



We are



Compassionate



Responsive

Adaptable

Annual Report

2023 / 2024

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28,196

patient appointments

Collaboration

across health & social care

- Tackling Inequalities
- Long Term Conditions
- Innovative approaches
- Reducing health utilisation

6,069

referrals received

6% increase vs 22/23



4,895

(Vs. 4,392 minimum & 4,740 aspirational targets)

patients entered treatment

5%

vs. 22/23

98.6%

waited less than 43 days
an improvement on 97.5% from 22/23

(Vs. 75% target)



Recovery rate of

52.8%

(Vs. 50% target & 50.8% in 22/23)



94.4%

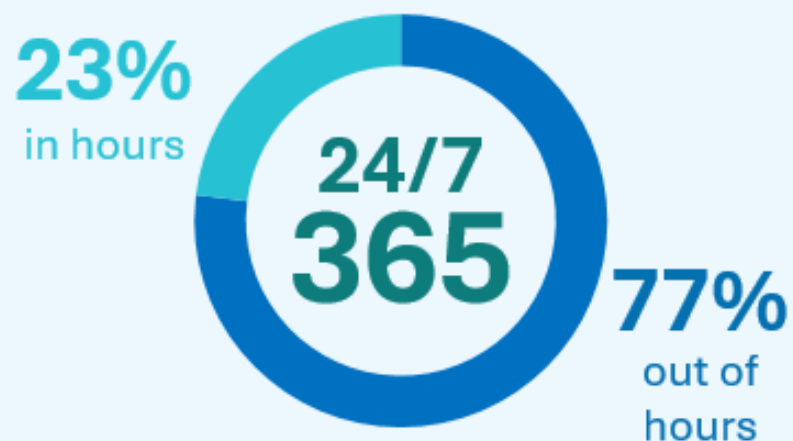
of patients told us they got the help that mattered to them



3.1%

vs. 22/23

160,562
consultations
across all services




94.5%
of patients told us
the care they
received was
Very Good or Good

4.5% ↑
vs 22/23

99%
(vs 99% in 22/23)
of 4751 cases rated
as satisfactory or
better by our clinical
guardian audit team



108,737

(vs 103,066 in 22/23)

consultations
from 111



Integrated Urgent Care

23,480
face to face
appointments

↑26%

&

3,809
home visits **27%** ↑



NHUC
VirtualCare@Home.

96%

patients recovered at home



(vs 90% in 22/23)

NEW SERVICE
*Aldershot Urgent
Care Centre*

5,349

(appointments since opening in
December 2023)

Supporting
our local
practices and
Frimley Park
Hospital

We partnered with Vivup to offer our employees a wide range of lifestyle benefits and savings

Agreed our first
Equality, Diversity & Inclusion Pledge

Developed a new
5 Year Strategy



We signed the
Armed Forces Covenant
to formalise our commitment
to our armed forces
communities

Urgent Health UK
award for
Partnership



Introduced

24/7

IT support

with NITC



99% of our employees told us
"they would recommend NHUC as a place to work"

Delivered a new
**TalkPlus website
& branding**



Commissioned a new
**NHUC & Same Day Care
website**

About Us

North Hampshire Urgent Care is a not for profit, community benefit society which was formed on 1st October 2006 to deliver 'Out of Hours' primary care, with TalkPlus joining the organisation in 2010.

Service Introduction

Same Day Care has evolved from NHUC's original 'Out of Hours' service and now operates 24/7 providing a range of primary care services for over 550,000 people across the north of the Hampshire & Isle of Wight Integrated Care System and the south of the Frimley Integrated Care System. The Service continues to develop and has expanded into virtual care, Emergency Department Streaming and launched the Aldershot Urgent Care Centre in December 2023.

TalkPlus delivers NHS Talking Therapies for the patients of North East Hampshire and Farnham, part of Frimley Integrated Care System (ICS). The Service offers evidence-based therapy for anxiety, depression and insomnia and in working with local partners, we have well-established integrated pathways for people with Long-Term Physical Health Conditions and sleep difficulties. As well as offering employment support, our experienced team provide innovative single session therapy to people in need of one-off support.

NHUC is registered under the Financial Conduct Authority and the Same Day Care

services are regulated by the Care Quality Commission (CQC).

Membership of NHUC is open to everyone working for the society and to any GP working in a practice within our ICS areas. The current membership is 343.

Our Vision

Working together to help our communities live well.

Born from a shared desire to change healthcare for the better, NHUC believes that by working together we can achieve so much more for our patients and our people. As a community benefit society, we are committed to helping people live better and our services are ready to support them when they need us.

Our Values...In your SHOES

Safe: Our patients and our staff are protected from abuse and avoidable harm. Our staff will act professionally at all times.

Honest: We will be honest in all our communication with each other and with our patients. We will always act in the best interest of our patients, the health systems that we are

part of and within the spirit of our entity as a community benefit society.

Open: The leadership, management and governance of the organisation will ensure that it promotes an open and fair culture which encourages learning and innovation.

Effective: Our patients' care, treatment and support will meet their individual needs, achieve good outcomes and is based on the best available evidence. We will work effectively as a team to achieve this.

Supportive: Our staff will support our patients, involve and treat them with care, compassion, kindness, dignity and respect. Our teams will be supportive of each other and treat each other with care and compassion.

The NHUC Way

We are...

Compassionate. We treat ourselves, our colleagues and our patients with compassion.

Responsive. We are always ready to support our patients and local health & care systems.

Adaptable. We are committed to learning and improving and we are bold in our approach to innovation.

Chair's Review



Once again, the year has been one of continued high demand which has put significant pressure on our services. Nevertheless, we have been able to provide high quality levels of patient care throughout.

This has been made possible by the dedication and commitment by all concerned in NHUC and I want to thank all involved in these exceptional efforts.

You will see later in the report that we have expanded our service provision into new areas which has meant that we continue to grow as an organisation. Working with our partners in the NHS, we continue to support the system and to provide "joined up care" wherever possible.

Whilst the financial pressures during the year have made things difficult, we are pleased to have managed to achieve a small surplus. Our cash position remains strong and we continue to be a lean organisation keeping costs as low as possible.

The NHUC Council and its subcommittees have met regularly during the year. Our strategy going forward has been reviewed and updated and we continue to maintain good governance over the organisation.

This will be my last Annual Report as I leave at the end of August to enjoy more time with my family. It has been a privilege to be

Chairman for the last five years and to see the great developments that have been achieved by our management teams, clinicians and staff. I am delighted that I will be succeeded in the role by Andy Field.

I wish NHUC every success in the coming years.

Martin Howell, Chair

Chief Executive's Review



2023/2024 has seen NHUC move forwards in so many ways. Early in the year we agreed our first equality, diversity and inclusion pledge and in February we signed the Armed Forces Covenant. We also began our Vivup employee benefit scheme which has enabled many of our team members to have some great savings over the year.

Same Day Care (SDC) had an incredibly busy year with Enhanced Access starting at Shakespeare Road Medical Practice and Aldershot Primary Care Network (PCN) with, by year end, SDC providing this service across five PCNs in total.

In December we opened the doors at Aldershot Urgent Care Centre; a new venture for NHUC in partnership with Salus, as well as ED streaming at Basingstoke Hospital. Partnership working and collaboration has been so key to all these projects and we were delighted to be recognised for this by Urgent

Health UK through winning their Partnership Award for the Acute Respiratory Infection Hub.

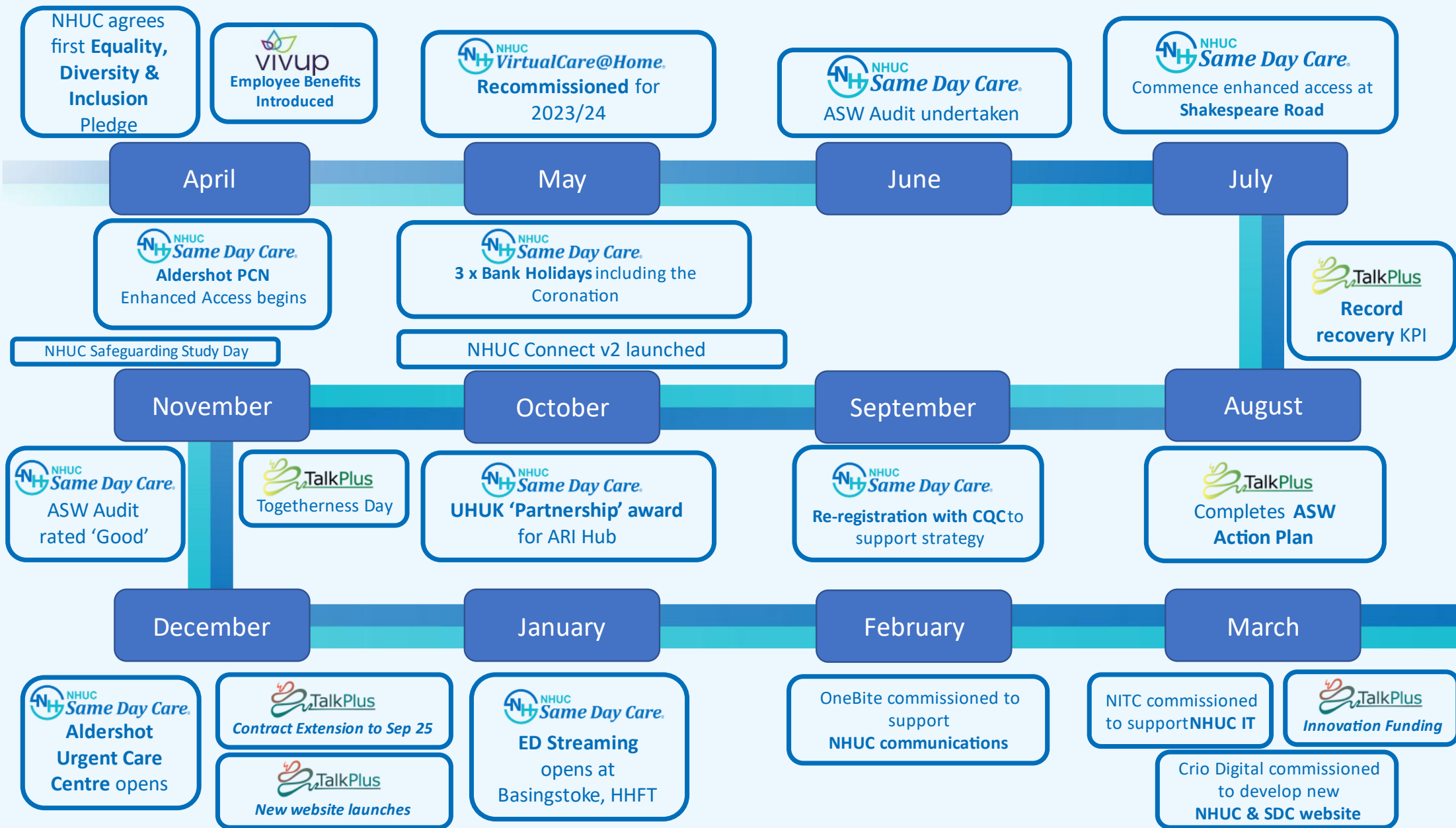
TalkPlus has also excelled, hitting a record recovery month in the first half of the year and completing their ASW Audit action plan, as well as launching a superb new website to enable patient access and provide a wide range of self-help resources. The team also successfully bid for innovation funding from Frimley ICB to develop services to support local people in new ways.

Another step forwards for us was the creation of our 5 year strategic plan, previously we had only looked three years ahead. The five year planning cycle gives us more room to innovate, develop and look for ways to grow our business. Thank you to the many people who engaged with and helped drive the creation of the plan so we could achieve the go live date of April 2024.

Part of our strategy is to underpin our foundations and key to that is shoring up our infrastructure. During 23/24 we opened discussions and then brought on board two sets of external support. The first is NITC, our IT support service and secondly Onebite who are working with us on our communication strategy.

Most importantly however is throughout what has been an exceptionally busy year we have kept our focus on our patients and delivered excellent care for them, thank you.

Felicity Greene, Chief Executive



NHUC Governance

Management Council

As a community benefit society, NHUC is governed by the Management Council, composed of elected and appointed members. The Council meets quarterly and is led by an independent Chair and supported by two Non-Executive Directors. NHUC's Chief Executive is in attendance and the Director of Finance performs the duty of Company Secretary. Appendix 2 provides further details of the Council's membership.

Committees

The following sub-committees of Management Council ensure effective organisational governance (see Appendix 2):

- Risk and Assurance (Audit) Committee
- Remuneration Committee
- Nominations Committee
- Clinical Governance Committee
- Information Governance Committee

Management Executive

Our Same Day Care and TalkPlus divisions are each lead by a Management Executive responsible for dealing with the day to day business of their divisions and service provision. A formal Management Executive Meeting is held monthly.

Change Approval Board

The Change Approval Board (CAB) brings NHUC's two Management Executives together

to review and manage business cases, share and develop ideas, learn from each other and provide visibility on key projects. A focus during 2023/24 has been to develop benefits realisation and lessons identified following the implementation of business cases.

Freedom To Speak Up



NHUC fully supports Freedom To Speak Up (FTSU) and embraces a positive open and learning culture. During this year Tracy Harris, TalkPlus Clinical Director, was appointed NHUC's FTSU Guardian with Karen Wyllie maintaining her role as FTSU Non-Executive Director lead.

Over the past year there was one referral to the FTSU Guardian. This referral has not reached a conclusion although learning from the case has been identified and improvements put in place. Our Guardian has submitted quarterly reports to NHUC Council and the National FTSU Guardian Portal and engaged with regional and national FTSU meetings.

To raise awareness our Guardian has presented at TalkPlus and SDC team meetings. October was FTSU month, and a weekly poster campaign aligning with the national themes was circulated each week. This year the core message was #BreakingFTSUBarriers:

- Understanding the barriers to speaking up

- Raising awareness of these barriers
- Fostering openness and psychological safety
- Overcoming those barriers

In the coming year we hope to focus on exploring psychological safety and how as an organisation "Speaking Up" is business as usual. Work planned by the EDI strategy group, such as the EDI survey, will also support this work throughout NHUC.

Tracy Harris, Freedom To Speak Up Guardian

Risk Management

Effective risk management is central to NHUC's approach to providing high quality, accessible and sustainable services. This approach supports our ability to work in collaboration and innovate safely and effectively, whilst also navigating a health and social care context of uncertainty and tight finances. We have embedded the improvements identified by ASW Audit's Core B review undertaken in 2022 and continued to improve and adapt our risk management processes to support organisational change and enable delivery of the goals and objectives set out in our strategic plan. Our annual Risk Appetite statement ensures that our approach to risk supports these endeavours. NHUC's Risk & Audit Committee provides oversight and assurance of these processes on behalf of Management Council.

Steve Clarke, Director of Governance

Introducing Our New 5-Year Strategic Plan 2024-2029

The NHUC Way

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Compassionate

We treat ourselves, our colleagues and our patients with compassion.

Responsive

We are always ready to support our patients and local health & care systems.

Adaptable

We are committed to learning and improving and we are bold in our approach to innovation.

NHUC was founded on and continues to grow through a shared belief that by coming together we can make a greater positive impact for our local communities and for our people. We continue to hold this as a key tenet through this strategy that sets out our direction for the next five years.

As a community benefit society, we are committed to serving our local people as a provider of healthcare, as an employer and as a partner in our health & care systems.

We have taken this opportunity to reflect on what matters the most to our patients and our

people, and through this, defined our vision:

Working together to help our communities live well.

We believe that by working together we can achieve so much more for our patients and our people. As a community benefit society, we are committed to helping people live better and our services are ready to support them when they need us.

Our values remain as vital as ever, *In Your Shoes*; Safe, Honest, Open, Effective & Supportive. We have also captured what it means to work for and partner with us, the NHUC Way; compassionate, responsive & adaptable.

The goals outlined in our strategy will be delivered through a focus on seven core objectives; Quality, Our People, Social Value, Build On Our Foundations, Geography & Partnerships, Explore New Opportunities and Technology.

Our Goals

- Deliver safe, effective & accessible care.
- Develop our people & be a great place to work.
- Establish new partnerships & ways of working.
- Enhancing our reputation across our system & have a positive community impact.

Our Objectives

- **Quality** – Safety & Clinical care remains the priority in a challenging and uncertain future.
- **Build on our Foundations** – Maintain, improve and build upon our core services, and explore opportunities to deliver them in different ways to enable access.
- **Our People** – People first. Offer development pathways for all staff. Explore partnerships with education.
- **Technology** – Review our current systems and identify areas for improvement.
- **Explore new Opportunities** – We will be intentional with innovation, encourage new ways of working and create new partnerships.
- **Geography & Partnership** – Clearly define our relationships with our health & care systems and partnership priorities.
- **Social Value** – We will have a positive impact on our community

Our intention is that whilst this serves to direct us, it also shows how you can work with us.

With that in mind, we look forward to the next five years of working together to help our communities live well.

Working together

to help our communities live well.

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VISION

*The
NHUC
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**OUR
VALUES**

In your **Safe
Honest
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Effective
Supportive**

VALUES



Strategic Plan 2024-2029

OBJECTIVES



Quality



Our
People



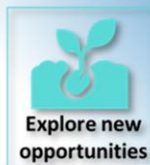
Social Value



Build on our
foundations



Geography &
partnerships



Explore new
opportunities



Technology

GOALS

1. Deliver safe, effective & accessible care

2. Develop our people & be a great place to work

3. Enhance our reputation across our systems & have a positive community impact

4. Establish new partnerships & ways of working

Aldershot Urgent Care Centre

Introduction

December 2023 saw the launch of Aldershot Urgent Care Centre (AUCC), a partnership between Same Day Care and Salus Medical Services (Northeast Hampshire & Farnham GP Federation). AUCC was set up to help to relieve pressures on Frimley Park Hospital's Emergency Department and to support improvements to the inequity of urgent primary care provision in the local area. Designed to provide 70 daily appointments (0800-2000, Monday to Saturday) including a

92%
of patients
discharged
home

mix of walk-in and pre-booked patients, AUCC is accessed via local practices, NHS 111 and Frimley Park Hospital Emergency Department.

Development

Prior to the commencement of AUCC, there was a 7-day ED streaming service at Frimley Park Hospital, set up post COVID pandemic. The evaluation of this service highlighted the need for a more robust, equitable and substantive service to decompress the ED department and support of A&E 4-hour performance targets, which could be achieved with AUCC. The Service was developed in collaboration with Frimley Health Foundation Trust, Salus Medical Services and Frimley Integrated Care Board. The project was also aligned with national programmes as well as the specifications for Integrated Urgent Care Services.

Working with Salus Medical Services allowed Same Day Care to further strengthen its multi-disciplinary team (MDT) approach by adding newly qualified and experienced paramedics to a rota including GPs, Advanced Clinical Practitioners and Health Care Assistants. Effective clinical governance was in place to support these non-prescribing clinicians through integrating patient group directions (PGDs), prescribing oversight by on-site GPs, and audit review tools such as Clinical Guardian, which was, for the first time, integrated into EMIS Hub – the electronic patient record shared with the patient's GP.

Outcomes



Opening on December 4, 2023, activity increased throughout the following 3-month period. Our system collaboration played a key role in improving service utilisation, and the Service adapted capacity to match patient demand in conjunction with local GP practices.

Of note was the Service's adaptability in meeting the 'Mega March' initiative, where commissioners requested an increase in capacity by 20%. This initiative successfully supported the Frimley system's Emergency Departments in achieving the A&E four-hour performance target of 76% in March 2024.

The MDT approach enabled the Service to address funding constraints through the engagement of a diverse workforce.

The collaboration with Salus Medical Services has led to cost savings for the system, significantly enhancing the AUCC's reputation in delivering cost-effective urgent care. Our diversification has enabled us to offer more appointments while maintaining the same financial framework.

A further outcome worth noting is our discharge destination once patients are seen at AUCC.

92% of patients attending AUCC are discharged to their residences with no further onward referral. Only 5% of patient encounters necessitated referral to secondary care, a figure below the national average for provider service referrals to secondary care. Of the 5%, most were referred directly to a Same Day Emergency Care service, bypassing the Emergency Department.

Patient Feedback

“ ”

We visited the urgent care centre worried about our son. The clinician was amazing, friendly, thorough, and patient with our son.

They were very informative and helped put us at ease.

The Service has gathered invaluable feedback on the service and highlighted some rewarding insights from service user experiences. Work with Healthwatch Surrey was a significant milestone for Same Day Care. Their involvement included active participation and setting drop-in sessions for patients to provide feedback. The valuable feedback gathered during these interactions has provided us with a deeper understanding of the community's needs and has served as a catalyst for service improvements.

“ ”

Super service. Polite staff. Felt I had time to go through my problems and listened to.

Next Steps

The next priority in NHS England's 'Urgent and Emergency Care Recovery Plan Year 2', is improved A&E performance, with 78% of patients being admitted, transferred, or discharged within 4 hours by March 2025. As part of working together at scale, we aim to:

1. Reduce unwarranted variation in outcomes and access to services

Pertinent to AUCC, evidence-based reviews have highlighted that this particular area has a higher proportion of deprivation compared to surrounding towns.

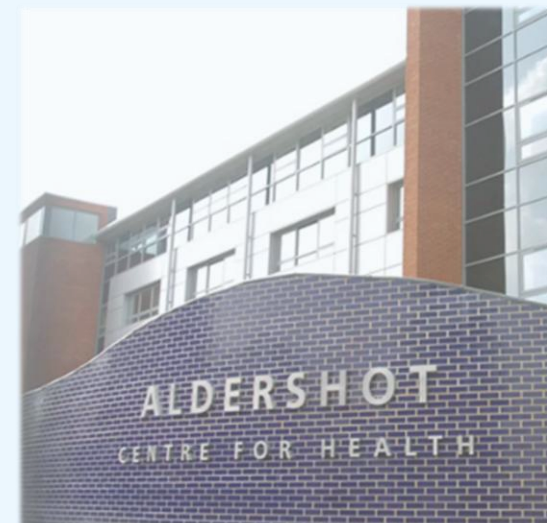
2. Increase resilience across the system

Particularly by supporting the local Aldershot PCN practices' urgent access and allowing them to focus on routine primary care.

Summary

As a system, we know there is unmet demand for urgent and emergency care, and there are increasing pressures on the front door of our Emergency Departments. There is clear value, both in terms of the patient journey and cost-benefit for the system, in establishing and upscaling Urgent Care Centres to support access to urgent and emergency care. By fostering a culture of collaboration, NHUC has successfully integrated services and ensured the effective operation of the AUCC model.

Our service exemplifies how a multilevel system partnership can add invaluable urgent care provision while providing cost-savings using a multidisciplinary team (MDT) while maintaining strong clinical governance and integration into primary care.



Basingstoke ED Streaming



The NHUC GP Streaming Service was commissioned in January 2024 to support the Front Door of Basingstoke Hospital Emergency Department, which was under immense pressure with patient demand. NHUC and HHFT have a long history of collaboration, and NHUC agreed to step up the service at short notice to support the system.

NHUC was able to mobilise the service at pace using the existing clinician base, with a workforce who enjoy working in Urgent Care and who are already onboarded to NHUC.

HHFT, an active and committed ICB place leadership team and with strong collaboration across the partners, including from all PCNs and all 15 GP Practices, allowed an integrated IT solution to be put in place.

Aims and Objectives

The service objective was to provide clinically appropriate care to patients with a Primary Care illness following ED triage. This ensured:

- Appropriate referral to the Emergency Department, Same Day Emergency Care and other urgent care services.

- Effective channelling of patients away from the Basingstoke and North Hampshire Emergency Department to a more clinically appropriate setting.
- Support for longer term consideration of same day urgent care development across.



Saved 4-6 hours of waiting to see ED Dr I hope after the trial you continue with this service.

Planned Outcomes

The Planned Outcomes for the service were to reduce clinically inappropriate minor illness attendances within the Emergency Department at the Basingstoke and North Hampshire Hospital Site:

- To support a reduction in overcrowding within the ED.
- To reduce waiting times for assessment during the service operational hours.
- To provide a primary care offering to patients self-presenting at the ED for whom minor illness management would be more appropriate.
- To test locally the National experience that co-located UTC functions on an acute site

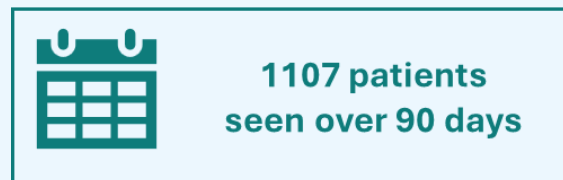
will reduce the number of attendances at A&E and improve overall UEC outcomes.

Clinical Model

An ED Triage Nurse assessed all self-presenting patients at ED at the front door, carried out any appropriate observations, and directed them into the GP streaming service where clinically appropriate. Patients not suitable for the service remained in ED or were referred to another appropriate service.

Clinicians within the NHUC service had clinically appropriate access to testing, e.g: phlebotomy, urine dip testing and the Integrated Clinical Environment (ICE) for pathology, radiology, and other relevant testing.

Outcomes



A total of 1107 patients were seen in the ED Streaming service while the service was operational. There was a 23% increase in utilisation in March, attributed in part to expanded service capacity aimed at meeting the system's target of discharging or admitting 76% of patients within 4 hours of an arrival at ED.

Discharge Destinations

Most patients were discharged home from the service with advice and safety netting for self-management. This was a significant and powerful admission avoidance tool. A total of 1023 patients (92.4%) were discharged home with advice and safety netting.

“ ”

It takes a huge relief off ED staff and allows patients easier and quicker access to medical care.

Integrated Working



There is a good relationship between the HHFT ED team and NHUC which goes back many years, and we were welcomed back into the department.

There were some challenges with the short-term nature of the funding for this service, but it allowed us to re-establish trust and relationships and test the model. It also allowed us to identify how we could improve the offer. With longer term funding the service could be better integrated with Primary Care, 111, SCAS, SDECs, Virtual Wards and the Inpatient Specialities, delivering a greater impact, but the building blocks are there for the future.

Virtual Care at Home



The VirtualCare@Home service has cared for over 5,000 patients from North and Mid Hampshire (part of the Hampshire & Isle of Wight Integrated Care System) since its launch in November 2020.

The Service aims to support primary care by identifying patients who are at higher risk of deterioration at home by monitoring for early warning signs and acting promptly to help reduce mortality from issues such as silent hypoxia.

Following engagement with patients and wider stakeholders, the service has developed into several areas and offers to monitor patients with the following conditions:

- COVID-19
- Asthma
- COPD
- Acute Respiratory Infection
- Diabetes (in development)

Patients can be referred to the pathways within the VirtualCare@Home service via their GP practice, NHS 111, Hampshire Hospitals Foundation Trust, Urgent Community

Response Team and Home Visiting Teams from Primary Care Networks. The VirtualCare@Home services include:



- Monitoring patients remotely from their homes using their monitoring kit, the Whzann platform and EMIS.
- A nursing team to support those who are unable to use the platform to collect their readings daily and is also on hand for any concerns and advice.
- Working closely with all North and Mid Hampshire practices to ensure smooth and safe monitoring for all patients.
- All communication and readings are added to EMIS so that there is a continued audit trail of care for the patient and the availability of patient consultation notes for their GP.

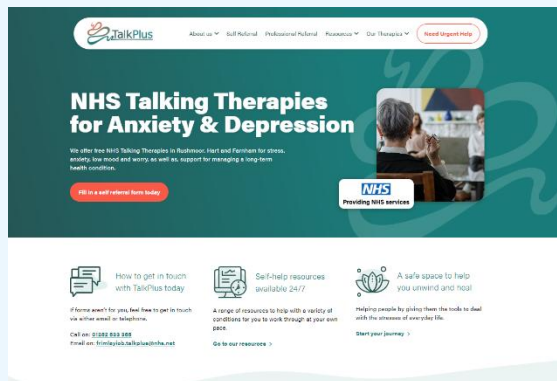
“ ”

I found this service so good and felt looked after and safe in my own home. I was informed what to do had my condition got worse

TalkPlus



New Website www.talkplus.org.uk



Over 90% of all referrals to TalkPlus are self-referrals through the TalkPlus website. Time and old technology had caught up with us and we needed to develop a new web site using the latest technologies and at the same time a mild refresh of the TalkPlus branding. Therefore, in December 2023, after a 5 month long design and development project, we launched the new TalkPlus web site. Fresh and clean looks with easier access and better cataloguing of our high quality and ever-expanding resources mean we have a modern and engaging portal for patients to access the service.

Health Utilisation Report

We completed a report on the health utilization cost savings of our long-term conditions offer. The report mirrors the report carried out in 2018 by the Commissioning Support Unit which showed approx. £2 million savings in 2.5 years of health utilization in patients before and after discharge at TalkPlus. Our colleagues in physical health care services tell us that because of the integrated work, they are more confident in discussing a person's mental health. The benefit is bi-directional and TalkPlus colleagues feel more confident working with long-term health conditions.

Collaboration & Connection

During this time of change the connection with our colleagues at 'place' or local level remains important. The Service has played an active part in the following workstreams:

- NEHF Health Inequalities Meeting
- NEHF Partnership @ Place Forum
- Mental Health Priority Task & Finish Group (Male Mental Health, Neurodiversity & Asylum Seekers)
- Mental Health Transformation Care Pathway
- Joint projects with local authorities & PCNs including Teen Exercise, Diabetes/COPD & Pre-Rehabilitation courses

- Living with Pain Course with Frimley Pain Service

Key Performance Indicators 2024/2025

NHSE has published new KPIs for the next financial year 24/25. The new KPIs place emphasis on reliable recovery and improvement and the number of patients receiving a course of treatment rather than simply entering treatment.

The focus will be on increasing access to older people and other groups with protective characteristics as well as reducing wait times to second treatment session. Early analysis shows we are already doing well on all these KPIs however we will continue to pay attention to these new targets to maintain performance.

“ ”
[My therapist] was a kind, compassionate and thoughtful therapist. She helped me to realise things and make links that really helped me address some difficulties I have been experiencing lately.

Fast Pathway

We are keen to share good practice regarding our FAST pathway and have worked with David Clark, founder of the NHS Improving Access to Psychological Therapies (IAPT) programme, to continue to develop the evidence base for this.

We have been offered support to carry out a Randomized Control Trial (RCT) focused on engagement and outcomes for young people. As part of the planned development of this RCT, TalkPlus is working in collaboration with the NHS Talking Therapies Research group through Southampton University.



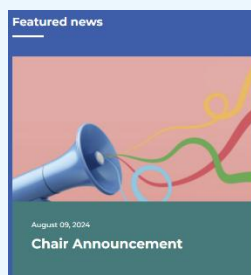
NHUC Connect



Since launching in December 2023, NHUC Connect has become the single point of access of choice for all NHUC resources. Working closely with all staff, to ensure content is meaningful this exciting new platform has gone from strength to strength and seen many enhancements, developed specifically to support the all teams both operationally and clinically.

In line with the communication strategy, NHUC has raised the visibility of the management and executive teams across the organisation, detailing the corporate structure and enhancing this with a 'people search' feature. From here members of staff can find out more about their colleagues and members of the NHUC's leadership and management teams.

NHUC is responsible for ensuring all information on NHUC Connect is the 'single version of the truth'. All essential documents have a published date, version control, and valid from - valid to date to give all readers this assurance.



The news, events & management communications have been enhanced to ensure essential information is highly visible.

With the more recent introduction of a 'push notification' process for mandatory reads, NHUC can now be assured that key updates or document changes are being read and adhered to.

 **Mark as Read**

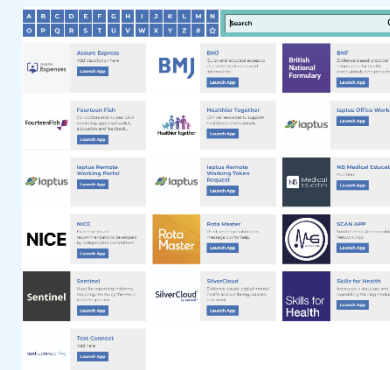
To realise optimal ease of access, NHUC Connect has been developed for use on any device (laptop, tablet or smartphone). This way our teams can be kept informed of any updates in real time, from anywhere.

In addition to the above, NHUC Connect supports all staff by providing:

- **Organisational information:** including the NHUC Green Plan, Equality, Diversity and Inclusion information, and details from our Wellbeing and Freedom to Speak Up pages.
- **Latest Updates:** including latest featured news, management communications and other essential articles and updates that

support our teams and colleagues in their role.

- **Same Day Care** operational user guides, useful contact details, frequently used forms, Clinical guidelines, local and national pathway and process information, and Pharmacy details.
- **TalkPlus** operational and Clinical resources in addition to external resources and signposting, project groups and course information.
- **Policies** and Local Operating Procedures.
- **Document HUB:** for access to all published documents in one place.
- **Application centre:** for quick access to a wide range of frequently used applications like Sentinel, Rota Master, Iaptus Clinical Portal, and useful resources including SCAN App, Healthier Together and BMJ.



Marcus Lade, Change & Improvement Lead

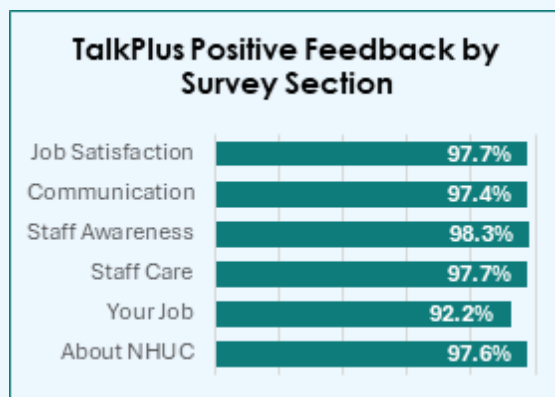
Staff Survey 2023/2024

99% would recommend NHUC as a place to work

The annual staff survey was undertaken in November 2023, covering all Same Day Care, TalkPlus and NHUC corporate staff. Across NHUC there was a 46.2% response rate with 103 completed returns. This represents a reduction from 2022 from 50.2%, although it should be noted that the number of returns remained the same and there was an overall increase in staffing from 205 in 2022 to 223 in 2023 across NHUC.

TalkPlus

Returns increased for TalkPlus from 46 in 2022 to 49 in 2023. TalkPlus staffing reduced from 76 in 2022 to 69 in 2023 meaning the percentage of returns increased from 61.0% to 71.0% in 2023 demonstrating excellent engagement from staff.



Overall, the results show overwhelmingly positive feedback from staff with improvements versus 2022 across all areas. This is testament to the focus from the Service leadership team particularly around communication and engagement with staff.

Responses regarding equality, diversity & inclusion scored 97.9% & 100%, both of which were improvements on 2022.

Feedback on effectiveness of communication improved from 78.3% in 2022 to 93.8% in 2023.

Follow up work has commenced to understand some feedback around staff reporting not feeling safe at work. This was specific to operational staff (administrators / receptionists) although no further details were provided via narrative. Remote worker SOS devices have recently been implemented for staff at clinic locations.

Further improvements are planned for Q1 24/25 to improve the working environment at the Meads.

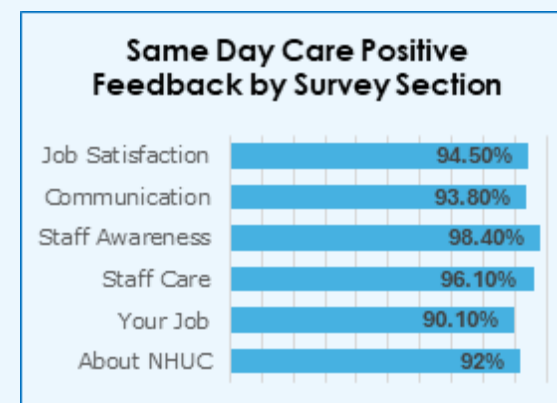
Same Day Care

Returns increased for Same Day Care from 44 in 2022 to 48 in 2023, although the increase in staffing from 108 to 132 meant that percentage of returns reduced from 41.0% to 36.4%.

Overall, the results show overwhelmingly positive feedback from staff.

There were some areas where the scores had reduced from 2022 by small amounts, the general trend across most sections was an improved picture.

Responses regarding equality, diversity & inclusion scored 97.9% & 100%, both of which were improvements on 2022.



Despite scoring highly (94%), results regarding communication dropped across all questions vs 2022, with 'I feel that communication is effective within NHUC' scoring at 77.8%.

NHUC has now commissioned support from an external communications team 'OneBite' in order to improve in this area.

The Service will continue to strive to increase return rates in 2024 through more effective use of NHUC Connect & communications plan in development.

Achievement Awards

NHUC's annual Achievement Awards were held during our AGM on 23rd November 2023. The awards recognise and celebrate the good work that goes on at NHUC and thanks all employees and self-employed contractors that demonstrate their commitment to our values and delivering excellence.

In 2022/23 we introduced a new addition to the Awards that supports our positive culture and gives the opportunity to say 'Thank You' to a colleague. This can be anything from 'Thank you for always being so approachable' to 'Thank you for making me a cup of tea on a busy shift'.

“ ”

Thank you...

...for being such an incredibly supportive, attentive and encouraging line manager.

...for your positive attitude, and team spirit!

...for being so friendly and going out of the way to help.

...for your support and kindness.

...you have been so kind and helpful all through my training. I just wanted to say that it was most appreciated. Your

professionalism, compassion, and knowledge are inspiring.

...for your laughter, it brightens each day!

...for always being available to listen and supportive of new ideas raised. You always ensure views are heard and are flexible in your approach which has helped TalkPlus be the amazing service that it is!

...all for being so kind and making me feel so welcome

The Awards were presented by Karen Wyllie, NHUC Non-Executive Director:



Special Recognition Award

This is for being an inspiration, maintaining high levels of excellence and professionalism, going the extra mile and putting the service first.

Winner: Marcus Lade, NHUC Process & Project Manager and IG Lead

Outstanding Achievement Award

This award went to someone who exceeds in patient care, goes above and beyond and embraces change and positivity.

Winner: Dr Kelly Thresher, Self-employed GP



Values Award

This person has demonstrated the NHUC values in everything they do including dedication and hard work.

Winner: Charlotte De Viell, Business Services Assistant

All for One and One for All - Outstanding Team Award. This team consistently demonstrate good team working, sharing objectives and goals and having a 'can do' approach:



Winner: TalkPlus Admin Team

People Development

We are committed to developing our people so they can achieve their goals and help our local communities live well...

I want to extend my absolute gratitude and appreciation for your time and commitment in my shadowing last week for my continued development and learning. It was incredibly insightful and learnt a great deal in nonclinical environments and the importance of auditing and being educated in current legislation for best practice.

I have learnt skills that I can apply to my own practice going forward and will be all the better nurse for it.

Georgina Sharp Nurse
Associate



In October 2023, I was supported by NHUC to apply for the NHS Leadership Academy - Mary Seacole Programme. The programme gave me confidence in my abilities as a growing leader and encouraged me to be open to different approaches within some of my current working practices. By already working closely with our Senior Leaders within NHUC, the programme taught me about key relationship skills, how to manage healthy challenge and further understand how to navigate the potential political environment that can influence wider change.

Sophie Avoth NHUC HR Manager

I was able to gain experience in multiple areas and broaden my understanding of healthcare. It also provided me with insight how within the NHS there aren't only jobs on the 'front-line', dealing with patients but also highly important jobs behind the scenes that allow the best possible care

Emily Work Experience Student

Whilst working for NHUC, I have been able to develop professionally, through formal learning and training opportunities. The organisation has supported me to develop skills to lead, motivate, and manage others effectively through recognised qualifications.

Kelly Badham SDC Operations Manager

I have been with NHUC for three years, working with a fantastic leadership team that nurtures growth and provides every opportunity for personal development. This year I was offered two particularly exciting opportunities. To take part on the 2020 Leadership Academy programme and to represent NHUC in a first of its kind Innovation Programme in partnership with the wider UHUK members and Warwick University.

These programmes have given me an in depth understanding of the shared pressures across the wider health economy and the complexities when looking to make meaningful system change. With my new learning and the support of the team around me, I am confident my contributions continue to have a positive impact, benefiting our service users, colleagues and system partners.

Marcus Lade NHUC Change & Improvement Lead

The 20/20 systems leadership course offered a great opportunity to learn about producing effective change within complex systems. It was also a chance to meet and build relationships with colleagues from across the Frimley System. At its core was an understanding of how people relate to each other and what gets in the way of working constructively. The course highlighted leadership as a behaviour, not a job-role, and encouraged everyone to have confidence in their ability to foster change from the ground up.

I came away from the course with greater confidence in my own ability to implement change and tackle difficult challenges. I also found that I learned a lot about facilitating other people to recognise and develop their own leadership potential. One of the biggest things I took away was how to hold conversations that enable other people to recognise their own potential to lead and make change happen, whoever they are and whatever their job title.

Tony Sharp TalkPlus Senior High Intensity Therapist

Social Value describes the positive impact that an organisation can have on its local community, encompassing social, environmental and economic benefits. As a Community Benefit Society, NHUC has the opportunity and responsibility to tackle challenges and deliver benefits for local people.

Our approach reflects the roles we have as an employer, as a provider of healthcare and as a system partner. Our Social Value commitments are as follows:

- Deliver our Green Plan
- Prioritise Equality, Diversity & Inclusion
- Be a great employer
- Involve our community
- Work in partnership

Deliver our Green Plan

Following the development of NHUC's first Green Plan in 22/23, we continued to move forwards across 23/24. In 24/25 we will move to a Green Plan business as usual approach through our impact assessments and continuing to evaluate opportunities to move towards a zero tailpipe emission fleet for Same Day Care. Highlights from 23/24 include:

- Updating our Green Plan for 23/24

- Review & improvements to temperature control system at The Meads
- Carbon Literacy Training for Green Working Group
- Introduction of online Patient Experience Survey for Same Day Care
- VirtualCare@Home contract extension reducing intervention, resource input & patient travel
- Same Day Care fleet review & agreement from Rushmoor Borough Council for electric vehicle charging points
- Aldershot Urgent Care Centre & ED Streaming supporting improved use of resources

Prioritise Equality, Diversity & Inclusion

2023/24 saw NHUC commit to its initial Equality, Diversity & Inclusion Pledge. This has involved taking steps to work with all our people to make NHUC a place where all people are welcomed, valued and treated fairly; whilst also being a leading part of improvements across our local health & care systems. Highlights include:

- Establishing EDI Engagement & Strategy groups to bring our work to life
- Launching NHUC's first Equality, Diversity & Inclusion Pledge

- Featuring EDI at Management Council and as a focus area for the initial Management Council seminar program System working – joined Frimley ICS EDI Professional's Network & supported the 2023 EDI Conference



- Engaging with our teams across NHUC to share our pledge and understand experiences
- Updating our job application form terminology & refined approach to applicant data collection
- Launching an Equal Opportunities data collection for all employees to better get to know our staff
- Development of an EDI Staff Survey approach
- Developing an improved Equality & Health Inequality Impact Assessment for 24/25
- Sharing Frimley 'Amplify EDI' newsletter with our teams, promoting Frimley EDI Conference and learning events

- Two successful applicants to Frimley ICS Mirror Board designed to to have real influence and bring different perspectives to the decision making of Frimley Health and Care System.
- Creating an accessible format for NHUC's Strategic Plan 2024-29
- Refreshing NHUC's EDI Pledge and Action Plan for 24/25



In 2024/25 we look forward to bringing online our remaining Social Value commitments:

Be a great employer

We will develop our employee benefit package and improve our employee experience. Our people have told us that we can improve our internal communications and we have commissioned OneBite communications

consultant to help us with this. We also plan to widen the support to our local community by offering a range of placement and work experience opportunities.

Involve our community

We will begin to develop a sustainable approach to this area during 2024/25 with engagement to support our new NHUC/SDC website and other service developments. We have begun to establish relationships to deliver a range of different ways of ensuring that the public and patients can shape our work.

Work in partnership

We will continue to forge relationships with local organisations and community groups in order to identify synergies and opportunities for positively impacting our local people, whilst enabling us to understand our local communities more deeply. This may be via links with local schools to enhance our work experience offer and/or via councils, social care, community groups and charities to offer our expertise and develop ways for our people to come together to make a difference.

NHUC Signs the Armed Forces Covenant

In March, NHUC signed the Armed Forces Covenant in support of the Armed Forces community.

By signing our Armed Forces Covenant NHUC pledge, we commit our support to the Armed Forces community, as an employer and healthcare provider.



Felicity Greene, Chief Executive, NHUC, said:

“We are proud to sign the covenant and support our Armed Forces community. We recognise our privileged position locally as an employer and provider of healthcare to the Armed Forces communities across Hampshire & Surrey. Our pledge formalises our commitment and we look forward to continuing to develop our support.”

Steve Clarke, Director of Governance, NHUC, said:

“As one of many veterans working at NHUC, I can testify for the esteem held for our Armed Forces community. I feel valued for both my service and the experience I can bring and am very proud that NHUC has signed the Armed Forces Covenant.”

NHUC's Armed Forces Covenant commitments are:

Employing members of the Armed Forces Community

Our Services have a proud history of employing and contracting with service personnel, reservists, veterans and service families. We provide flexibility around our approach to account for the unique demands placed on our armed forces community and benefit from their experience and expertise.

Communications, engagement and outreach

We are committed to enabling clinical development placements for Armed Forces personnel and actively promoting our talking therapies services across our Armed Forces communities to ensure that veterans and families can access the support they need.

Health

NHUC will remain responsive to our Armed Forces communities, ensuring that those on waiting lists are not disadvantaged and that their urgent care needs are met.

Civic responsibilities

We are committed to having a positive impact on our local communities through our focus on Social Value. We will remove disadvantage and enable special provision to enable equity and inclusion.

Our Equality, Diversity & Inclusion Pledge

NHUC has responsibility as

• **An employer:** To ensure all who work for us and with us are welcomed and feel valued as individuals and have equal access to opportunity

• **As a provider of healthcare:** To ensure that all patients and their families/carers receive high quality care and are treated with dignity, respect and compassion

• **As a system partner:** We deliver and shape our services in collaboration with two Integrated Care Systems and have a role to play in influencing strategy.

Our Principles

Inclusion

• We will welcome and value everyone. We will provide opportunities for our people to learn, recognize unconscious biases and take positive action to address them.

Diversity

• We will strive to provide a workplace that enables a culture of creativity and innovation through a wide range of backgrounds and mindsets. We will recognize, respect and celebrate each other's differences.

Equality

• Fairness & Opportunity. We will ensure that individuals or groups of individuals are not treated less favourably because of their protected characteristics. We will also ensure that everyone has the same, fair access to opportunities.

Always

• We are committed to making NHUC a place where all people are welcomed, valued and treated fairly with equal opportunity.

Our Commitments

Work with and listen to our patients, our staff & contractors

- Establish easily accessible ways for all our people to be heard and influence our work.

Build diverse teams with inclusive cultures

- Improve our recruitment approach.
- Develop a clear understanding of the diversity of our people and their experiences.

Educate and empower

- Develop and promote a diverse and inclusive workforce.
- Ensure our leaders enable organisational culture change.

Take action and challenge our ways of working

- Take decisive action to address exclusion and inequality.
- Increase the visibility and outcomes for diversity & inclusion.

“
A diverse mix of voices leads to
better discussions, decisions,
and outcomes for everyone

”

NHUC is a clinically focussed organisation committed to providing an environment where staff and contractors feel safe and comfortable to work in, and we believe our success in offering both robust clinical governance and strong corporate governance supports our ability to recruit and retain clinicians.

Our Corporate Governance is delivered through Council and its Committees, as detailed in Appendix 2. With regards to the Committee activity during 2023/24.

Clinical Governance Committee

NHUC Clinical Governance Committee (CGC) undertakes assurance and oversight activity as delegated by the Management Council through its Terms of Reference. CGC meets quarterly to review patient safety, patient experience and clinical effectiveness ensuring ongoing learning and improvement. The membership of the Committee includes senior representation from across TalkPlus, and Same Day Care including the Medical and Nursing Directors and is chaired by a Clinical Non Executive Director. As Chair of NHUC Clinical Governance Committee, I am pleased to report that NHUC has continued to provide a focus on delivering safe and effective services that have good patient feedback.

Clinical Governance Committee uses systematic approach to its assurance activity that triangulates a range of data. CGC receives performance reports, patient feedback surveys, incidents, safeguarding reports and

clinical audit with the aim of ensuring NHUC is an open, reflective and learning organisation. Clinical Governance Committee continues to influence and assure service developments and clinical policy and protocols. Over the last year, NHUC has continued to grow and develop stronger Clinical Governance across all parts of the business with a relentless focus on improving services for our population, looking after those who work with and for us and provide robust assurance to the Management Council.

Karen Wyllie, Non-Executive Director and Clinical Governance Committee Chair



Audit & Risk Committee

Chaired by a non-executive director, this Committee meets quarterly and has focussed upon delivering assurance in the following key areas:

- Managing the Corporate Risk Register within the risk appetite as approved by Council
- Approval of the Annual Report & Accounts, in liaison with Menzies LLP, our auditors
- Building a proportionate internal audit program
- Taking a regular overview of the external factors impacting on the organisation
- The legal framework and developing advice governing employment status

Remuneration Committee

Chaired by a non-executive director, this Committee generally meets quarterly and has supported the organisation and its executive with a focus in the following key areas:

- Oversight of recruitment and retention rates
- Ensuring a suitable framework exists for appraising our staff
- Maintaining compliance with appropriate pay & benefit policies
- Encouraging the collation of information to aid delivery of diversity and inclusion

Nominations Committee

Chaired by a non-executive director, this Committee meets at least annually to consider:

- Succession planning

- Skills and composition of Council and its committees

In addition, the Committee deals with appointments to Council, including those of Chair, Non-Executive Director and Elected Clinicians. Subsequent to year end, a successful process was run to select Andy Field as the new Chair, succeeding Martin Howell, from 1st September 2024.

Information Governance Committee

Chaired by the Chief Executive, and with a non-executive director in attendance, this Committee meets at least twice per annum to support compliance and best practise in delivering against our GDPR commitments and to ensure our annual declarations are accurate and reported in a timely manner.

All Committees report to each Council meeting with respective chairs available for subsequent questions. No major issues were reported during the year.

David Brooks, Non-Executive Council member, Chair of Audit & Risk Committee



Performance & Quality

TalkPlus exceeded its minimum access target (366) for all but one month of the year. In addition to this, TalkPlus outperformed its aspirational access target (395), for nine months of the year. These achievements meant that the Service exceeded both minimum and aspirational access targets for 2023/24.

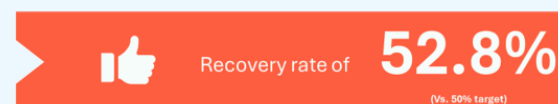


The Service also exceeded both waiting time targets across the year with 98.6% of patients waiting less than 43 days for initial assessment (75% target) and 99.9% of patients waiting less than 127 days (95% target).



Recovery met or performed better than target (50%), for eleven out of the twelve months in 2023/24. A similar pattern is apparent for ECDC (Ethnically and Culturally Diverse Communities) recovery with eight of the twelve months 50% or greater.

In total, 53% of patients moved to recovery and 53.6% of ECDC patients moved to recovery in 2023/24. These figures exceed the new recovery key performance indicator set by NHS England for 2024/25 of 52%.



The Service offered 36,935 treatment sessions with 28,196 appointments attended. There was a 'Did Not Attend' rate of 7.0%.

There were 96 incidents reported during the year. This is broadly in line with incident reporting from previous years (104 in 2021/22 & 121 in 2022/23).

The most frequently raised incidents throughout the year were patient incidents relating to increase in risk and self-harm. The Service completes full investigations into all incidents, identifying learning and implementing actions to address improvements.

A full audit programme is in place to proactively ensure patients are allocated to the correct pathways and receive the right support during treatment or whilst awaiting

initial assessments and follow up appointments.

There were a total of four complaints received across the year along with 23 concerns. Patients raised issues regarding, communication, information sharing and safeguarding referrals.

There were 337 safeguarding concerns raised by the Service. This is significantly up on previous years (85 in 2021/22 & 185 in 2022/23) and is testament to the focus on raising the profile of safeguarding across NHUC.

All concerns are discussed with a senior member of the team prior to decision making for referral to multi-agency safeguarding hubs. TalkPlus offers a patient experience questionnaire (PEQ) to patients on discharge. In 2023/24 the Service continued to receive extremely high levels of feedback:

“ ”

[My therapist] is as great and really helped me a lot. The tools I now have not only helped me now but have given me the confidence that I can help myself in the future if needed.

“ ”

My therapist was very compassionate and understanding, and I felt he was very invested in my welfare and journey to a more positive place

“ ”

[My therapist] is as great and really helped me a lot. The tools I now have not only helped me now but have given me the confidence that I can help myself in the future if needed.

“ ”

I felt real benefits from my sessions. [My therapist] allowed me to talk everything through and helped me to understand how and why I was feeling the way I was. It was a safe space to open up and after the 6 sessions I have reached a much better place. Thank you!



Project Groups

To ensure the offer to our local communities can be right for everyone TalkPlus runs a wide range of project groups that focus on improving awareness, access and outcomes.

LGBTQ+

- Brought awareness of LGBTQ+ History month and pride month in TalkPlus-visibility in office and TalkPlus wide email with quiz and info for clinicians
- Attended national LGBTQ+ network meetings and sharing best practice across the service
- We were pleased to be asked to write a case study for the national Good

Practice Guide for LGBTQIA+ for NHS Talking Therapies

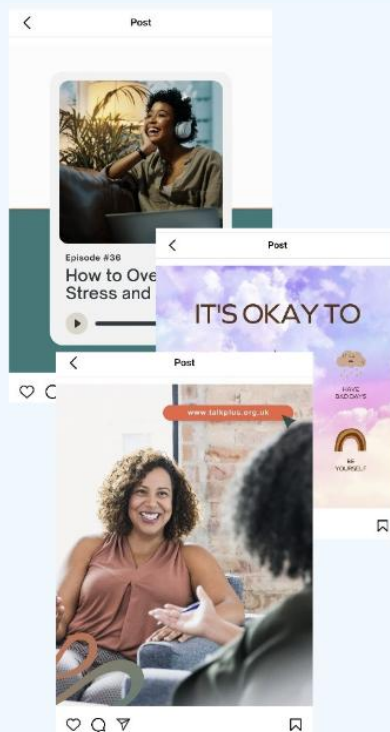
Women's Health

- Service peri-menopausal and menopausal symptom education and development
- CBT Strategies for Menopause Webinar for patients in partnership with Women's Health GPs



Social Media

- Created strong digital links with local community groups, sports clubs and local people. This community building process has allowed for our material to be seen by greater numbers and enter areas that previously were difficult to reach.
- Our social media presence fostered engagement and brand awareness - complimented by the new brand overhaul



Employment Project

- Focused on closer joint working with Richmond Fellowship to make better connections for patients
- Established links with Job Centre to promote TalkPlus and access to mental health support for job seekers

Older Persons

- Attended the Older Adults Forum in Aldershot and established links across the area. Invited to attend further forums across the local area
- Creation of media to increase access for Men in Retirement cohort

Young Persons Project

- Surveyed young people and gained a greater understanding about improving wait times, retention and recovery
- Reviewed data about young people in our service to identify areas for improvement and identified the FAST pathway as a potential way of supporting young people effectively
- Multiple school and sixth form events attended, including Farnborough College

Physical Activity Project

- Developed the six-week online and in person "Move to Improve" course to help individuals with their wellbeing through movement. This course, funded to support areas of health inequalities provides a compassionate approach to exercise and focusing on the benefits of exercise on mental health and breaking down barriers to exercise.



Learning Disability & Neurodivergence

- Focused on ensuring best practice for the service when working with this patient group and improving our use of reasonable adjustments and adaptations
- Delivery of case study reflections on neurodiversity for team meetings and training days to further develop whole

team understanding on Neurodiversity and practical adoptions

- In line with best practice guidance from the National Autistic Society we successfully designed and launched a Neurodivergence form to be used for any patients disclosing diagnosed or suspected neurodivergent conditions. The form collects information about adaptations and adjustments ensuring better access and equality for this patient group in TalkPlus therapeutic environments as well as when they are in contact with administrative staff.

Military Veterans

- Supporting local events including Armed Forces day, a Gurka Veteran Health Day and the Aldershot Garrison Health Fair
- Social media posts around significant days including Armistice Day



The Veterans Project

"You made a difference when I needed some help."

www.talkplus.org.uk



Performance & Quality

The key theme for 2023-2024 has been our ability to adapt to meet our challenges, both current and those of the future. We embraced the challenges of successfully delivering new services with minimal notice and should take immense pride in our outcomes over 2023-2024. These have been a whole team effort, not only those who work directly for Same Day Care, but across the NHUC organisation, who have provided us with the support to make this happen.

Same Day Care Division

SDC completed 160,562 consultations in 2023-2024. For most of our existence we have been an Out of Hours organisation (which was responsible for 77% of all consultations), but we now provide many different services which contributed to 23%. This figure is likely to increase further in 2024-2025 with new services such as the Aldershot Urgent Care Centre driving expansion.

Integrated Urgent Care Services: Total Consultations

Overall activity increased by 6% compared to 2022-2023 and 17% since 2019.

consultations
160,562
across all services

24/7
365

Like face-to-face consultations the number of telephone consultations has increased significantly from pre-pandemic levels some of which is due to the Clinical Assessment Service now operating around the clock but also relating to the introduction of 111 First.



108,737 telephone consultations via 111



Both Home Visits and Base Consultations are around 70% of pre pandemic levels.

23,480 & **3,809**
Integrated urgent care treatment centre appointments home visits

Virtual Care at Home

The North and Mid Hampshire VirtualCare@Home service is well established and has cared for over 470 patients during 23/24. The services offered are Covid, Acute Respiratory Infections, COPD and Asthma with other services being developed. The service monitors patients 7 days a week from their homes.

We received 535 referrals during 2023-2024 out of which 11% of those patients declined. Over 4000 consultations were undertaken during 2023-2024.

NHUC VirtualCare@Home **96%**
patients recovered at home



Aldershot Urgent Care Centre

Developed in collaboration with Frimley ICB and SALUS this Service based at the Aldershot Centre for Health opened on the 4th December 2023.

Providing a mix of Minor Illness and Minor Injuries and staffed with a Multi-Disciplinary Team, the Service supports Primary care in the Aldershot PCN area and also Frimley Park Hospital, providing an alternative to attendance at ED and is included within the Trusts 4-hour target to admit or discharge.

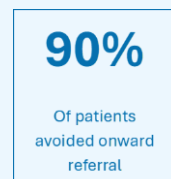
Every patient seen at Aldershot has met the 4-hour target to be admitted or discharged and this has supported Frimley Park to achieve the 76% national target in March 2024.



On average 91% of our patients do not require further treatment, 7% of our patients are referred to Hospital primarily from the walk in Minor Injury Stream and 2% do not arrive or wait for their appointment.

ED Streaming Basingstoke Hospital

NHUC successfully set up and launched the ED Streaming Service within five working days of request, to support decompression in the Emergency Department of the Basingstoke & North Hampshire Hospital.



On average 90% of patients who were streamed to the Service had their treatment completed by NHUC clinicians with only 5% being referred to ED and 5% being referred to other SDEC services.

Following the success of this service, NHUC hopes to be the system partner of choice when the opportunity arises to provide other services to support our patients and partnering organisations.

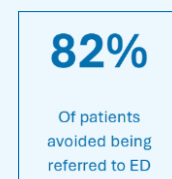
ED Streaming Frimley Park Hospital

The ED Streaming Service at FPH has been operational for several years and was originally open for 12 hours a day, seven days a week, with two clinicians. Since the opening of Aldershot UCC this streaming service only runs Sundays and Bank Holidays.

Seeing an average of twenty-five minor illness patients each day successfully helped decompress the Frimley Park Emergency Department.

The Service is currently contracted until October 2024 with a six week notice period.

Primary Care Dispositions



Our core IUC contract includes the consult and close model for Primary Care Dispositions that require a response within 2 hours during weekdays.

Only 16% of all patients advised by the Clinical Advice Service were referred on to the Emergency Department and 2% to other services.

Primary Care Network: Enhanced Access

NHUC has established three Enhanced Access Services for Primary Care Networks (PCN) within our borders, providing support to the patients of:

- Shakespeare Road PCN

- Farnborough PCN
- Aldershot PCN
- Fleet PCN
- Farnham PCN

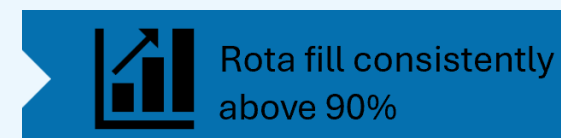
The model of service provided has been adapted to meet the needs of each PCN including face to face and remote telephone consultations.

Same Day Care Clinical Staffing

There were quite a few firsts in 2023-2024 for our clinical staffing including the direct employment of doctors and changes in our rota tendering process to automate and promote fairness.

We have focussed on our clinical skills mix and introduced a Clinician Support Manager to increase the support provided to clinicians.

New Services such as Aldershot Urgent Care Centre and the Basingstoke ED Streaming Service evidenced our ability to rapidly flex our workforce and enhance our reputation in delivering our contracts.



Whilst activity has increased 17% since 2019 the number of clinical hours used to deliver the IUC Service has only increased by 8%.

We have achieved this by constantly reviewing rota patterns to match demand needs,

increased productivity, and the merger of the telephone clinical assessment queue between our locations increasing the effectiveness of our clinicians.

Clinical Recruitment

The introduction of the Additional Roles Reimbursement Scheme (ARRS) into general practice has reduced the reliance of agency and locum use. This, combined with other clinicians such as Advanced Care Practitioners, Paramedics and Pharmacists becoming more widely available, has led to a more adaptable multidisciplinary clinician model.

Productivity

The SDC Operational Team and Clinical Leaders have been working collaboratively to identify areas for productivity improvement and providing further support to individuals.

By recognising and working towards an approved average consultation times by type (15 minutes telephone consultation, 30 minutes base consultation and 60 minutes for home visits), NHUC has seen a 15% productivity increase in year 2023/2024.



Skill Mix

Ensuring our patients receive care from the right clinician is a foundation stone towards correct staffing levels, safe care, and financial stability. NHUC Same Day Care Services have a combined clinical workforce comprised of 80% doctors and 20% other Health Care Professionals.

Employed Doctors

During 2023-2024 we have successfully employed 15 Doctors helped by the Aldershot Urgent Care Centre where we devised an employed model from the start and now 25% of our doctors' sessions are completed by Employed Doctors.

Complaints and concerns

Hearing from patients and their families and carers is a core part of NHUC's approach to service improvement. Complaints & concerns provide an excellent opportunity to identify learning and work with our service users to understand their experience when the service has not met their expectations.

NHUC received 23 complaints (0.018%) this year compared to 19 in 2022-23, and 39 concerns (0.031%) were raised compared to 32 in 2022-23.



All new incidents are reviewed weekly at SDC 'Weekly Sentinel Review' meeting and findings are shared with the Clinical Governance Committee on a quarterly basis to provide assurance.

Highlights from this report are utilised within the SDC Quarterly Quality Report and shared externally with commissioners and local systems. The learning is also shared within the workforce via the Reflections Newsletter.

Safeguarding

NHUC continues to commit to raising awareness of safeguarding and to support clinicians sometimes making difficult decisions. We are pleased to see our safeguarding referrals have increased this year and feel this is due to the training and support available from the organisation and Hampshire Children's Safeguarding team. Safeguarding holds an enormous importance, both from a care and moral perspective protecting the most vulnerable in our communities, and also a contractual and statutory requirement.



NHUC saw an increase of 164 safeguarding concerns being raised in 2023/2024, compared to the previous year (75). Of these,

117 related to Child Safeguarding, and 47 related to Adult Safeguarding.

Themes

Themes in Children's Safeguarding included:

- Non mobile bruising in babies
- Known to Children's services
- Domestic Abuse
- Looked after child
- Mental health
- Neglect
- Non Accidental Injury
- Self-harm
- Sexual Abuse

Themes in Adult Safeguarding included

- Mental Health
- Domestic Abuse (including financial, coercive control and violence)
- Neglect
- Self-Harm
- Accidental Overdose
- Sexual Abuse

The working environment has had to adapt at a rapid pace following recovery from Covid 19 and all the effects from hidden harm that we continue to see especially in young adults. The war in Ukraine and the current financial crisis is also presenting health care with challenges not seen before and this in turn is having an effect on families as cases of Domestic Abuse have increased as well as the well documented problems around the negative influence social media is having on children and young people. NHUC will continue to work with these challenges and ensure safeguarding is central to looking after our community in the future.

Refugee/Asylum Seeker Community Engagement Event

Over the past year NHUC has supported both systems in providing health checks and screening for newly arrived refugees from Afghanistan in the Bridging Hotel and the Asylum seekers in Basingstoke, and a small team from NHUC has worked with system partners to ensure healthcare can be accessed.

There are currently up to 80 refugee and asylum-seeking children and their families residing in temporary hotel accommodation in Aldershot. They are attending local schools.

Talavera Junior School, along with Hampshire County Council Ethnic Minority and Traveller Services, invited NHUC to an event being run for the parents of these children to help them better understand and engage with education and healthcare services.

A diverse audience of parents from several countries attended, each with different levels of English and understanding. However, using translators and Google Translate we were able to assist with better understanding how the NHS works and where to go if they were ill. We also directed them to useful sites, such as Healthier Together, where they could source useful information about their children's health problems in their own language.

We were also able to explain the services run by NHUC and demonstrate the website used by TalkPlus, as well as give simple health care

advice on medicines that can be bought from local pharmacies for self-care conditions.



The past year has seen enormous growth for NHUC, supporting the wider system in new initiatives to enhance patient care.

There has been a strong focus this year on employee wellbeing with the introduction of Vivup lifestyle savings scheme, and the continuation of our monthly wellbeing posts signposting important ways to look after ourselves and others.

23/24 also saw NHUC commit to its Equality, Diversity & Inclusion pledge. This has involved taking steps to work with all our people to make NHUC a place where all people are welcomed, valued and treated fairly; whilst also being a leading part of improvements across our local health & care systems.

In December 2023, NHUC successfully rose to the challenge of establishing and delivering an Urgent Care Centre in partnership with Salus at Aldershot Centre for Health, with a remarkably quick turnaround.

Despite the difficulties of the winter period, the power of excellent teamwork and positivity enabled us to launch a service that is now benefiting the local population, supported by a wonderful team of employed GPs, ACPs, Paramedics, HCAs, and Receptionists.

Our staff survey results for 2023 showed 99% of staff would recommend NHUC as a place to work. This is a testament to the leadership teams who continue to support, encourage and motivate our teams to do the very best by our patients and each other.

Looking ahead, we hope to continue to make significant strides to foster a positive and inclusive work environment that enables all employees to thrive and build on our already strong foundations in what makes NHUC a great employer.

Sophie Avoth, HR Manager



The Financial Statements for the period 01/04/2023 to 31/03/2024 are available in PDF form. If you would like a copy please email fph-tr.nhuc@nhs.net.

NHUC conducts its business through two statutory companies, North Hampshire Urgent Care Limited and NHUC Resources Limited, which is a wholly owned subsidiary of North Hampshire Urgent Care Limited. Doctors who wish to provide service to NHUC can elect to do so via NHUC Resources Limited as this affords them the opportunity to earn income but not make pension contributions. NHUC has one other subsidiary, Frimdoc Limited, which has not traded in the year and is dormant.

NHUC has taken advantage of the exemptions provided in the Companies Act 2006 to not produce consolidated financial statements for North Hampshire Urgent Care Limited and NHUC Resources Limited combined.

The financial results shown below for NHUC are those of North Hampshire Urgent Care Limited and NHUC Resources Limited combined.

Income grew by 10.1%, £1.37m, in the year. Of this £1.06m was in Same Day Care, driven by funding for the Integrated Urgent Care (IUC) contract, new Aldershot Urgent Care Centre, ED Streaming for Hampshire Hospitals Foundation Trust and Virtual Care services. TalkPlus income increased by £0.3m, largely driven by the contract uplift to fund qualified therapist roles rather than trainees.

	Year ended 31 March	
	2024	2023
Turnover	14,908	13,536
Cost of Sales	(10,710)	(9,580)
Gross surplus	4,198	3,956
Administrative expenses	(4,112)	(3,864)
Other operating income	2	8
Operating profit	88	100
Interest receivable and similar income	20	5
Surplus before tax	108	105
Tax on profit	(29)	(10)
Surplus after tax	79	95

Cost of Sales grew by £11.8%, £1.13m, driven by front-line clinical pay costs for the above changes in services.

Administrative Expenses increased by £0.25m to £4.11m, with the biggest changes in Pay (£148k), Urgent Care Centre costs, outsourced HR (£64k), IT (£60k) and Property & Utilities (£56k) costs. Despite these cost increases, NHUC's corporate overhead is only 6.2% of total costs.

Surplus before Tax remained at approximately £0.1m in 2023/24.

NHUC is a community benefit society and as such does not seek to make a profit. When surplus is made the company looks for ways to reinvest that money into the local healthcare system for the benefit of the local population.

Sean Doyle, Finance Director

Appendix 1: NHUC Management Council

Martin Howell, Chair (until 31.08.2024)



Since retiring from a long career in the steel industry where he was much involved with the commercial side of the business both nationally and internationally, Martin Howell has been involved with the NHS since 2007. He was appointed as a Non-Executive Director of the South-Central Strategic Health Authority and then as Chair of Oxford Health NHS Foundation Trust until March 2019.

He has also been a Governor of Oxford Brookes University since 2010 most recently as Deputy Chair of the Board. He has been Master of the Company of Cutlers in Hallamshire in 2008-2009. He is a liveryman and Freeman of the City of London.

Andy Field, Chair (from 01.09.2024)



Andy is a highly experienced executive and non-executive and he is also currently Chair at the social enterprise community services provider CSH Surrey and at the Bourne Education Trust.

Andy's career includes 19 years as an Officer in the Royal Corps of Signals where he saw active service, followed by a variety of private

sector roles, including Partner in Deloitte Consulting, Chief Operating Officer of Tribal Group plc and Chief Executive of his own business, Executive Bandwidth Ltd, which supported organisations to overcome difficulties in organisational change, digital transformation and major technology programmes.

On the non-executive side, he is highly experienced in healthcare and has previously served as a non-executive director of Surrey and Borders Partnership NHS Foundation Trust and as Chair of Ashford and St Peter's Hospitals NHS Foundation Trust.

David Brooks, Non-Executive Director



After 20 years in senior roles within the food industry, David has been undertaking a range of non-executive and advisory activities since 2009 - initially in consumer goods within the food and beverage sectors, though now primarily in consumer related activity in a broader range of organisations. He currently holds four other Board level roles, as well as acting as an advisor and investor in developing food businesses, trying to cycle at least 100kms a week, and being an active club cricketer.

Karen Wyllie, Non-Executive Director



Karen has 39 years' experience in and around the NHS. As Registered nurse and health visitor, she has practiced in both acute and community settings and uses that experience in her Non-Executive role. She has held executive roles in both provider and commissioning organisations including Surrey Heartlands ICS and has worked for NHSE in the Quality Directorate. Her primary focus has been on quality assurance and quality improvement and clinical governance.

Felicity Greene, Chief Executive



Felicity is an experienced commercial director with 20 plus years in the Medical Device and Pharmaceutical Industry much of which was at Director Level. Felicity has lived and worked in the United States and Germany and has held International Marketing Director and General Management posts for many years. Felicity then joined the NHS as a senior manager for a large acute trust before moving onto an Executive Director role in the only combined trust in the country. Felicity then joined South, Central and West CSU as their Director of Operations prior to moving to her current role as Chief Executive of North Hampshire Urgent Care.

Felicity has a passion for keeping the patient at the centre of everything we do, for actively working as part of a complete system and, as

a registered Pharmacist, in ensuring the voices of the clinician are clearly heard. Felicity has an MBA from one of the UK's leading business schools and is a Chartered Marketer and a fellow of the Chartered Institute of Marketing.

Caroline O'Keeffe, Medical Director



Caroline is an experienced GP and Trainer with a background in Urgent and Pre-Hospital Care with proven leadership capability, and the ability to collaborate and innovate through periods of change. This has been demonstrated during the COVID pandemic as she led the North Hampshire COVID response. She has a background in Urgent Primary Care and has delivered medical care around the globe as well as leadership training and remote expedition support.

She trained in Bristol and London, and has lived and worked in Sudan, South Sudan and Kenya. She relocated to North Hampshire in 2013 and worked as a GP Partner in a large Town Centre practice from 2013 to 2021 and held the role of PCN Clinical Director from 2020 to 2021. In addition to her role with NHUC, she holds a clinical leadership role with HIOW ICS focusing on expanding the Virtual Ward services and integrating these across Primary, Secondary and Community Care aiming to provide the right care, for the right patients at the right time, keeping the patient at the centre of everything we do.

Tracy Harris, TalkPlus Clinical Director



Tracy Harris, Clinical Director of TalkPlus, completed her training as Clinical Psychologist at Birmingham University in 1992 having already achieved her first degree at Southampton University and an MSc in Applied Psychology at Cranfield University. Her first clinical psychology post was with West Surrey and North East Hampshire Health Authority where she worked in Adult Mental Health and Family Therapy Services. Whilst in this role she completed 3 years of Family Therapy training at St Georges Hospital. In 1999 she joined Loddon NHS Trust for a period of 3 years, during which time she set up a psychological service for people experiencing psychosis.

Following this post she joined Rushmoor and Hart Psychological Therapies (RHPT) team in 2002 during which time she managed a team of Mental Health Advisors and was part of the team which led the NHUC and RHPT bid for the IAPT (Improving Access for Psychological Therapy) service. She has been Clinical Lead of TalkPlus since its inception in 2010 and has enjoyed being part of the service expansions and successful renewal of the IAPT contract in 2014. Tracy is married to Tim and they have two sons. Originally from Wales, she would prefer to spend her weekends walking the South Wales coastline (the best beaches in the world!) or climbing Welsh hills.

Chris Stark, Director of Nursing & Quality



Chris Stark is an experienced senior Advanced Nurse Practitioner (ANP) with a wide and diverse background in both Primary and Secondary care. She qualified as an RN in Oxford in 1983 and then went on to be a Midwife before joining the QARANC as a nursing officer for 8 years serving in Aldershot, Germany and Cyprus. On returning to the UK she started to work in primary care as a practice nurse and then trained as an ANP graduating from London South Bank university in 2012. Chris joined NHUC as a triage nurse in 2006 and has progressed to become Director of Nursing and Quality in 2019. She is married, has 3 children and lives locally. Outside of work Chris is an avid reader being a member of 2 book clubs and enjoys paper crafting, cooking and escaping to the allotment at weekends.

Tim Cooper, Elected GP



Tim currently works as a GP Partner at Chineham Medical Practice and as Deputy Chief Medical Officer for Primary and Local Care, HIOW ICB with an focus on primary care strategy and transformation.

Fiona Lowen, Elected GP



Fiona has worked as a GP for NHUC for nearly 18 years enjoying the variety of clinical challenges encountered, as well as gaining knowledge and support from clinicians and the non-clinical staff in the team.

Fiona is also the NHUC lead for the GP trainees and clinical supervisors, one of the clinical guardians, and one of the clinical advisory group. In hours, she is a part-time GP partner in the Farnham area with 12 years of local experience. Outside of work Fiona enjoys running with her cocker spaniel, has 3 children, and a military husband so has never lived more than 3.5 years in any one house!

dissociative disorders, obsessive compulsive disorder (OCD) and more recently in women's health. In addition to her clinical work, Simona offers clinical supervision and training to various healthcare professionals and organisations.

Simona Chereji, Elected Psychologist



Simona is a Chartered Clinical Psychologist and has worked for almost 20 years in the public (including the NHS) and private healthcare settings, both in the UK and overseas. She has extensive training and working

experience in a few therapeutic models, such as Cognitive Behavioural Therapy (CBT), Rational-Emotive and Behavioural Therapy (REBT), Acceptance and Commitment Therapy (ACT), Dialectical Behaviour Therapy, Schema Therapy, and Eye Movement Desensitisation Reprocessing (EMDR).

Simona has experience in working with a wide variety of mental health disorders on a spectrum of complexity. Her specialist interests are in trauma related disorders and

Appendix 2: NHUC Governance Structure

NHUC Management Council						
Same Day Care Management Executive	TalkPlus Management Executive	Clinical Governance Committee	Remuneration Committee	Audit Committee	Nominations Committee	Information Governance Committee
<u>Chair</u> Chief Exec <u>Members</u> Medical Director Dir of Nursing Dir of Ops SDC HR Department Finance Director Dir of Governance <u>In Attendance</u> Chairman <u>Frequency:</u> Monthly	<u>Chair</u> Chief Exec <u>Members</u> Clinical Director Dir of Ops (TalkPlus) Operations Manager (TalkPlus) Finance Director Dir of Governance <u>In Attendance</u> Chairman Senior HI Senior PWP <u>Frequency:</u> Monthly	<u>Chair</u> Non-Exec Director <u>Members</u> Medical Director Director of Nursing Clinical Director Dir of Governance <u>In Attendance</u> Chief Exec HR Department Non-Exec Director <u>Frequency</u> 4 times a year	<u>Chair</u> Non-Exec Director <u>Members</u> Non-Exec Director <u>In Attendance</u> Chairman Chief Exec HR Department <u>Frequency</u> 4 times a year	<u>Chair</u> Non-Exec Director <u>Members</u> Non-Exec Director <u>In Attendance</u> Chairman Chief Exec Finance Director Dir of Governance <u>Frequency</u> 4 times a year	<u>Chair</u> Non-Exec Director <u>Members</u> 2 Council Members – one of whom a clinician <u>In Attendance</u> N/a <u>Frequency</u> As required but min annually	<u>Chair</u> Chief Executive <u>Members</u> Caldicott Guardians Non-Exec Director Dir of Ops SDC Dir of Ops (T+) <u>In Attendance</u> HR Department <u>Frequency</u> Annually

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