

Annual Report

2024 / 2025

www.nhuc.co.uk



We are



Compassionate



Responsive



Adaptable

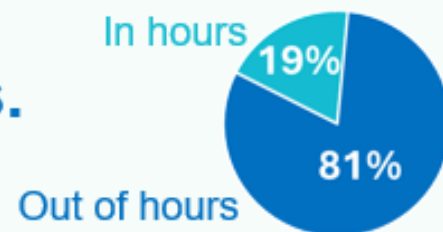
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Our 2024/25 **Integrated Urgent Care** headlines show how our 24/7 system working offers great care whilst supporting our local practices & Emergency Departments...

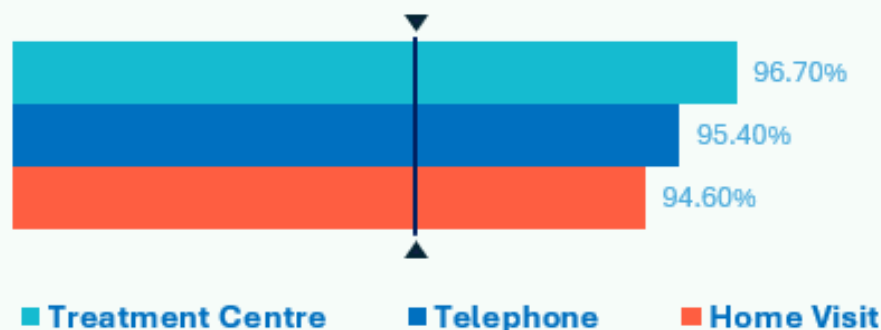
A total of 134,682 Primary Care Consultations.

24 hours a day, 7 days a week, 365 days a year.



That's
369
patient
contacts
per day,

whilst **exceeding** Performance Compliance,
% of activity meeting required timescales vs 90% target



with **91%**
safely avoiding

ED

& only **9%** sent
to practices for
follow-up

...and rated
94% 
FFT overall
experience
Good or
Very Good



A further **8%**
increase in activity



99.5% satisfactory
or better clinical guardian audit

Our **Urgent Treatment Centres** opened in November 2024 in partnership with our local acute trusts. **Q4 24/25** saw the UTCs become fully established, making a real difference for our patients and ED partners.



Total Patients Seen (illness)

Basingstoke

4100

or 46 per day

Frimley

6227

or 69 per day

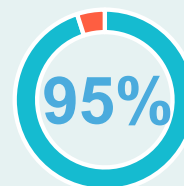
18%

of all ED attendances referred to UTC at both sites (illness)

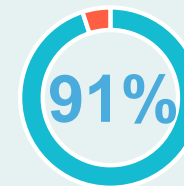


4 Hour Performance (illness)

Basingstoke



Frimley



■ <4 hours ■ 4> hours ■ <4 hours ■ 4> hours



Friends & Family Test

80% 

Overall experience Very Good or Good

"The doctor I saw was really great and kind, he gave a good explanation and was professional. Thank you."

"I was exceedingly impressed by all the paramedics, nurses and clinicians. They carried out multiple investigations as quickly as possible."

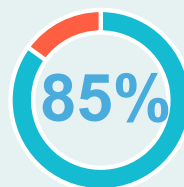
"The doctor who treated me at the UTC was fantastic. She really understood me, very empathetic, very kind indeed. A big thank you."



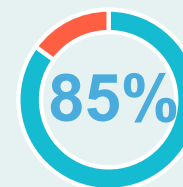
Outcome

Patients sent home with no onward hospital referral (illness)

Basingstoke



Frimley

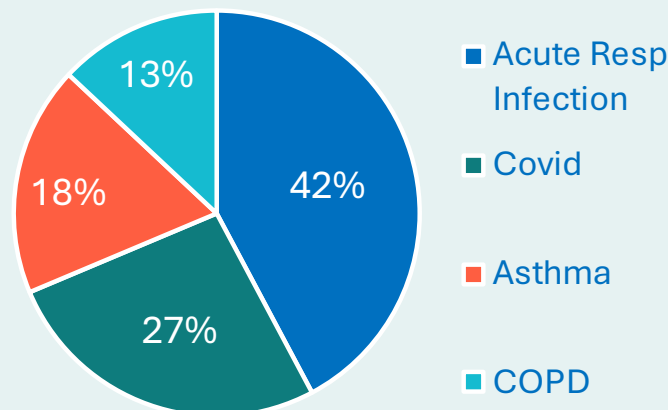


■ Home ■ Hospital Dept ■ Home ■ Hospital Dept

Our **VirtualCare@Home** service enhances primary care provision through the remote monitoring of patients at home across a number of pathways.

523
referrals
received
in 24/25,

resulting in
5744
consultations
across four
pathways



with 
96%
recovering
at home

100%

rated the service
as *Good or
above* with **55%**
rating it as *Above
& Beyond
Expectations*

48%

would have
contacted their
own GP if they
were not on the
service

*Can't sing the
nurses praises
enough*

***Massive thank you to the team
for amazing service & support***

*Wow! This
service is
exceptional!*

***Really felt comfortable the team
was taking good care of me***

*No-one has ever monitored me like
that before and it was a comfort with
me living on my own*

***No improvement
required. It was so
reassuring.***

TalkPlus provides NHS Talking Therapies for people in North East Hampshire & Farnham. The Service offers therapy for anxiety, depression and insomnia. We support pathways for people with Long Term Physical Health Conditions and offer employment support and innovative single session therapy, known as FAST. Here are our key 24/25 figures...

4801
entered treatment



29,665
appointments 3% up



3620
Completed courses
of treatment 0.5% up

89% 2nd session
wait within
90 days
vs 90% target

Recovery
53.4%
vs 52% target

Project groups making
our offer more inclusive
and effective for everyone



System LTC
savings
of nearly
£1m

Most of the time/
At all times

94%

Did you get the
help that mattered
to you?

"My therapist was so easy to talk to and has helped me massively"

*"I am 100% satisfied with this service as it helped
me understand my situation and provided useful
steps to address all my concerns."*

*"I now have the skills and techniques to move forward, understanding my
emotions and how to react in a way that benefits me."*

*"Top marks! My
therapist was fab,
and the team
were very
supportive. Thank
you all. Speedy
help when I
needed it."*

2024/25 NHUC-wide highlights



>>Achieving NHS Veteran Aware accreditation



>>Becoming a disability confident organisation

>>Delivering a new website www.nhuc.co.uk



>>Welcoming our people with a new corporate induction



>>Implementing our new 5-Year Strategy



>>Scoring 98% on Job Satisfaction



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Introduction

About Us

North Hampshire Urgent Care (NHUC) is a not-for-profit, clinically led community benefit society delivering high-quality, accessible NHS healthcare in Hampshire & Surrey. NHUC was formed on 1st October 2004 to deliver 'Out of Hours' primary care, with TalkPlus joining the organisation in 2010.

Being a community benefit society is important to us. Our priorities are to improve the health and wellbeing of our communities and to be a great employer. Our flagship services, Same Day Care and TalkPlus, provide 24/7 primary care and evidence-based talking therapies in locations across our communities, when and where they need us.

Rooted in **compassion**, **responsiveness**, and **adaptability**, NHUC is committed to changing healthcare for the better. We work with NHS 111, local hospitals, GP federations, and Primary Care Networks to innovate care pathways, and offer connected solutions at great value for money to support the physical and mental health of local people.

Our strategy for 2024–2029 focuses on providing safer, smarter, more sustainable care —ensuring we remain a trusted, forward-thinking partner across our healthcare systems.

Our Services

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 in Hampshire and Surrey. We work with NHS111 to deliver Integrated Urgent Care and our local hospitals to provide Urgent Treatment Centres as well as virtual care in the community for patients on a variety of pathways. We work with our system partners and Primary Care Networks to provide additional services such as enhanced access and flu response to keep our patients safe in the community.

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 membership for 2024/2025 was 329.

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 interests 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

This has been my first year as Chair of NHUC and it has been a great experience. I have visited our major sites and have been so impressed by the dedication and professionalism of all our staff. This year saw us enter new partnerships to deliver Urgent Treatment Centres at both Frimley and Basingstoke Hospitals and the speed at which they were set up evidenced the agility and flexibility provided by the social enterprise model. I would also like to highlight the excellent patient feedback achieved by our Talk Plus team, a great example of providing great support when people are at their most vulnerable.



Despite the inevitable winter pressures, our staff continued to provide very good service, and it is this reputation that is vital to our continued growth and sustainability. The NHS Ten Year Plan offers new opportunities in the areas of Neighbourhood Health in partnership with the NHS at both Primary and Secondary care levels.

Financially, as with all other health providers, we have had many financial pressures but have responded well through delivery of robust cost improvement plans and have maintained our aim of

delivering a small surplus whilst maintaining quality services. I am also pleased to report that our cash position remains healthy.

The NHUC Council and its subcommittees have met regularly during the year ensuring good governance and this year we have introduced a new People Sub Committee in recognition that our people are by far our most important resource and vital in maintaining our service standards. This committee will focus on strategic people issues including recruiting, retention, morale and how we listen to staff and improve utilising staff survey feedback.

At the end of October 2025, we will be bidding farewell to our Chief Executive Felicity Greene as she retires following 9 successful years at NHUC. I wish to take this opportunity to thank her for her outstanding work for us and for putting NHUC firmly on the map in the Hampshire and Frimley ICB areas. Our sincere thanks and very best wishes for the future go to Felicity.

Andy Field NHUC Chair

CEO's Review

2024/25 has been a year of momentum, innovation, and meaningful progress for NHUC. As we embarked on the first year of our five-year strategic plan, we remained grounded in our values and can see how our way of working; Compassionate, Responsive and Adaptable has kept us focussed on delivering safe, effective, and accessible care to our communities.



Our Same Day Care (SDC) service continued to grow, with the successful introduction of two Urgent Treatment Centres in partnership with our two local acute Trusts, both of which have received extremely positive feedback and demonstrated strong clinical performance.

TalkPlus had another strong year, offering 3% more appointments vs 23/24 and exceeding the new NHSE key performance indicators for patient improvement recovery, with patient feedback remaining exceptionally high. Further still, the Service has continued to make a significant contribution to the wider local health system with their long-term condition patients making fewer GP appointments, less outpatient appointments, attending ED less and having shorter inpatient stays.

We made significant strides in clinical quality and safety, including the implementation of the Patient Safety Incident Response Framework (PSIRF), expansion of Clinical Guardian audits linked to EMIS, and the establishment of a Clinician Advisory Group. These initiatives have driven measurable improvements in productivity and care standards.

We have achieved Disability Confident Employer status, and become NHS Veteran Aware, reinforcing our commitment to inclusivity and social value. Community engagement deepened through work with Healthwatch Surrey, Frimley VCSE Alliance, and the Frimley ICB Community Panel. We expanded our work experience programme, supported local education initiatives, and continued our commitment to sustainability through our Green Plan, including the transition to hybrid vehicles.

Financially, we delivered approaching £0.5m in cost improvements, initiated procurement planning for future service sustainability, and reviewed our robust internal controls across finance, governance, and contractor management.

Our people remain at the heart of NHUC. We launched the NHUC People Committee, improved recruitment and induction processes, and delivered leadership development across clinical and operational roles. The 2024 Staff Survey showed strong engagement, and a sustained highly positive feedback with notable improvements in our internal communication.

Digital transformation was a key focus, with the launch of new NHUC and SDC websites, implementation of 24/7 external IT support via NITC, and system reviews to enhance cyber security and operational efficiency. We also began exploring platforms to support future growth, including Adastra and Virtual Care solutions.

We further strengthened our profile, with NHUC receiving multiple UHUK Awards with recognition across TalkPlus, SDC and VirtualCare@Home; with the latter showcasing our successful virtual ward model in collaboration with Hampshire Hospitals Foundation Trust.

All in all, another incredible year for NHUC, made possible by our exceptional teams who really hold our values at heart, thank you.

In June 2025, I announced that I will be retiring at the end of October. It has been the greatest privilege of my career to lead North Hampshire Urgent Care. I have genuinely loved working here, supporting such an outstanding team and watching this service grow to meet the evolving needs of our community.

I leave with immense pride in all that we have achieved together, and with deep gratitude for the colleagues who have inspired me every day. I wish my successor, Caroline O’Keeffe all the very best in the role and I am pleased that I can leave in the knowledge that NHUC is in excellent hands.

Felicity Greene NHUC Chief Executive Officer

Corporate Governance

NHUC Governance

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 across our urgent and primary care activities and NHS Talking Therapies provision.

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 three Non-Executive Directors. NHUC's Chief Executive is in attendance, and the Director of Finance performs the duty of Company Secretary.

Committee Review

The following sub-committees of Management Council ensure effective organisational governance:

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

- Information Governance Committee
- People Committee

Clinical Governance Committee

The Clinical Governance Committee (CGC) serves as a key body for assurance and oversight, meeting quarterly to review aspects such as patient safety, patient experience, and clinical effectiveness. Chaired by Karen Wyllie, a Clinical Non-Executive Director, the Committee ensures learning and improvement across NHUC. It systematically triangulates data from performance reports, patient feedback surveys, incidents, safeguarding, and clinical audits to uphold NHUC's commitment to being an open, reflective, and learning organisation.

The CGC actively influences and assures service developments, clinical policies, and protocols. Over the past year, NHUC has strengthened its Clinical Governance, focusing on improving services for the community, supporting its workforce, and providing robust assurance to the Management Council. Positive patient feedback has been maintained, reflecting the organisation's dedication to delivering safe and effective services.

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

Risk & Audit 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
- Providing a robust framework to promote cyber security
- 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. Andy Field joined as the new Chair from 1st September 2024, with Gary Hay also joining Council as a Non-Executive Director from 1st January 2025.

Subsequent to year end, Felicity Greene announced her intention to retire as NHUC's Chief Executive Officer at the end of October 2025. The recruitment for her successor, Dr Caroline O'Keeffe was led by this Committee.

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.

Future Developments

With the appointment of a new Chair and an additional Non-Executive Director, Council agreed it was a good opportunity to refresh the Committee structure and membership. In early 2025, a new People Committee was created to focus on the recruitment, retention and development of our key resource – our people. As the organisation has grown, with over 250 employees as at year end as well as self-employed contractors, NHUC's requirement to create an attractive employment offering in a competitive market has amplified, as has the need to support that offer with careers pathways and development opportunities.

This new Committee is chaired by Gary Hay and will assume some of responsibilities of the Remuneration Committee which will be pared back to focus on the implementation of appropriate pay structures and annual reviews.

The new Committee structure will be bedded in during the early part of 2025 and revised Terms of Reference presented to Council for approval

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

Management Executive

Our Same Day Care and TalkPlus divisions are led by Management Executives (ME) responsible for dealing with the

day-to-day business of their divisions and service provision. During the year, a further Management Executive was added with the introduction of our two Urgent Treatment Centres. Formal Management Executive Meetings are held monthly as follows:

- Same Day Care Integrated Urgent Care & Primary Care ME
- Same Day Care Urgent Treatment Centre ME
- TalkPlus ME

Change Approval Board

The Change Approval Board (CAB) brings NHUC's Management Executives together to review and manage business cases, share and develop ideas, and provide visibility on key projects. During 2024/25 the CAB was a key focal point for enabling us to deliver on our strategy with business cases such as the new NHUC website, mobile device contracts, cyber security, HR, People & Finance Teams resource and clinical leadership expansion.

Freedom to Speak Up

NHUC fully supports Freedom to Speak Up (FTSU) and embraces a positive open and learning culture. NHUC's FTSU Guardian is Tracy Harris, TalkPlus Clinical Director. Tracy is supported by Karen Wyllie, FTSU Non-Executive Director lead.

Quarterly FTSU reports are submitted to NHUC's Management Council and the National FTSU Guardian Portal.



In October 2024, “**#Listen Up**” was the focus of “Freedom to Speak Up Awareness” month. To ensure the whole of NHUC was involved, the team was asked to submit photos of themselves

wearing green. A weekly post was submitted on NHUC Connect aligning with the national themes.

The FTSU Guardian is present at each Corporate Induction session to ensure that everyone joining NHUC understands that they have the freedom to speak up and they will be listened to.

Tracy Harris Clinical Director, TalkPlus & Freedom to Speak Up Guardian, NHUC

Strategic Update

5 Year Strategy – Year 1 in Review

2024/25 saw NHUC embark on the delivery of our new 5-Year Strategic Plan. The plan sets out a clear ‘why’ (our vision and mission statement) along with the ‘how’ (our values and the NHUC Way) and the ‘what’ (our goals & objectives). During the year, we also added to the strategy by proposing the following ambitions – what it will look like when we deliver our strategy:

- Recognised as an outstanding healthcare provider
- A development offer in place for all our people and they tell us we are a great place to work. We identify & nurture future leaders.
- Innovation established as business as usual. Diversification of NHUC portfolio. Use of IT is a strength.
- NHUC is a central part of driving national & local system strategy, collaboration and delivery.

Year 1 of our strategy has seen us deliver on a number of key objectives right across the full portfolio, many of which have laid strong foundations for future opportunities as well as enabling current success. Highlights from the year are set out here as per each organisational objective:

Quality

- **PSIRF** - Initiated implementation of the Patient Safety Incident Response Framework
- **Clinical Guardian (SDC)** - Expansion of Clinical Guardian audit team and leading the award-winning integration between EMIS and the Clinical Guardian system ensuring all SDC services are covered by our vital clinical audit process
- **Clinical Advisory Group (SDC)** - established to provide invaluable feedback from clinician experience

Build on our foundations

- **Cost Improvement Plans** – Delivering just under £500k in savings across NHUC without impacting patient care
- **Information Governance** – IG Improvement Plan following ASW audit completed
- **Contracts** – TalkPlus direct award for 2025/26.

Our People

- **NHUC People Committee** – Established to provide focal point for our people work
- **Staff Survey** - Results remain very positive and improvements noted in key areas such as communication

- **Corporate Induction** – Established with extremely positive feedback from attendees.

Technology

- **NHUC Website** – Delivery of a new NHUC & SDC website (www.nhuc.co.uk)
- **Full IT Support** – Implementation of 24/7 IT support from NITC now business as usual
- **Support systems** – Full review of IT support systems including Sentinel & Sage50. Cyber Security review and agreement to proceed with Cyber Essentials

Explore New Opportunities

- **Urgent Treatment Centre for North Hampshire** – Opened 19th November. Designed and delivered at Basingstoke Hospital with HHFT.
- **NHUC Urgent Care Conference** – Delivered our inaugural and highly successful urgent care conference
- **Seasonal Flu Service** – New 24/7 flu service delivered across winter period, removing pressure from local practices.

Geography and Partnerships

- **Aldershot Urgent Care Centre to full Urgent Treatment Centre** - Frimley Urgent Treatment Centre opened on 19th November in collaboration with FHFT.

- **TalkPlus Health Utilisation** - Engagement with Regional and National leads to discuss Health Utilisation report demonstrating value for money and good quality, with LTC patient system savings approaching £1million per year.
- **NHUC Wins UHUK Awards** - TalkPlus FAST Pathway, Mental Health Support to Staff – Silver Award (Workforce), Clinical Guardian, Integration of EMIS – Bronze Award (Technological Innovation) and VirtualCare@Home & HHFT, Patient Centred Care – Bronze Award (Patient Engagement)

Social Value

- **Delivery of NHUC's EDI Pledge** - Achieved Disability Confident Employer status, Defense Employer Bronze Recognition and NHS Veteran Aware accreditation
- **Be a great employer** - Review of employee benefits completed, expansion of work experience programme and supporting apprenticeship scheme
- **Green Plan** - SDC Home Visiting Fleet switch to self-charging hybrid vehicles. Urgent Treatment Centres indirectly contribute to carbon emission reductions via a less resource-intensive treatment approach.

Adaptable

Urgent Treatment Centres



Introduction

NHUC has played a pivotal role in supporting Hampshire Hospitals NHS Foundation Trust (HHFT) and Frimley Health NHS Foundation Trust (FHFT) to establish fully operational, high-performing Urgent Treatment Centres (UTCs) at Basingstoke and North Hampshire Hospital (BNHH) and Frimley Park Hospital (FPH).

Prior to their launch, neither hospital had UTC provision. Patients requiring urgent care beyond primary care capacity were directed to busy Emergency Departments (EDs), while others self-presented due to limited access to timely GP appointments. This

placed significant strain on ED services, contributing to overcrowding, delayed care, and diminished patient experience.

To address these challenges, NHUC partnered with HHFT and FHFT to deliver the illness (primary care) pathway within each UTC. The partnerships were built on shared objectives:

- Improve patient flow
- Reduce ED pressure
- Deliver care aligned with national UTC standards

Both UTCs were mobilised rapidly ahead of Winter 2025, with NHUC clinicians fully integrated into Trust governance, operational structures, and performance frameworks.

Key Outcomes Delivered:

- **15-minute front-door triage at Basingstoke**
- **Improved 4-hour ED performance**
- **Reduced ED attendances**

The services operate **10am–10pm, seven days a week** as a core model. At Frimley, additional winter funding enabled extended hours (**8am–midnight**) from November 2024 to March 2025.

Development

Both UTC models were co-designed by NHUC and Trust clinical leaders and mobilised within weeks. NHUC's agility as an at-

scale urgent care provider was tested and proven, with safe patient care delivered from day one.

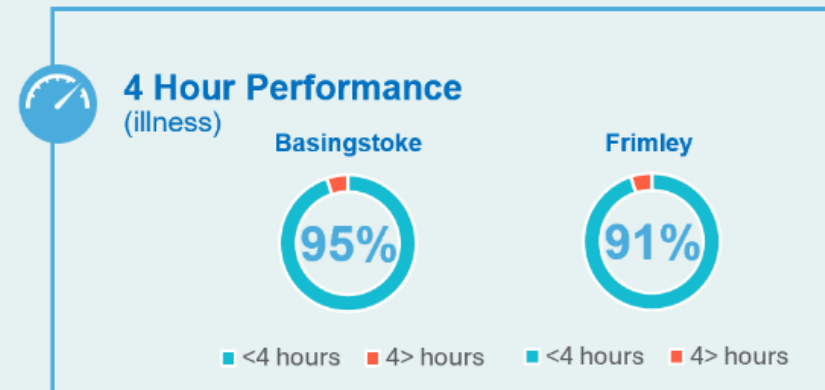
While aligned to the **NHS National UTC Specification**, each site has unique features:

- **Multidisciplinary teams** include GPs and ACPs
- **Frimley:** Receptionists and HCAs oversee waiting room flow and safety
- **Basingstoke:** ACP leads front-door streaming into ED or UTC
- **Electronic Patient Record (EPR):** adoption of Trust specific EPR to support joint working

Close collaboration with Trust colleagues has enabled continuous improvement in systems, processes, and reporting. Both UTCs now align with NHUC's robust auditing framework, ensuring patient safety and outcome assurance.

- **Over 90%** of patients seen within 4 hours
- **Average time to treatment:** 2.5 hours
- **Clinical capacity utilisation:**
 - Basingstoke: 78%
 - Frimley: 86%
- **100% of contracted clinical hours delivered**
- **85% discharged home** with no onward referral

- Of the remaining 15%, most referrals were for follow-up care, not same-day escalation



Patient Feedback

NHUC is committed to learning from patient experience. Feedback collection has been embedded into service delivery, with positive ratings reaching 93% at Basingstoke and 81% at Frimley. During Q4 2024/2025 FFT scores averaged 80%. Whilst this is lower than NHUC's IUC return, it is considered to be a positive position in the context of urgent care within an acute setting.

Positive themes:

- Compassionate, empathetic care
- Professionalism and speed
- Clear communication and reassurance

Areas for improvement:

- Environmental factors (e.g. temperature, aesthetics, parking)
- Patient flow clarity (Frimley) — addressed via a new patient fact sheet explaining UTC operations

Selected feedback highlights:

“The doctor who treated me was fantastic. Very empathetic and kind.”

“Excellent service — in and out within half an hour.”

“Reception staff were sympathetic and professional.”

Next Steps

Both UTCs have now received formal designation status from NHS England and have been recognised by Trust partners for their impact. Ongoing improvements across the sites include:

Basingstoke:

- Planning for expanded point-of-care testing to increase treatment capacity

Frimley:

- Unlocking Point of Care testing
- Refining return pathways for patients with normal ED test results
- Ongoing collaboration with Trust executives to enhance UTC value

Summary

The collaboration between NHUC, FHFT, and HHFT has successfully delivered UTCs that:

- Improve patient flow
- Relieve ED pressure
- Enhance clinical outcomes
- Deliver high patient satisfaction
- Support NHS performance targets

Through shared leadership, integrated systems, and a commitment to continuous improvement, these UTCs offer a scalable, cost-effective model for urgent care transformation — one that places patients at the heart of service design and delivery.

Virtual Care @ Home



Nearly 6,000 patients from North and Mid Hampshire, part of the Hampshire & Isle of Wight Integrated Care System, have received care through the VirtualCare@Home service

Aims and Objectives

The service aims to enhance primary care provision through the remote monitoring of patients at home who are managing the following conditions

- COVID-19
- Asthma
- COPD
- Acute Respiratory Infection

Collaboration & Connection

Patients can be referred to the pathways within the VirtualCare@Home service via their GP practice, NHS 111, NHUC OOH, HHFT, UCR Team and Basingstoke UTC.

The VirtualCare@Home service includes:

- Monitoring patients remotely from their homes using their monitoring kit, the Whzan platform and EMIS.

- A nursing team to support those who are unable to use the platform to collect their readings daily and on hand for any concerns and advice.
- Availability of patient consultation notes for their GP, in live time.

“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”

Discharge Destinations

96% of patients were discharged home with safety netting advice and self-management information, highlighting the effectiveness of this approach in avoiding admissions and promoting self-care, while also helping to reduce the demand on GP time.

“The staff were understanding and sympathetic, offering information about my condition and advice on how to deal with it. Excellent service, thanks you!”

The Patients' Voice

VC@H has consistently received highly positive feedback throughout the year, reflecting the confident and passionate dedication of our staff.

Survey results showed that **100%** of patients rated the service positively, with all responses falling into the categories of good, very good, or above expectations.

Future of the Service

Over the coming year, we are collaborating with practices in North and Mid Hampshire to implement a 48-hour Prednisolone monitoring protocol. This initiative aims to enhance patient safety and ensure timely assessment of treatment response.



TalkPlus



National Priorities & Service Response

The National NHS Talking Therapies Team has set new priorities to increase the number of patients receiving full-dose NICE-recommended treatment for anxiety and depression. This marks a shift away from encouraging high numbers of people simply entering treatment, with greater emphasis on improving treatment outcomes.

TalkPlus has responded to this change by delivering fewer treatment entries but increasing the number of full courses of treatment and patient appointments attended. This reflects the aspiration of more people receiving better quality input.

FAST Pathway & Research

The FAST Pathway continues to demonstrate significant value as a clinical innovation. It was recently recognized through the UHUK Best Practice Award – Silver. Building on this success, TalkPlus has expanded its implementation across the service to deliver more timely treatment access for patients.

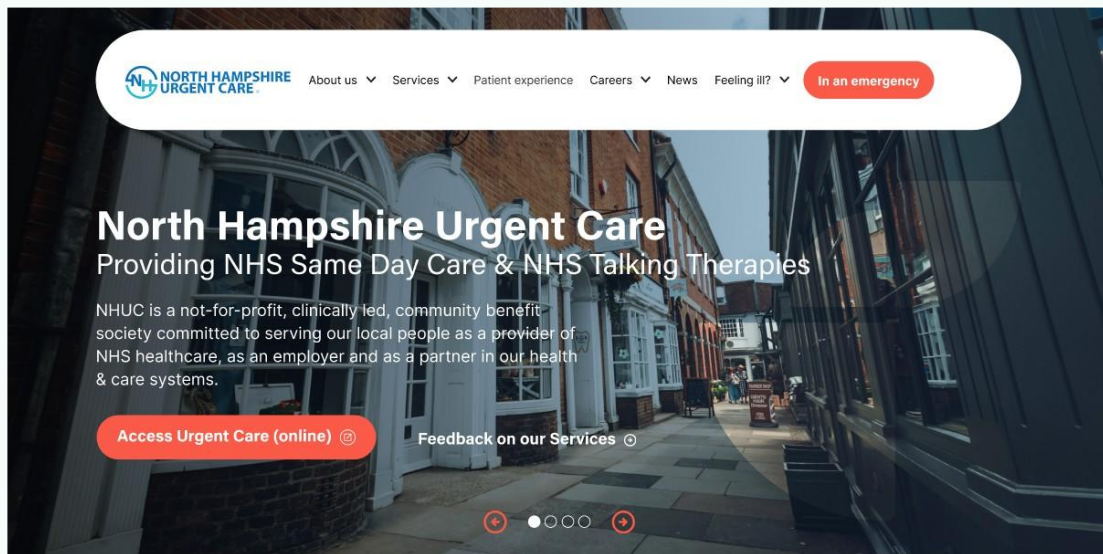
TalkPlus is actively pursuing funding opportunities to conduct a randomized controlled trial (RCT) that will establish evidence-based benefits and support adoption by other healthcare services. The planned development of this RCT is in collaboration with the NHS Talking Therapies Research Group through Southampton University.

Health Utilisation Reports

Two Health Utilisation (HU) reports were completed:

- The first investigated the impact of treatment with TalkPlus and support from Citizens Advice Bureau on the local health economy. Patients who received support had 45.2% fewer outpatient visits in the six months after discharge compared to the six months before referral.
- The second focused on patients with long-term health conditions. It showed a reduction of 5782 appointments in the six months post-discharge, equating to a cost saving of £965,125 to local NHS services across GP appointments, outpatient visits, inpatient stays, and emergency department attendances.

New NHUC Website nhuc.co.uk



Our new website was created to make it easier to find information about our services. We hope it reflects our pride in being a community benefit society and a place where local people can find out more about us, get in touch and showcase ourselves as a great place to work.

Our Services

NHUC provides high quality NHS primary care and talking therapies for our local communities across North and North East Hampshire, Farnham & Surrey Heath. We help local people to live better by providing the services they need in a way that makes a difference for them. We are known for our commitment to collaboration and innovation.



Same Day Care operates 24/7 to provide a range of primary care services. We work with NHS 111, local hospitals and GP practices to deliver



TalkPlus is a high achieving NHS Talking Therapies Service for people in North East Hampshire and Farnham. We offer a core service focused on evidence-

Patient Experience

Hearing from patients and their families or carers is key to helping us improve our service. If something wasn't right for you, please let us know so we can investigate the issue. Equally, we would love to know if you received great care so we can let our teams know.

Feedback on our services

96%

Same Day Care

Patient Satisfaction June 2025
Overall, how was your experience of our service? Good/Very Good: 96%

93%

TalkPlus

Patient Experience June 2025
Did you get the help that mattered to you?
At all times/most of the time: 93%

"Truly fantastic! I just wish to thank everyone concerned for all their amazing advice and just how easy the process was for me...I personally had a fast and responsive and amazingly professional service...I am so happy with my service that I have been singing your praises, many thanks."

Annual Reports



Annual Report 23-24
Annual Report for 2023-2024
[Find out more](#)



Annual Report 22-23
Annual Report for 2022-2023
[Find out more](#)



Annual Report 21-22
Annual Report for 2021-2022
[Find out more](#)

Our Partnerships

Urgent Healthcare UK



Armed Forces Covenant



NHS Veteran Aware



Building on our commitments to supporting our Armed Forces Communities, NHUC is accredited as an NHS Veteran Aware organisation. The programme is designed to support NHS healthcare providers understand and meet the needs of the Armed Forces Community.

[Find out more](#)

Disability Confident Committed Employer



Why work for us

Employee Benefits

- Salaries based on NHS Agenda for Change
- NHS Pension Scheme
- Funded training and development opportunities and career progression
- Hybrid and flexible working across many roles
- NHS 'retire and return' and 'partial retirement' options
- Initial 27-day holiday entitlement plus bank holidays rising to 28 and 33 days for 5 and 10 year service respectively
- Annual staff awards
- Staff lifestyle discount scheme via Vinsip
- NHS discounts via NHS email address

Supported by:

- Provision of bespoke staff mental health support
- Wellbeing support
- Mental health first aider support
- HR and occupational health access
- Dedicated staff rest areas at all sites
- NHUC's commitment to our values and equality, diversity & inclusion

Current Vacancies

[Management Accountant](#)

[Medical Director](#)

[UTC Operations Manager](#)



Change to urgent care - Frimley south

On Tuesday 26 November 2024, the pilot Aldershot Urgent Care Centre service will be coming to an end after nearly a year.

[Read more](#)

Charlotte De Vail 2 minutes



Urgent Health UK Awards

The Urgent Health UK awards celebrate excellence in urgent and integrated care. The awards form part of the annual UHUK conference, attended by leading healthcare professionals, policy makers, academics, and pioneers from across the UK.

[Read more](#)

Charlotte De Vail 2 minutes



Remembrance 2024

Remembrance Day provides us with an opportunity to recognise the service and sacrifice of all those that have defended our freedom and way of life.

[Read more](#)

Steve Carter 1 minute



AGM 2024 Agenda

See here for more details on this year's AGM

[Read more](#)

Charlotte De Vail 1 minute



Self-care & how pharmacies can help

Keeping a well-stocked medicine cabinet will help you care for yourself and your family.

[Read more](#)

Charlotte De Vail 1 minute



NHUC is now a Level 1 Disability Confident employer

By being Disability Confident we can help our people fulfil their potential and contribute fully to our team's success.

We are

Compassionate

Responsive

Adaptable

Urgent Health UK Awards

The Urgent Health UK awards celebrate excellence in urgent and integrated care. The awards form part of the annual UHUK conference, attended by leading healthcare professionals, policy makers, academics, and pioneers from across the UK.

This year's theme was 'Sustaining the NHS: Is virtual care the solution?'. As part of the conference, Dr Caroline O'Keeffe was joined by David Cruttenden-Wood and Becky Housley, colleagues from Hampshire Hospital's Foundation Trust. Together, they presented a case study demonstrating the success of the NHUC/HHFT virtual ward model, which had partnership and collaboration at its core, establishing the value of virtual wards and highlighting lessons learned for the ongoing development of virtual care.

Nominated in three award categories; Workforce, Technological Innovation and Patient Engagement, NHUC was delighted to win awards in each:

- FAST Pathway, Mental Health Support to Staff – Silver Award (Workforce)
- Clinical Guardian, Integration of EMIS – Bronze Award (Technological Innovation)
- VirtualCare@Home & Hampshire Hospitals Foundation Trust, Patient Centred Care – Bronze Award (Patient Engagement)

Reflecting on the awards Dr Caroline O'Keeffe said

"I am really proud of the whole NHUC team at tonight's UHUK Awards. Shortlisted in three categories, we are celebrating a silver and two bronze awards. This is a testament to the hard work and dedication over a long period from a great team. We were delighted to be joined by colleagues from Hampshire Hospitals NHS Foundation Trust, our partners in our Virtual Ward service, showcasing collaboration at its finest."



People

Introduction of the NHUC People Committee



Top left to bottom right: Gary Hay, Karen Wyllie, Andy Field, Felicity Greene, Simona Chereji, Leigh Parker, Steve Clarke and Sophie Avoth.

In February 2025 the NHUC People Committee was established - a dedicated sub-committee of Management Council committed to championing our workforce and ensuring NHUC continues to attract, support, and retain high-performing talent.

The Committee provides strategic oversight across key areas including workforce planning, recruitment, wellbeing, equality, learning and development, and staff engagement. It plays a vital role in assuring that our people policies and practices are

effective, inclusive, and aligned with NHUC's organisational goals.

Meeting quarterly, the Committee also supports leadership development, talent planning, and the cultivation of a workplace culture where colleagues feel empowered to raise concerns safely and be heard. The Committee is chaired by Gary Hay (Non-Executive Director), with members Andy Field (Chair of NHUC), Karen Wyllie (Non-Executive Director) and Simona Chereji (Elected Psychologist). Attendees include Felicity Greene (Chief Executive Officer), Steve Clarke (Director of Governance), Sophie Avoth (HR Manager), and Leigh Parker (HR Director).

Working in close collaboration with NHUC's Management Executives, the Committee is committed to amplifying the employee voice and embedding it throughout our strategic initiatives.

Key priorities for the upcoming year include a comprehensive review of our Parental Leave policies, as part of a broader evaluation of our reward and benefits packages. We are also keen to engage with colleagues to help shape the future of our People Plan.

HR

As NHUC continues to grow, our commitment to ensuring a supportive, engaging, and rewarding workplace remains at the heart of our mission. The 2024 Staff Survey results have provided

valuable insights, reflecting the positive strides we've made in creating a great place to work. These results not only highlight the progress we've made but also serve as a foundation for continued improvement.

Looking ahead, we are excited to build on these insights, further enhancing our workplace culture, fostering employee well-being, and driving positive change across the organisation. With our dedicated team and a shared vision, we are confident that the year ahead will bring even more growth, collaboration, and success.

Sophie Avoth HR Manager

NHUC Staff Survey 2024: Key Figures



- Following feedback from recent staff surveys, we have focused on improving our communication and engagement.
- The results from this year's survey show significant improvements in this area, which is very pleasing and shows the value of staff engagement in making NHUC a better place for everyone.
- We are committed to becoming a great employer and we acknowledge there are further opportunities for improvement and creating positive change.

Patient care is NHUC's top priority

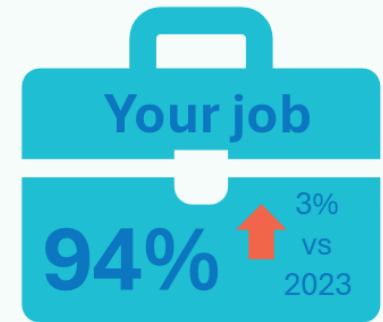
"I feel that my role makes a difference to patients"

100%

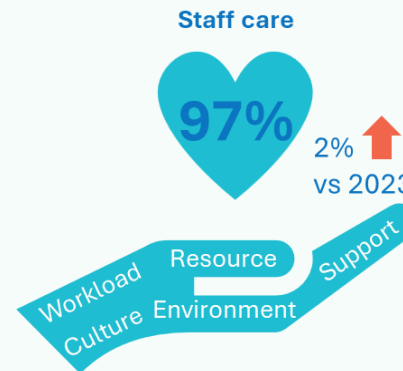
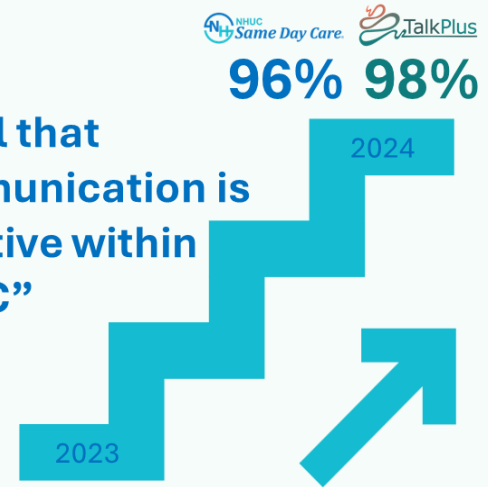


"I am able to deliver the care I aspire to"

NHUC acts on concerns raised by patients



"I feel that communication is effective within NHUC"



* % positive response by section

We are

Compassionate

Responsive

Adaptable

Annual Achievement Awards

Congratulations to all those nominated for an award. Our 2024 winners (from top left to bottom right):

- **Marilyn Richter, HCA & Katie Allen, PWP** - Values Award (joint winners)
- **Sam Tayler, HI Therapist** – Special Recognition Award
- **Dr Shoaib Mohammad** - Special Recognition Award, runner up
- **Aldershot UCC Team** (represented by Chris Stark) – All for One, One for All Award
- **TalkPlus Operations Team** (represented by Jo Revell) - All for One, One for All Award, runner up
- **Dr Ash Bagheri** – Outstanding Achievement Award



We are

Compassionate

Responsive

Adaptable

Social Value

Equality, Diversity & Inclusion

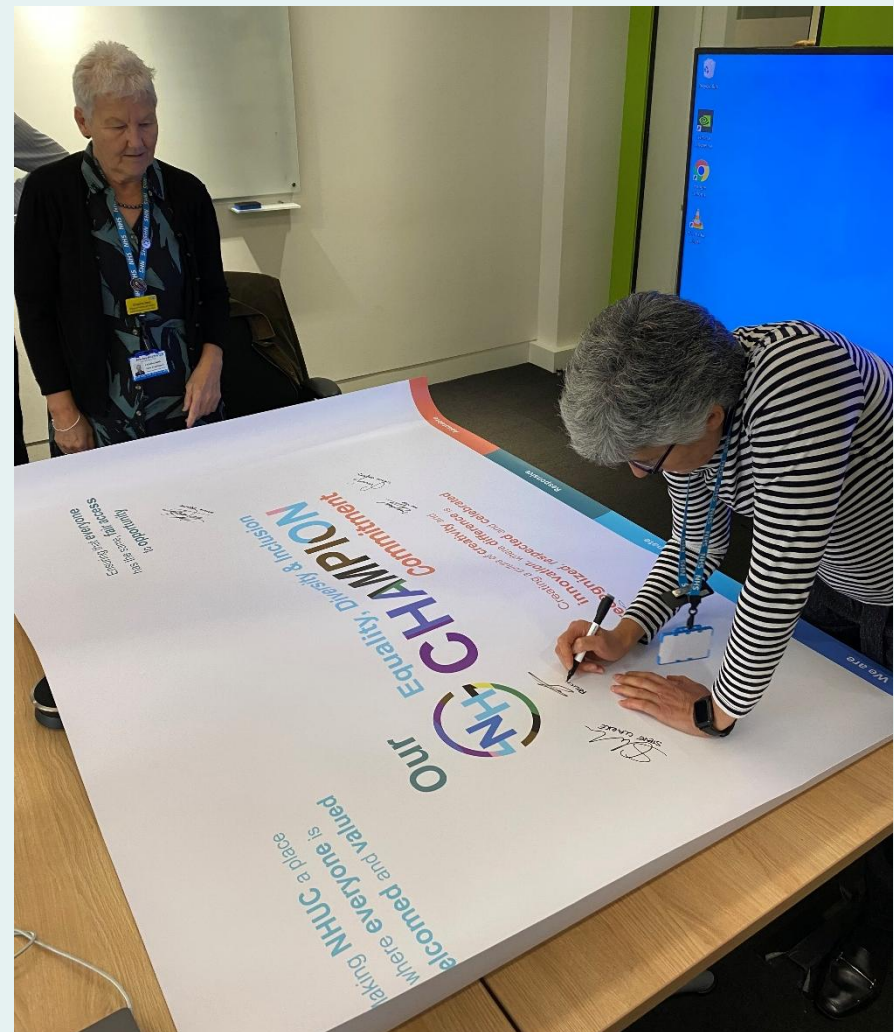
We have continued to build on our initial EDI Pledge from 2023/24 and have seen NHUC gain in confidence and competence in truly making our organisation a place where everyone is welcomed and valued and that fair access to opportunity is available to all. We understand that when difference is recognised, respected and celebrated we will create a culture of creativity and innovation.

We wanted to make it easy for our people to show their commitment to Equality, Diversity and Inclusion.

Our **EDI Champion Commitment** is as follows:

- Making **NHUC** a place where **everyone** is **welcomed** and **valued**
- Ensuring that **everyone** has the same, **fair access** to **opportunity**
- Creating a culture of **creativity** and **innovation**, where **difference is recognized, respected** and **celebrated**

To demonstrate how our people show their support, we have given them the chance to sign up to our EDI Champion Commitment.



TalkPlus EDI Survey

An EDI Survey was conducted with TalkPlus in August 2024. The results were pleasing to see across many areas. All respondents recommended NHUC as an inclusive place to work and again 100% felt that their individual difference is welcomed and valued. 97% said that their line manager is committed to equality in the workplace with the remaining 3% unsure. We also heard that we could do better in a number of areas:

- Improving our engagement with you on Equality, Diversity & Inclusion
- Enabling a culture where everyone feels able to and sees the value in voicing their opinions and concerns
- Providing an environment where everyone feels able to be themselves and share their views
- Being clear about career progression and building trust
- Ensuring our policies are fair and de-biased
- Celebrating all cultural holidays & festivals that are important to you and our local communities
- Ensuring our recruitment processes engage effectively with our local communities so we can better represent them

We have been able to take action to address many of the points raised, however, we also recognise that meaningful improvement takes time through building trust and creating the right conditions for a positive and inclusive culture in all areas.

EDI Engagement group

Our EDI Engagement Group supported the achievement of Disability Confident Employer and our EDI Champion Commitment, whilst also reaching out to work alongside the range of project groups run by TalkPlus. We also fully revised NHUC's Equality, Diversity & Inclusion Policy and introduced a Prevention of Sexual Harassment Policy.

Members of the team supported Frimley ICB's EDI Conference in co-delivering the opening roadshow session 'Getting your EDI Journey Right'.

The Group have also focussed on celebrating and recognising a calendar of events that are important to our people and our local community including World Religion Day, Luna New Year, Ramadan, Women's History Month & International Women's Day, Lent, Hola Mohalla and Holi.

Disability Confident

NHUC is now Level 1 accredited as a Disability Confident employer. Disability Confident is a government initiative designed to encourage employers to recruit and retain disabled people and those with health conditions.

By being Disability Confident we can help our people fulfil their potential and contribute fully to our team's success and we'll also

be seen as leading the way in our business sector and beyond, helping to positively change attitudes, behaviours and cultures.

We are committed to:

- Inclusive and accessible recruitment
- Communicating vacancies
- Offering an interview to disabled people
- Providing reasonable adjustments
- Supporting existing employees
- At least one activity that will make a difference for disabled people



NHS Frimley Mirror Board

The Mirror Board is an initiative within Frimley ICB to bring an 'EDI', Equality, Diversion and Inclusion lens into key strategic issues that affect the Board. In more simple language, the Mirror Board is a group of people, from different backgrounds, who work

across the health and care system who contribute to board discussions by drawing on their personal experiences.

I feel I bring my experiences of working at TalkPlus, being a healthcare user (yes, I have sat at Frimley A&E for 12 hours waiting an outcome). I also bring my experiences of being female and being Neurodivergent (Dyslexia). There is a reciprocal, or two way benefit with the Mirror Board, on the one hand I have been able to be present at meetings, which has helped me understand the wider healthcare system, and the Board have also been able to hear different stories and perspectives from diverse communities, which may not always be heard. It has been a fantastic learning opportunity at many levels, learning about the ICB, about colleagues and how they have been affected by exclusion and also learning a bit more about myself.

Dr Julia Heath, Clinical Health Psychologist, TalkPlus

Veteran Aware

As a signatory of the Armed Forces Covenant, NHUC has committed its support to the Armed Forces Community, as an employer, healthcare provider and system partner. This is important to us, as a community benefit society and in delivering on the Social Value objectives of our strategy. We recognise our privileged position locally within our Armed Forces Communities across Hampshire & Surrey that includes locations such as

Aldershot Garrison, Royal Military Academy Sandhurst, RAF Odiham and Minley Barracks, as well as the many veterans, and their families, who have settled in the area.

Following a six-month period of preparation by the NHUC Veterans group, we have now become accredited as an NHS Veteran Aware organisation. The programme is designed to support NHS healthcare providers understand and meet the needs of the Armed Forces Community. As part of the accreditation, NHUC has received the Defence Employer Recognition Scheme Bronze Award and also made improvements to recruitment and staff training and awareness. We have also joined the Career Transition Partnership to enhance our visibility to service leavers as an employer.

The process of becoming an NHS Veteran Aware organisation has been genuinely helpful in making NHUC better for our Armed Forces Community and the support from our regional Veteran Aware Lead was invaluable in this process. We look forward to continuing to deliver improvements and maintaining our accreditation.



Be a great employer

Linked to NHUC's Our People objective, our ambition is for our teams to tell us that we are a great employer. We also recognise that by achieving this, we can also contribute to supporting our local communities more widely. During 2024/25 we undertook a review of our employee benefits package and initiated a review of our recruitment processes; this will continue as part of our People Plan.



We have also continued to expand our work experience programme, hosting six students during summer 2024 and we are working with Farnborough College of Technology to add a further dedicated 2-week period in June 2025 to host four students. In line with our new relationships with local education, TalkPlus have also recruited an Apprentice Business Services Administrative Assistant.

Work in partnership & involve our community

The insights and feedback from our patients and local communities are invaluable in improving our local services. We have established links with Healthwatch Surrey and Frimley ICB's Community Panel to help us to improve various projects such as our website, Aldershot Urgent Care Centre and TalkPlus's support to Older People. Our Community Representative, Subrat Sunger has supported us in a number of different projects and we are extremely grateful for his time and valuable insights. We also joined the Frimley VCSE Alliance and supported the Reconnect, Reset, Rebuild Community Conversations and Community Engagement working with Rushmoor Accessibility Action Group.

Green Plan

Our Green Plan will be fully reviewed during 2025/26. This year we can report:

- **Vehicle Emissions:** Decision to move away from diesel vehicles to self-charging hybrid for Same Day Care's Home Visiting fleet. Self-charging hybrids offer lower carbon emissions diesel vehicles (25-30% lower), especially in urban environments. They also contribute less to air pollution, making them a cleaner choice overall. The new fleet will be operational during summer 2025.

- **Refurbished mobile devices:** Our new partnership with CSH Surrey & Billmonitor to deliver our mobile devices not only gives us significant financial savings but also provides us with easy access to refurbished devices that can save 90% of carbon emissions versus a new device.
- **Urgent Treatment Centres:** UTCs contribute to carbon emission reductions via a less resource-intensive treatment approach, reducing unnecessary hospital emissions and improving patient flow.

Same Day Care Performance & Quality

Performance

Same Day Care continued to demonstrate remarkable resilience and innovation, delivering approximately 195,000 patient contacts across Integrated Urgent Care (IUC), Urgent Treatment Centres (UTCs), Primary Care, and VirtualCare@Home. Despite shifting pressures and tightened funding environments, Same Day Care not only maintained service quality but expanded its footprint in key areas.

Our service mix included 136,000 IUC contacts, with UTCs contributing 42,000 patient interactions across Frimley Park and Basingstoke over the last 4 ½ months. Primary Care, including Enhanced Access Networks, Flu Response, and Target Day cover, accounted for 17,000 contacts, underscoring our ability to adapt to evolving community needs.

Same Day Care achieved a 22% increase in income year-on-year, reaching approximately £13 million. This uplift was driven by strategic contracts with Frimley and Basingstoke UTCs, reflecting our strong system reputation and trusted delivery model.

Core services continued to perform well, underpinning our financial resilience and enabling reinvestment in service innovation and workforce development.

Quality metrics reflected our continuous improvement focus:

- **Serious Incidents** reduced from 3 to 0.
- **Overall Incidents** held steady at 0.19% (250).
- **Overall Complaints and Concerns** rose by 22% (54 compared to 42 the previous year), but the number of complaints fell by 36% (13 compared to 19 the previous year).
- **Safeguarding referrals** saw a reduction of 19%

Complaints accounted for less than 0.1% of total patient contacts, highlighting exceptional patient satisfaction and effective case management. Compliance measures were robust — over 94% Clinical Guardian audits achieved “Satisfactory” or better, and 94% of Friends & Family responses rated our services “Good” or “Very Good.”

Same Day Care delivered cost improvements despite inflationary pressures, achieving an 8% increase in output with a 7% drop in resource use. Most notably, IUC services saw a 4% cost reduction as a result of the Cost Improvement Programme (£328,000), with a further 3% improvement forecast for 2025–26.

Importantly, these gains were realized without compromising patient care or clinical hours, reflecting our strategic staffing deployment and investments in digital infrastructure — including

workforce IT support and the foundation for NHUC Connect and enhanced business intelligence.

Pride in Performance

Our achievements this year were defined by doing more for less, ensuring equity of access and quality of care across regions. With reputation as our catalyst, and innovation as our driver, Same Day Care stands poised for continued growth and impact.

Integrated Urgent Care & UTC Performance Highlights (2024–2025)

This year’s performance across Integrated Urgent Care and UTCs underscores the unwavering commitment to timely care, patient safety, and system-wide impact. With 105,849 telephone consultations and 134,682 primary care interactions delivered, we supported an average of **369** patient contacts per day, keeping 91% (**336**) patients per day away from our local Emergency Departments (EDs). and only 8% (**27**) needing to be seen by their own Practice.

Compliance metrics remained consistently high, with telephone consultations, home visits, and treatment centre outcomes all achieving rates above 94%, ensuring urgent cases were addressed within clinically safe timeframes. UTC outcomes in Basingstoke and Frimley reflected robust 4-hour compliance — 95% of illness-related patients were treated within the target timeframe. Critically, 85% of UTC patients were discharged home

with no onward hospital referral, affirming the quality and effectiveness of same-day intervention.

Moreover, UTCs absorbed 18% of all ED attendances across both sites — demonstrating a vital diversion effect and alleviating pressure on acute services.

Patient satisfaction continued to shine. The Friends & Family Test returned **94% “Very Good” or “Good” ratings** for IUC and **80% satisfaction** for UTCs in Q4. Feedback frequently cited reassurance, empathy, and professionalism from clinicians:

“The doctor was really great and kind, gave a good explanation and was professional.”

“The UTC clinician understood me perfectly — very empathetic and kind.”

These sentiments reflect not only clinical expertise but the human touch embedded across our services.

Summary

The delivery of urgent care this year exemplified a high-functioning, 24/7 service network. With strong compliance, exceptional outcomes, and meaningful diversion from ED pathways, our model remains a cornerstone of system resilience.

Looking ahead, we are committed to further strengthening digital infrastructure, refining pathways, and deepening our partnership with acute trusts — ensuring Same Day Care continues to deliver for patients and the wider health system.

Quality

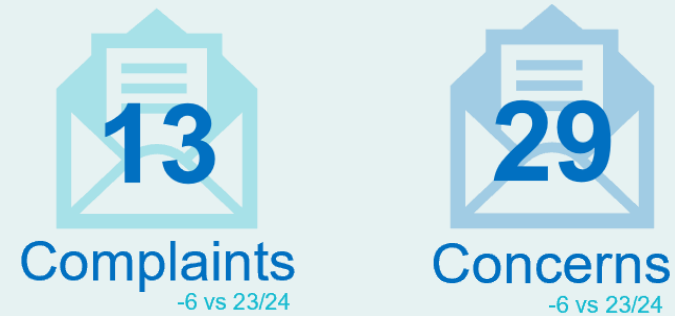
Complaints and Concerns

Approach to Feedback and Learning

Engaging with patients, families, and carers remains central to NHUC's commitment to continuous service improvement. Complaints and concerns offer valuable opportunities for learning and collaboration, particularly when services fall short of expectations.

NHUC uses a feedback-led approach to categorising issues, allowing the originator to guide whether their input is treated as a complaint or concern. Most concerns are submitted via the Same Day Care (SDC) patient satisfaction questionnaire (PSQ). All feedback is shared with relevant clinicians to support reflection and development, even when a response is not requested.

Complaints and Concerns – Metrics and Trends



- **Primary Theme:** Communication issues (32%)
- **Emerging Theme:** Clinician attitude and managing patient expectations, particularly around antibiotic and controlled drug prescribing

Learning from Complaints

Clinician Attitude & Patient Expectations

Increasing complaints reflect patient frustration with unmet expectations, often linked to urgent care limitations and GP access challenges. Clinicians are managing complex cases under rising activity levels, which can lead to tension when patients expect services beyond NHUC's remit.

Antibiotic Stewardship & Controlled Drug Prescribing

Verbal abuse incidents have increased, particularly around requests for antibiotics and controlled drugs. Clinicians

demonstrated safe prescribing practices, and communication efforts are being strengthened to explain prescribing rationale.

Communication Reflections

Investigations revealed no intent to offend, and clinicians reflected on their approach. Shared learning included:

- Breaking down examinations into simple steps
- Explaining actions and sensitive questions
- Avoiding jargon
- Relating concepts to everyday experiences
- Pausing to check understanding
- Setting expectations for deterioration

Governance and Incident Management

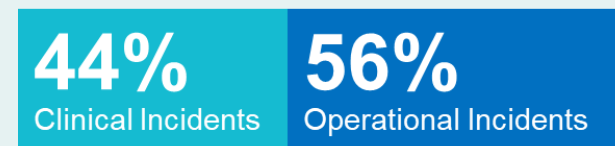
SDC Governance Structure

Whilst current complaint and concern procedures are effective, closer integration between operations and governance is being explored for 2025–26. This aims to deepen understanding of clinical and operational issues and enable more impactful change.

Incident Reporting Metrics



- Daily review by SDC Senior Leadership
- Weekly Sentinel Review meetings with key stakeholders
- Monthly and quarterly summaries shared internally and externally
- Learning disseminated via NHUC and weekly newsletters



Information Governance (IG) Breaches

- Incidents included paperwork left on printers and in home visiting cars, incorrect data entry, and use of personal emails.
- All incidents investigated by IG Lead; none required ICO reporting.

- Communications sent to reinforce best practices, especially around printing for postcode lookup.

South Central Ambulance Service (SCAS) Pathways

- A few cases raised due to incorrect SCAS pathways; Health Care Professional Feedback (HCPF) forms submitted.
- SCAS confirmed additional staff training.
- No HCPF forms received by NHUC in 2024/25.
- Continued intra-agency learning via ICS Systems Learning and PSIRF meetings.

Aggression Towards Staff

- Increase in incidents involving patient aggression, some identified via Clinical Guardian sessions.
- Support offered to affected staff.
- Zero Tolerance letter issued in Q4 prompted review of Violence and Aggression Policy.
- Updated procedures and clearer pathways now in place for governance teams.

Safeguarding

Vision and Commitment

NHUC aspires to be a service that recognises risks and acts to make a difference. Safeguarding is central to our care, moral

responsibility, and statutory obligations. All staff are introduced to NHUC's Safeguarding Policy and incident system (Sentinel) during induction.

Governance

- Weekly Safeguarding Concerns Review meetings with Director of Nursing, Head of Nursing, Governance Manager, and Ops Team
- Monthly and quarterly reports shared internally and externally
- Learning disseminated via NHUC Connect and newsletters

Safeguarding Metrics and Trends



- **Children's Themes:** Neglect and Non-Accidental Injury (NAI) remain dominant
- **Adult Themes:** Neglect (31%) and Mental Health (28%) most common

- **Lowest Referral Causes:** Substance misuse and non-accidental causes

Case Highlight

A child safeguarding case involving suspected non accidental injury (NAI) demonstrated excellent multidisciplinary teamwork, resulting in a Section 47 referral. This case exemplifies effective safeguarding processes and clinical impact.

Training and Development

- In-house safeguarding study day (combined adult and children's focus)
- Guest speakers: Fire Services (vulnerable adult support), Grubhub (economic hardship and wraparound services)
- NHUC Connect now hosts a dedicated safeguarding resource hub

Seasonal Trends

- Highest referral months: June, July, August, December 2024
- Holiday periods continue to correlate with increased safeguarding activity

Recommendations

- Raise awareness of adult safeguarding themes, especially mental health, domestic abuse, and substance misuse
- Support clinician confidence in addressing sensitive topics during consultations

Training and Development

- 2 Nurse Practitioners completed Non-Medical Prescribing (NMP)
- 2 Paramedics completed NMP (awaiting results)
- 1 HCA completed Paramedic BSc
- 1 HCA completed BSc in Nursing
- Mental Health Conference held

NHUC Conference 2024: Urgent Care

NHUC held its inaugural conference on Urgent Care. There was an excellent turn and a broad range of experience and skills in the room which led to some energising debate around Modern Primary Care and Integrated Neighbourhood Teams.

Representatives from Locktons provided insight into Coroners' Inquests, and a special thank you to Melissa Mead from UK Sepsis Trust who gave a moving presentation about her experience of navigating the Urgent Care system during the loss of her son from Sepsis.



The Ark Centre team were excellent hosts for the conference with some delicious food and well done to everyone who participated in the raffle for St Michael's Hospice, we managed to raise £164!

Deteriorating Patient Training Initiative

Background and Risk Identification

During Winter 2024, NHUC observed an increase in incidents involving patients deteriorating in waiting rooms, often requiring emergency ambulance support and resuscitation. These events typically occurred during busy weekend evenings with reduced staffing. Investigations revealed:

- Staff felt they could be better prepared
- Emergency equipment was difficult to access
- Clinicians lacked confidence in managing acute presentations (e.g. sepsis, meningitis, asthma, seizures, chest pain)

These risks were added to the organisational risk register and reviewed by the Senior Leadership Team. A high-priority action was initiated to address the issue.

Formation of the Training Team

An Advanced Clinical Practitioner (ACP) with acute care experience proposed forming a dedicated team to deliver practical training. Within weeks, a group of five clinicians with backgrounds in Critical Care and Education volunteered to lead the initiative.

Training Approach

- Delivered in small groups using plain English
- Focused on building confidence across clinical and non-clinical staff
- Emergency equipment was relocated to a central, accessible location and used during sessions to build familiarity

Topics included:

- Taking clinical observations
- Oxygen therapy
- Glucose and ketone measurement
- Nebuliser use
- Airway management
- Effective ambulance calling and escalation
- Basic Life Support (BLS) training remained a separate mandatory session

Impact and Feedback

- Incident reporting related to deteriorating patients has decreased
- Clinicians and non-clinicians report improved confidence and teamwork
- Examples of good practice are now emerging across the service

NHUC have reports of excellent practice which has demonstrated the team working together with confidence in two difficult situations in which the teams responded effectively, worked together and conveyed the patients to a place of safety without delay.

These cases show the value of this training and how the team built confidence across clinical and non-clinical staff, improving collaboration to ensure safe and effective patient care. The team will continue to deliver this training throughout the coming year, designing scenario-based days to enhance the realism and value of the training delivered.



Staff Testimonials

“I just wanted to say how worthwhile both myself and Laura thought the training was for the deteriorating patients – we were very interested in the contents of the emergency bag.”

“It was a short but succinct event, repeating the instructions in a way that research shows improved learning.”

“The training I received allowed this to be a calm, considered team event. This was much improved on previous occasions I’ve been called to help.”



TalkPlus Performance & Quality

Performance

Access & Treatment Delivery

TalkPlus exceeded its minimum access target of 366 patients in nine out of twelve months and outperformed its aspirational target of 395 patients in seven months. These achievements meant that TalkPlus exceeded both minimum and aspirational access targets for the majority of 2023/24.

- **Referrals received:** 6143 (↓ 0.4% from previous year)
- **Entered treatment:** 4801 (↓ 2.4%)
- **Full courses of treatment:** 3620 (↑ 0.5%)
- **Appointments attended:** 29,665 (↑ 3.0%)
- **Treatment sessions offered:** 38,347
- **Did Not Attend rate:** 6.5% (↓ 0.5%)

Over 75% of patients completed a full course of treatment. It is understood that TalkPlus is the leading Talking Therapies provider across the local system in this respect.

Second Session KPI: Waiting

Towards the end of February 2024, a new target was introduced:

- 3566 patients should have a second session
- Of those, 90% should wait 90 days or less between sessions

The Admin Team completed training to tackle this KPI and delivered promising results:

- 3630 patients were offered a second session (↑ 64 above target)
- 89.0% of patients had their second session within 90 days — just 1% below the target

Recovery & Improvement

Recovery met or exceeded the 50% target in eleven out of twelve months. A similar pattern was seen for Ethnically and Culturally Diverse Communities (ECDC), with eight months at or above 50%.

- **Overall recovery:** 53.4% (↑ from 52.6% last year)
- **ECDC recovery:** 51.9% (↓ from 53.0%)
- **Reliable improvement:** 65.4% (ECDC: 64.8%)
- **Reliable recovery:** 49.7% (Target: 48%)
ECDC reliable recovery: 50.3%

In Q4, 93.8% of patients responded positively to the question:

“Did you get the help that mattered to you?”

This is an increase from 92.0% the previous year.

Quality

Patient Experience

TalkPlus continues to receive extremely high levels of feedback through its Patient Experience Questionnaire (PEQ). Patients consistently describe their therapists as compassionate, invested, and helpful:

“[My therapist] EMDR/CBT was extremely helpful, understanding and patient. [My therapist] helped me a lot, suggested strategies to use, of which I have put in place and use well.”

“The experience has been really helpful, efficient and empathetic. I now have the skills and techniques to move forward, understanding my emotions and how to react in a way that benefits me.”

“I thank [my] wonderful [therapist] very much for all her professional help. She is absolutely amazing and helped me find myself again and

to understand how to address the anxiety I was dealing with.”

Project Groups & Targeted Initiatives

LGBTQ+

- Promoted LGBTQ+ inclusion through Pride Month and History Month
- Delivered a team day session on the Positive Practice Guide
- Updated signposting resources for inclusive care
- Authored a case study for the national *Good Practice Guide for LGBTQIA+*



Employment

- Strengthened joint working with Richmond Fellowship
- Established links with Job Centres to promote access to mental health support for job seekers

Social Media

- Created strong digital links with local community groups and sports clubs
- Increased visibility and engagement, supported by the brand overhaul

Women's Health

- Delivered education on peri-menopausal and menopausal symptoms
- Hosted a CBT Strategies for Menopause webinar in partnership with Women's Health GPs



Older Adults

- Attended Older Adults Forum in Aldershot and other local forums

- Created media to increase access for men in retirement
- Delivered community presentations and informal talks
- Promoted andropause awareness in partnership with the Male Patients' Group

Young Persons

- Surveyed young people to understand how to improve wait times, retention, and recovery
- Identified the FAST pathway as a potential support model
- Attended multiple school and sixth form events, including Farnborough College

Physical Activity

- Developed the six-week "Move to Improve" course (online and in-person)
- Funded to support areas of health inequalities
- Focused on the benefits of exercise on mental health and breaking down barriers

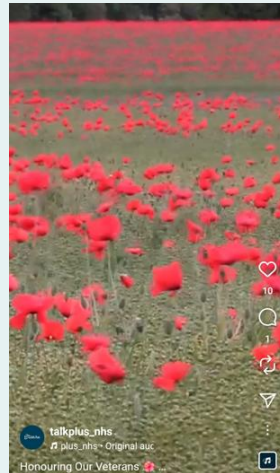


Neurodiversity

- Delivered case study reflections and training to improve team understanding
- Designed and launched a Neurodivergence Form to collect information about adaptations and adjustments
- Ensures better access and equality for neurodivergent patients across clinical and administrative interactions

Military Veterans

- Achieved NHS Veteran Aware Accreditation in March 2025
- All team members completed Veteran Aware training; further learning underway
- Delivered targeted training at Togetherness Days and NHUC Conference
- Outreach included SHOTS Foundation, Royal British Legion coffee morning, and Aldershot Armed Forces Day
- Shared a powerful patient story on social media to highlight impact



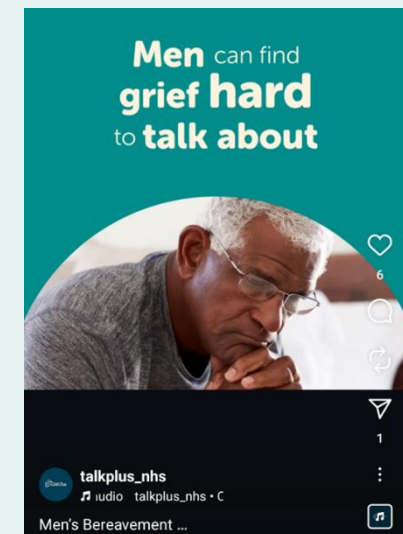
Perinatal

- Delivered 7 courses in 2024/25, supporting 45 patients (5 for mums, 2 for dads)
- Courses run jointly with local health visitors
- Explored anxiety and low mood in a safe environment alongside babies



Male Mental Health

- Reconnected with Farnham FC, Walk and Talk group, and local sports clubs
- Attended Farnborough FC wellbeing day
- Distributed TalkPlus leaflets in match programmes



Community & Culture

TalkPlus continues to build strong ties across the local health and care system. Engagement with the Surrey and Borders

Partnership Interface meeting and planned collaboration with the Northeast Hampshire Transformation Lead reflect a proactive approach to integrated care, particularly around MHICS pathways.

Separate meetings with the Transformation Lead for Northeast Hampshire are planned, with a particular focus on improving integration between Mental Health Integrated Care Services (MHICS) and TalkPlus pathways. This reflects a proactive approach to system-wide improvement and a commitment to seamless patient journeys.

Mayor of Rushmoor Visit

In November, Mayor Mara Makunura visited TalkPlus, spotlighting projects supporting military veterans, perinatal care, neurodiversity, men's mental health, and LGBTQ+ communities. Her advocacy aligned with TalkPlus's inclusive ethos and helped strengthen local partnerships.



Team Events & Organisational Culture

TalkPlus places high value on team cohesion, wellbeing, and professional development and this was evident throughout the year.

Togetherness Training Day

Internally, TalkPlus fosters a vibrant, connected culture. The Summer Social blended training with games and music, while Togetherness Training Days achieved 100% satisfaction; the events reinforced TalkPlus's mission to support professional growth, team connectivity, and excellence in service delivery. These days provided space for reflection, learning, and renewal. A standout session on anti-racism led by Frimley ICB's EDI Lead sparked meaningful reflection

Freedom to Speak Up

During Freedom to Speak Up Month, staff embraced the “**#Listen Up**” campaign with creativity and commitment, reinforcing a culture of openness and psychological safety. From induction to everyday practice, TalkPlus champions equity, inclusion, and team spirit.

Finance

The Financial Statements for the period 01/04/2024 to 31/03/2025 are available in PDF form. If you would like a copy please email communications@nhuc.co.uk.

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 11.1%, £1.66m, in the year. Of this £1.40m was in Same Day Care, driven by funding for the Integrated Urgent Care (IUC) contract, new Frimley and Basingstoke Urgent Treatment Centres and Virtual Care services. TalkPlus income increased by £0.26m, largely driven by the contract uplift to fund qualified therapist roles rather than trainees.

Cost of Sales grew by £9.6%, £1.03m, driven by front-line clinical pay costs for the above changes in services.

Administrative Expenses increased by £0.56m to £4.67m, with the biggest changes in Pay (£355k), IT licenses and support (£168k) and Property & Utilities (£60k). Despite these cost increases, NHUC's corporate overhead is only 7.5% of total costs.

The Surplus before Tax remained at approximately £0.1m in 2024/25.

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

	Year ended 31 March	
	2025	2024
Turnover	16,568	14,908
Cost of Sales	(11,742)	(10,710)
Gross surplus	4,827	4,199
Administrative expenses	(4,672)	(4,112)
Other operating income	0	3
Operating profit	155	89
Interest receivable and similar income	31	20
Surplus before tax	186	109
Tax on profit	(55)	(29)
Surplus after tax	131	79

Sean Doyle, Finance Director

Appendices

Appendix 1: NHUC Management Council

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

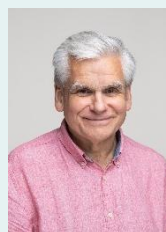
acting as an advisor and investor in developing food businesses, trying to cycle at least 100kms a week, and being an active club cricketer.

Karen Wyllie, Non-Executive Director



Karen has over 40 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 clinical experience in her Non-Executive role. She has held executive roles in provider, commissioning and regulatory organisations with a focus on clinical governance, assurance and quality improvement. Karen holds a small portfolio of Clinical Non-Executive Director roles bringing her experience and clinical oversight to each organisation

Gary Hay, Non-Executive Director (from 01.01.2025)



Gary is a solicitor by qualification and spent almost 30 years in private practice. A specialist employment lawyer, much of his work was carried out for the public sector and, in the latter years, he developed an expertise in acting for NHS bodies. Since stepping back from private practice, he has developed his own business undertaking complex HR investigations, including grievances, disciplinarys and HR reviews. He has particular expertise in advising on cases involving medical practitioners.

Gary also served as a Non-Executive Director on the Board of Portsmouth Hospitals University NHS Trust for over 6 years before joining NHUC; he served as a Trustee of and chaired the Helen Arkell Dyslexia Charity between 2017 and 2024; and is a Visiting Lecturer at the University of Law.

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 18years 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 12years 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 3.5years in any one house!

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 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.

Appendix 2: NHUC Governance Structure

NHUC Management Council								
SDC IUC/Primary Care Management Executive	UTC Management Executive	TalkPlus Management Executive	Clinical Governance Committee	Remuneration Committee	People Committee	Audit Committee	Nominations Committee	Information Governance Committee
<u>Chair</u> Dir Ops SDC <u>Members</u> Chief Exec Medical Director Dir of Nursing HR Manager Finance Director Dir of Governance <u>In Attendance</u> Chairman <u>Frequency:</u> Monthly	<u>Chair</u> Head of Service <u>Members</u> Chief Exec Medical Director Dir of Nursing Dir of Ops SDC HR Manager Finance Director Dir of Governance <u>In Attendance</u> Chairman <u>Frequency:</u> Monthly	<u>Chair</u> Clinical Director <u>Members</u> Chief Exec Dir of Ops (T+) Operations Manager (T+) Finance Director Dir of Governance Deputy Clinical Director HR Dept <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 <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 Chairman <u>In Attendance</u> Chief Exec HR Department HR Manager Dir of Governance <u>Frequency</u> 4 times a year	<u>Chair</u> Non-Exec Director <u>Members</u> Non-Exec Director Chairman <u>In Attendance</u> Chief Exec HR Department HR Manager Dir of Governance <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