



Iceni Healthcare Limited

Chief Executive's Welcome

Welcome to Iceni Healthcare's first Annual Report. As the Federation's new Chief Executive, coming into post on 1st August this year, I am excited about both the opportunities and the challenges ahead: opportunities, as Primary Care will inevitably become central to delivery of the Norfolk and Waveney Sustainability and Transformation Plan, working at scale but with local focus; and challenges which you face in terms of recruitment, capacity and fiscal restraint. This is a time when you need your GP Federation to stand up and be counted and that's what we at Iceni Healthcare intend to do.

Iceni Healthcare has set itself the task of gearing up for these challenges using the experience we have of delivering the Healthy Child Programme in over 80 practices in Norfolk, our track record of responding to challenges and initiatives such as the Apprenticeship Programme, and being ahead of the curve in being an established employer currently offering an NHS pension.

Looking forward, we plan to build on our experience of working at scale to work in partnership to help commissioners and providers alike achieve the outcomes of a transformed health system. We have a strategy with clear, realistic objectives which will put practices at the table with provider colleagues to prepare for the changes ahead. Our plan aims to help make your lives easier, with real, tangible benefits to the practice team and beyond.

At Iceni Healthcare we are clear on our purpose which is to provide quality services to the population we serve and to benefit our members - you, the hundred plus Primary Care organisations that have a crucial role in shaping the future.

This Annual Report looks at some of our highlights over the past year and, as a newcomer, I can claim no credit for those. Iceni Healthcare is both a key provider and facilitator and, as well as delivering a number of the 0-19 Healthy Child Programme workstreams, has negotiated beneficial deals for our shareholders for a number of back office functions. We are also championing innovation with a new mobile phone app offering health advice and support to young people.

Any organisation is only as good as its people and this is where I think Iceni Healthcare's greatest strength lies. We have a great team and I would like to thank all my new colleagues for their commitment and hard work. I would also like to formally thank John Fraser, Iceni Healthcare's founding CEO, for demonstrating his extensive knowledge of Primary Care and leadership skills in launching Iceni Healthcare and establishing the firm foundations on which we will build.

CEO Profile

Paul Steward joined Iceni Healthcare from East Coast Community Healthcare where he had been chair since the social enterprise was formed in 2011.

Prior to that he worked for 13 years in the NHS managing community services before moving into strategic roles at Norfolk and Suffolk NHS Foundation Trust, followed by the Strategic Health Authority in Cambridge.

He has been a member of the Chairs' Oversight Group of the NHS Sustainability and Transformation Plan for Norfolk and Waveney. He also chairs the Norfolk & Norwich Scope Association and Norwich Community West education cluster and sits on the Board of Norfolk Community Law Service.



Annual Report 2016/17

Young People's Health Passport

Iceni Healthcare, in partnership with Cambridgeshire Community Services, is creating a Young People's Health Passport - a mobile phone app that provides useful information to support young people's health and also gives them access to their personal medical history.

It covers topics including travel, festival safety, drug and alcohol advice and information on how to cope with depression, bullying and eating disorders. It will signpost young people to organisations that can offer further support and it gives them access to their own health records including their immunisation history, repeat medication and diagnosed conditions.

In July we carried out a survey at the Royal Norfolk Show, asking young people to test out elements of the design on

tablet devices. The response we received was extremely positive.

We spoke to 132 young people and discovered that the 15-18 age group was most likely to use the app, with 86% saying the information was useful. They found the app easy to navigate and gave lots of useful feedback on the look of the app and suggestions for additional features. For instance, 87% said they would use ChatHealth, the confidential school nursing team text messaging service, if it was available within the app.

A detailed service specification has now been created and further development of the app's story board will be presented to a focus group at Norwich City College in November.

Block Contracts and Bulk Discounts Occupational Health Discount for Members

Following NHS England's decision to cease central funding in Primary Care for occupational health services, we have negotiated a 10% discount for all Iceni Healthcare member practices with University Medical Services (UMS) at the University of East Anglia.

There is no upfront payment for using the UMS service, and no contract to be signed. This means, if you wish to use UMS Occupational Health for services such as pre-employment screening, you remain free to refer members of staff to a provider closer to your location for other requirements.

You can find further information about the service by clicking on the Occupational Health icon at www.umsuea.co.uk. Practices can, of course, continue to use any alternative occupational health provider if they wish to do so.



E-Learning

Sixty practices have now signed up to use Skills for Health for their staff training needs after Iceni Healthcare secured a significant discount on the subscription fees.

Practices have saved an average of 60% on training costs with Skills for Health, which is now entering the third year of a five year contract.

Iceni Healthcare also secured an average 50% discount with another provider - Blue Stream Academy - to give member practices a wider variety of training resources. There are currently 13 practices signed up to Blue Stream Academy.

Commercial Waste

Iceni Healthcare has negotiated a number of bulk discounts with waste disposal companies after NHS England decided to stop reimbursing practices for trade waste costs.

We have agreed discounts of at least 25% with Avena Environmental, Restore Datashred and Shred-it, who all remove commercial and confidential waste, and with Veolia for general waste disposal and recycling.

These providers have agreed to pass on the Iceni Healthcare negotiated discounts on cessation of current contracts.



Building our Team

Jasmine Fisher joined Iceni Healthcare in June as our Operations Administrator. She has previously worked in the legal and hospitality sectors as an IT support analyst, accounts assistant and in administration. She studied Business at college and has attained AAT accounting qualifications. She also enjoys travelling and spent a gap year exploring Australia, New Zealand and South East Asia.

Jasmine said: "Working in the hospitality industry helped me gain valuable experience in finance, retail and administration which means I can bring a wide range of skills and knowledge to my role with Iceni Healthcare. Now I'm really looking forward to developing my knowledge of Primary Care and the wider NHS."

Positive Response to the Healthy Child Programme - But We Need Your Help

It is two years since Iceni Healthcare began providing elements of Norfolk's 0-19 Healthy Child Programme in partnership with Cambridgeshire Community Services NHS Trust (CCS). The results so far are very positive – but we need your help to ensure its success, and our future.

Iceni Healthcare is delivering three significant workstreams to the contract with Public Health:

- an all-new School Readiness Check for pre-school children, developed with CCS health professionals and delivered in practices during existing child immunisation appointments
- an innovative School Profiling system which generates health 'footprints' of school populations using anonymised data extracted from GP and community health records such as incidence of allergies and certain health conditions. The results will help prioritise health education topics for teaching and support health service provision in school
- a new Needs Profiling process to help identify children, young people and their families who may have additional health needs and put in place tailored preventative and early intervention packages of care.

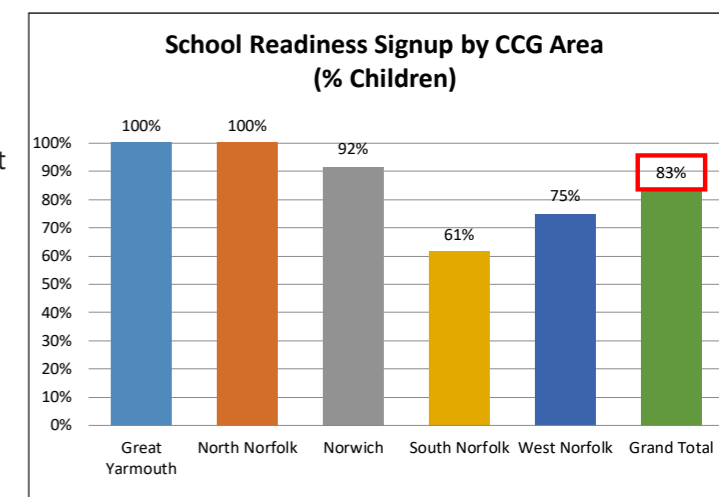
The response to the School Readiness Check has been very encouraging. 96% of parents/carers say they are likely to recommend it to friends and family. Nearly a quarter (22%) said they would do something different as a result such as look at healthier eating options, make a dental appointment for their child or spend more time reading with them to improve their conversation.

Currently 86% of practices are signed up to the School Readiness Check and 140+ nurses have received training to deliver the service. However, only 57% of practices are supporting Iceni Healthcare's Data Warehouse which generates the data for School Profiling and Needs Profiling.

We need universal sign up by practices to both the School Readiness Check and Data Warehouse in order to meet our KPIs, guarantee the success of this contract and safeguard the investment all our member practices have made in Iceni's future. A successful outcome to this contract will help us attract further business and enable us to continue representing practices' interests within the local health economy.

Iceni Healthcare has engaged Skyblue Computing to undertake data extraction and processing on behalf of its member practices to minimise the workload implications for practice staff. Skyblue have extensive experience in data warehousing, analytics and business information, specifically working with CCGs, CSUs and other GP Federations.

We are happy to support practices who have not yet signed up with information, attendance at your practice meetings or with access to our Information Governance expert to address any concerns. Please email Chief Operating Officer Charlotte Pike at cpike@iceni.hl.co.uk or our HCP Service Delivery Manager Sharon Goddard at sgoddard@iceni.hl.co.uk or telephone 01953 425726.



Call for New Medical Director

Iceni Healthcare is seeking a new Medical Director to advise the Board and Management Team.

We are looking to appoint a General Practitioner who will take a lead role in supporting the development of an effective clinical governance agenda, ensuring that the organisation provides clinical care of the highest quality and safety.

We want to strengthen the representation of our shareholders on the Board and this is an exciting time to join us.

You will have an influential role as the STP moves towards implementation, and organisational changes to primary care become more concrete.

The Medical Director role is a senior Board position, appropriately remunerated and with a very flexible approach to both time commitment and pattern of attendance at Board meetings.

Please contact Susie Smith, our Operations Manager, for more details and a full job description.

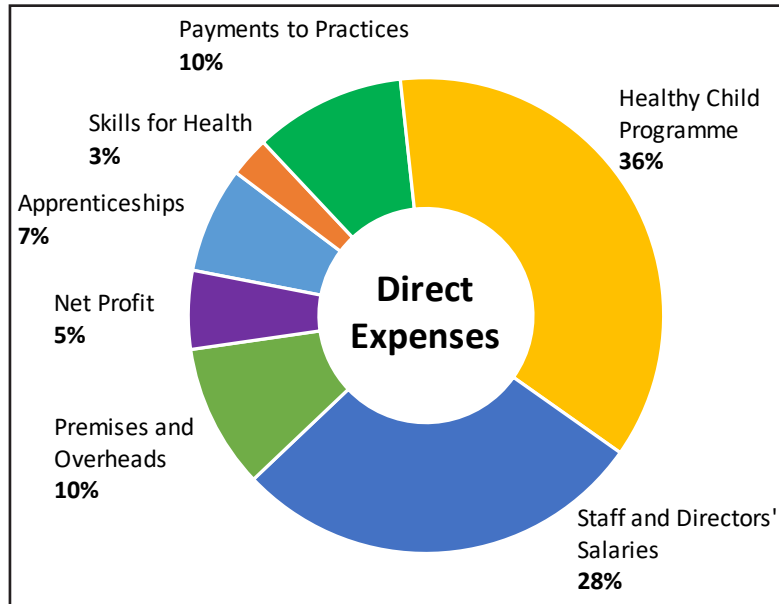
Financial Statement

The year to 31 March 2017 was another successful one for the company, the net profit before taxation amounting to £40,991.

Income from the company's principal activities in the year – the Healthy Child Programme (HCP) and the Apprenticeships initiative - aggregated to £745,870, out of total income for the year (excluding interest received) of **£768,316**.

Last year was the first full year of the HCP. Our funding from Cambridgeshire Community Services included an element for the Needs Profiling and Schools Profiling components of the contract, neither of which had been completed by the year end. Accordingly part of the monies received has been deferred into the current financial year.

Turnover	£768,316
Profit before tax	£40,991



The profit before taxation amounted to **£40,991**. Although no corporation tax is payable by the company by virtue of tax losses brought forward, the tax charge in the Income Statement reflects the reduction in the deferred tax asset.

The Statement of Financial Position shows that the net asset position of the company has improved during the year, to £179,653 at the year end. The substantial balances held in the company's bank accounts reflect the receipt of funds in advance of the relevant work being performed; the cash balances will reduce in the current year as the HCP operates at full level.

The company remains in a sound financial position, providing a secure base from which to explore opportunities to develop new income streams for our member practices in the current and future years.

Iceni Healthcare on Social Media

Iceni Healthcare has recently launched on social media. We now have an Iceni Healthcare Facebook page where you can keep up to date with all our news.

You can also find us on Twitter as @IceniHealthcare.

We hope you will follow us and join in the conversation!

For more detailed information about the organisation our website is www.icenihealthcare.co.uk



Iceni Healthcare Funds Flu Advert

Iceni Healthcare placed a full page advertisement in the Eastern Daily Press in September, on behalf of our member practices, highlighting the importance of having a flu jab at your local GP surgery.

We have been listening to members' concerns about the competition from pharmacies also offering the service and hope this advert will help signpost patients to their practice in the first instance rather than going elsewhere.

Iceni Healthcare covered the cost of the advert which was designed as part of Public Health England's Stay Well This Winter campaign. We hope you have seen an additional uptake in flu jabs as a result.