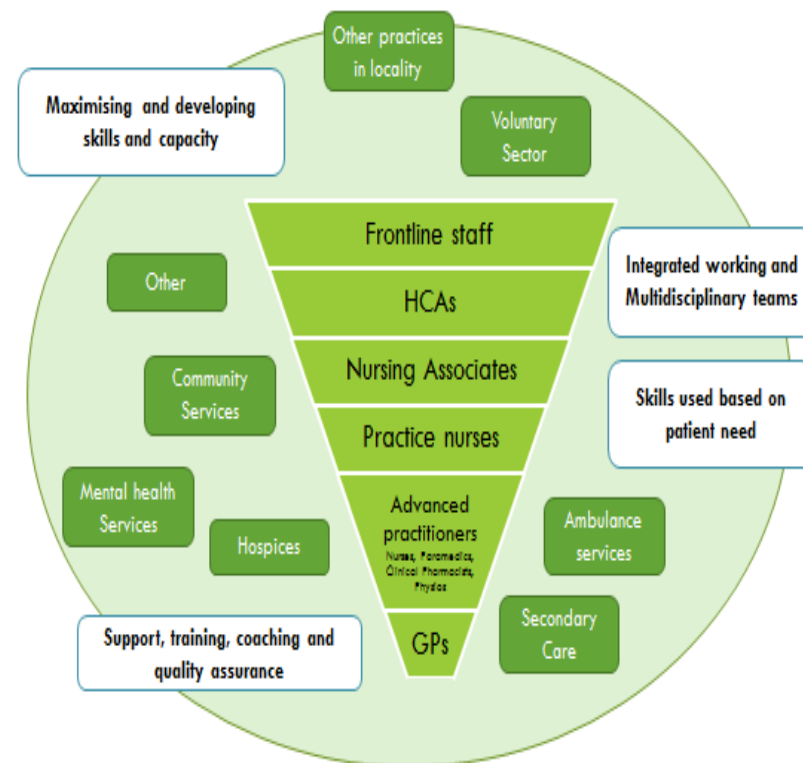
**"£4.5 billion of new investment will fund expanded community multidisciplinary teams aligned with new primary care networks based on neighbouring GP practices" NHS Long Term Plan**

### Funding examples for different sizes of PCN

The level of funding available for a PCN will scale with its size. This will be especially true in future years when workforce funding switches from direct reimbursement to a capitated payment, based on the population size of the PCN.

PCN population	Network administration payment	Clinical director funding	Clinical pharmacist reimbursement (max 70%)	Social prescriber reimbursement (max 100%)	2019/20 maximum potential funding
30,000	£45,000	£20,627	£37,810	£34,113	£137,550
40,000	£60,000	£27,503	£37,810	£34,113	£159,426
50,000	£75,000	£34,279	£37,810	£34,113	£181,202
70,000	£105,000	£48,131	£37,810	£34,113	£225,054
100,000	£150,000	£68,558	£75,620	£68,226	£362,404

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# Health Education England

	NUMBER GP PRAC	NUMBER OF PATIENTS	Traing Hub	% PAT	Average patients per GP	30K PCN numbers	50K PCN numbers	300K Locality TH
NHS England South West (South West North)	257	2614306			10172	87	52	8.7
Bath, Swindon and Wiltshire	98	945621		19.4%	9649	32	24	3.2
NHS Bath and North East Somerset CCG	25	211343	BEMS(BANES)	4.9%	8454	7	5	0.7
NHS Swindon CCG	23	240412	Swindon	4.5%	10453	8	6	0.8
NHS Wiltshire CCG	50	493866	Wiltshire	9.9%	9877	16	12	1.6
Bristol, North Somerset and South Gloucestershire	84	1020832	BNSSG	16.6%	12153	34	26	3.4
NHS Bristol, North Somerset and South Gloucestershire CCG								
Gloucestershire	75	647853	Gloucester	14.8%	8638	22	16	2.2
NHS Gloucestershire CCG								
NHS England South West (South West South) EXCLUDE DORSET	249	2307850			9268	77	58	7.7
Cornwall and the Isles of Scilly	59	550367	Cornwall	11.7%	9328	18	14	1.8
NHS Kernow CCG								
Devon	123	1170275	Devon	24.3%	9514	39	29	3.9
NHS Northern, Eastern and Western Devon CCG	96	882594			9194	29	22	2.9
NHS South Devon and Torbay CCG	27	287681			10655	10	7	1.0
Somerset	67	587208	Somerset	13.2%	8764	20	15	2.0
NHS Somerset CCG								
Dorset	86	803940	NOT COVERED		9348	27	20	2.7
NHS Dorset CCG								
Grand Total ( Including Dorset)	592	5726096			9672	191	143	19.1
EXCLUDE DORSET	506	4922156			9728	164	123	16.4

# From CEPN To Training Hub

- Self Assessment Maturity Matrix
- HEE provide “Readiness programme”
- TH required to evolve - support system to deliver existing & emerging strategies in GPFV, STPs & the NHS Long Term Plan.
- HEE £22M investment in infrastructure

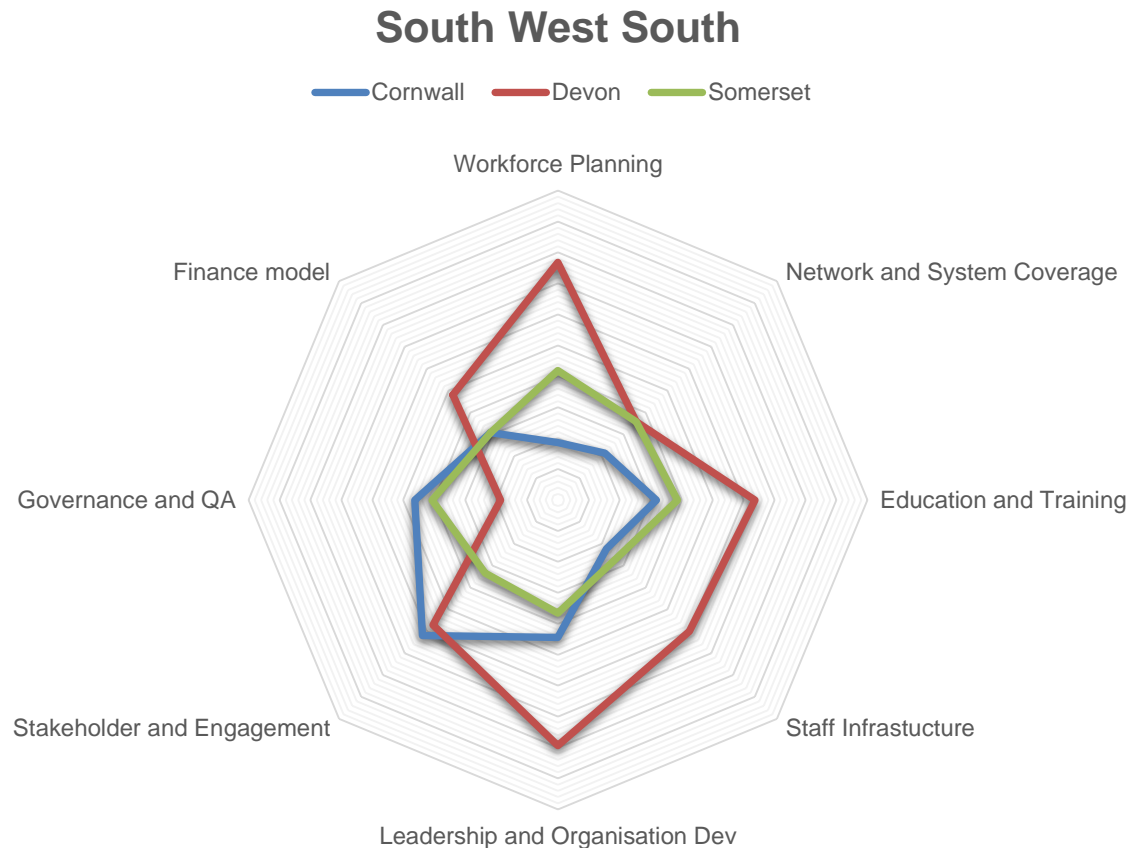
# Self Assessment Maturity Matrix



## Health Education England

SECTION	TOTAL	SOUTH WEST REGION (EXCLD DORSET)										
		SOUTH WEST (SOUTH)				SOUTH WEST (NORTH)						
		STP	STP	STP		STP	STP		TH			STP
		Cornwall	Devon	Somerset		BNSSG	Gloucestershire		BANES	SWINDON	WILTSHIRE	BSW
Workforce Planning	43	8	33	18		39	6		24	15	14	17
		19%	77%	42%		91%	14%		56%	35%	33%	40%
Network and System Coverage	42	9	15	15		9	19		13	11	17	12
		21%	36%	36%		21%	45%		31%	26%	40%	29%
Education and Training	44	14	28	17		16	13		8	10	19	11
		32%	64%	39%		36%	30%		18%	23%	43%	25%
Staff Infrastructure	45	10	27	12		9	7		12	12	14	10
		22%	60%	27%		20%	16%		27%	27%	31%	22%
Leadership and Organisation Dev	63	28	50	23		36	41		40	24	20	28
		44%	79%	37%		57%	65%		63%	38%	32%	44%
Stakeholder and Engagement	63	39	36	21		30	35		36	31	33	36
		62%	57%	33%		48%	56%		57%	49%	52%	57%
Governance and QA	54	25	10	22		11	4		3	10	18	7
		46%	19%	41%		20%	7%		6%	19%	33%	13%
Finance model	52	16	25	16		9	20		24	8	5	8
		31%	48%	31%		17%	38%		46%	15%	10%	15%
TOTAL	406	149	224	144		159	145		160	121	140	129
% Complete		37%	55%	35%		39%	36%		39%	30%	34%	32%
NUMBER GP PRACTICES IN STP/ TH		61	132	66		84	76		25	23	49	97

# Data for south south west TH



# **GLOS PCTH Work Stream Highlights**

- 1. Workforce Planning & Alignment with PCNs**
- 2. Supporting Multidisciplinary Team in PC**
- 3. Placements**
  - GLOS UG Training Cooperative, Hub & Spoke
  - AHPs with HEIs esp GLOS
- 4. GP Recruitment & Retention**
  - NQGP scheme, 'Next Generation GP' Programme - Early Career GPs
  - Health Inequalities Fellowships, PCTH Fellowships
  - GP Career Lead role, Severn Deanery 'LEET'
- 5. Networking & Stakeholder Engagement**
- 6. Primary Care Workforce 'Hub' Website**

# PCNs & Cluster bids

- South Cots – Sexual Health
- North Cots – Student, Newly Qualified & Specialist Nursing
- Stroud and Berkeley Vale – Frailty
- Cheltenham – Cardiology
- Forest of Dean – Reduction in Opiate & Antibiotic Prescribing & Falls/Frailty
- Glos – NEGG – QI, Ethics, Receptionists
- Glos – Inner City, Motivational Interviewing/ Better conversations, Non-Clinical Resilience
- Glos RHQ – Sexual Health, Joint Injections & Pharmacist
- Glos – Aspen – Metabolic Conditions
- Bids under review for Tewks. N&S and SEG networks

# Cluster Bids - Case Studies



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## Cheltenham

### Cardiovascular Study day

- “Excellent to have **multidisciplinary** training so we all work to the **same vision**”
- “All the patient cases were **very helpful**”
- “Virtual surgery” “**very** useful **opinions**”
- “**Excellent panel** of expert and very helpful to see different **views & highlight** different **evidence bases**”
- “Very **relevant** to general practice. The panel format is excellent”
- “Thanks to Cheltenham networks for **extending invite** to other practices”
- “A **rare** chance to **engage** with colleagues and very useful”

## Glos - NEGG

### Eol update & Symptom Control

- “**Opportunity** to discuss scenarios”
- “**Real-life** examples”
- “Availability of **literature**”
- “right knowledge level”  
“appropriate”
- “questions were encouraged”
- “**Relevance of teaching**”
- “Learning with **multiple professions**”
- “Brought us all **up to date**”
- “Very **knowledgeable** speakers”



# Supporting Education of Multidisciplinary Workforce

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## **Nursing**

Mental Health Training

Specialist Nurse Training

**Clinical Pharmacists:** Development of 8 mentors to support colleagues in PC

**Physician's Associates:** Developing Rotational Post-Graduate Internship with GHNHSFT in ED, COTE, & GP

**Multi-disciplinary** Multimorbidity Workshop

**Collaboration with stakeholders - Nuffield**  
Specialist Physio Training

# Placement Capacity in Primary Care

Work with HEIs & providers to understanding current capacity & opportunities to expand – Severn Deanery, Universities of Bristol, Worcestershire & UWE

- **UG AHP placements-** Small numbers in PC
- **Additional Roles Reimbursement scheme** –likely to increase employment in PC
- **UG Medical Student Teaching in PC**
  - **Gloucestershire UG Training Cooperative** – Hub & Spoke Model Developed, Proposal Delivered to UoB
  - **TCMS-** Member of Clinical Advisory Group & Shadow Admissions Committee

# AHP Numbers

## Gloucestershire Placements 2019-2020

Relationships with local HEI's – UoG, UoW, & UWE

- All keen to develop & expand UG AHP placements in PC
- very keen on PG placements for ACP PG courses such as MSc Advanced Paramedic (starting 2019-2020)
- UG Paramedics - 6 (TBC) Tewkesbury PCN
- PG Physician associates -18
- UG Nurses - 2018 : 101 placement capacity approx. in community settings expected similar in 2019
- GDOC (GP provider org.) now working with Nurse Students

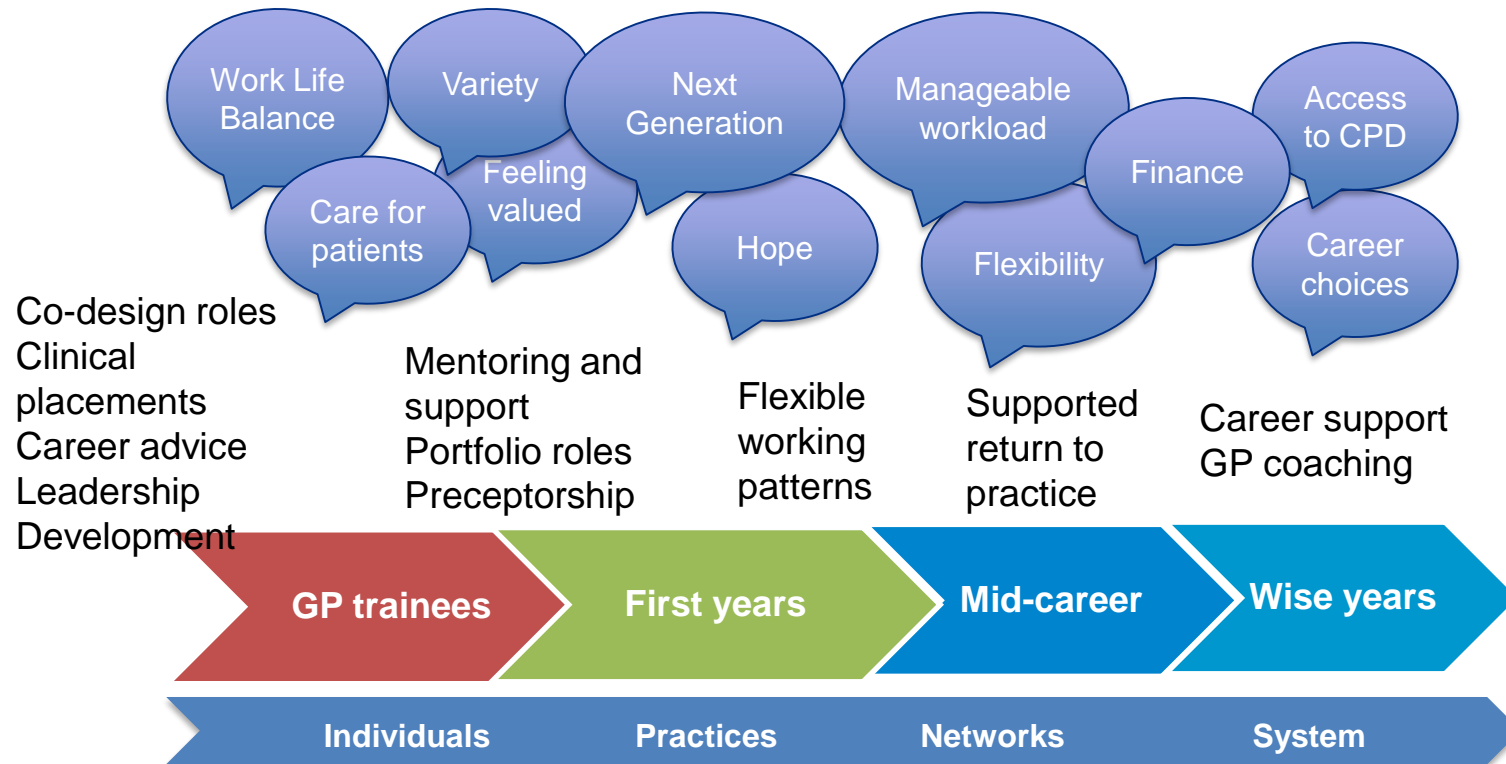
# Workforce Development – New Roles

## NHSE Recurrent Funding “Additional Roles Reimbursement”

Additional staff in five groups by 2024

- **Social prescribing link workers** (up to B5) 100% from 2019/20
- **Clinical pharmacists** (B7/8a) 100% from 2019/20
- **First contact physiotherapist** (B7-8a) 70% from 2020/21
- **Physician associates** (B7) 70% from 2020/21
- **First contact community paramedics** (B6) 70% from 2021/22

# GP Recruitment & Retention



- Benefits of working at scale – PCNs
- Sharing workload
- Indemnity

# GP Recruitment & Retention

- **‘Next Generation GP’** - Local delivery
- National Leadership Programme for Early Career GPs

## **Health Inequalities post CCT Fellowships – x 3**

Innovative, Developmental Portfolio Roles, 5 sessions/week,  
Inner City Gloucester + PG cert in Public Health @UWE

- **PCTH post CCT Fellowships – x 3**, Education/ Leadership/ Clinical , 2 sessions/week
- **GP Career Lead role** – supporting NQGPs & promoting PC careers, 1 session/week
- **NQGP scheme** - Continuing to support CCG
- **Severn Deanery ‘LEET’** – Leadership & Excellence Enhanced Training 4<sup>th</sup> year pre-CCT GP Trainee





HOME

RESOURCES ▾

LOCUM HUB

CPD &amp; TRAINING

ABOUT US



**Welcome to the Gloucestershire  
Primary Care Workforce Centre**

The Gloucestershire Primary Care Workforce Centre website was created to establish a central, easily accessible resource for Primary Care staff. It is managed by the Gloucestershire Primary Care Training Hub. Below you'll find quick links to all of our services, resources and support

# Primary Care Workforce Hub Website



GP's

NURSES

PRACTICE MANAGERS

JOBS & CAREERS



CPD &amp; TRAINING CALENDAR

SOCIAL PRESCRIBERS

# Current Challenges

- **PCTH Infrastructure**
  - **Project Manager** 1 WTE
  - **Clinical Chair** ½ day/week 18-19, increased to 1 day /week from April 19
  - **Support from Experienced Manager in Primary Care Workforce Team** - 1.5 days/week
  - Ad hoc GP Education Lead work 1/2 to 1 day /mnth
  - Health Inequalities Tutor 1 day/mnth
- **Sharing Achievements**
- **Aligning Activities**
- **Long Term Planning**

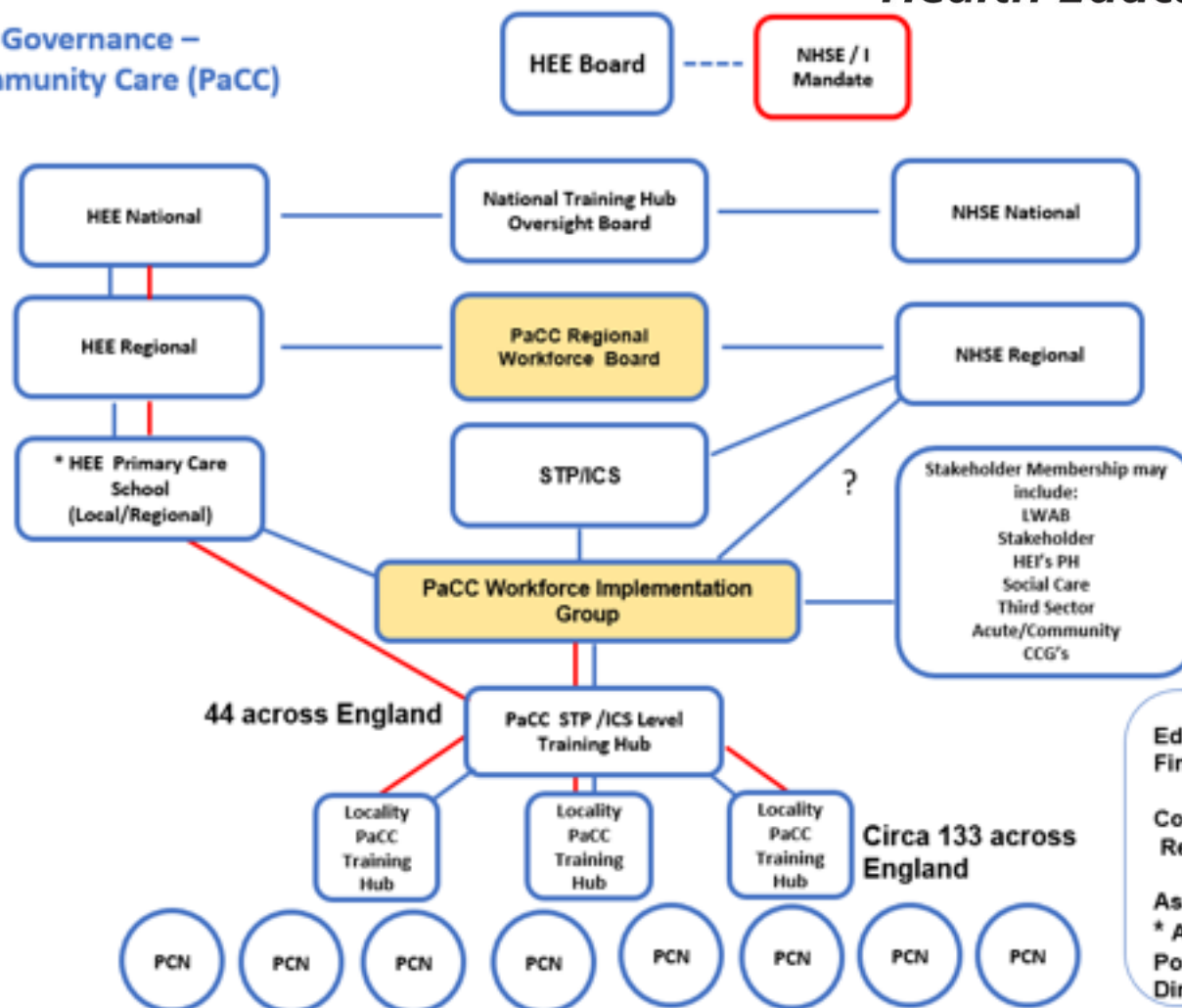
## March 2020 Ambition - The **Core Functions** of the Primary & Community Care Training Hub will include;

- **Workforce planning** - to support the understanding, co-ordination and realisation of health and wider social care workforce across the system
- **The ambition by March 2020:** for every TH to have a workforce planning element to support Primary Care Networks TH will support workforce planning and development to respond to local and national needs and relevant strategies to enable the redesign of services within primary care and the community to better support general practice.
- **Develop and manage** - existing and expansion of placement capacity to create innovative and high-quality clinical placements for all learners, to meet the workforce needs of “the place” in line with the Long Term Plan and, thus maximising the effective use of educational resources.
- **Recruitment** - Develop, expand and enhance the recruitment and development of the capabilities of multi-professional educators that supports the delivery of high-quality clinical learning placements

**March 2020 Ambition - The **Core Functions** of the Primary & Community Care Training Hub will include;**

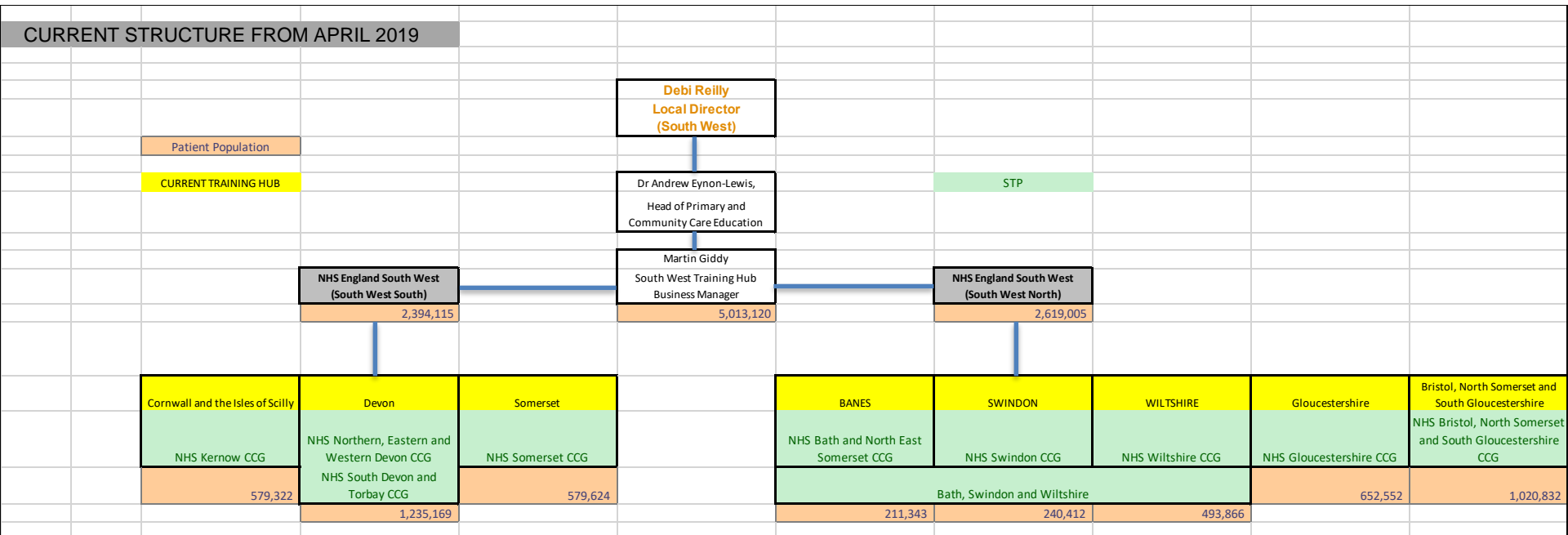
- **New roles** – to enable, support and embed “new roles” within primary care
- **Support the development** and realisation **of educational programmes** to develop the primary / community care workforce at scale to address **identified population health needs**, support service re-design and delivery of integrated care for example through rotational placements / programmes and **integrated educational programmes**
- **Retention** - to **support retention** of the primary care workforce across all **key transitions** including promoting primary care as an employment destination to students, through schools and higher education institutions
- **Clinical Placement Tariff** - enable both workforce planning intentions, placement co-ordination through active management of clinical placement tariffs **including “place based” tariffs**

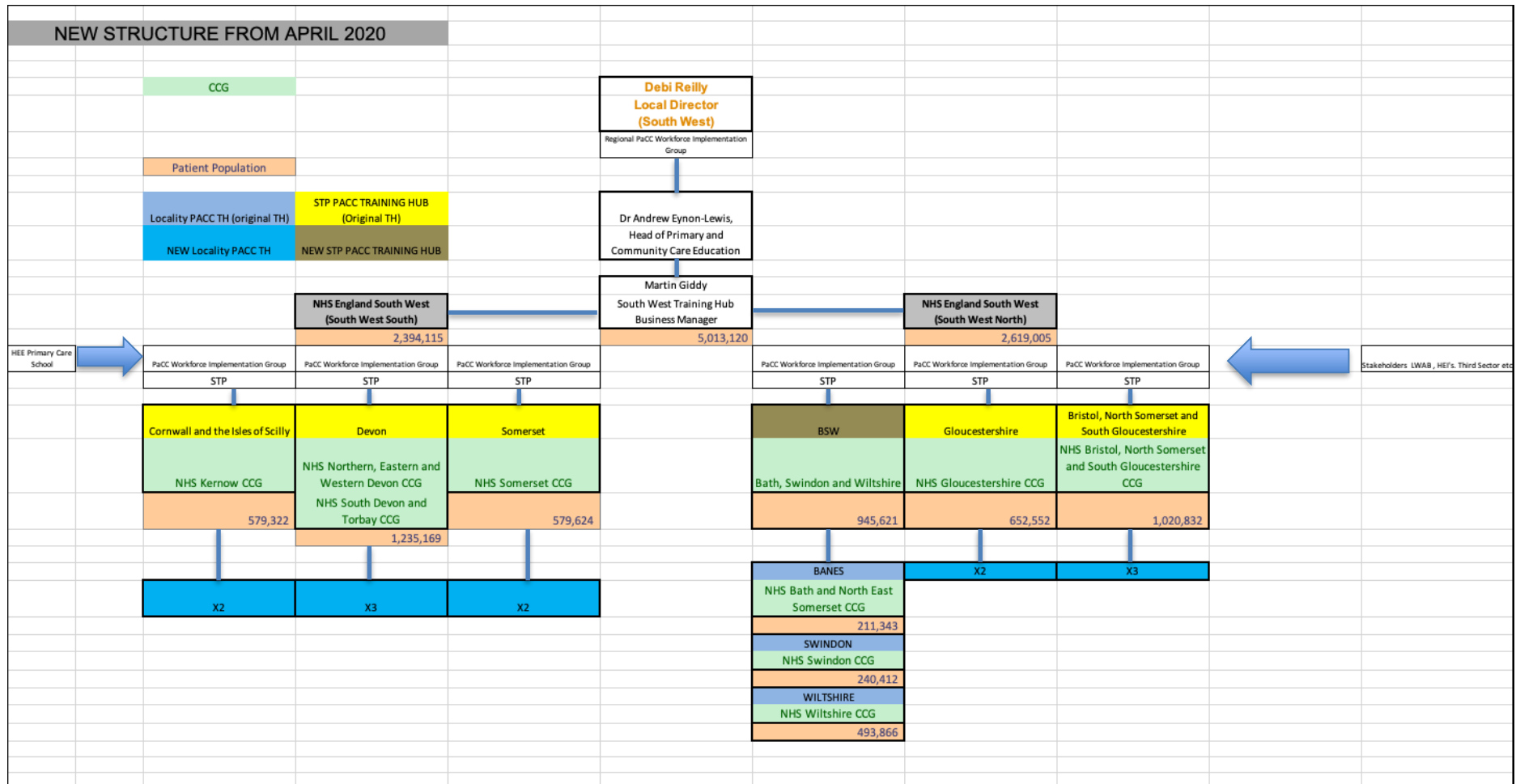
## Organisation and Governance – Primary and Community Care (PaCC)



## SUMMARISED

- **BY March 20 – Staff / Leadership / Engagement /**
- have a **workforce planning** element to **support Primary Care Networks**
- **Develop and manage** - existing and **expansion of placement capacity**
- **Recruitment** - Develop, expand and enhance the **recruitment and development** of the capabilities of **multi-professional educators**
- **New roles** – **support** and embed “**new roles**” within primary care
- **Support the development** and realisation of **educational programmes** to develop the primary / community care workforce at scale to address **identified population health needs**, **support service re-design** and rotational placements / programmes and **integrated educational programmes**
- **Retention** - to **support retention** of the primary care workforce across all **key transitions**
- **Clinical Placement Tariff** - **management of clinical placement tariffs** including “**place based**” tariffs





# EXAMPLES OF WORKFORCE DATA



## Health Education England

STP / CCG / NETWORK / PRACTICE	Count of PRAC_CODE	Sum of TOTAL_PATIENTS	Sum of TOTAL_GP_HC	Sum of TOTAL_GP_FTE	Sum of TOTAL_NURSES_HC	Sum of TOTAL_NURSES_FTE	Sum of TOTAL_DPC_HC	Sum of TOTAL_DPC_FTE	Sum of TOTAL_DPC_DISPENSER_FTE	Sum of TOTAL_DPC_HCA_FTE	Sum of TOTAL_DPC_PHLEB_FTE	Sum of TOTAL_DPC_PHARMA_FTE	Sum of TOTAL_DPC_PHYSIO_FTE	Sum of TOTAL_DPC_NURSE_ASSOC_FTE	Sum of TOTAL_DPC_PARAMED_FTE	Sum of TOTAL_DPC_PHYSICIAN_ASSOC_FTE
BSW	98	945549	789	544.52	478	310.388	366	235.34	59.63	126.76	19.34	11.19	0.83	1.75	7.67	0.00
NHS Bath and North East Somerset CCG	25	211278	196	130.63	95	57.466	64	39.18	13.68	21.39	3.79	0.32	0.00	0.00	0.00	0.00
NHS Swindon CCG	25	240412	174	112.19	106	75.354	68	41.26	4.67	25.47	3.39	5.33	0.40	0.00	2.00	0.00
NHS Wiltshire CCG	48	493859	419	301.70	277	177.568	234	154.90	41.28	79.90	12.16	5.53	0.43	1.75	5.67	0.00
BNSSG	85	1020821	909	593.60	478	315.380	291	187.97	4.89	118.31	20.77	30.35	2.03	0.00	7.40	1.24
GLOUCESTERSHIRE	77	652475	616	415.40	317	205.604	248	150.70	65.82	65.21	7.48	6.63	0.80	0.00	1.68	0.00
<b>SOUTH WEST NORTH</b>	<b>260</b>	<b>2618845</b>	<b>2314</b>	<b>1553.52</b>	<b>1273</b>	<b>831.37</b>	<b>905</b>	<b>574.016</b>	<b>130.35</b>	<b>310.28</b>	<b>47.59</b>	<b>48.16</b>	<b>3.65</b>	<b>1.75</b>	<b>16.75</b>	<b>1.24</b>
SOMERSET	70	579624	550	375.35	326	203.390	284	174.25	35.53	83.36	7.65	6.16	0.21	0.00	19.70	0.00
DEVON	133	1235169	1214	825.31	602	389.420	497	313.59	65.56	181.42	31.13	10.79	0.56	0.00	12.92	0.00
NHS Northern, Eastern and Western Devon CCG	104	939209	926	628.83	457	288.464	397	245.10	62.47	134.10	21.25	8.79	0.56	0.00	9.92	0.00
NHS South Devon and Torbay CCG	29	295960	288	196.48	145	100.956	100	68.49	3.09	47.32	9.88	2.00	0.00	0.00	3.00	0.00
Cornwall	61	579113	574	391.43	287	196.530	399	271.49	113.61	91.92	25.68	7.25	3.76	0.00	19.65	0.00
<b>SOUTH WEST SOUTH</b>	<b>264</b>	<b>2393906</b>	<b>2338</b>	<b>1592.09</b>	<b>1215</b>	<b>789.34</b>	<b>1180</b>	<b>759.332</b>	<b>214.70</b>	<b>356.70</b>	<b>64.45</b>	<b>24.20</b>	<b>4.53</b>	<b>0.00</b>	<b>52.28</b>	<b>0.00</b>
<b>Grand Total South West excl Dorset</b>	<b>524</b>	<b>5012751</b>	<b>4652</b>	<b>3145.61</b>	<b>2488</b>	<b>1620.713</b>	<b>2085</b>	<b>1333.35</b>	<b>345.04</b>	<b>666.98</b>	<b>112.04</b>	<b>72.36</b>	<b>8.19</b>	<b>1.75</b>	<b>69.02</b>	<b>1.24</b>
<b>SOUTH EAST CORNWALL PCN</b>	<b>9</b>	<b>105413</b>	<b>99</b>	<b>68.85</b>	<b>52</b>	<b>33.375</b>	<b>98</b>	<b>70.68</b>	<b>33.326</b>	<b>17.727</b>	<b>6.545</b>	<b>1.667</b>	<b>0.000</b>	<b>0.000</b>	<b>9.560</b>	<b>0.000</b>
L&L	3	35006	36	26.38	20	13.23	35	26.41	14.97	7.04	2.08	0.00	0.00	0.00	1.89	0.00
OAK TREE SURGERY	1	16057	11	9.28	9	6.60	11	8.39	5.53	1.65	0.77	0.00	0.00	0.00	0.00	0.00
PENSILVA HEALTH CENTRE		0	2	1.13	1	0.43	8	6.27	4.29	1.97	0.00	0.00	0.00	0.00	0.00	0.00
OAK / PENSILVA TOTAL		16057	13	10.41	10	7.03	19	14.65	9.83	3.63	0.77	0.00	0.00	0.00	0.00	0.00
ROSEDEAN SURGERY	1	9378	13	9.15	6	3.57	8	5.34	3.10	0.00	1.31	0.00	0.00	0.00	0.93	0.00
OLD BRIDGE SURGERY	1	9571	10	6.82	4	2.63	8	6.41	2.04	3.41	0.00	0.00	0.00	0.00	0.96	0.00
LC&G	2	34511	27	16.96	17	11.81	41	30.62	16.44	3.37	3.74	1.67	0.00	0.00	3.97	0.00
LAUNCESTON MEDICAL CENTRE	1	18440	13	9.11	10	6.55	17	14.23	8.07	1.25	1.95	0.00	0.00	0.00	1.97	0.00
TAMAR VALLEY HEALTH	1	16071	14	7.85	7	5.27	24	16.40	8.37	2.12	1.80	1.67	0.00	0.00	2.00	0.00
<b>S&amp;RP</b>	<b>4</b>	<b>35896</b>	<b>36</b>	<b>25.50</b>	<b>15</b>	<b>8.34</b>	<b>22</b>	<b>13.65</b>	<b>1.92</b>	<b>7.31</b>	<b>0.72</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3.69</b>	<b>0.00</b>
PORT VIEW SURGERY	1	6704	5	4.53	3	1.49	3	0.91	0.00	0.91	0.00	0.00	0.00	0.00	0.00	0.00
QUAY LANE SURGERY	1	4404	6	3.38	2	0.96	6	3.44	1.92	0.80	0.72	0.00	0.00	0.00	0.00	0.00
RAME GROUP PRACTICE	1	11904	13	9.02	6	3.00	4	3.14	0.00	2.46	0.00	0.00	0.00	0.00	0.68	0.00
SALTASH HEALTH CENTRE	1	12884	12	8.57	4	2.88	9	6.16	0.00	3.15	0.00	0.00	0.00	0.00	3.01	0.00

STP / CCG / NETWORK / PRACTICE	Sum of TOTAL_ADMIN_FTE	Sum of TOTAL_ADMIN_HC	Sum of GPs Over 55	Sum of Nurses Over 55	% GP OVER 55 HC	% NURSE OVER 55 HC	PATIENTS PER GP FTE	PATIENTS PER NURSE FTE	TOTAL FTE	GP	NURSE	DPC	ADMIN
BSW	1061.98	1596	155	165	19.6%	34.5%	1736	1978	2152.23	25%	14%	11%	49%
NHS Bath and North East Somerset CCG	210.47	328	35	33	17.9%	34.7%	1617	2224	437.75	30%	13%	9%	48%
NHS Swindon CCG	234.37	340	34	36	19.5%	34.0%	2143	2268	463.18	24%	16%	9%	51%
NHS Wiltshire CCG	617.13	928	86	96	20.5%	34.7%	1637	1783	1251.30	24%	14%	12%	49%
BNSSG	1149.68	1687	166	159	18.3%	33.3%	1720	2136	2246.63	26%	14%	8%	51%
GLOUCESTERSHIRE	712.48	1110	112	101	18.2%	31.9%	1571	2058	1484.18	28%	14%	10%	48%
<b>SOUTH WEST NORTH</b>	<b>2924.13</b>	<b>4393</b>	<b>433</b>	<b>425</b>	<b>18.7%</b>	<b>33.4%</b>	<b>1686</b>	<b>2057</b>	5883.04	26%	14%	10%	50%
SOMERSET	783.90	1194	120	106	21.8%	32.5%	1544	1778	1536.89	24%	13%	11%	51%
DEVON	1572.11	2235	219	238	18.0%	39.5%	1497	2052	3100.43	27%	13%	10%	51%
NHS Northern, Eastern and Western Devon CCG	1179.07	1715	163	184	17.6%	40.3%	1494	2055	2341.47	27%	12%	10%	50%
NHS South Devon and Torbay CCG	393.04	520	56	54	19.4%	37.2%	1506	2041	758.97	26%	13%	9%	52%
Cornwall	758.65	1062	87	98	15.2%	34.1%	1479	2018	1618.09	24%	12%	17%	47%
<b>SOUTH WEST SOUTH</b>	<b>3114.661</b>	<b>4491</b>	<b>426</b>	<b>442</b>	<b>18.2%</b>	<b>36.4%</b>	<b>1504</b>	<b>1970</b>	6255.42	25%	13%	12%	50%
<b>Grand Total South West excl Dorset</b>	<b>6038.79</b>	<b>8884</b>	<b>859</b>	<b>867</b>	<b>18.5%</b>	<b>34.8%</b>	<b>1594</b>	<b>2015</b>	12138.46	26%	13%	11%	50%
<b>SOUTH EAST CORNWALL PCN</b>	<b>143.69</b>	<b>207</b>	<b>22</b>	<b>14</b>	<b>22.2%</b>	<b>26.9%</b>	<b>1531</b>	<b>2027</b>	316.59	22%	11%	22%	45%
L&L	47.82	69	9	5	25.0%	25.0%	1327	1750	113.84	23%	12%	23%	42%
OAK TREE SURGERY	14.23	22	2	4	18.2%	44.4%	1730	1784	38.49	24%	17%	22%	37%
PENSILVA HEALTH CENTRE	6.69	10	0	0					14.52	8%	3%	43%	46%
OAK / PENSILVA TOTAL	20.92	32	2	4	15.4%	40.0%	1542	1606	53.01	20%	13%	28%	39%
ROSEDEAN SURGERY	12.05	16	3	1	23.1%	16.7%	1025	1563	30.11	30%	12%	18%	40%
OLD BRIDGE SURGERY	14.85	21	4	0	40.0%	0.0%	1403	2393	30.72	22%	9%	21%	48%
LC&G	43.07	62	5	5	18.5%	29.4%	2034	2030	102.48	17%	12%	30%	42%
LAUNCESTON MEDICAL CENTRE	17.15	23	1	5	7.7%	50.0%	2024	1844	47.04	19%	14%	30%	36%
TAMAR VALLEY HEALTH	25.92	39	4	0	28.6%	0.0%	2046	2296	55.44	14%	10%	30%	47%
<b>S&amp;RP</b>	<b>52.79</b>	<b>76</b>	<b>8</b>	<b>4</b>	<b>22.2%</b>	<b>26.7%</b>	<b>1408</b>	<b>2393</b>	100.28	25%	8%	14%	53%
PORT VIEW SURGERY	8.05	12	3	1	60.0%	33.3%	1479	2235	14.98	30%	10%	6%	54%
QUAY LANE SURGERY	5.52	9	3	1	50.0%	50.0%	1304	2202	13.30	25%	7%	26%	42%
RAME GROUP PRACTICE	18.47	27	0	2	0.0%	33.3%	1320	1984	33.62	27%	9%	9%	55%
SALTASH HEALTH CENTRE	20.76	28	2	0	16.7%	0.0%	1503	3221	38.37	22%	8%	16%	54%