NORTH HAMPSHIRE URGENT CARE®

30 YEARS of trusted care 2026

Annual Report

2025 / 2026

www.nhuc.co.uk

Compassionate

Responsive

Adaptable









We are | Compassionate | Responsive | Adaptable

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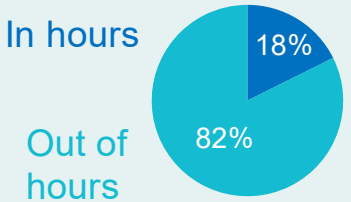
NHUC Same Day Care®

Our 2025/26 **Integrated Urgent Care** headlines show how our 24/7 system working offers great care whilst supporting our local practices & Emergency Departments…

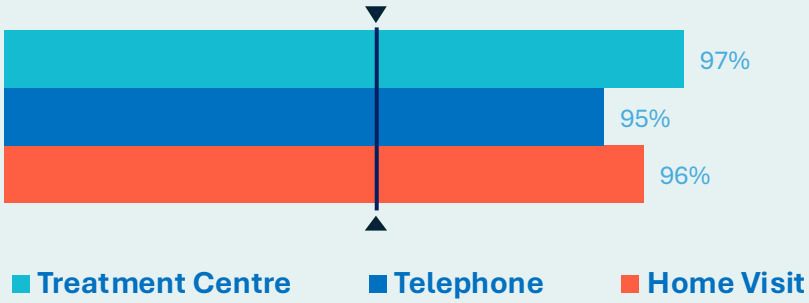
A total of 120,247 Primary Care Consultations.

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



That's 329 patient contacts per day,

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



with 90% safely avoiding ED & only 7% sent to practices for follow-up

…and rated 91% FFT overall experience Good or Very Good

9,425 patient survey responses, an increase of 700% on 24/25 through SMS introduction

99.3% satisfactory or better clinical guardian audit

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NHUC Same Day Care®

Our **Urgent Treatment Centres** operate in partnership with our local acute trusts, making a real difference for our patients, local practices and ED partners. Here are our 25/26 headlines…

Total Patients Seen
(illness)

Basingstoke

16,637 or 46 per day

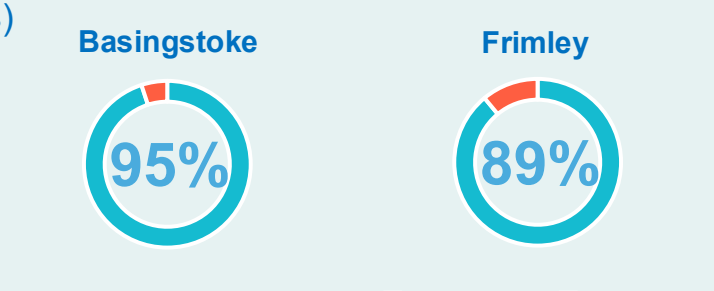
15% of all ED attendances referred to UTC (illness)

Frimley

21,989 or 60 per day

17%

4 Hour Performance
(illness)



Friends & Family Test

84% Basingstoke

76% Frimley

Overall experience **"Very Good" or "Good"**

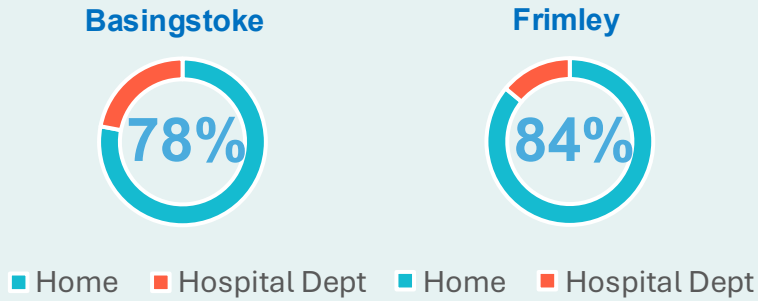
"Saw doctor very quickly. Great service. Problem solved very swiftly. Thank you!.

"For a visit to A&E I was pleasantly surprised just how a very busy UTC worked so well . Good coordination from everyone.."

"The service was very smooth, and I had seen a GP and had a prescription in about an hour of arriving"

Outcome

Patients sent home with no onward hospital referral (illness)



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NHUC VirtualCare@Home®

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

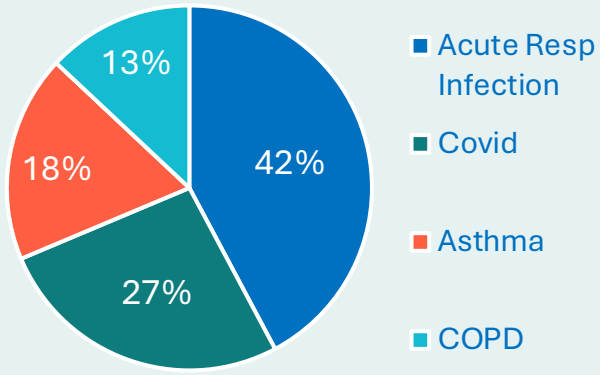
801

referrals received in 25/26,

resulting in

7,000+

consultations across four pathways



with

90%

recovering at home

99.5%

rated the service as *Good/Very Good or Above & beyond expectations*

Your service was very good and the level support was excellent

I am thankful to the team that was a help knowing there's someone there I can talk to.

...the team was absolutely brilliant you couldn't fault them at all, thank you so much.

Ensure all practices are aware of this service. This contact meant I only saw my GP when absolutely necessary. I had contact every day, and advice when needed. My progress was tracked and I felt that the team when they withdrew made sure that I was continuing contact with my GP.

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TalkPlus

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 25/26 figures…

4,896 entered treatment 2.0% up »»

34,326 appointments 5.3% up »»

3,855 Completed courses of treatment 6.6% up

97% vs 90% target
2nd session wait within 90 days

reliable **Recovery**
51% vs 50% 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

92%

Did you get the help that mattered to you?

"I found the service to be really helpful and has definitely made a difference to my everyday life. My therapist was easy to talk to and helped me identify things I wasn't aware of."

"It was really helpful and has given me lots of skills and techniques to use moving forwards, [My therapist] always listened to me and gave good advice."

"The sessions really helped me manage my anxiety and past trauma related symptoms. I'm really pleased".

We are | **Compassionate** | **Responsive** | **Adaptable**

Introduction

About us

North Hampshire Urgent Care (NHUC) is a clinically led, not-for-profit community benefit society dedicated to delivering high-quality, accessible NHS healthcare across Hampshire and Surrey. Formally established on 1 October 2004 to provide Out of Hours primary care services, our origins go back to 1996 with the formation of HantsDoc and Frimley Primary Care Services. Since then, NHUC has grown to meet the changing needs of local communities, with TalkPlus becoming part of the organisation in 2010.

As a community benefit society, our purpose extends beyond the delivery of healthcare. We are committed to improving the health and wellbeing of the populations we serve while creating a supportive and rewarding environment for our people. Through our flagship services, Same Day Care and TalkPlus, we provide responsive, evidence-based care to thousands of patients every year, ensuring support is available when and where it is needed most.

Our work is guided by compassion, responsiveness and adaptability. We believe healthcare should be person-centred, accessible and continuously evolving to meet the needs of local communities. Working closely with NHS 111, local hospitals, GP federations, Primary Care Networks and other healthcare partners, we design and deliver innovative care pathways that support both physical and mental health, while providing excellent value for the NHS.

Our 2024-2029 strategy sets out our ambition to deliver safer, smarter and more sustainable care. By investing in our people, embracing innovation and strengthening partnerships across our healthcare systems, we aim to remain a trusted provider and valued partner for the future.

Our Services

Same Day Care

Same Day Care has evolved from NHUC's original Out of Hours service into a comprehensive 24-hour service supporting more than 550,000 people across Hampshire and Surrey. Working in partnership with NHS 111, we deliver Integrated Urgent Care services that help patients access the right care at the right time.

Our teams also work alongside local hospitals to provide Urgent Treatment Centres and virtual community-based care across a range of clinical pathways. Through close collaboration with Primary Care Networks and system partners, we deliver additional services including in-hours home visiting, enhanced access provision and flu response programmes, helping people remain safe and well within their own communities.

TalkPlus

TalkPlus provides NHS Talking Therapies services for patients across North East Hampshire and Farnham. The service delivers evidence-based support for people experiencing anxiety, depression and insomnia, helping individuals improve their mental wellbeing and quality of life.

Through strong partnerships with local healthcare providers, TalkPlus has developed well-established integrated pathways for people living

with long-term physical health conditions and sleep difficulties. In addition to offering employment support, the service provides innovative single-session therapy, giving people rapid access to focused support when they need it most.

Governance and Membership

NHUC is registered with the Financial Conduct Authority, and its Same Day Care services are regulated by the Care Quality Commission (CQC), ensuring that we meet the highest standards of governance, quality and patient care.

Membership of NHUC is open to all employees of the Society and to GPs working within practices across our systems. During 2025/26, NHUC had a membership of 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 a fascinating second year as Chair of NHUC which has seen the organisation grow and mature in the range of services, ambition and revenue. At the same time, our staff have continued to make outstanding efforts on behalf of our patients and indeed colleagues. We have continued to build our relationships with ICB partners despite the changes brought about by the demise of Frimley ICB and the merging of Surrey and Sussex ICBs. Our key relationship with Hampshire and Isle of Wight ICB has of course continued to be vital during this time of change.

This year we have initiated our Home Visiting Service and together with our other services of Primary and Urgent Care and mental health talking services, places us ideally in a position to undertake neighbourhood health initiatives in line with the NHS 10-year plan.

Given the many changes and opportunities within the NHS, the Management Council and executives took time out to review the current NHUC strategy. Some excellent debate and challenge ensued, and our revised strategy will be published shortly.

A personal highlight for me during the year was to join colleagues, including the Chief Executive, on an out of hours GP shift. I witnessed in surgery and telephone consultations and then went out on five home visits. It was so useful for me as Chair to see in person the daily challenges our clinicians face and to appreciate the brilliant service they provide to patients. Patient feedback this year on all our services remained strong but once again our Talk Plus colleagues have excelled in this regard.

Financially, as with all other health providers, we have faced increased financial pressures, but our team have responded well and delivered challenging but robust cost improvement plans which have enabled us to maintain our track record of delivering a small surplus whilst maintaining high quality services. I am also pleased to report that our cash position remains good.

The NHUC Council and its subcommittees have met regularly during the year ensuring good governance. The People Sub Committee we started last year has succeeded in focusing on the strategic people issues including recruiting, retention, morale and how we listen to staff and improve utilising staff survey feedback. In the coming year we are in the process of finalising the "terms of reference" for a Finance, Digital and Innovation committee in recognition of the increasing importance of digital and the ongoing need for focus on financial matters in order to be able to continue to invest wisely, particularly in the area of neighbourhood health.

This year we welcomed Dr Caroline O'Keeffe as our new Chief Executive. Caroline was our previous Medical Director and has done an excellent job in stepping up to fill the big shoes left by the retirement of our Previous Chief Executive Felicity Greene. We were also pleased to confirm Steve Clarke as our Director of Strategy & OD and Deputy Chief Executive and Dr Inderjit Singh Libra as our new Medical Director.

Andy Field NHUC Chair

CEO's Review



2025/26 has been an important year for NHUC. We have continued to deliver strong services for patients while also beginning to shape the next stage of our development in an NHS that is changing rapidly around us. I became Chief Executive in November, having previously been NHUC's Medical Director. It has been a real privilege to take on the role and to build on the strong foundations established by Felicity Greene and the wider NHUC team. Throughout the year, our focus has remained firmly on providing safe, responsive, and high-quality care.

TalkPlus has continued to perform exceptionally strongly, delivering excellent outcomes and consistently positive patient feedback. The service continues to exceed key national performance measures and, importantly, demonstrates the wider value that effective talking therapies can bring to the health system. Supporting people earlier and more effectively with their mental health can reduce pressure elsewhere, including on general practice, outpatient services, and urgent care, and improve outcomes for people living with long-term physical health conditions. TalkPlus remains a service of which we are extremely proud and an important part of NHUC's wider contribution to population health.

Our Same Day Care services have also continued to develop, spanning urgent and primary care across in-hours and out-of-hours services. Increasingly, however, the most important story is not simply the performance of individual services. It is how we connect them, joining up care across the 24-hour period, across organisational boundaries, and around the needs of patients rather than the structures of the system.

The development of our in-hours Home Visiting Service is an important example. NHUC already has significant expertise in urgent primary care home visiting out of hours. Extending this capability into the working day enables us to provide a more consistent model of care around the clock, supporting general practice while ensuring that patients who are frail, housebound or unable to access traditional services can still receive timely clinical assessment at home. This is about more than extending operating hours. It is about creating continuity between different parts of the system and making better use of the clinical workforce and infrastructure that already exists.

The same principle applies across our wider Same Day Care services. Increasingly, our focus is on how urgent care, enhanced access, home visiting, community support, and care at home connect with one another and with general practice, community services, ambulance services, and hospitals.

Our VirtualCare@Home service continues to demonstrate the value of supporting patients safely in their own homes and avoiding unnecessary hospital attendance or admission, working together with our acute and community colleagues. Alongside this, we are working with the ICB to develop proactive remote monitoring across Hampshire and the Isle of Wight for a large cohort of frail patients at high risk of hospital admission, identifying deterioration earlier and enabling timely escalation to appropriate and definitive care.

The publication of the NHS 10 Year Health Plan has reinforced the direction of travel towards neighbourhood-based care, stronger prevention, greater use of digital technology and more integrated services built around populations rather than individual organisations.

For NHUC, this is highly relevant. The future model will require strong neighbourhood teams rooted in local communities, supported by effective multi-neighbourhood arrangements for services that are better organised at scale.

This is where organisations such as NHUC can add real value. At-scale providers can bring the infrastructure, workforce, governance, digital capability and operational resilience needed to support larger populations, while enabling local clinical leadership and relationships to remain central. Many services are more sustainable and effective when organised across a larger footprint rather than replicated in every individual neighbourhood.

We have continued to strengthen our relationships with general practice, PCNs and federated primary care, particularly across North Hampshire and North East Hampshire and Farnham. We are also considering how NHUC can provide the infrastructure, governance and operational capability that enables primary care to work effectively at greater scale while retaining strong local clinical leadership. The opportunity is to use the breadth of NHUC's capabilities to create a more coherent model of care: connecting in-hours with out-of-hours, urgent care with proactive care, hospital with home, and neighbourhood teams with services best delivered across a larger population.

That thinking has been central to the review of our five-year strategy undertaken by the Management Council and Executive team during the year. We want NHUC to remain excellent at the services we already provide, while increasingly becoming an organisation that helps our partners deliver genuinely integrated neighbourhood and multi-neighbourhood care.

Alongside this strategic work, we have continued to strengthen the organisation itself. Quality and patient safety remain fundamental to everything we do, supported by robust clinical governance, assurance and a strong focus on learning and improvement.

Our people remain our greatest asset. Since becoming Chief Executive, I have been continually struck by the professionalism, flexibility, and commitment of colleagues across NHUC. Many of our teams work in demanding clinical environments, often when the wider system is under considerable pressure, and they continue to provide compassionate and responsive care to our patients.

Digital development will also play an increasingly important part in our future. We have continued to strengthen our digital infrastructure and resilience while looking at how technology can support better integration, improve productivity, and enable more proactive models of care.

Like every NHS organisation, we continue to operate within an extremely challenging financial environment. Maintaining strong financial discipline, improving productivity, and ensuring that our services are sustainable will remain essential. As a community benefit society, financial resilience allows us to continue investing in our services, our people, and the communities we serve.

There is considerable change ahead for the NHS, but there is also a significant opportunity. If we can move beyond services defined by organisational boundaries and opening hours, and instead build care around the needs of patients, neighbourhoods, and populations, we can create a system that is more proactive, more responsive, and more sustainable. NHUC has an important contribution to make to that future. We have strong clinical services, extensive experience of urgent and primary care, trusted relationships with our partners and, increasingly, the ability to connect care across the full 24-hour period and across different levels of need.

I am hugely grateful to the Executive team and colleagues across NHUC for their commitment, expertise, and willingness to adapt as the organisation evolves. I would also like to thank our Management Council for their support, challenge, and stewardship throughout the year. It takes a strong team, working with a shared sense of purpose, to deliver excellent services today while building for the future.

The NHUC Way; Compassionate, Responsive and Adaptable continues to be visible every day in the care our teams provide.

I am enormously positive about the next chapter for NHUC and the opportunity to work with our partners to deliver more joined-up, proactive neighbourhood care, supported by strong multi-neighbourhood services for the larger populations we serve.

Dr Caroline O'Keeffe Chief Executive Officer

Strategic Plan

Year Two of our 2024-2029 Strategic Plan saw continued progress across all strategic priorities, with significant achievements in quality, workforce development, innovation, partnership working and organisational sustainability. Despite a challenging operating environment, NHUC continued to strengthen its services, invest in its people and deliver positive outcomes for patients, partners and communities.

Goal: Deliver Safe and Accessible Care

During 2025/26, NHUC continued to strengthen the quality, safety and sustainability of its services. Significant progress was made in preparation for future CQC inspections, including the completion of external audits across both TalkPlus and Same Day Care.

Clinical governance arrangements were enhanced through updates to the Sentinel incident reporting system and the implementation of MyKitCheck, supporting improved incident learning, equipment management and compliance. Increased use of SMS to support patient feedback also resulted in a fivefold increase in patient responses, providing richer insight into patient experience. Operationally, NHUC delivered successful cost improvement programmes, generated approximately £400,000 of savings through strong Same Day Care performance, launched a Single Point of Access service and established a new Enhanced Access service for Wellington Practice. NHUC was also selected as lead provider for the Hampshire and Isle of Wight Remote Monitoring Service.

Goal: Develop our people and be a great place to work

A major focus during the year was investment in NHUC's workforce and leadership capability. Extensive staff engagement informed the development of the NHUC People Plan, while a revised appraisal process, Line Manager Forum, Behaviour Competencies and Line Management Standards were introduced to strengthen leadership and organisational culture. Additional HR and Finance capacity was approved to support the organisation's continued growth. Internal succession planning was demonstrated through the appointments of a new Chief Executive, Medical Director and Deputy Chief Executive from within the organisation. Wellbeing initiatives, including Physical Activity Fortnights, also made a positive impact on staff wellbeing.

Goal: Establish new partnerships & ways of working

NHUC continued to embrace innovation and explore new models of care. The North Hampshire In-Hours Home Visiting Service was successfully established and attracted interest from neighbouring systems. Digitally, pilot work on AI clinical scribes progressed, with preparations made for wider rollout during 2026/27. NHUC also achieved Cyber Essentials and Cyber Essentials Plus accreditation, strengthened digital governance and continued to improve staff communication and information-sharing systems.

Goal: Enhance our reputation across our systems & have a positive community impact

NHUC maintained strong performance against contractual targets and played an active role in system-wide collaboration. Frimley Urgent Treatment Centre supported improved hospital performance, while a new collaborative arrangement with regional partners strengthened future Integrated Urgent Care opportunities. Alongside service delivery,

NHUC continued to advance its social value commitments through equality, diversity and inclusion initiatives, publication of its first Gender Pay Gap Report, website accessibility improvements, NHS Veteran Aware re-accreditation, investment in lower-emission vehicles and an expanding work experience programme for local students.



"Continued progress across all strategic priorities during 2025/26."

Corporate Governance

NHUC Governance

As a clinically led organisation, NHUC is committed to fostering a culture where staff and contractors feel safe, supported and empowered to deliver high-quality care. Strong clinical and corporate governance are fundamental to our success, providing the framework through which we maintain quality, safety, accountability and continuous improvement across all our services. We believe this commitment to effective governance not only enhances outcomes for patients and communities but also helps us attract, develop and retain talented professionals across our urgent and primary care services and NHS Talking Therapies provision, ensuring NHUC remains a trusted provider and valued partner within the wider health and care system.

Management Council

As a community benefit society, NHUC is governed by its Management Council, which comprises a blend of elected and appointed members who bring a broad range of skills, experience and perspectives to the organisation. The Council meets quarterly to provide strategic oversight, ensure effective governance and uphold the Society's commitment to delivering high-quality, sustainable healthcare services.

The Council is led by an independent Chair and supported by three Non-Executive Directors, with the Chief Executive attending meetings and the Director of Finance undertaking the role of Company Secretary.

Committee Review

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

- Clinical Governance Committee
- Risk and Audit Committee
- People Committee
- Information Governance Committee
- Remuneration Committee
- Nominations Committee

Clinical Governance Committee

The Clinical Governance Committee (CGC) serves as a key body for assurance and oversight of clinical quality and effectiveness. Meetings are held quarterly to review aspects such as performance, patient safety, patient experience, and clinical effectiveness. Chaired by Karen Wyllie, a Clinical Non-Executive Director, the Committee aims to ensure that there is ongoing learning and improvement across NHUC services. It 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.

Over the past year, NHUC has focussed on CQC and preparedness for an inspection as well as increasing focus on the patient voice and has overseen the deployment of the Patient Safety Incident Response Framework (PSIRF), reviewing the policy and plan as well as Patient Safety Incident Investigation reports. Notably this year has seen an increase in patients responding to feedback surveys enabling their voice to be heard. Service improvement is central to the committee's work aiming to improve existing services through feedback and on assuring the development of new services in response to commissioning intentions. Its approach provides assurance to the Council on its delegated areas of responsibility.

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

Risk & Audit Committee

The Risk & Audit Committee provides independent oversight and assurance to the Management Council, helping to ensure that effective systems of risk management, internal control, audit and regulatory compliance are maintained across NHUC.

Chaired by a Non-Executive Council Member, the Committee met four times during 2025/26, with all meetings quorate, and continued to play a key role in supporting the organisation's governance framework. During the year, the Committee reviewed the Annual Report and Accounts, considered the external audit findings, maintained oversight of organisational risk registers, recommended a revised Risk Appetite Statement, and strengthened arrangements for fraud prevention, cyber security and business continuity planning.

The Committee also maintained oversight of information governance, reviewed the organisation's Standing Financial Instructions to ensure they remained aligned with NHUC's growth and complexity, and recommended the reappointment of Menzies LLP as external auditors.

Looking ahead, the Committee recognised the increasingly challenging financial and commissioning environment facing healthcare providers, while noting NHUC's strong reputation for quality, performance and governance. The year also marked a transition in Committee leadership, with David Brooks stepping down as Chair after eight years of service and handing over to Rob Morgan. The Committee enters the next phase of its work with strong foundations in place and a continued focus on supporting NHUC through a changing and increasingly complex healthcare landscape.

People Committee

Introduced in February 2025, the People Committee focuses on NHUC's workforce - ensuring the organisation has the right people, skills, and support in place to deliver high-quality services. Its main role is to provide assurance that NHUC attracts, develops, and retains a high-performing workforce, has effective HR policies and practices in place and supports staff wellbeing, engagement, and inclusion.

In 2025/26, the Committee has overseen the development of NHUC's People Plan through extensive staff engagement, the launch of the Line Manager Forum, and the introduction of revised appraisal processes, behaviour competencies and line management standards. The year also saw increased investment in HR capacity, a review of workforce metrics, and the continued enhancement of recruitment practices through values-based interviewing and role profile reviews. Staff engagement and visibility were further strengthened through the launch of the "Our People" social media campaign, celebrating the contribution of colleagues across the organisation. Significant progress was also made in advancing NHUC's Equality, Diversity and Inclusion pledge and in developing action plans to address the Gender Pay Gap.

Information Governance Committee

Information Governance remained a core assurance domain for NHUC during 2025/26, with oversight provided through the Finance, Digital & Innovation Committee. The Committee ensured continued compliance with the Data Protection Act 2018, UK GDPR and NHS England's Data Security & Protection Toolkit (DSPT), supported by strong mandatory training performance and regular reporting on incidents, risks and organisational learning.

A key milestone was NHUC achieving Cyber Essentials Plus accreditation in December 2025, providing independent assurance that technical controls, device standards and cyber resilience measures are operating effectively. The Committee also reviewed improvements to access management, supplier assurance and incident response maturity, ensuring that IG and cyber risks were appropriately reflected within corporate risk registers and remained visible at senior level.

Looking ahead, the Committee recognised the increasing complexity of the digital landscape and will continue to focus on maintaining strong IG and cyber foundations as NHUC expands its digital capabilities and adopts new technologies.

Remuneration Committee

The Remuneration Committee supports the Management Council by overseeing pay, reward, and workforce-related arrangements across

NHUC. Chaired by a Non-Executive Director, its main role is to ensure that remuneration is fair, transparent, and aligned with organisational priorities, while also delivering value for money.

Nominations Committee

Chaired by a Non-Executive Director, this Committee meets at least annually to consider succession planning and the 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. Rob Morgan joined Council as a Non-Executive Director from January 2026 replacing Dave Brooks following the end of his tenure with NHUC.

Future Developments

Finance, Digital & Innovation Committee

As part of our continued commitment to strengthening governance and supporting the delivery of our 2024-2029 strategy, NHUC will establish a new Finance, Digital & Innovation Committee from September 2026. The Committee, chaired by Non-Executive Director, Rob Morgan will provide focused oversight, assurance and constructive challenge across key areas that are critical to the organisation's long-term sustainability and success, including finance, digital transformation, information governance, estates, sustainability and innovation. By bringing these interrelated functions together, the Committee will support informed decision-making, drive continuous improvement, oversee strategic investment and innovation, and help ensure NHUC remains financially resilient, digitally enabled and well positioned to meet the evolving needs of the communities we serve.

Management Executive and Service Management Groups



NHUC Management Executive: (*Left to right;* Chris Stark – Clinical Director SDC, Dr Caroline O'Keeffe – Chief Executive, Dr Indy Libra – Medical Director, Steve Clarke – Director of Strategy & OD and Deputy CEO, Tracy Harris – Clinical Director TalkPlus, Simon White – Director of Operations SDC and Sean Doyle – Finance Director.)

As NHUC continues to evolve to meet the growing and changing needs of the communities we serve, it is essential that our internal structures support clarity, accountability, and effective decision-making. The introduction of a refreshed management structure marks an important step in strengthening how we lead, collaborate, and deliver high-quality, responsive services across the organisation.

The new structure reflects our commitment to strong, visible leadership, improved operational alignment, and a sharper focus on strategic priorities. It supports a more integrated approach across services, enabling us to respond effectively to system pressures,

deliver consistent standards of care, and enhance both staff and patient experience.

By providing greater clarity and consistency, the management framework aims to empower teams, reduce duplication, and ensure accountability at every level. It also reinforces NHUC's values as a community benefit society - placing collaboration, transparency, and continuous improvement at the heart of how we work.

From April 2026, the Management Executive (ME) will be centralised to lead the day-to-day running of NHUC. Service Management Groups (SMGs) will provide operational leadership, oversight, and continuous improvement across NHUC services. They ensure safe, high-quality, patient-centred care, alongside strong performance, compliance, and staff engagement. To support clear communication between the Management Executive and Service Management Groups, a Joint Leadership Team will be established to provide connection, visibility and shared space for innovation & problem solving.

The Change Approval Board will become part of the Joint Leadership Team and continues to provide pan-NHUC visibility of business cases to promote wider thinking, opportunities for economies of scale, transparency on spending, and learning through the benefits realisation process.

Freedom to Speak Up

In 25/26, we saw events that affected our workforce and our patients. In the summer of 2025, a campaign "Operation Raise the Colours" that began in Brimingham and spread nationally resulted in multiple flags being raised in the local area. While this was seen by some as an innocent celebration of national identity, the movement became highly controversial. We were concerned that the flags would create an intimidating atmosphere, particularly as the displays often coincided with anti-immigration protests taking place outside hotels housing asylum seekers. We therefore sent two emails to the team to offer support to our colleagues and their families and to acknowledge the impact this event could have on our local communities. We received feedback that these emails were seen as helpful and supportive.

During "Speak Up" week in October, a post was put on NHUC Connect promoting the FTSU (Freedom to Speak Up) role.



The NHUC FTSU guardian spoke at the Frimley launch of the Anti-Racism Framework on the work that NHUC was doing to become an anti-racist organization. The NHUC Freedom To Speak Up Policy was reviewed and updated in January 2026. Jo Heald from our Admin modelled her green glasses to promote FTSU week in October.

FTSU continues to be an important part of the in-person corporate induction attended by all new staff; this provides an opportunity for new starters to meet the FTSU Guardian and receive the invitation to speak up on matters that concern them.

Tracy Harris Clinical Director, TalkPlus

Service Performance & Quality

Same Day Care Overview

Same Day Care (SDC) continued to evolve during 2025–26, delivering high-quality, accessible urgent and primary care across Hampshire and Surrey. This year saw significant growth across Integrated Urgent Care (IUC), Urgent Treatment Centres (UTCs), and our expanding Primary Care portfolio, supported by strong clinical governance, robust quality processes, and consistently positive patient feedback.

SDC remains rooted in NHUC's values of being Compassionate, Responsive, Adaptable, and continues to demonstrate the impact of integrated, multidisciplinary care delivered through strong partnerships with NHS 111, local hospitals, Primary Care Networks, and system partners.

Integrated Urgent Care (IUC)

Introduction

During 2025–26, NHUC continued to provide high-quality Integrated Urgent Care services from Farnborough Centre for Health and Hook. Our teams remained committed to delivering timely, compassionate, and effective urgent care, ensuring patients received the right care, in the right place, at the right time.

Headlines

IUC delivered another year of strong performance, with high patient satisfaction, excellent clinical outcomes, and significant efficiency gains. The introduction of text-message feedback in September 2025 increased patient engagement sixfold, providing richer insight into patient experience and enabling targeted service improvements.

Performance

NHUC managed 120,247 patient contacts, with 83% of consultations completed within NHUC services, demonstrating our continued ability to meet patient needs without onward referral. On average, 270 patients per day avoided Emergency Department attendance due to IUC intervention.

consultations
120,247
across all services

Our multidisciplinary workforce model remained a key strength, with a 75% GP / 25% ACP mix. The strategic aim for 2026–2027 is to move toward a 65% GP / 35% ACP model to support sustainability and cost efficiency.

NHUC exceeded its Cost Improvement Plan target, delivering £407,394 in savings against a target of £230,000, achieved without compromising quality or performance.

£407,394
CIP savings

Operational improvements included the seamless introduction of a new vehicle fleet and implementation of the My Kit Check audit system,

strengthening governance and improving Medicines Management efficiency.

Quality

Quality remained central to IUC delivery, supported by robust governance processes and continuous learning.

Patient Safety & Incident Management

NHUC continued embedding the Patient Safety Incident Response Framework (PSIRF), with 16 staff trained and three incidents investigated using the new approach. A total of 376 incidents were reported across SDC, with themes including controlled drug administration, emergency care delays, IT failures, and verbal abuse toward staff. Weekly incident review meetings, monthly complex case reviews, and Safety Bulletins ensured learning was shared consistently across the workforce.

Complaints & Concerns

Thirty-one complaints were received across SDC, with themes including missed diagnosis, delays in treatment, clinician attitude, and waiting times. Learning focused on managing patient expectations, antibiotic stewardship, and communication during periods of high demand.

Patient Experience

Patient satisfaction remained exceptionally high, with 91% of IUC patients rating their care as good or very good. The new text-message feedback system increased response rates from 1–1.5% to 6–7%.

Feedback consistently highlighted professionalism, compassion, clear communication, and reassurance.

Safeguarding

Two hundred and thirty-nine safeguarding concerns were raised across SDC (97 adults, 142 children). Themes included neglect, domestic abuse, mental health, substance misuse, and non-mobile baby injuries. A safeguarding roadshow, Level 3 study day, and targeted Quality Improvement Plan strengthened awareness and practice.

Looking Ahead

Key priorities for 2026–27 include full implementation of Tortus AI Scribe to reduce administrative burden, optimisation of clinical rotas, and continued enhancement of patient experience and safety through strengthened governance and learning processes.

Urgent Treatment Centres (UTCs)

Introduction

In 2025–26, NHUC continued to deliver UTC services in partnership with Hampshire Hospitals NHS Foundation Trust (HHFT) and Frimley Health NHS Foundation Trust (FHFT). Both UTCs consolidated operations within core hours of 10:00–22:00, seven days a week, with planned daily activity of 63 patients at Basingstoke and 70 at Frimley.

This year marked a transition from mobilisation to optimisation, with a focus on embedding pathways, improving patient flow, and supporting Trust-level performance.

Headlines

UTCs delivered consistently high standards of care, contributing to improved 4-hour performance and reduced ED pressure. NHUC's partnership with HHFT was nationally recognised through the UHUK "Stronger Together" Partnership Award.



Performance

Across both UTCs, 38,626 patients were seen for illness, with average 4-hour performance exceeding 90% month on month. Patients were typically seen within 2 hours, and over 80% were discharged home without onward referral.

This equates to 105 patients per day who would otherwise have been seen in ED, a significant contribution to Trust performance and patient flow.

At Basingstoke, front-door triage improvements increased initial assessment performance by up to 20%, while Frimley focused on pathway optimisation, particularly for NHS 111 referrals.

Quality

Patient Experience

Patient satisfaction remained positive, with 84% at Basingstoke and 76% at Frimley, strong performance in the context of acute urgent care environments.

Feedback highlighted compassion, efficiency, clear communication, and effective listening. Areas for improvement included environmental factors and clarity of patient flow, with Frimley introducing a new patient information sheet.

Workforce & Culture

UTC teams developed into highly engaged, multidisciplinary workforces, with strong collaboration between GPs, ACPs, HCAs, and

reception staff. This stability supported consistent delivery of high-quality care.

Learning & Governance

UTCs aligned fully with NHUC's auditing framework, ensuring robust oversight of patient safety, clinical effectiveness, and operational performance.

Looking Ahead

NHUC will continue strengthening the Frimley UTC following the closure of Basingstoke UTC. Priorities include unlocking Point of Care testing, refining return pathways, and enhancing collaboration with Trust executives to maximise UTC value.

Primary Care Enhanced Access, Home Visiting & VC@H

Introduction

2025–2026 marked a new direction for NHUC with the creation of a dedicated Primary Care division. Services migrating into the division included Virtual Care at Home, Enhanced Access, TARGET education cover sessions, and seasonal influenza response.

January 2026 also saw the launch of the North Hampshire in-hours Home Visiting Service, an ACP and Paramedic-led rapid assessment service supporting four Primary Care Networks.

Performance Headlines



The VC@H figures shown here represent Q4 activity only (January – March 2026), as Primary Care reporting commenced as a standalone division from January 2026. Full-year VC@H totals are presented on Page five.

The new Primary Care division demonstrated strong early performance, delivering essential capacity to local practices and supporting patients across a range of pathways.

The Home Visiting Service provided rapid assessment for unplanned acute and subacute needs, reducing pressure on GP practices and supporting safe care in patients' homes.

Enhanced Access continued to deliver high-quality evening and weekend appointments, while TARGET sessions supported primary care education and training.

VC@H provided remote monitoring for patients with respiratory conditions, with 96% discharged home and 100% positive feedback.

Quality

Patient Experience

Feedback across Primary Care services was exceptionally positive, reflecting compassionate, high-quality care.

Quotes highlighted reassurance, professionalism, and the value of accessible support during periods of illness or anxiety.

Service users identified opportunities to expand seven-day VC@H functionality, which will be explored in 2026–27.

Learning & Governance

Primary Care services are fully integrated into NHUC's governance structure, with learning shared across SDC through Clinical Governance Committee oversight, Safety Bulletins, and Reflections newsletters.

Safeguarding, incident management, and audit processes apply consistently across Primary Care, ensuring robust quality assurance.

Looking Ahead

The next 12 months will focus on expanding utilisation of the Home Visiting Service, integrating Primary Care services into a seamless 24/7 model, and launching a new Level 2 Remote Monitoring Service across Hampshire and Isle of Wight.

Summary

Same Day Care delivered another year of strong performance, high patient satisfaction, and meaningful innovation across IUC, UTCs, and Primary Care. Through robust governance, compassionate care, and strong partnerships, NHUC continues to provide safe, effective, and responsive services that support patients across Hampshire and Surrey.

SDC remains well positioned to meet future challenges, strengthen service integration, and continue delivering outstanding care for the communities we serve.

TalkPlus

Performance & Quality

TalkPlus continued to deliver high-quality, accessible Talking Therapies across North East Hampshire and Farnham during 2025–26, strengthening its position as a high-performing, innovative and patient-centred service. This year saw significant developments in communication, digital transformation, clinical pathways, and community engagement, all underpinned by strong governance, robust quality processes, and a culture of continuous improvement.

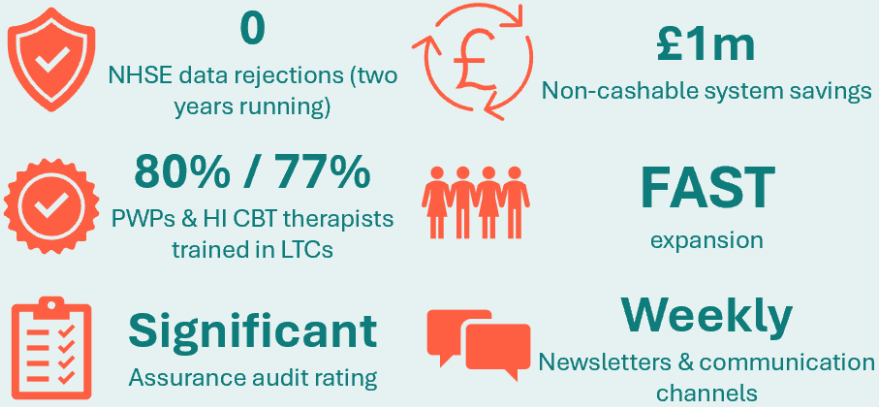
Headlines & Developments

TalkPlus strengthened communication across the service through new Teams channels, weekly newsletters, and improved access to LOPs via NHUC Connect. The service continued to invest in digital and cyber security training and maintained exceptional data quality, submitting NHSE data with zero rejections for the second consecutive year.

Clinical innovation remained a hallmark of TalkPlus. The FAST pathway expanded further, delivering strong outcomes for young adults and providing timely support for NHUC staff experiencing situational difficulties. The service also developed new integrated programmes with GP surgeries and community teams, including Healthy Minds, Healthy Diabetes and Living Well with Heart Failure talks.

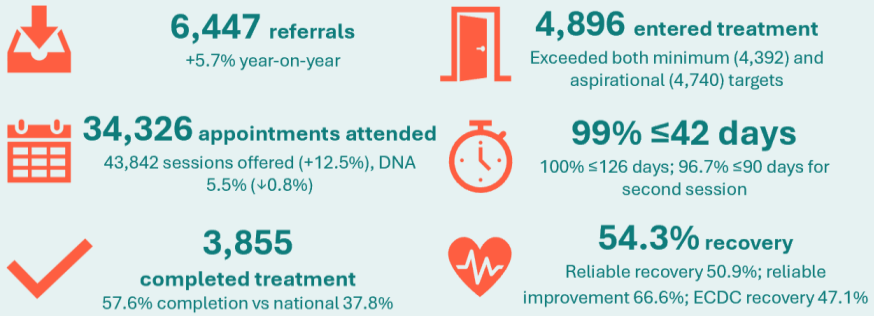
The South West Audit awarded TalkPlus a Significant Assurance rating with minimal recommendations, recognising strong governance, inclusive practice, and proactive community engagement. As noted by ASW Assurance:

> *"TalkPlus demonstrates a culture that supports staff and promotes continuous improvement… and works effectively with local stakeholders and health and social care providers."*



Access & Treatment Delivery

TalkPlus exceeded both its minimum (4,392) and aspirational (4,740) access targets, with 4,896 patients entering treatment, meeting monthly aspirational targets in nine out of twelve months and minimum targets in eleven months.



Waiting Times

TalkPlus significantly outperformed national waiting time standards:

- 99.0% waited ≤42 days (target 75%)
- 100% waited ≤126 days (target 95%)
- 96.7% waited ≤90 days for second session (target 90%)

Treatment Completion

A total of 3,855 patients completed a full course of treatment, exceeding the target of 3,566. Between April 2025 and February 2026, 57.6% of patients ending their referral had completed treatment, significantly higher than national Talking Therapies data (37.8%) and nearby providers.

Recovery & ECDC

TalkPlus exceeded recovery targets:

- 54.3% recovery (target 53%)
- 50.9% reliable recovery (target 50%)
- 66.6% reliable improvement (↑1.2%, though slightly below target of 68%)
- 47.1% ECDC recovery (↓4.8%)

Patient Experience

Patient feedback remained strong, with 92% reporting they "got the help that mattered to them." One patient reflected:

> *"All the team at TalkPlus are fantastic and approachable… I have really valued my therapist's commitment and understanding".*

Quality

Incidents & Learning

Incident reporting culture remained strong, with 129 incidents reported (up from 77). Most were low-level clinical or patient-related incidents, generating meaningful learning shared through the Incident & Audit Learning Snippet. Importantly, no incidents met the threshold for a Patient Safety Incident Investigation under NHUC's PSIRF policy and plan.

Complaints & Concerns

Complaints increased to 7 (from 2), while concerns remained stable at 18. Most concerns were resolved at the point of contact, with only unresolved issues escalated to complaints.

Safeguarding

Safeguarding referrals continued to rise, reflecting improved awareness and training:229 referrals (up from 179) Every safeguarding concern is audited quarterly, with learning shared across the service to strengthen practice and consistency.

Audit & Assurance

The South West Audit delivered a Significant Assurance rating, with only 11 recommendations, reduced from 13 and 23 in previous audits. Most risks were low-level, and an action plan is in progress to implement improvements.

TalkPlus delivered another year of strong performance, high patient satisfaction, and meaningful innovation. The service continues to demonstrate excellence in access, waiting times, recovery, safeguarding, and community engagement, supported by robust governance and a culture of continuous improvement.

TalkPlus remains a vital part of NHUC, delivering compassionate, effective, and inclusive mental health support for the communities we serve.



Community, Culture & Project Groups

TalkPlus continues to demonstrate a strong, values-driven culture rooted in inclusion, community partnership, and proactive engagement. Throughout 2025–26, the service strengthened relationships across neighbourhood teams, primary care, voluntary organisations, and wider system partners, reflecting a commitment to improving patient journeys, reducing barriers to access, and delivering care that is culturally informed and community-connected.

Community & Culture

TalkPlus worked collaboratively with Surrey and Borders Partnership NHS Foundation Trust as part of the transformation of community mental health services, and deepened integration with primary care and voluntary sector organisations. The service's presence at community events, including wellbeing fairs, neighbourhood health summits, and Armed Forces community activities strengthened visibility and ensured TalkPlus remained accessible to diverse groups across the region.

The service's Togetherness Training Days continued to reinforce a positive internal culture, with 97% of staff satisfied or very satisfied, highlighting the value of shared learning, connection, and wellbeing activities.

Project Groups

TalkPlus's project groups remain a defining strength of the service, driving innovation, improving inclusivity, and ensuring specialist support for communities who may face barriers to accessing Talking Therapies. Each group delivered meaningful progress during 2025–26.

LGBTQ+

The LGBTQ+ group continued to champion inclusive practice, delivering Gender Identity training to increase staff confidence and improve recording practices following incident learning. The team strengthened community links through engagement with local Pride organisations and developed interactive content for Pride Month and LGBTQ+ History Month on NHUC Connect, enhancing visibility and allyship across the service.





Women's Health

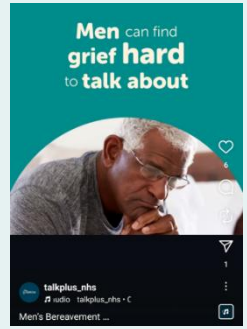
The Women's Health group delivered two menopause webinars attended by patients, staff, and members of the public, and provided targeted training to PWPs on women's health conditions. Awareness campaigns, including content on endometriosis, supported improved understanding and more confident booking of patients into relevant pathways.

Young People

The Young People group focused on improving access and support for 16–25 year-olds, developing a best practice guide for clinicians and creating crisis-support "Who to Contact" resources. The team represented TalkPlus at UCA's Mental Health Day and Farnborough 6th Form's wellbeing fair, strengthening outreach and promoting the FAST pathway.

Male Mental Health

The Male Mental Health group continued to explore stigma and barriers affecting men's engagement with Talking Therapies. Work progressed on a dedicated mental health webinar for men, designed to be delivered multiple times per year to support awareness, early access, and help-seeking.



Perinatal

The Perinatal group focused on improving support for dads during the postnatal period, delivering joint courses with local health visitors and strengthening information-sharing across the team. Work continued to build confidence in booking perinatal patients into appropriate groups and offering tailored 1:1 support.

Older Adults

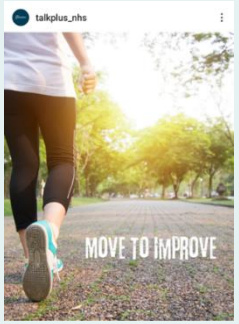
The Older Adults group strengthened support for unpaid carers, attending safeguarding carers training and disseminating learning across the team. A carers workshop attracted around 20 attendees and was well received. The group also developed targeted resources and represented TalkPlus at the Winter Wellbeing event for over-75s in Farnham.

ECDC (Equality, Diversity, Culture & Community)

The ECDC group continued to focus on improving access for communities facing cultural or structural barriers. Work included updating signposting resources for refugees and asylum seekers, educating clinicians on Ramadan and cultural adaptations, and attending CPD to strengthen culturally informed practice.

Physical Activity

Three Physical Activity Fortnights engaged more than 50 participants across NHUC, supported by daily motivational content and peer-support groups. Participant feedback showed improvements in wellbeing. The group also embedded physical activity prompts into assessment templates to support more meaningful conversations about movement and mental health.



Veterans & Families

The Veterans group achieved successful renewal of NHS Veteran Aware Accreditation and received a Veteran Aware Merit Coin in recognition of its work. The team attended Armed Forces Day events, contributed to Veterans Wellbeing activities, refreshed resources to improve inclusivity, and delivered training to trainee PWPs at the University of Southampton. A Veterans Audit led to improved signposting and tailored communication for currently serving personnel.



Neurodiversity

The Neurodiversity group continued to strengthen inclusive practice through audits, focus groups, and service improvements. A patient focus group provided valuable insight into neurodivergent experiences, leading to changes such as providing sensory-friendly materials in therapy rooms and including a video tour of The Meads in appointment letters. Audits showed positive patient experience and improved recovery trends, with recommendations implemented to increase use of ND forms and accessibility flags.

TalkPlus's community engagement and project groups remain central to its identity, driving innovation, improving inclusivity, and ensuring the service meets the needs of diverse communities. These groups exemplify TalkPlus's commitment to compassionate, culturally informed, and community-connected care, and continue to play a vital role in shaping service development and improving patient outcomes.

Our People

NHUC People Plan Summary

Vision

A place where everyone feels valued & supported, is ready for today and works together for a better future

Mission

Create a thriving, inclusive, and forward-thinking workforce at NHUC. We will:

- Foster a culture where people feel they belong and get the support that is right for them and their aspirations
- Ensure our people are ready and able to do what they do best
- Build a future-facing organisation through career pathways, leadership development and talent acquisition in line with our values

Goals	Be a great place to work	Ready for today	Future Facing
Principles	• You feel good • You are supported • You are heard • You are recognised	• Right people • Right skills • Right roles • Right tools	• Values led recruitment • A career at NHUC • Tomorrow's Leaders • Collaboration
Focus areas	Culture & Engagement Equality, Diversity & Inclusion Line Management & Appraisal	Workforce Planning Training Digital	Careers Leadership & Development Recruitment & Retention

People

During 2025/26, NHUC made significant progress in strengthening its people agenda through the establishment of the People Committee, providing dedicated strategic oversight, support and challenge across workforce priorities. Since its formation in February 2025, the Committee has helped build momentum behind a broad programme of work designed to support colleagues and enable delivery of NHUC's longer-term strategic ambitions.

A major focus during the year was the development of NHUC's first People Plan. Extensive engagement with colleagues ensured the Plan reflected the experiences, priorities and aspirations of staff across the organisation. Feedback confirmed that NHUC is regarded as a great employer, with 96% of respondents highlighting strengths including organisational culture, teamwork, wellbeing support and work-life balance. The engagement also identified four key areas for improvement: professional development, appraisal and performance conversations, career progression opportunities, and recognition and reward.

These insights directly shaped the People Plan, which was built around four commitments to colleagues: *You are Supported, You are Recognised, You are Heard and You Feel Good*. The Plan establishes clear priorities across recruitment and retention, leadership and development, employee engagement, line management, equality, diversity and inclusion, workforce planning, careers and digital capability.

To support delivery of these priorities, NHUC invested in strengthening its people infrastructure through increased HR capacity and enhanced partnership working with its outsourced HR provider. Workforce metrics were reviewed to establish stronger baseline data and support a more evidence-based approach to workforce planning and decision-making.

Supporting and developing managers was a key priority during the year. NHUC launched its Line Manager Forum and introduced Line Management Standards and Behaviour Competencies, providing greater clarity around expectations, accountability and leadership behaviours. Staff feedback demonstrated strong support for these initiatives, recognising the importance of consistent, supportive and effective line management across the organisation.

A significant milestone was the implementation of a revised appraisal framework incorporating updated policies, behavioural competencies, management standards and supporting guidance. The new approach aims to create more meaningful development conversations and strengthen the link between individual objectives, career aspirations and organisational goals.

Recruitment processes also continued to evolve through values-based interviewing, continuous improvement methodologies and regular review of job descriptions to ensure alignment with NHUC's values and commitment to high-quality patient care.

The organisation continued to strengthen its commitment to equality, diversity and inclusion through delivery of its EDI Pledge and initiatives that celebrate colleagues and their contributions, including the launch of the Our People social media campaign. Recognition and reward were also highlighted by staff as important areas for continued development,

informing plans for enhanced colleague recognition, long-service awards and wider workforce benefits.

An important milestone during the year was the publication of NHUC's first Gender Pay Gap Report, demonstrating the organisation's commitment to transparency and equality of opportunity. The report identified a median gender pay gap of 15.8% and a mean gender pay gap of 28.0%, reflecting workforce composition and the under-representation of women in senior leadership roles rather than unequal pay for equal work. In response, NHUC developed an improvement plan focused on career progression, leadership opportunities, reward and recognition, inclusive recruitment, workforce planning and family-friendly policies. Review of maternity and paternity pay arrangements also commenced during the year as part of this broader commitment.

Importantly, staff engagement has already resulted in a number of tangible improvements, including the introduction of Line Management Standards, launch of the Line Manager Forum, redesign of the appraisal process, development of clearer career pathways, expansion of recognition initiatives, review of family-friendly policies, publication of the Gender Pay Gap Report and development of future talent management and succession planning arrangements.

Overall, 2025/26 has been a year of establishing strong foundations for NHUC's people agenda. Through enhanced governance, meaningful staff engagement, investment in leadership and management capability, and a clear commitment to equality, development and inclusion, NHUC has taken significant steps towards its ambition of being a great employer where all colleagues feel valued, supported and able to thrive.

Employee Communications and Engagement

Effective communication and employee engagement remain central to NHUC's culture and organisational success. Throughout 2025/26, NHUC continued to strengthen communication channels to ensure colleagues remained informed, connected and engaged with organisational priorities.

NHUC Connect continued to serve as the primary source of organisational information, supported by regular newsletters, targeted staff communications and leadership updates, including CEO vlogs. These channels helped improve visibility of key messages and ensured colleagues had access to timely information, resources and organisational developments.

Employee engagement was supported through a range of established and new forums, including staff surveys, People Plan engagement activities, the EDI Engagement Group, team meetings and service-specific engagement events. These opportunities enabled colleagues to share feedback, contribute ideas and help shape organisational priorities.

Recognition also remained an important focus, with the annual NHUC Achievement Awards continuing to celebrate individual and team contributions across the organisation. Building on feedback received through workforce engagement activity, plans have been developed to introduce long-service awards and wider year-round recognition initiatives.

Feedback highlighted the value colleagues place on visible and accessible leadership. As a result, NHUC will continue to strengthen

feedback mechanisms and ensure staff are more consistently informed about actions taken in response to their views.

Overall, NHUC has continued to build a more connected and engaged workforce through improved communications, meaningful engagement opportunities, visible leadership and enhanced colleague recognition.

Staff Survey 2025

The 2025 Staff Survey provided valuable insight into the experiences of colleagues across NHUC and reinforced the strong levels of engagement, commitment and pride that continue to characterise the organisation. Results demonstrated consistently high scores across many measures, particularly in job satisfaction, teamwork, organisational values and confidence in the quality of care delivered to patients and service users.

Staff reported strong levels of trust, collaboration and openness, alongside high awareness of patient safety, information governance and organisational learning. The findings reflected a workforce that remains committed to delivering high-quality care while supporting one another in a demanding healthcare environment.

The survey also identified opportunities for continued improvement. Some teams highlighted challenges relating to communication, involvement in decision-making, managerial consistency, workload pressures and perceptions of resourcing. These themes align closely with priorities already identified through the People Plan engagement programme and will help shape future workforce improvements.

Service-level actions have been developed in response to the findings, supported by a broader organisational improvement plan focused on leadership development, communication, staff involvement and employee experience.

Overall, the results confirm NHUC's many strengths while providing valuable insight into areas for further development. The organisation remains committed to listening to colleagues, acting on feedback and ensuring NHUC continues to be a supportive, inclusive and rewarding place to work.

Workforce Development

Workforce development remained a key priority throughout 2025/26, underpinning NHUC's ambition to be a great employer and ensuring colleagues are equipped with the skills, knowledge and support needed to deliver high-quality patient care. Building on feedback gathered through the development of the People Plan, the organisation strengthened its focus on professional development, leadership capability and career progression. Key achievements included the introduction of a revised appraisal framework, launch of the Line Manager Forum, implementation of Line Management Standards and Behaviour Competencies, and the development of clearer career pathways which will continue into 2026/27.

These initiatives were designed to support meaningful development conversations, enhance management capability and create greater opportunities for colleagues to develop and progress within the organisation.

Together, they provide a strong foundation for future workforce growth, talent development and succession planning, while supporting NHUC's commitment to delivering sustainable, high-quality services for the communities it serves.

Staff Testimonials

" NHUC has been truly refreshing in its approach to training and development. I have felt supported to identify gaps in my knowledge, develop new skills, and access high-quality learning opportunities that align with both my personal development and organisational priorities. "

" I wanted to take the Introduction to Internal Communications course for reassurance that I was producing work in line with established communication plans and was getting the most out of my abilities so I could develop in this area. I am so grateful for the support and encouragement I have received since taking this course and it has massively increased my confidence. "

" Being involved in NHUC's digital innovation work has been a genuinely transformative experience. I was supported to build confidence in navigating new and untested areas, particularly around the introduction of AI in the workplace. This gave me the opportunity to develop specialist expertise, contribute meaningfully to organisational progress, and feel trusted to help shape how NHUC approaches emerging technologies. "

" NHUC has been incredibly supportive of my development in Health & Safety. I was given protected time, clear guidance and ongoing encouragement, which made it easy to build new skills and deepen my understanding of this important area. The structured support helped me grow professionally while contributing to a safer, more resilient organisation. "

Annual Awards

The annual NHUC Achievement Awards, announced at the 2025 AGM, recognise the commitment, compassion, and outstanding contributions of our staff over the past year. These awards reflect the dedication of individuals and teams who consistently go above and beyond to support our patients, colleagues, and communities, and who embody NHUC's values in their daily work. Their achievements were celebrated together at the Christmas party, providing a special opportunity to thank our staff and come together in recognition of their hard work and positive impact.



Jules Carter (Governance Manager, TalkPlus)

Winner of the Values Award.

Proving that a positive attitude can get you through anything we wanted to recognise Jules' efforts in all her hard work this year and that she is appreciated.



Julie Morrison (Operations Manager, SDC) & **Georgina Nicholson** (Senior PWP, TalkPlus)

Winners of the All for One and One for All Team award.

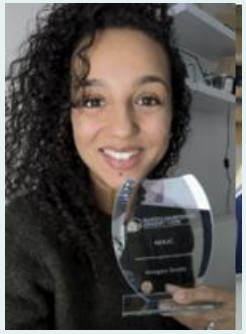


Julie and Georgie have taken the Work Experience Programme and truly run with it, making it so successful that we've had more applicants than ever this year. A brilliant example of what can be achieved when NHUC pulls together.



Ameet Mamtora (GP U TC Clinical Lead, SDC) and **Imogen Smith** (High Intensity Therapist, TalkPlus)

Joint winners of the Special Recognition Award



Ameet has navigated complex challenges at Frimley Park with professionalism, while Imogen's projects have made a real difference to both patients and staff. Their work with external partners has been exceptional.

Dr Dawn Coxhead (Self-Employed GP, SDC)

***Recipient of the Outstanding Achievement Award**, presented by Dr Caroline O'Keeffe, CEO.*

Dawn has worked with NHUC for 27 years starting in 2001 as a trainee! She was recognised this year for her commitment and dedication to being part of a team delivering exceptional care to our local people.



Technology, Digital & Innovation

NHUC Connect Communication, Compliance & Continuous Improvement

NHUC Connect continued to mature during 2025–26, strengthening its role as NHUC's central communication and assurance platform. Adoption increased significantly across the workforce, with staff engaging more frequently in updates, learning resources, operational notices and governance materials. The platform has become a core enabler of transparency, consistency and organisational alignment across Same Day Care.

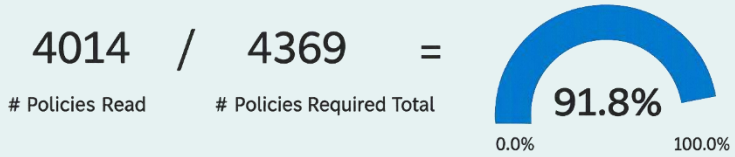
Headlines

Platform Adoption & Engagement

Throughout the year, NHUC Connect saw a marked increase in usage across clinical and non-clinical teams. Staff accessed the platform more frequently for operational updates, clinical guidance, rota information, governance materials and quality learning. This increased adoption has strengthened NHUC's ability to communicate consistently across multiple sites and services, ensuring staff remain informed, aligned and supported in delivering safe, effective care.

The platform's impact was particularly evident in the way teams engaged with quality and safety content, including Safety Bulletins, safeguarding updates, clinical learning and reflections. This has contributed to a more connected workforce and a stronger culture of continuous improvement.

Mandatory Reads Full Rollout & Assurance



The full rollout of the Mandatory Reads Schedule marked a significant development in NHUC's governance framework. Working closely with policy owners, NHUC introduced a structured, transparent approach to policy compliance, ensuring staff have clear visibility of required reading and associated responsibilities. Compliance reached 91.8%, providing strong assurance ahead of future CQC inspection and demonstrating NHUC's commitment to maintaining high standards of safety, quality and accountability. The enhanced cover sheet design — making Mandatory Read status highly visible — has improved clarity for staff and strengthened alignment with statutory and mandatory training requirements.

Quality, Safety & Learning Integration

NHUC Connect has become a central hub for sharing learning across Same Day Care. Key quality outputs — including incident learning, safeguarding updates, clinical audits and patient experience insights — are now consistently published through the platform. This has improved visibility of learning themes, speed of dissemination, staff engagement with quality improvement and organisational memory.

The platform also supports the distribution of Safety Bulletins, safeguarding newsletters and clinical reflections, ensuring learning is accessible, timely and embedded across all services.

Operational Benefits

NHUC Connect continues to support operational efficiency by providing:

- a single source of truth for updates
- streamlined communication across multiple sites
- improved access to governance documents
- enhanced visibility of service developments
- better alignment between clinical and operational teams

The platform has also supported new service launches, including the Primary Care division and Home Visiting Service, by providing a consistent communication channel for onboarding, updates and learning.

Looking Ahead

NHUC Connect will continue to evolve during 2026–27, with planned developments including:

- further enhancement of policy assurance dashboards
- increased use of multimedia learning content
- improved search and navigation features
- expanded use of Connect Communities to support staff engagement
- deeper integration with quality reporting cycles

NHUC remains committed to ensuring NHUC Connect remains a trusted, accessible and effective communication platform that supports safe care, strong governance and a connected workforce.

AI and GenAI Adoption and Governance

During 2025–26, NHUC advanced its approach to Artificial Intelligence (AI) and Generative AI (GenAI), moving from early experimentation to a structured, organisation-wide governance model. Building on the strengthened digital foundations described in the Technology, Digital & Innovation section, NHUC focused on ensuring that emerging technologies can be adopted safely, responsibly and in line with national expectations.

Headlines



Early Exploration: TANDEM Pilot

NHUC's first structured exploration of AI-supported clinical documentation took place through the TANDEM pilot in Same Day Care. The pilot provided insight into usability in urgent care environments, workflow impact, safety considerations and data flow requirements. These findings highlighted the level of governance

needed for future AI tools and directly informed NHUC's decision to strengthen digital safety oversight.

Clinical Safety & DCB Compliance

In response to the learning from TANDEM, NHUC formally established a Clinical Safety Team to oversee digital safety, risk assessment and compliance with national standards. Key developments included strengthened adherence to DCB0129 and DCB0160, clearer hazard logging processes, improved supplier collaboration on safety documentation and defined internal accountability for digital safety risks. This work ensures that any future AI deployment is supported by robust, clinically led governance.

Enhanced AI Access Framework

To support safe and consistent adoption, NHUC implemented an Enhanced AI Access Framework. The framework introduces a structured approval process for all AI tools, proportionate risk assessment, data flow mapping, Information Governance checks and mandatory documentation for audit and assurance. A new AI Access Submission Form, supported by clear guardrails and a disciplinary notice, reinforces safe practice and protects patient data across all services.

Culture, Communication & Staff Confidence

NHUC has taken a proactive approach to building staff confidence in AI. Regular communication through NHUC Connect has raised awareness of risks, clarified safe use principles and reinforced what staff can and cannot input into AI tools. This has helped create an informed, responsible culture where colleagues feel able to explore emerging technologies safely and without compromising patient confidentiality.

Future Adoption: TORTUS AI Scribe

NHUC has also begun scoping future opportunities, identifying Tortus AI Scribe as a promising tool for potential adoption. Early exploration suggests benefits including reduced administrative burden, faster completion of consultation records and improved documentation accuracy. Full rollout will be considered during 2026–27 following safety assessment, usability testing and governance approval.

Governance & Assurance

NHUC's approach to AI is grounded in strong organisational governance. AI activity is overseen through the Clinical Governance Committee, Information Governance Committee, Risk & Audit Committee and Management Council, ensuring alignment with NHUC's risk appetite and national guidance. This multi-layered oversight provides clear assurance that innovation is matched with proportionate controls, transparent decision-making and a focus on patient and staff safety.

Social Value

As a Community Benefit Society, NHUC is committed to creating positive social, economic and environmental value for the communities we serve. Our approach to Social Value extends beyond the delivery of healthcare services and reflects our responsibilities as an employer, healthcare provider and system partner. During 2025/26, we continued to strengthen our contribution across five key areas: Equality, Diversity & Inclusion, being a great employer, community engagement, environmental sustainability and partnership working.

Through these activities, we aim to improve outcomes for patients, support our people to thrive, strengthen local communities and contribute to a more sustainable health and care system. Our work throughout the year demonstrates our commitment to delivering social value that is meaningful, measurable and aligned with the needs of the communities we serve.

Equality Diversity and Inclusion

Equality, Diversity and Inclusion (EDI) remains central to NHUC's purpose and values. We are committed to creating a workplace where everyone feels welcome, valued and able to contribute, while ensuring equitable access and outcomes for patients and communities.

During 2025/26, we retained our NHS Veteran Aware accreditation, continued to support Frimley Integrated Care System's Anti-Racism Alliance, participated in the Frimley ICS Mirror Board, embedded EDI considerations within key people processes and undertook disability access audits of our digital platforms. We also continued to celebrate cultural diversity through staff engagement, awareness campaigns and inclusive communications.

Gender Pay Gap

A significant milestone during 2025/26 was the publication of NHUC's first Gender Pay Gap Report, demonstrating the organisation's commitment to transparency, fairness and equality of opportunity. The report identified a median gender pay gap of 15.8% and a mean gender pay gap of 28.0%. Analysis showed that the gap is driven primarily by workforce composition and representation, with women comprising 72% of the workforce and being disproportionately represented in lower-banded operational roles, while men are more highly represented in senior leadership and higher-paid strategic positions. The report confirmed that the gap does not reflect unequal pay for equal work, but rather structural issues relating to career progression, workforce distribution and leadership representation.

In response, NHUC developed a comprehensive Gender Pay Gap Improvement Plan aligned with the wider People Plan. The action plan focuses on five strategic themes: strengthening career progression pathways, increasing access to leadership opportunities, reviewing reward and recognition arrangements, enhancing flexible working and family-friendly policies, and embedding inclusive recruitment and workforce planning practices. Key commitments include targeted leadership development and sponsorship opportunities for women, greater transparency in senior appointments, improved career pathway mapping, continued review of maternity and parental leave support, and strengthened governance through regular People Committee oversight.

The plan is designed to deliver long-term, sustainable change by addressing the root causes of the gender pay gap rather than pursuing short-term improvements in reporting metrics. Success will be measured through increased female representation in senior and strategic leadership positions, improved progression opportunities across the organisation, greater confidence in fairness and transparency, and a gradual and credible reduction in both the mean and median gender pay gap over time.

This work forms an important part of NHUC's wider commitment to equality, diversity and inclusion and supports the organisation's ambition to ensure all colleagues have fair access to development, progression and opportunity regardless of gender.

Being a Great Employer

NHUC is committed to being a great employer by creating an environment where colleagues feel supported, valued and able to develop fulfilling careers. Investing in our workforce generates wider social value through improved wellbeing, increased skills, stronger staff retention and better patient outcomes.

During 2025/26, we expanded our work experience programme, continued development of our People Plan through extensive staff engagement and reviewed our Disability Confident commitments. We also celebrated colleagues through our "Our People" campaign, highlighting the diverse roles and career opportunities available across the organisation. Notably, 96% of respondents to the People Plan survey reported that NHUC is a great employer, reflecting the positive culture we continue to build across the organisation.

Work Experience Testimonials

" The program immersed me in a dynamic, real-world environment by exposing me to a diverse range of accidents, incidents, and illnesses. This experience was crucial because it taught me to expect the unexpected and showed me that no two days, or cases, are ever the same. "

" It taught me that the skills required in urgent care, are just as essential as the empathy and active listening skills used in talking therapies. The program showed me the importance of combining clinical expertise with compassionate communication illustrated by many of the GPs that I shadowed throughout the week. "

" The clinicians I shadowed had a truly positive impact on me as they didn't just tell me about their roles; they showed me exactly how they navigate the day-to-day realities of the job. The authenticity of the experience was so important because it gave me a realistic look at the challenges and rewards of their work. "

Involving Our Communities

Meaningful community involvement is fundamental to delivering person-centred services and maximising social value. Through engagement, co-design and partnership working, we seek to ensure our services reflect the needs and experiences of the diverse communities we serve.

During the year, we strengthened engagement with community representatives, supported wider health system patient participation initiatives and worked closely with the Reaching Accessibility Awareness Group (RAAG) to improve accessibility across our digital and physical environments. This work helps ensure that services are responsive, inclusive and informed by lived experience.

Delivering Our Green Plan

NHUC remains committed to supporting the NHS Net Zero agenda and reducing the environmental impact of healthcare delivery. Whilst our Green Plan is being refreshed to reflect emerging priorities and national guidance, we have continued to make tangible progress during the year.

Key achievements included the introduction of hybrid vehicles into our operational fleet, reducing vehicle emissions, and continued expansion of greener models of care, including virtual services and remote monitoring approaches. These initiatives help reduce travel requirements, improve accessibility for patients and contribute to a more sustainable model of healthcare delivery.

Working in Partnership

Partnership working enables NHUC to maximise its social impact and deliver benefits that extend beyond direct service provision. By collaborating with health, care, voluntary sector and community organisations, we can achieve greater collective impact for the populations we serve.

During 2025/26, we strengthened relationships with voluntary and community sector partners through participation in the Hampshire and Isle of Wight VCSE Alliance and supported wider learning through collaboration with Sasha's Project as part of our Urgent Mental Health Conference. These partnerships have enhanced our understanding of local need, strengthened community connections and contributed to improved outcomes across the wider health and care system.

Looking Ahead

Building on the progress made during 2025/26, NHUC will continue to embed Social Value across all aspects of the organisation. Priorities for the coming year include delivering our Gender Pay Gap Improvement Plan, strengthening workforce inclusion and development opportunities, refreshing our Green Plan, expanding community engagement activities and developing new partnerships that support population health and wellbeing.

By maintaining a clear focus on social, economic and environmental impact, NHUC will continue to create value for its patients, people, partners and communities while supporting the long-term sustainability of health and care services.

Finance

The Financial Statements for the period 01/04/2025 to 31/03/2026 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 declared a dividend to North Hampshire Urgent Care Limited during the year of £98k. Frimdoc Limited has not traded since 2021 and the Directors have taken the decision to dissolve it in 2026-27.

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.

	Year ended 31 March	
	2026	**2025**
	£000	**£000**
Turnover	17,725	16,568
Cost of Sales	(12,957)	(11,742)
Gross surplus	4,768	4,827
Administrative expenses	(4,879)	(4,672)
Other operating income	97	0
Operating profit	(14)	155
Interest receivable and similar income	33	31
Surplus before tax	19	186
Tax on profit	9	(55)
Surplus afer tax	28	131

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

Income grew by 7.0%, £1.16m, in the year. Of this £1.08m was in Same Day Care, driven by funding for the Integrated Urgent Care (IUC) contract, Frimley and Basingstoke Urgent Treatment Centres and Home Visiting service. TalkPlus income increased by £0.08m, largely driven by the annual uplift to the contract.

Cost of Sales grew by 10.3%, £1.215m, driven by front-line clinical pay costs for the expansion of clinical services above.

Administrative Expenses increased by £0.21m to £4.88m, with the biggest change in Pay (£420k increase) offset by reductions in Subcontractor fees (£141k), IT licenses and support (£45k) and Property & Utilities (£53k).

The Surplus before Tax reduced to approximately £0.02m in 2025/26.

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.

Sean Doyle Finance Director

Appendix 1: NHUC Management Council

Andy Field, Chair



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.

Rob Morgan, Non-Executive Director (from 19.01.2026)



Rob is a Chartered Accountant who has over 30 years' experience in both private and public sector roles. He joined the NHS in 2012 and has held Board level CFO roles in both the Frimley and Dorset systems. He worked closely with NHUC in his CCG roles at Surrey Heath and North East Hampshire and Farnham and is delighted to renew his relationship with NHUC as a Non-Executive. Outside of work Rob enjoys playing golf and watching his beloved Reading FC attempt to win the occasional game.

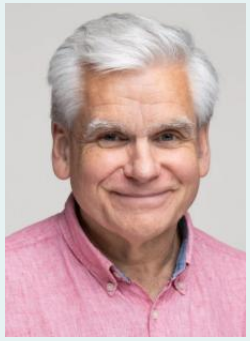
Karen Wyllie, Non-Executive Director



Karen has over 41 years' experience in the NHS family. As a nurse and health visitor she has practiced in acute, community and primary care settings. She has had senior and executive roles in provider, commissioning and regulatory organisations from place to system.

With a career focussed on patient experience, quality improvement, clinical governance Karen brings her experience to NHUC as a clinical Non-Executive and Chair of Clinical Governance Committee.

Gary Hay, Non-Executive Director



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, disciplinaries 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.

David Brooks, Non-Executive Director (until 31.03.26)



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.

Caroline O'Keeffe, Chief Executive



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.

Indy Libra, Medical Director



Inderjit is a dedicated and values-driven Medical Director with a passion for urgent care and integrated services, along with strong clinical leadership skills. As an experienced GP, he excels at facilitating the connection between primary and secondary care, ensuring that patients receive safe, seamless, and responsive care across various healthcare settings.

Having lived in Surrey all his life, Inderjit has a deep personal investment in the well-being of the local population. He is a strong advocate for developing local talent and empowering the wider multidisciplinary team, understanding that excellent care begins with exceptional people.

He is committed to maintaining his clinical practice, valuing the opportunity to work alongside frontline colleagues to make a meaningful impact on patient care. Inderjit's leadership philosophy is grounded in collaboration, curiosity, and compassion, ensuring that every organisational decision enhances both clinical quality and staff well-being.

Married and the father of two young children, he balances his professional responsibilities with a strong family life. Those who know him recognise his unwavering commitment to both his career and his loved ones. His vision is to lead NHUC toward becoming a national exemplar of integrated urgent care that is clinically excellent, innovative, and focused on people.

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, SDC Clinical Director



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.

Fiona Lowen, Elected GP



Fiona has worked as a locum 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 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!

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.

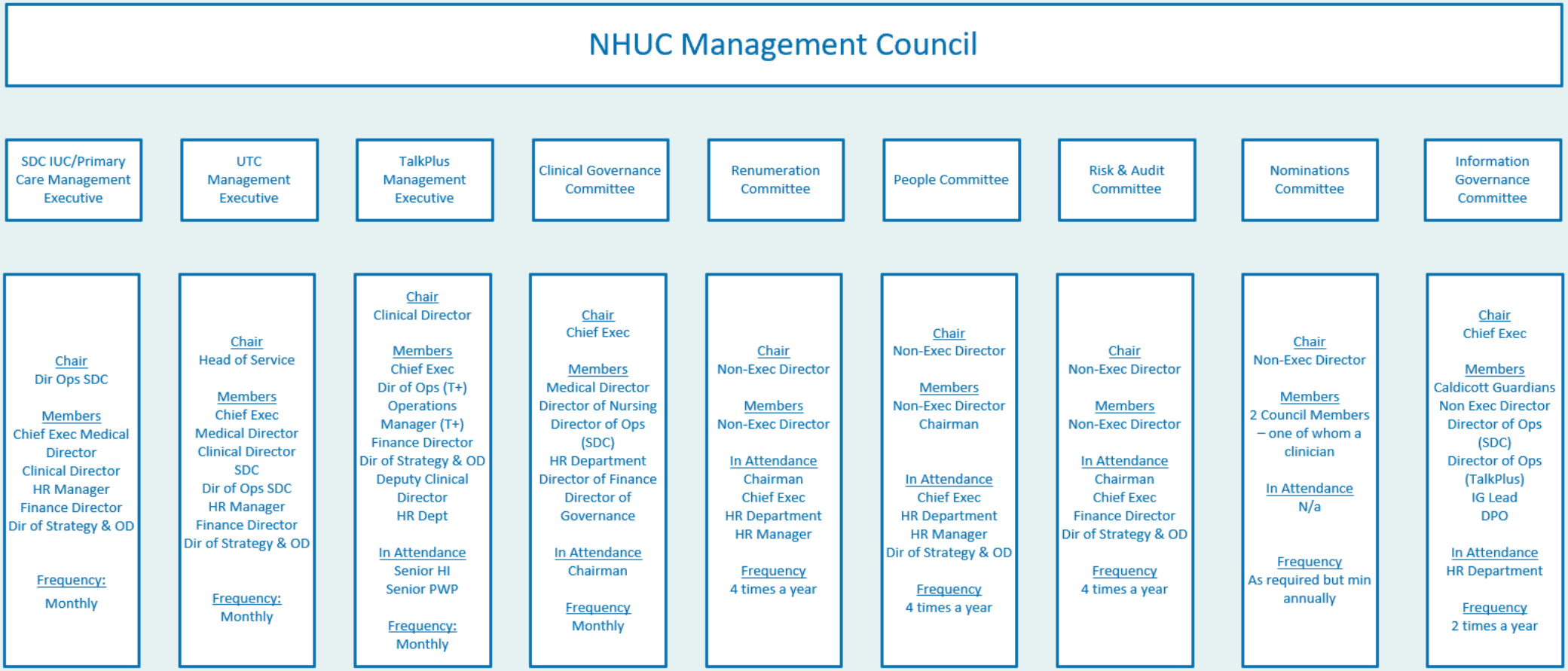
Tim Cooper, Elected GP



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 a focus on primary care strategy and transformation.

Appendix 2: NHUC Governance Structure

2025/2026



Looking ahead 2026/2027

