

2021-2022

ANNUAL REPORT

BRINGING OUR PURPOSE
TO LIFE



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ANNUAL REPORT

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HELEN CURR

LOOKING BACK

Over the years, we have spent our time as an organisation doing many things. The connecting theme has always been our passion for creating possibilities - finding new ways of working, new partnerships or new services to provide the kind of health care that has a positive impact on people's lives. Each year we want to use our annual reporting to ask ourselves - Did it make a difference? Can we be proud of what we have delivered? What do we need to learn?

What have we done?

As we close the year we've delivered 200,000 doses of Covid vaccine for our city, set up an innovative roaming and mobile service, and enjoyed a new partnership with primary care in Brighton, Hove and The Havens.

In creating a new collaboration for vaccine delivery, we also protected primary care. None of our approximately 25,000 annual improved access appointments have been lost to vaccine work, and we've worked closely with our urgent care partners to deliver over 200 appointments each week of additional primary care support.

Our Memory Assessment Services have restored diagnostic pathways with incredible speed, and found time to seed a pilot that could unlock early diagnosis of dementia using biomarker testing. This combination of stretch and delivery is driven by the incredible commitment of the team to providing the support that lets people live well.

Sussex Muscular Skeletal Partnership continues to be our flagship enterprise for personalised care, and patient partnership. We released 10,000 hours to mutual aid, and more recently joined the Sussex wide redesign program to make sure the system has access to all we've learned in our collaboration to design the next part of the Sussex approach.

Our Practice Unbound team have continued to provide products that release around 8,000 hours of GP time each week, and this year took the vital step to launch a lifestyle medicine product. This brings to life our long-cherished intention to free practice time to enable more holistic person centred work in primary care.

What have we learned?

Here is a special place to work. We don't always get things right first time, but we learn, we change, and we always try to do things in a way that focusses on individuals and stretches the boundaries of what is possible.

In this report you'll hear a little of the behind-the-scenes teams that enable our staff to thrive, to think differently, and to respond to the challenges we meet. This year more than ever before we've needed to stop and check if we are truly okay, and if we are in good enough shape to look after others.

In this report you'll also meet our new Non-Executive Directors. We are excited to welcome them to our team. Their job is to stretch us, to make sure we are innovating and learning in the open, making good decisions and delivering on our promises.



What's next?

As we look forward into 2022, we feel energised. We've formed new partnerships and alliances we want to grow, we feel clearer than ever on why this is important. Hear from our Chair on our predictions for next year at the end of this report.

We hope you enjoy hearing about it, and we'd love to hear your response.

Helen

DELIVERING ON OUR PROMISES

Our services represent the front-line work that we do. It's the part that people see and experience when they are at their most vulnerable. And it's where we strive to create health equality for all.



PRIMARY CARE COLLABORATIONS – COVID 19 VACCINATION PROGRAM

Our vaccination collaboration across Brighton, Hove and The Havens marked the beginning of a new way of working with local primary care, a genuine collaboration to meet an extraordinary need, which drew on all our strengths. We hope this will become the blueprint for what good collaboration looks like as our system comes together in new ways.

At this time we are working across all parts of our system to deliver in a 'peak' and 'off peak' model, with large scale deployments at the racecourse when needed, and much more bespoke offerings throughout our communities, based on information from practices, public health, community engagement and the local authority. Our mobile and roving efforts are a crucial part of delivering on health equity that we are excited to take forward into wider health offerings..

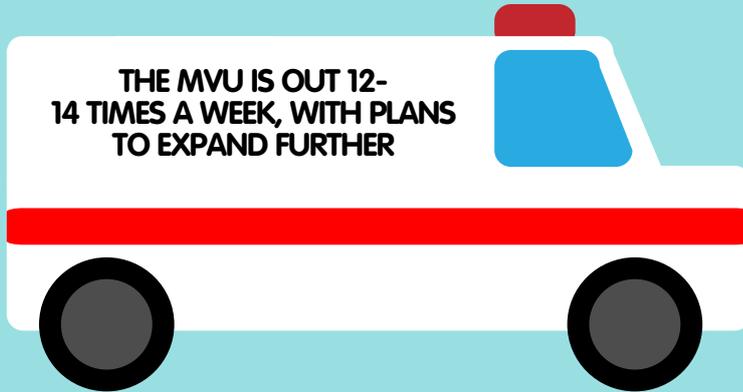


What are you most proud of?

“How well the team gets on and works together. Communication is brilliant, our sense of humour is miraculously matched, and together we get things done. We all share the same work ethic, which I think very few teams may share. The 'team' goes wider than just the office staff, and those who are immediate employees... everyone who has played a part, regardless of how big or small, is someone who I would gladly work with again.” Helen Mendoza, Service Lead COVID-19 Primary Care Vaccination Programme

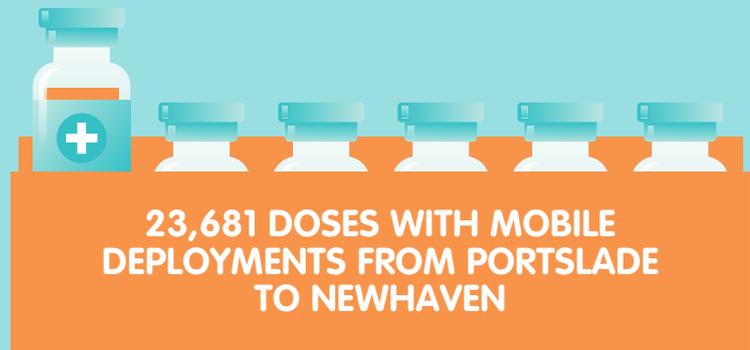


COVID 19 VACCINATION PROGRAM IN NUMBERS



Our biggest deployment = 638 vaccine doses in one day at Tesco in Hove with only 4 vaccinators – that's roughly 100 doses an hour

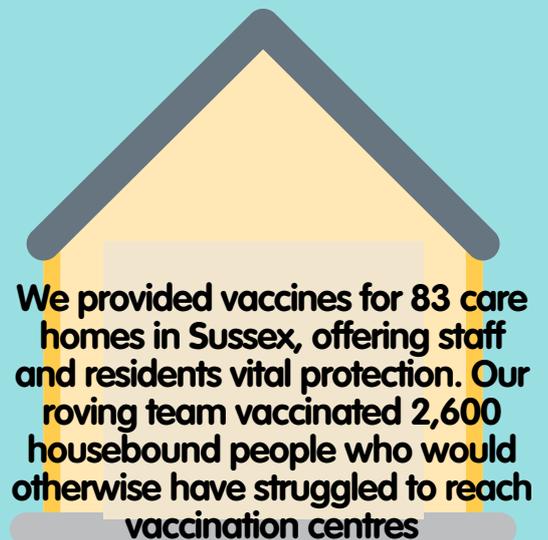
The December 2022 Omicron launch - 21,061 vaccinations in 16 days! that's an average of 1,316 a day.



In Mid December 20201 we delivered our 200,000th Covid vaccination

Evergreen offer - we are still reaching patients who need their first doses and have an outreach team specifically placed to answer questions and offer support

By delivering in partnership with primary care, general practice and improved access service have been able to carry on with business as usual.



We provided vaccines for 83 care homes in Sussex, offering staff and residents vital protection. Our roving team vaccinated 2,600 housebound people who would otherwise have struggled to reach vaccination centres

BRIGHTON & HOVE MEMORY ASSESSMENT SERVICE (MAS)

At times of pressure, it's easy to lose sight of what matters most but the Memory Assessment Service (MAS) team have ensured that despite the significant pandemic and restoration pressures and partnership changes, they have built an even more personalised and person-centred service than pre pandemic.

With a clear understanding of service purpose, and clarity on role and function, MAS really are bringing the best of what we can offer.

A significant highlight during the past 12 months was the arrival of our Here Memory Support Worker team creating integrated support for our- patients. The kindness that all members of the service have demonstrated to both our patients and each other, is wonderful and something very special.

What are you most proud of?

"It's been more important than ever for us to bring our whole self to work and understand that the pandemic has been tough for us all and at times we really need some help. In encouraging us to bring our whole self to work, we have provided the opportunity to deepen our understanding of colleagues and what makes them tick and how we can support them compassionately wherever possible. Throughout all our meetings, supervisions, and interactions with each other, we have held the lens of what's reasonable, what's appropriate and what's possible? I believe that it is this care for each other that has allowed us to create health for each other and our patients at a time of crisis."

Jason Willcox, Service Lead





- Building relationships to help us better serve the older LGBTQ+ community and personalise their care in MAS.

- Starting a partnership with Roche to offer Biomarker testing in April 2022. This will enhance our ability to diagnosis Alzheimer's disease earlier therefore providing treatment and future planning much earlier. We think we're the first community MAS to offer such specialist diagnostic testing (traditionally only available in neurology).



- Advanced Care Planning – Supporting people with a neurodegenerative disease to have meaningful conversations, future planning and what 'dying well' means to them.

- Accredited with the MSNAP programme since 2014, recently attaining Level 3 status (the highest possible standard) and being presented with a Sustainability award and commendation.



SUSSEX MSK PARTNERSHIP CENTRAL (MSK)

Our Sussex MSK Partnership continues our flagship innovation with an unrelenting focus on quality and compassionate care throughout a challenging year.

During this last year, we have been proud to balance providing and improving access to MSK care, alongside enabling the vital mutual aid requests from our system to support vaccine delivery and COVID care response.

Like many Here services, we put into place a suite of measures to focus on the wellbeing of our colleagues, understanding that when we look after ourselves, we are better able to look after others. Safeguarding our wellness opens our capacity to remain consistently focus on personalised care, ensuring that conversations are tailored to each person, and we can understand what matters to them and what they need.

We have focused on engaging with colleagues across Sussex in redesigning MSK services, to ensure that we can share our learning, learn from others, and build innovations and improvements to create MSK health into the future.

We have hosted our first Big Conversation event to further engage with a range of community and voluntary sector organisations, from across Central Sussex. To understand what they would want to see in a thriving MSK service and work with them to co-produce this.

What are you most proud of?

"As we emerged from the pandemic, the exacerbation of health inequalities across our society has been deeply troubling, SMSKP initiated a programme to start to address this. Adding specific skills to our leadership team and pursuing high quality data, to tell us who is accessing our services compared to population, who is not, and how we can engage with seldom heard voices within the population we serve." - Natalie Blunt, Managing Director

Sussex **MSK** Partnership
Central





- Our team has received and triaged over 52,000 patient referrals

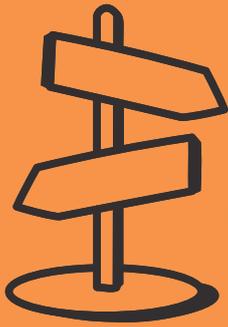
- We booked and completed over 76,000 appointments and written and sent over 58,000 clinic letters after those appointments



- We had just 37 complaints, many of which were de-escalated with a conversation

- We supported patients through 8,000 community diagnostic tests and results





- From triage and appointments, we have made over 42,000 onward referrals, making sure getting patients to where they will best be served

- We have commissioned and overseen the performance of over 88,000 outpatient appointments and 8,000 surgeries and procedures



- We extended our provision of First Contract Practitioners, delivering services to 52 practices, across 13 PCNs and have provided somewhere in the region of 13,000 additional hours of advanced clinical capacity to primary care

- We have provided over 10,000 hours of capacity into the wider NHS system through redeploying our MSK teams to where it was needed most: for vaccinations, to wards, to support patients to rehabilitate from long Covid



- We have commissioned and overseen the performance of over 88,000 outpatient appointments and 8,000 surgeries and procedures.



- Continue to build relationships with Primary Care Networks to create seamlessly integrated primary care capacity for our communities
- Growing a highly skilled sessional workforce that can be deployed where they are most needed

- Supporting urgent care pathways to understand what could benefit from a primary care approach



- Building on our roving work in vaccination to deliver primary care outreach work for under-served communities

- Continuing to share learning with surrounding at scale primary care providers, and exploring how our collaborations can support the region



"Doctor Ramens rang me last night. He was so kind so helpful. Bursting with empathy and compassion. A truly top doctor. How doctors once were. He gave me 15 minutes. Truly astonishing. Thanks. Duncan Xxx"

"Really great to be able to get my smear done outside of usual working hours. The nurse I saw, Jac, was very professional and helped me feel relaxed. The smear was performed quickly and painlessly. Very good service throughout. Smears have most women nervous but she really helped me feel at ease."

"Thank you to the COVID@Home service. I found it very reassuring and felt well supported whilst having Covid."

"The 111 triage person and the GP were both polite, kind and engaging. I was called back by the GP well within the 2 hours advised. They listened to my problem with patience and kindness, I felt heard and reassured. Extremely prompt and efficient service when NHS is under so much pressure. My experience using this service was excellent, no improvement needed if these standards are maintained."

PRACTICE UNBOUND

Practice Unbound enables us to explore the needs of Primary Care and offer products and services that upskill teams, increase resilience and help to improve patient outcomes. In the process, Practice Unbound generates income that can support us to do more for our communities.

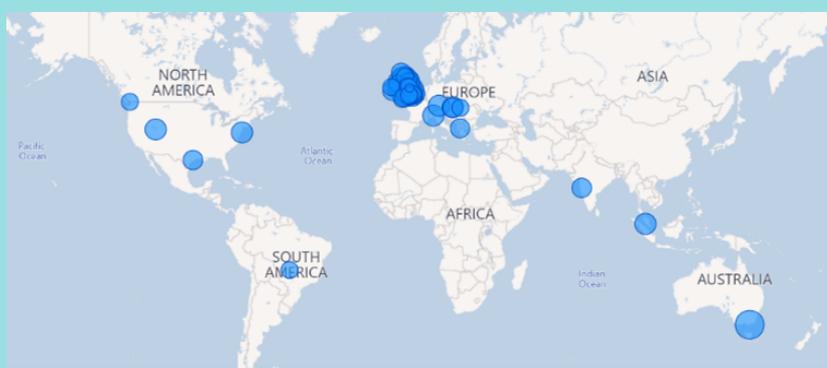
The last twelve months have been a challenging period for Practice Unbound. Primary Care has been focussed on its response to the Covid pandemic, making it difficult for General Practice to create the time and space needed to implement new, efficient ways of working.

As a service, Practice Unbound currently have over 1200 active contracts with UK healthcare organisations covering our Workflow Go and Pathology Go products and with the introduction of our brand-new partnership programme, Prescribing Lifestyle Medicine, this reach is now global.

As well as launching a new programme this year, we have also upgraded our flagship programme, Workflow Go, which is helping to maintain our loyal customer base and introducing us to some new customers for the first time.

Practice Unbound originally focused on products that enabled the safe delegation of administration tasks associated with clinical correspondence, in order to free up GP time and bolster team resilience. Our hope was that we would continue to develop offers that could then support practices to evolve personalised care approaches.

The introduction of our Prescribing Lifestyle Medicine (PLM) product is an exciting step towards this ambition. The programme empowers patients through prescriptions focused on lifestyle interventions – a personalised plan created between a patient and a clinician that focuses on a whole person / Systemic approach to create better health.



What are you most proud of?

"Launching a new product during the pandemic was challenging! What we are most proud of, as a team, is not only getting a new programme off the ground, but truly creating a long-lasting partnership with an organisation with the same values as us and collectively creating a programme built around a personalised care approach. Not only did we launch the programme, but we applied for and gained several important accreditations – RCGP, CPD, ELMO (European lifestyle medicine organisation) and PCI (Personalised Care institute). We also gained new skills – how to create an online shop, how to process international customers, how to set up and run an online community, and how to use marketing techniques to deliver real results". The Practice Unbound Team.

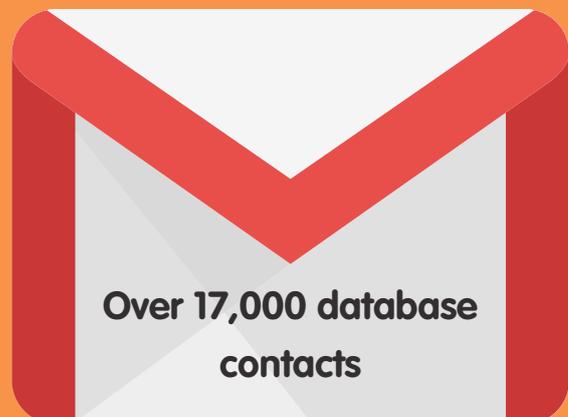
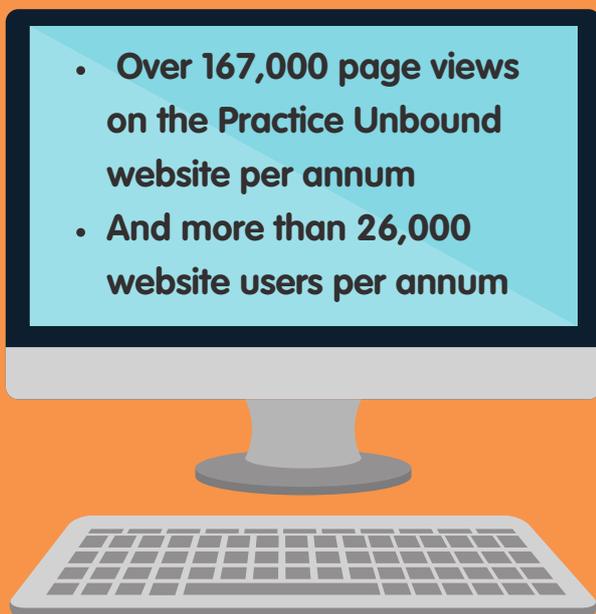


- We help release 8,000 hours of GP capacity each week

- The patient population size of organisations that have used our programmes exceeds 5 million



- 4 new industry recognised accreditations achieved



"We started this workflow project thinking it wasn't going to achieve much but actually we couldn't work without workflow now. It's made a huge difference from GP and patient prospective. We wouldn't stop coding now."

Sally, Deputy Practice Manager

"It has been very beneficial to have access to the PLM programme. I am completely blown away by it."
GP Clinical Lead

"I love the Prescribing lifestyle medicine course. I have been attempting to work within the scope of lifestyle medicine for months now, and the course has provided me with some additional tools that I find very helpful. My job satisfaction has definitely improved since using tools learnt in the course."

Eliska, Practice Nurse

OUR SUPPORT TEAM

Our support team create and sustain the infrastructure so that our services can concentrate on the people that come through the doors. They help to keep us going, whatever the weather.



LESLEY JAY

FINANCE DIRECTOR

The year saw us work closely with primary care to build resilience into a system which was suffering workforce shortages due to Brexit and redeployment of staff to cope with the start of the pandemic.

In 20/21, COVID19 has had an enormous impact on our services and therefore on the financial position of Here. As much of our income was constant due to contracts, and temporary lower patient volume reduced direct costs we were able to defer income from some services to the following financial year when additional resources would be needed to meet patient demand as services recovered.

A full financial report is available to shareholders separately, with highlights extracted below:

	2021	2020	Change
Turnover	£49.8m	£63.4m	-21.49%
Gross profit	£3.4m	£3.5m	-0.72%
Gross profit margin %	6.92%	5.47%	26.51%
Net profit before tax	£117,016	£22,528	
Admin expenses	£3.3m	£3.4m	-5.47%
Admin expenses as a proportion of turnover	6.68%	5.44%	22.12%



In acknowledgement of the rising cost of living for our employees, we have done two things in 21/22 to financially support them. We launched the Orange Fund where employees could apply for an interest free affordable loan linked to payroll to meet emergency costs or refinance loans. We also recently conducted a pay review of all salaries across the organisation, benchmarking them internally and externally to make sure that we were as competitive and equitable as we could afford to be.

In the financial year ahead, we are currently finalising our budget. We are working closely with the system to understand where we are most needed, and to consider how we can ensure we use our resources to build resilience and innovation for the benefit of the patient.

Lesley

FUSION

Fusion is the support team that encompasses Finance, HR and Facilities, but it is so much more than that. The team are the go-to group that signposts our staff on where to find information they need, how to help their team members and how to juggle the competing demands of their budgets.



In the last year, the team has been stretched to the limits largely due to managing the COVID19 vaccination programme finances and staffing, as we juggled complicated PCN collaboration finances drawing information from multiple sources, and ensured that the service lead had access to correctly onboarded staff to run the programme. It has been complicated, it has been stressful at times, but it has been worth it for what the programme has achieved. The hardest thing was managing the capacity of the vaccine sites to demand, as at first we saw vaccine shortages, then volatile demand, staff shortages, and then hosting site changes as our sites reverted to their normal usage. The Fusion team supported the service lead in understanding the financial impact every time the model was flexed.

The team were at the forefront this year in helping with the organisation wide salary review, with analysis that highlighted anyone who was overdue a pay review discussion and giving a clear view of any pay anomalies by pay band, role and service. The HR team quickly processed pay changes and backdated pay where needed so that the new salaries impacted payroll for our employees as quickly as possible.

This year, the Fusion team vetted and implemented a salary sacrifice scheme with Octopus EV, to all our staff, to enable them to switch to an electric vehicle if they wish.

As well as being an environmentally sound thing to offer our employees, it can be 30-40% cheaper to lease an electric vehicle using salary sacrifice rather than directly from a dealer. With rising fuel costs, this benefit is becoming increasingly attractive.

The team also produces the management accounts each month for our service leads and coaches them through managing their finances, as well as pulling the budgets together to give an organisation-wide picture of Here's finances. In the last two years, we introduced and refined a Three Year Plan providing a snap shot at each month-end of Here's finances (across every service and the support team) so that we could better plan ahead.

Lastly, the team has worked with the Finance Director to implement a quarterly process for tracking whether our year-end reserves are sufficient to cover our contingencies including a contingency reserve which is sufficient if the unthinkable happened and we had to wind up the business in a safe and equitable manner if needed. This contingency reserve ensures patients, employees, customers and suppliers are treated fairly. The reserve is also established to cover any expected gaps in contribution that we foresee on the horizon and to fund any investment plans in our business. This gives all parties the confidence that we continue to operate as a going concern, and that we have well-thought through plans for our reserves.



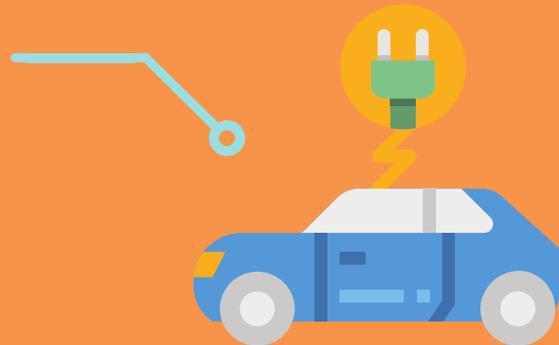
- Increase in headcount from 211 to 314, with casual staff increasing from 45 to 146 to support the vax programme and IAS service delivery

- 14 policies reviewed and rewritten in last year



- £95,000 of new start up loans granted in the last year

- 4 electric vehicle salary sacrifice applications processed since February 2022 when we launched the benefit



- 49 expense claims processed from our staff for over £4,000 of Working From Home equipment to make working from home safe and comfortable.

CONNECTING SYSTEMS INTELLIGENCE (CSI)

Connecting Systems Intelligence (CSI) brings together a team to support the systems and analytics need of a number of key community services across Sussex – from our Sussex MSK Partnership, Improving Access Service, Diabetes Care For You, MSK East Sussex, Vaccine Centre & Mobile Unit, and Memory Assessment Service.

In the last year we are most proud of these particular highlights:

- The Practice Unbound launch of Prescribing Lifestyle Medicine to the world – our first global sales platform reaching customers Wales, USA, Canada, Australia, New Zealand, The Philippines, India, Bulgaria, Italy, France, Luxembourg, Belgium and Germany
- DCFY (Diabetes Care For You) selected to present Mary MacKinnon's named lecture at 2022 Diabetes UK Conference, where they'll do a live demonstration of service model and the NDA (National Diabetes Audit) Dashboard produced by Here CSI team
- Successfully migrated IT provision and device estate from NEL CSU to SCFT
- A new innovation with Preston Park PCN to create a suite of well received primary care analytics dashboards to give them visibility of FCP, Care Home, Frailty and Pneumococcal injection.
- Underpinning the Covid vaccine rollout – at the racecourse and on the move

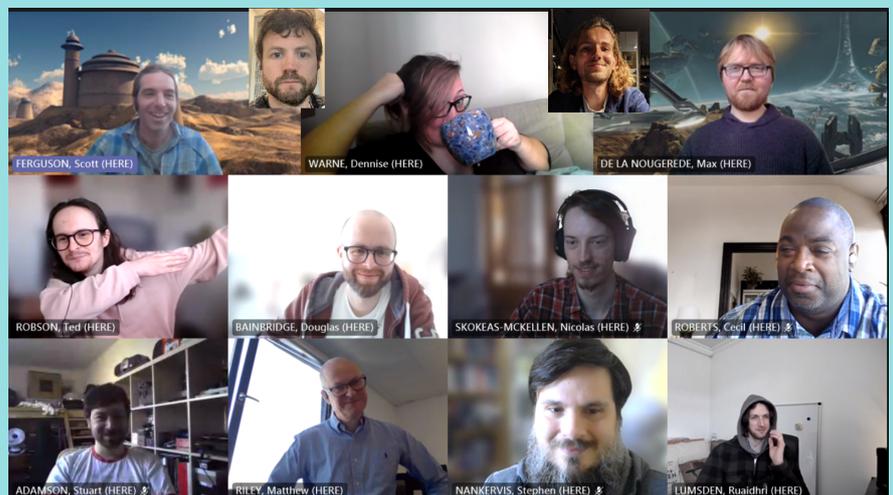
The Here CSI team supports the community and primary care health needs of a population of more than 1 million residents. This is in addition to Practice Unbound's global customer base.

Here's data warehouse has more than 3,000 tables. A State Banquet at Buckingham Palace has just 170.

The data warehouse contains 1.3 billion rows. Excel has only 1 million.

Robotic Process Automation has registered more than 50,000 referrals. This saved 4,000 hours of admin time in SMSKP Central & 3,500 hours in SMSKP East.

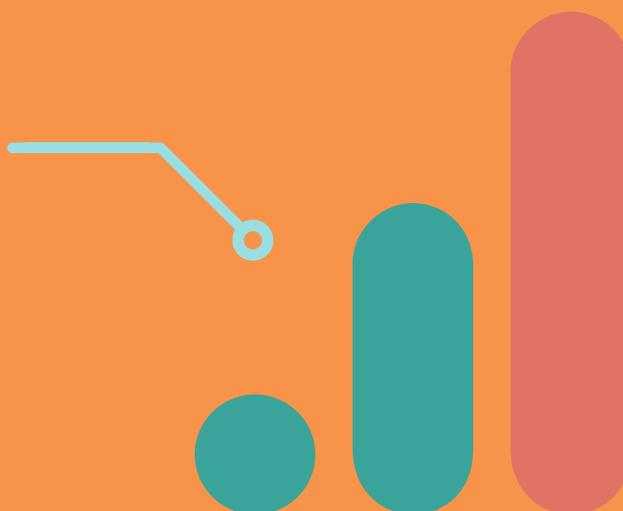
**What's our team culture like?
We have all met up on
Microsoft Teams every day
for a whole year**





- We have completed our transition to 'mobile working first' systems. Use of laptops and remote telephony is now standard for all staff.

- Looking forward we are excited to expand our Primary Care Analytics and System Support offer across Sussex, support the information & system needs of service redesign of Sussex MSK



- Continue to upskill the CSI team with a renewed focus on technical training in BI techniques and tools

PEOPLE, TEAMS AND CULTURE

HOW WE CREATE OUTSTANDING CARE AND QUALITY

People are our super power and the heart of everything we do. We are able to do what we do for patients and our communities because of the attention, care we place on what matters most the inspiration we get from our patients, communities and each other. Over the years we have invested considerable time and effort to what supports individuals and teams to create possibilities for care in every moment. Our culture is based on compassion, wholeness, purposeful service and values based leadership as the foundations that drive quality through all that we do.

At Here, we believe that

- Creating health and providing outstanding care starts with the people who manage and create that care
- We learn about and practice creating more possibilities for care from each other in the work we're doing right now
- Care is contagious and ripples out infinitely. We don't always know the impact of acts of care but a kind gesture or act will ripple out and continue to touch people's lives beyond our lines of sight and awareness

Our ambition is that

- Our work is generative and adds to the richness of our lives and wellbeing · Everyone has resources, a plan and time to support their own wellness
- Everyone is learning and flourishing

Our commitments are that

- We have ways to pay attention to our own wellness daily
- We prioritise wellness – bring it to every 121, team meeting, strategic conversation Everyone has a high quality annual learning review for their learning and flourishing
- We offer resources, opportunities and information about wellness knowing that everyone will find their own way to support their own wellness.



We believe our staff culture to be our first and foremost guardian of our quality standards. Processes for quality assessment, quality improvement and quality assurance embed and uphold our quality standards across all our services

QUASAR: Once a month each service provides a report with clear, concise & accessible information on current state of services, what this means, and what actions are being taken as a result. It aims to provide fresh perspectives to review quality data and support the identification of risks and enable learning. This enables us to know if we're on track and how to correct our course.

- 99.1%** Here takes positive action on health and well-being
- 91%** My manager is supportive in a personal crisis
- 95%** I am trusted to do my job
- 93%** Colleagues are compassionate toward patients in distress
- 91%** Here cares about the quality of service we provide



Everyone offered a free massage, £50 Personal Wellness budgets and an opportunity to go on a residential Wellness retreat. We provided nutritious meals to colleagues working over Christmas in our exceptional vaccine program, and at regular intervals in our offices.

In our Do Sweat It celebration of physical activity we gave away 10 fitness trackers and we ran, walked, swam, cycled, skipped, surfed and danced a total of 561 miles. Ryan Brown did the most with 37 miles (in a week!) and PU won team award for 102 miles.

Where next:

At times of high pressure in the health system, we have noticed a shift in tone and language that could compromise quality. As we drive forward to 'clear down' waiting lists, and deal with 'backlogs' it will be more important than ever that we focus on individual patient need, and ensure that the service they receive is tailored for them and improves their health. To this end, we are proud of our leadership learning circles, and our maintenance of the integrated clinical governance standards that have underpinned our outstanding rated care



LEARNING EDGES

We don't get things right all the time. This year making use of the staff survey, our new NED perspectives, and routine feedback we've worked to understand where we need to do better. This is what we call our 'learning edge' – the places where we need to focus time and energy to strengthen our performance.

Pay – feedback about pay progression was clear across the organisation. The process was not clear, and the impact of inflation meant people were experiencing a decrease in pay in real terms. It took time for us to work through how to address this, we could (and should) have moved faster. We worked closely with budget holders to adjust our bandings and all staff have had a review. Our next step is to look at the wider terms we can offer, and to consider whether we will switch our usual annual bonus to an inflationary uplift. After all, as they say 'you can't spend a bonus on rent'.

There
is Learning

Our staff survey flagged a small number of people having bad experiences at work, including feeling harassed or bullied, and not always from patients, sometimes from poor relationships with colleagues or managers. Every individual who responded in this way was reached out to via our anonymous platform to explore more. Where we found resolutions these were put in place, and we re-doubled our efforts on supporting our people, teams and culture. We will watch our survey results closely this year for change.

“ Recognition for good work and the opportunity for learning when mistakes happen are part of my experience at Here ”



Development – not everyone in our organisation has a clear pathway to progress. At worst the process could feel opaque, raising questions of whether it was always fair and equal. This felt deeply uncomfortable, and led to a rejuvenation of our annual appraisal process. We want to know where each member of our team is heading, what they need to get there, and what it would take for them to thrive.

Management – feedback across the staff survey and in exit interviews told us that there are times our management is exceptional, and others when it is more patchy. We don't always support staff well as they move up into more senior positions. We've designed a new learning program for everyone in the organisation, but particularly to support new managers and emerging leaders, with mentoring, teaching and training opportunities to help them excel as they grow.

MEET THE NEDs



In 2021 we welcomed 3 new non executive directors (NEDs) to the Here family. They support the Enabling team to reach meaningful decisions in a conscious and transparent way.



ANNIKA SMALL

NON EXECUTIVE DIRECTOR



"The reason I joined Here is simple: people. From the moment I downloaded the application form, it was clear that Here was different: an organisation as interested in finding out about my hopes, dreams, fears and personal quirks as my professional experience and academic qualifications."

This interest in the whole self came through again during the interview process which included one of the most authentic conversations I've ever had with a CEO, followed by a lively exchange with a handful of team members who shared their passions, plans and personal doubts with an openness that was both refreshing and incredibly moving. This was a very special group of people.

At a time when our world is full of volatility, tension and anxiety, I am proud to be part of an organisation that thinks in terms of possibilities and operates from a position of confidence and courage.

This was recently exemplified by Here's Covid response and the speed at which the team mobilised the local community to deliver the vaccine programme across Brighton & Hove. Whether it's vaccinations, MSK, Memory Assessment or primary care workflow and access, I'm inspired by how Here engages whole communities, including the most vulnerable and marginalised, in driving innovations to healthcare which transform people's lives.

I'm super excited about the year ahead as Here continues to engage people and their communities across the UK in tackling health inequalities and delivering change at scale. All together, better.

Annika

MO KANJILAL

NON EXECUTIVE DIRECTOR



"I still have to pinch myself sometimes to remind myself that I arrived here. It has been an ambition of mine to become a Non-Executive Director for a while, but I thought it was something that would take me a long time to achieve."

But as we all progressed through endless lockdowns, and lost track of time, there was a week when several people I know sent me the link for a vacancy for a Non-Executive Director at Here. I read up on everything Here does, the purpose, the values, the work and the team and I was hooked.

And since then, it's been a joy to work with the Board, with the people at Here and to learn more about the organisation and the ambitions and goals. It's the strong sense of purpose from everyone at Here that enables a culture where people can say what they think, be who they are and contribute without judgement that makes it such a special place.

I aim to bring some different perspectives and I love talking to people in different teams at Here. My business background means that I can help with sales, marketing and other commercial aspects for Here's strategy. I bring the perspective of my diversity and inclusion work.

And along with the other Non-Exec Directors, we help the board by asking questions, giving advice and by being people they can talk to for ideas. I also work with people in teams at Here where they are working on more business-focused areas. I feel honoured and lucky to be part of such a fantastic place!

Mo

LINDSAY & MATTHEW

THANK YOU



As we welcome our new NEDs we cannot let this moment pass without expressing our thanks to Lindsay Coleman and Matthew Riley – both of whom are stepping down from their NED roles.

Matthew will continue in his Enabling Team role as our Chief Information Officer (CIO), while Lindsay - one of our longest standing Here members of staff - has stepped away entirely. We are so grateful for her advice, wisdom, check and challenge that has contributed to our board over many years and wish her all the best in her roles with Benfield Valley Healthcare Hub and the Brighton Wellbeing Centre.

Lindsay and Matthew have been such a key part of welcoming the new Board, and have seen and guided Here through many exciting times and challenges alike. We want to thank you both for your experience and care. We couldn't have done it without you.

RICH TAUNT

LEAD NON EXECUTIVE DIRECTOR

LOOKING AHEAD

“Never make predictions” reportedly said the baseball star Yogi Berra, “especially about the future.”

You can see his point. We work in a world which is full of factors beyond our control. Administering vaccines in a racecourse was never on our to-do list. Nor was how our services could respond to a refugee crisis caused by a war few thought would happen.

So what do we hold to when thinking about what an unpredictable future will bring?

I joined Here as lead non-executive and chair in 2021 not because of any specific service we run, nor because I was dazzled by what rating our regulator has bestowed upon us. Rather it was the burning, dazzling core of our organisation - our purpose, what we value in caring for others, our commitment to care for one another - which made such an opportunity too good to turn down. I feel honoured and humbled to be able to play a small part in such a remarkable organisation, full of remarkable people.



We can learn for the future from our past. Over our history we have changed, and changed again. We have performed roles - such as referral management - which we have moved on from. We have run services - such as Primary Care Mental Health Services - from which we have stepped away. We have had small ideas - such as a nifty new tool for GP practices - which have turned into nationwide businesses.

Through-out we have always thought hard about how best we can create more time for care in every moment. This is what we will continue to do in the future, and will lead us in directions I am certain we cannot predict today.

But let's make some predictions, particularly about the year ahead...

- 1** We will continue to work predominantly in Sussex, delivering our existing fantastic services and seeking new ways to bring our approach to care to even more people. In responding to Covid-19, we have worked with whole new parts of our population we have never worked with before. As health and care services start to work even more closely together, we want to play a significant role in joining up care, and reducing health inequalities, across what has been our home turf.
- 2** We will build on the footholds we have established outside of Sussex, in particular through our shareholding in our Welsh cousin, Yma. We will bring what we have learnt in Sussex, but equally be open to learn how personalised care is being delivered in very different places.
- 3** We will look to build new collaborations with organisations where we share common values, even if we don't share common postcodes. Through Practice Unbound we have a fantastic web of relationships across the UK (one of our biggest is in Wolverhampton for example). We will seek to humbly explore whether there is desire for our approach to clinical services in some of these beyond-Sussex places too.

To go back a little earlier than 20th century baseball, the Greek philosopher Heraclitus is often quoted as saying "change is the only constant in life." We can safely predict that. Across the coming year, and starting with our annual general meeting, we will have many conversations as to how we stay true to our core purpose while change will continue to rage around us.

Thank you to all of our people for everything you have done, and are doing now. And I look forward to working with you in our changing future.

Rich



2021-2022

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