

# THE CONFEDERATION, HILLINGDON CIC ANNUAL REPORT 2021

BETTER HEALTH THROUGH COLLABORATIVE PRIMARY CARE

THE CONFEDERATION, HILLINGDON CIC REGISTERED IN ENGLAND,  
COMPANY NUMBER 10771707

REGISTERED ADDRESS: LINK 1A CIVIC CENTRE, HIGH STREET, UXBRIDGE, MIDDLESEX, UB8 1UW

# OPENING STATEMENT

We would like to welcome all of our stakeholders to our 2020/2021 annual report, sharing an overview of our organisation's performance and successes in addition to our financial report.

The last year has been a period of great achievements despite the challenge of the second wave of the Covid-19 pandemic. A HSJ award for our Remote Monitoring of Covid-19 patients and a meeting with the Prime Minister to commend us on our successful Covid Vaccination programme for achieving the highest vaccination rates in NWL. Our Care Home Service was also shortlisted for a HSJ award in November 2021.

It was another year in which we saw the most remarkable collaborative response from all our teams and partners to care for our patients and our most vulnerable residents.

As an organisation we have grown and now have a workforce of over 300, currently delivering 13 services and host an excellent Training Hub which helps to support and train our workforce. Our skillful HR, Finance, Governance, Transformation, Recruitment and Clinical Supervision teams help us support the further development of the Primary Care Networks and Neighbourhoods.

All these achievements would not have been possible without your support and hard work and for this we are eternally grateful to all of you.

We would like to personally thank our patients, having supported our general practice colleagues for almost two years of this pandemic. It's been hard. Managing these new ways of seeing & treating patients has been a challenge for us all but we are close to achieving the right blend of digital, phone and face to face appointments, which will deliver a stronger more resilient Primary Care for us all. As patients ourselves we are conscious that we rarely get the opportunity to say thank you to our Clinicians, Doctors, Nurses and Practice staff for the wonderful care and kindness they give us in the very toughest of circumstances. *So from us, and all of our Confederation patients, we say thank you!*



**Dr Ritu Prasad**  
*Chair*



**Mr Mark Byrne**  
Non Executive Director

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# EXECUTIVE SUMMARY

I hope from these pages that readers will be able to appreciate the year of growth and achievement, of complexity and challenge the Confederation has experienced. The identity of the Confederation continues to be forged: as a Community Interest Company with Hillingdon as our home and 43 GP practices as our Members; and through our mission to provide “better health through collaborative primary care”.

Our structures and processes have matured, with a highly active Board representative of our members and their six PCNs, navigating our collective way through a turbulent year. Also our work with our Integrated Care Partnership, HHCP, continues to develop with the Confederation on behalf of primary care, leading on Neighborhood development and a Quality agenda.

This report highlights the development of several supporting functions for practices and PCNs. In particular it highlights the work and achievements of our training hub and its ambitions to make Hillingdon ‘THE Place to Work’. And we have been busy elsewhere in growing the support to enable primary care to sustainably develop for years ahead: An HR function grown from scratch that now supports a growing Confederation and PCN workforce; a Finance function to deal with the complexity of primary care financing in the Confederation and PCNs; IT and BI support; also a magnificent Transformation team that championed our response to Covid-19 whilst keeping on course numerous other service developments to improve patient care.

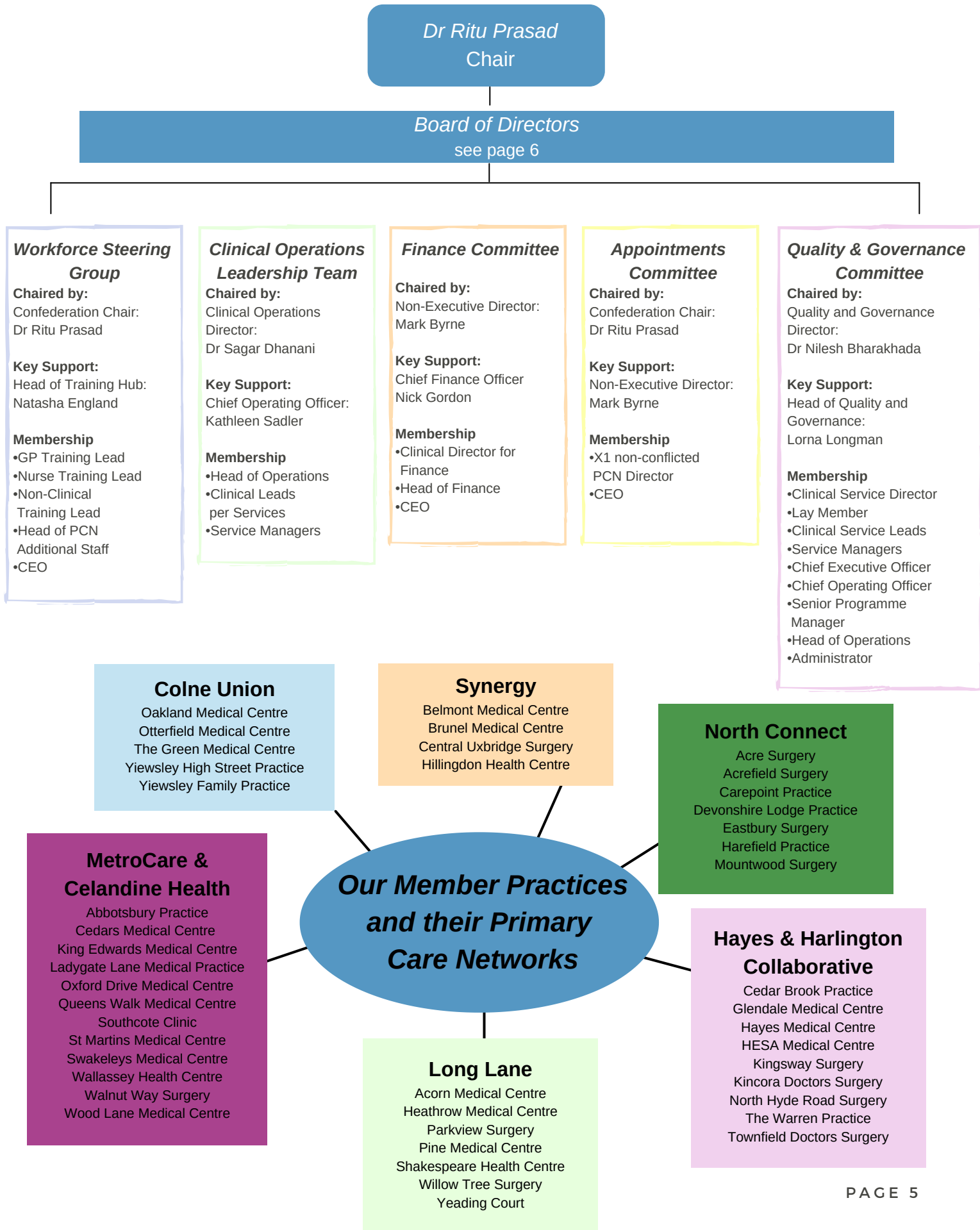
So the Confederation is a representative organisation and is a growing provider of support and sustainability to practices and PCNs. However the Confederation remains at its heart a provider of primary care clinical services at scale for the people of Hillingdon. I hope this report demonstrates the amazing job done by all our teams, in collaboration with all our partners, to deliver and grow high quality services to patients this year. In particular the Integrated Covid Response Service and the Community Vaccination Service. We are very proud of these two services, spawned by adversity in the heat of the pandemic. They were set up with amazing speed and no little sacrifice; they were designed to last, be efficient and to remove risk and pressure from other parts of our health system; and they go the extra mile for patients with a smile!

I thank all our amazing staff who whilst reading these pages, may rekindle memories of a really challenging year, but I hope will also be very proud of their achievements.



**Mr Edmund Jahn**  
*Chief Executive Officer*

# WHO WE ARE





# BOARD OF DIRECTORS



**Dr Selvi Babu**  
*Clinical Director*



**Dr Nilesh Bharakhada**  
*Clinical Director*



**Dr Ajay Birly**  
*Clinical Director*



**Mr Mark Byrne**  
*Non Executive Director*



**Dr Sagar Dhanani**  
*Vice Chair*



**Dr Salman Gauher**  
*Clinical Director*



**Mr Nick Gordon**  
*Chief Financial Officer*



**Dr Martin Hall**  
*Clinical Director*



**Mr Edmund Jahn**  
*Chief Executive Officer*



**Dr Ritu Prasad**  
*Chair*



**Dr Anil Raj**  
*Clinical Director*



**Mrs Kathleen Sadler**  
*Chief Operating Officer*



**Dr Diviash Thakrar**  
*Clinical Director*

# HILLINGDON HEALTH & CARE PARTNERS

Hillingdon Health and Care Partners (HHCP) is a health and care partnership committed to improving the outcomes and experience of care for the residents of Hillingdon. Our strong foundations of partnership working across organisations\* and resilience, at-scale Primary Care, has enabled us to deliver critical priorities throughout the Covid-19 pandemic. These include integrated support for people with Covid-19 symptoms through remote monitoring, enhanced support to our Care Homes; working closely with our Local Authority and one of the most effective vaccination programmes in London. We have also continued to transform care to deliver a more proactive, person-centred model, building on our 6 integrated neighbourhood teams that bring together general practice, community mental and physical health, the third sector and social care. As we progress our work on transforming and integrating services, using data to focus on the specific needs of populations within Hillingdon, our primary and community care teams will continue to be at the forefront of improving health in Hillingdon.

**Caroline Morison - Managing Director, Hillingdon Health and Care Partners**

\*HHCP partners are The Confederation, Hillingdon CIC, The Hillingdon Hospitals NHS Foundation Trusts, H4All and Central and North West London NHS Foundation Trust.



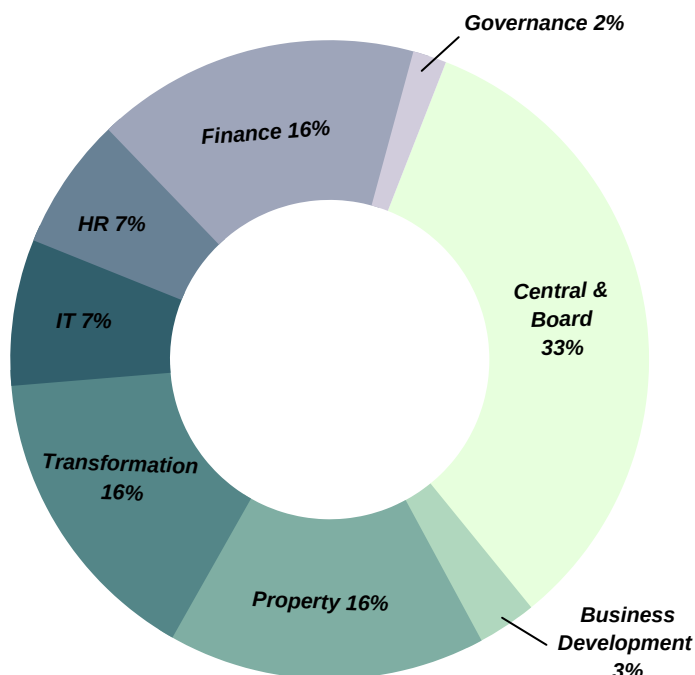


# OUR MEMBERS

The Confederation is owned by its Members and seeks to provide value to its Members, mainly through providing services of benefit to our Member Practices' patients. Patients would often otherwise not receive these services, as they are at a scale or require a level of investment practices (and PCNs) would find prohibitive. The quotes below illustrate Member's appreciation for these services.

Developing alongside this capability are our support functions. The chart on the right shows the relative spend on each. The investment in Transformation and IT is clear. We are now also starting to invest in Business Intelligence (that is included in the finance segment) and will be crucial to supporting Members in future. Corporate costs are also significant, and cover running The Confederation, a lot of time representing primary care in partnership work, and Board costs.

Percentage of our Spend on Support Functions



*"We frequently use several services provided by The Confederation. We have found that all services have been set up and run in a very professional and efficient manner. As General Practice is under immense pressure and the demand on all services is very high, being able to utilize resources provided by The Confederation has enabled us not only to maintain but also enhance the quality-of-care."*

*"We have found that teamwork is the key to manage these services successfully. patient care and convenience is absolutely essential in delivering the services and we work closely with the service managers and Confed team."*

*"The Integrated Paediatric Clinic has been invaluable part of my own learning as well as providing quick and quality appointments for my patients. The hot hub has given me confidence to direct appropriate patients that would otherwise be putting my staff and other patients at risk of Covid-19."*

*"The Confederation has been very ably lead, continuing to deliver excellent support to the Practices, in a very professional and efficient manner. One of the most important services has been the introduction of the Care Connection Teams (CCTs). The Matrons and Care Coordinators conduct very thorough assessment of patients medical and social needs."*

# WORKFORCE & TRAINING



It is our intention through the galvanising work of our Training Hub to make **“Hillingdon THE Place to Work.”** The Training Hub are now hosted and embedded within The Confederation, in a better position to support our Primary Care workforce. Ensuring we are able to train, develop, retain and sustain our Health Care Professionals and workforce, for them to support and improve the health and wellbeing of our Hillingdon patients.

Despite all face to face training sessions being cancelled over the last year due to Covid-19, the team adapted quickly embracing online alternatives via digital platforms to continue to provide a comprehensive programme. This change has come with pros and cons. Face to face encounters builds upon important networking opportunities for our teams, yet feedback has also stated that online options free up travelling time, making it more accessible for more of our workforce to attend.

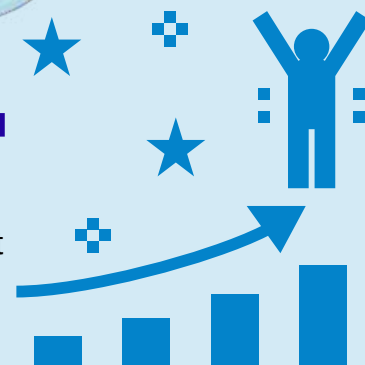
Our Training Hub is becoming core to many of our development plans including:

- Helping every Hillingdon PCN develop into **‘Training Environments’**.
- Supporting the induction and training of all PCN workforce roles from Pharmacists to Community Paramedics.
- Working with our partners towards common Hillingdon inductions and a Hillingdon Passport – for staff to be able to work across all local health providers with ease.



## 54

training and development events.



## 1309

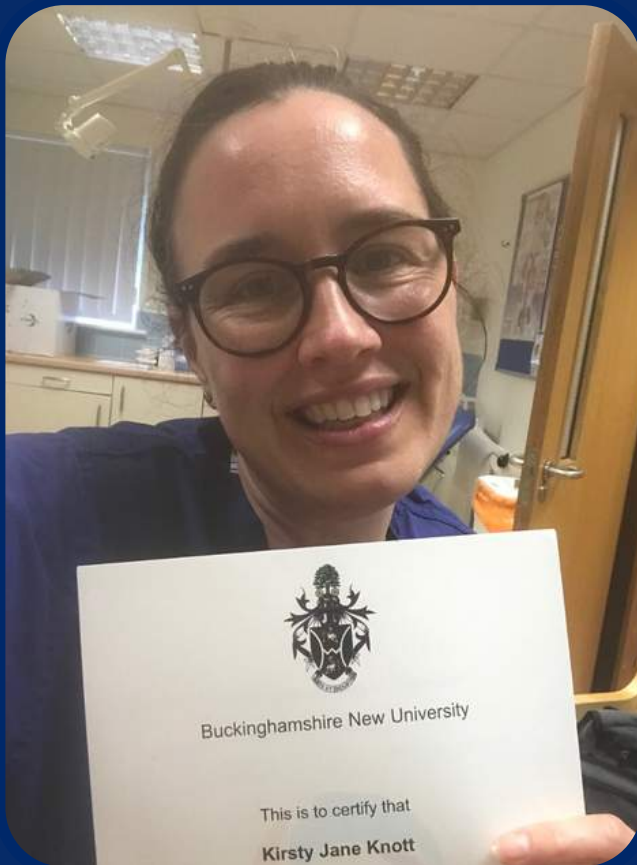
Primary Care staff attendances



## 67

Student / Trainees placed and supported





*Congratulations to Kirsty for graduating from our General Practice Nurse course!*



*The Training Hub Team with their goodie bags, ready to be delivered to Practices!*



*Congratulations to Marie, being awarded the Managers in Practice Award!*



# OUR SERVICES

At its heart, The Confederation remains Hillingdon's at scale provider of Primary Care clinical services. We run 13 services, seeing **over 35,000** patients per year. We have good CQC standards, high patient satisfaction and deliver services that minimise pressure on acute services.

We are proud that 80% of our services continued to run well throughout the pandemic, with the remaining 20% temporarily suspended until Covid-19 measures were introduced to keep our patients and staff safe. These measures included; using personal protective equipment for face to face contact with patients, introducing new virtual appointments where appropriate and working with our sites to ensure distancing arrangements were in place.

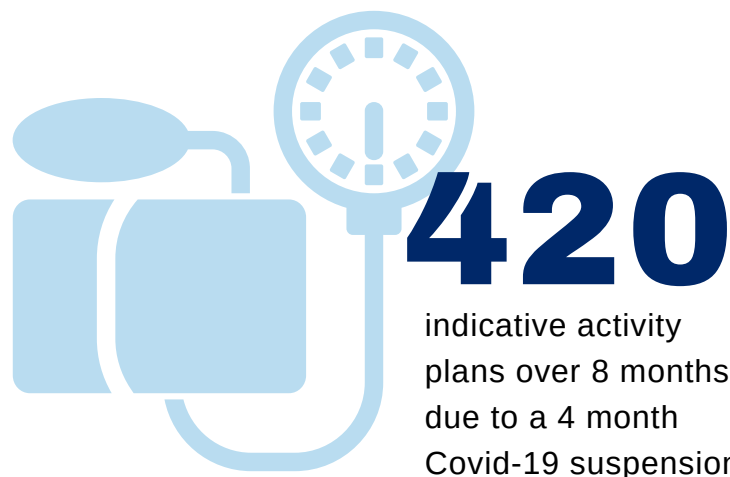
**86%**

of patients were happy with their experience at our [Extended Access Hubs](#).



A&E attendances avoided, due to our [Weekend Visiting](#) Service.

Our [24-hour Blood Pressure Monitoring](#) service completed



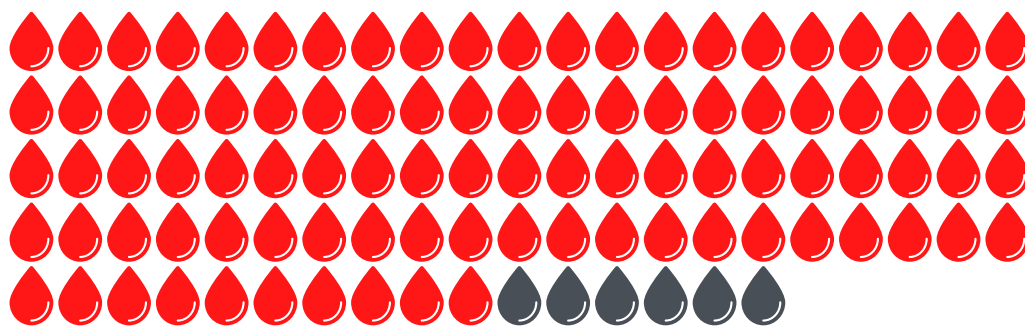
*The nurse that carried out my blood test was amazing, kind & patient. So helpful to me as I was very teary & find this a traumatic experience.*

*Thank you for making me comfortable and relaxed with your kindness and smile.*

*Person collecting my blood sample made me feel extremely comfortable when I said that I am scared about the pricking part. I am very glad & thankful for her to make me feel this good. She made my day.*

patient feedback from our [Adult Phlebotomy](#) Service.

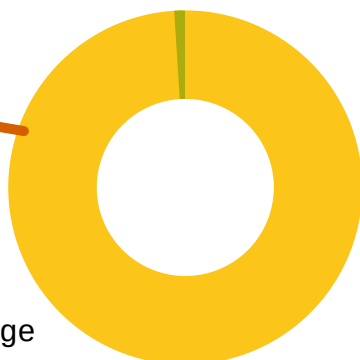
Our teams worked flexibly to respond to the priorities of the pandemic, including, focusing on shielded patients, working to set up and deliver our national award winning Community Covid-19 service and massively successful Vaccination Programme.



# 94%

of children, young people and families attending our **Paediatric Phlebotomy** service reported a positive experience.

# 99%



of GPs taking part in **Integrated Paediatric Community Clinic's** report improved knowledge and confidence in managing children and young people presenting in Primary Care.



# 1786

acute visits to Care Homes by our **Care Home Support Team** GP.

# 1193



patients on the **Care Connection Team** caseload each month, on average.



# 7380

patients contacted regarding **Cervical Screening**.

patient feedback from our **Health, Lifestyle Action** Service.



## Health Lifestyle Action

*A 12 week NHS programme for weight loss*

“  
Kept me  
very  
motivated.”

“  
Great course &  
great facilitator,  
really enjoyed the  
sessions/my  
ongoing  
weightloss.”

“  
The experience was  
very helpful and  
introduced techniques  
and suggestions  
which have greatly  
helped with my  
ongoing weightloss.”

”

# 35,817



patients registered an interest in **Research** and were contacted by our team.

For more information about the services we offer, visit our website by scanning the QR code below.





# INTEGRATED COVID RESPONSE SERVICE

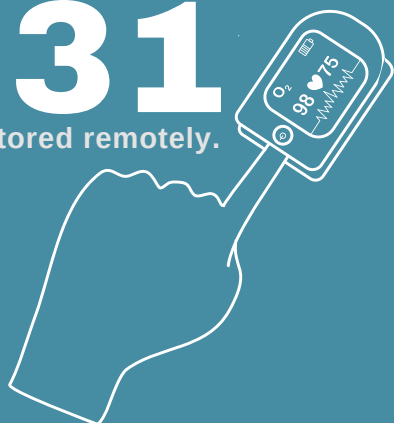
The pandemic burst upon us all in late March 2020. Virtually overnight old services had to adapt and large new services needed setting up. One of the first big changes we worked on during the pandemic was setting up and delivering an Integrated Covid-19 Response Service.

This service was to support Patients who had suspected Covid-19, to help treat their condition and keep them out of hospital and in their own homes. This also meant that Patients who may have Covid-19 would not need to attend their GP Practice at the same time as Patients who did not have Covid-19, helping to reduce transmission in the community.

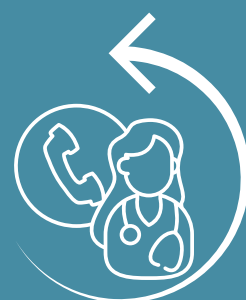
Patients were booked into the service by their Practices or by NHS 111. The service was based around two 'hot hubs', which grew into an Integrated Response Service. Not only consulting and treating, but testing, visiting and providing ongoing monitoring of Patients with new digital technology. To which end our service has been recognised with a national HSJ award.



**3931**  
patients monitored remotely.

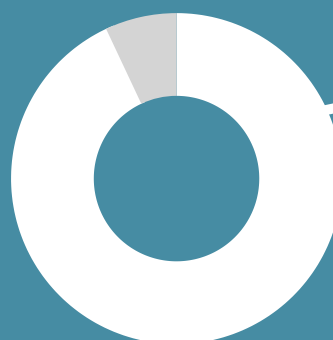


**2965**  
Follow up appointments.



**5550**

Virtual, face to face  
& home visiting  
appointments with a GP.



**93%**

Of patients were managed  
remotely and avoided  
hospital attendance.





# COMMUNITY VACCINATION PROGRAMME

The Hillingdon Community Vaccination Programme has been a tremendous success and we are very proud of the work we have done to keep our local community safe.

The programme has been an enormous joint and collaborative effort between our Confederation teams, Practices, our local community provider CNWL, our local voluntary sector team from H4All, the London Borough of Hillingdon, our commissioners and many more from our local community.

We have worked together to deliver two different vaccine types at three different clinical sites, in patient homes, in Care Homes and at a number of different 'pop up sites' to target key population groups. This extensive programme of work has been a wonderful success and we have one of the best vaccine coverage rates in the country.

Our Community Vaccination Centres were set up as a huge collaborative effort, but designed to then continue working with little disruption to other local services. Making the set up even more challenging as we recruited and trained over 200 new staff members within a month. Avoiding redeployment of existing staff, and allowing local GP Practices to continue to treat all their patients as near to normal as possible in a pandemic.

The first full day of the vaccination service took place at the Ruislip Young People's Centre, on the 18th December 2020, following which we expanded to a second site at the Navnat Centre in Hayes. We then ultimately moved to the Winston Churchill Theatre at the end of May 2021.

The programme began by focusing on the most vulnerable priority patients. We were able to complete all four priority cohorts, including those in care homes, ahead of schedule! As the year progressed, we worked to support patients who were 'vaccine hesitant' answering their questions and determining the best vaccine for them. We delivered 'pop up' clinics at different locations to try to facilitate more patients attending. We are very proud at how our programme, despite being delivered at scale, maintained a true personal touch. With our staff and volunteers offering a wonderful, friendly service to support hundreds of people with severe learning disability, thousands in care homes or housebound, and hundreds of thousands in the wider community.



# 3296

Care Home  
residents vaccinated.

# 2346

Housebound patients  
vaccinated.

Over  

# 450

Refugee/ Asylum Seekers  
vaccinated.



We couldn't have done it without all of the people who have given their time, energy and support to such an important programme. Our thanks in particular go to:

Trakm8



**H4All**  
stronger together

**NHS**  
North West London  
Collaboration of  
Clinical Commissioning Groups



**NHS**  
Central and  
North West London  
NHS Foundation Trust

**prontaprint**

# 200,000

## patients vaccinated!

At every stage of the process we have aimed to keep the patient at the heart of what we do and we have had consistently positive feedback from patients about their experience:

*Great set up, very easy, everyone so friendly & helpful. Thank you!  
I am so Grateful!*

*First class treatment at both times, very happy with the NHS, we are lucky to have this service.*

*The staff were friendly and professional. Put my mind at ease.*

*It has been nice to get out of our house & communicate with such lovely, friendly & competent people.*

*Very friendly staff, quick and easy to park and directed through the hub fast. Great experience – was nervous however staff put me at ease.*

*Fantastic NHS, I can now see my family.*

# MESSAGES FROM THE FRONTLINE

Complete testimonials can be found via the code below



Being involved in the set-up of something so rewarding and helping bring back some normality to our community has been a remarkable experience. The hours of work that have gone into this service from recruiting/training vaccinators, to vaccinating the public in a safe and efficient manner, has been nothing short of inspiring. The admin staff, volunteers, management, as well as the support from our housebound immunisation team and everyone else in NWL and CNWL, have shown the pinnacle example of what working together can achieve. The efforts from all will be valued and cherished in helping save lives of patients across Hillingdon and will be remembered for years to come.

**Abdullah Al-Ahmad - Head of Additional Roles.**



Casting back to those first weeks in January, we started our immunisation programme with the Pfizer Biotech vaccine for the over 80 year olds, the clinically extremely vulnerable and front line health care workers. There was a palpable sense of relief from everyone following their first vaccination. However, what impacted me the most throughout the last six months has been the people and their stories. An elderly patient said to me "This is my passport back to freedom.... well, the application form anyway!" after his first dose.

**Lynn Hill - Chairman Healthwatch Hillingdon.**



"As a young student, working within the NHS has opened my eyes up massively to the hard work, commitment and resilience of all the staff involved. Thank you to everyone involved doing their utmost to aid the welfare of the country. Despite the horrible circumstances that occurred within the last year, working in the vaccination hubs has been one of my proudest achievements. I have worked with the best team of people and it's been an experience I will treasure for the rest of my life."

"I can honestly say that in my 35 year working career I have never had such a rewarding job. Working at the Navnat Centre in Hayes and being part of the Covid 19 vaccine team has been the most inspirational, emotional and amazing experience and one which I will cherish forever. It has been a joy to come into work every day knowing that I am making a difference to people's lives and the team I work with are just fantastic. We all started out as strangers and we have ended up as family and friends."

"This had been the most challenging time both professionally and emotionally for me but I am very proud of what we created which was so much more than anticipated."

"Personally, although this was one of the most challenging and worrying times of my life it was most definitely my greatest achievement in my career to date and one which I will always look back on with a sense of pride in all of the work undertaken by myself and colleagues."

"Working in the hubs has been one of the greatest experiences of my entire life as I have begun to appreciate and realise the battles and perseverance of every NHS staff member. I can safely say that this will always be one of my greatest achievements and experiences I have been a part of."

"Being part of the vaccine program has given me hope that life will return to normal. It feels less like being a victim & having something to fight back with. Everyone is fully invested & positive. Seeing how happy people are to get the vaccine has been amazing & humbling."



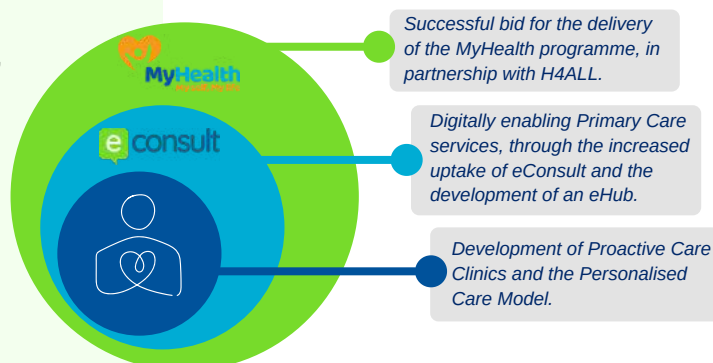


# DEVELOPMENT & SUSTAINABILITY

Primary care within the NHS has, up to now, been provided at small scale through agile and independent practices. This has enabled those involved to be personally invested in the care they deliver, enabling value for money, innovation and personalised care to patients. However, modern healthcare develops complications as services become interdependent, technology improves, the population ages and expectations rise. This leaves some areas lacking in development and investment. This is where The Confederation can act, staying true to one of our a core objectives “The Development and Sustainability of General Practices.” This next section describes some of our work.

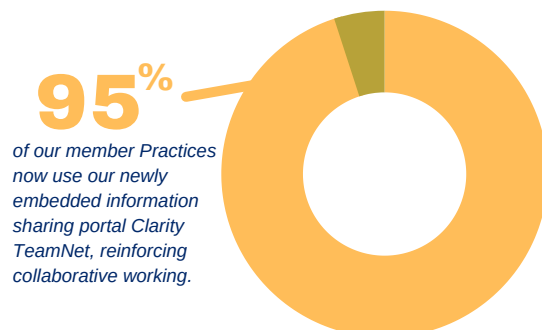
## Transformation:

The Confederation’s ambition is to be “transformative” in improving the delivery of care to patients. Investing heavily in transformation we have a team of ten staff whose time is divided across the development of internal Confederation services, and supporting Practices, PCNs and Neighbourhoods to develop their structures and services.



## Business Support Team:

We aim to put in place sustainable and scalable administrative processes to support our clinical and service staff. We collaborate across all teams to ensure our systems are efficient and robust, to guarantee staff have the tools and information required. Including everything from maintaining office space, procuring supplies, collaborating on IT support, and collating evidence for our Quality Governance systems. This year we are proud to have embedded UC One cloud-based telephony across The Confederation, enabling 60 mobile phones to be decommissioned, alongside introducing Clarity TeamNet across 43 Member Practices.

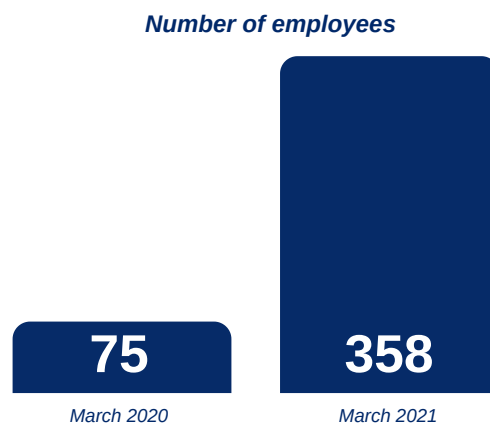


## Human Resources:

With the knowledge that the PCN workforce of Hillingdon will grow to approximately 200 staff over the next two years, we have continued to develop our HR functions from the bottom-up.

We have:

- Implemented a new digital self-service HR system to ensure we manage employee information effectively and can scale through automation.
- Supported the recruitment of hundreds of new staff.





## PCN Staff:

With our stated ambition of making 'Hillingdon THE Place to Work' we plan to make effective use of the new investment in our PCN's Primary Care workforce. Through the network contract DES funding and reimbursement scheme, we have taken ownership of the recruitment and integration of additional roles within the 43 practices that form our PCNs. Two hundred new staff members will require solid management and supporting resources. Our organisational structure sees the day-to-day line management of additional roles transfer to the Primary Care Networks, through the introduction of PCN Manager roles. The next step for The Confederation is to recruit and introduce paramedics, podiatrists and trainee nursing associates into some of our PCNs.



## Information Technology:

The Confederation's IT team's driver is to identify and implement systems that enable 'safe' care closer to home for patients. Which means implementing systems and processes to facilitate the sharing of patient information between GP's, Primary Care Network's and The Confederation services to ensure patient's needs are fully met when they are referred to a PCN or Confederation clinical service by their GP. The IT Team implemented:

The COVID 19 digital booking system Accubook to enable patients to choose the date and time they could attend their vaccine including the automated recall for the second vaccine.

Setting up UC-One telephony in our Integrated Covid Response Service.

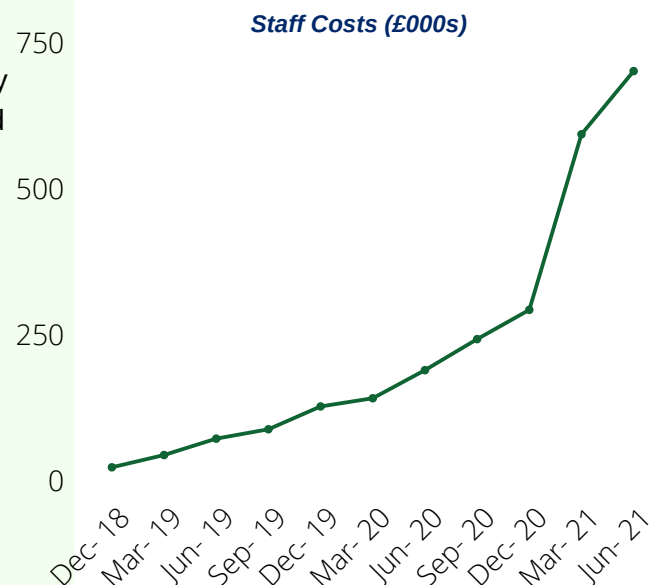
Trakm8 to help deliver vaccinations efficiently to housebound patients.

Medopad to monitor Covid-19 patients at home - a HSJ Award Winning Service!



## Finance:

Providing a service that works as a partner to The Confederation and PCNs is an objective that has come to the forefront this year. The year has seen great increases in activity levels and complexity as a result of the Vaccination service and PCN Additional Roles recruitment, which has highlighted the need to invest in our finance team and infrastructure. The increased activity levels can be seen in the graph. The investment in the team took place towards the end of the year and we have needed to 'upscale' our systems and processes to handle this extra activity. We are at the start of this process and will continue to focus on delivering further improvement in the next year.



# QUALITY

The Confederation registered with the CQC in 2018 to provide healthcare to Hillingdon residents. The CQC inspect and monitor the quality and safety of the care we provide and in November 2019 awarded us a rating of “Good” following a full inspection. We believe that quality is something that is as much cultural in an organisation’s DNA as it is in its policies and process. We trust that our core values and our behaviour embed quality in our organisation. However, you do still need good processes!

To ensure we continue to deliver good quality and safe services; we undertake an annual programme of self-assessment using the CQC standards. As a provider of health care services CQC requires us to comply with the fundamental standards of quality and safety and have developed a monitoring and inspection process based on a standard set of ‘key lines of enquiry’ (KLOEs) to ensure we are compliant with the standards.

We undertake an annual programme of peer reviews based on CQC KLOEs.

- **Safe**
- **Effective**
- **Caring**
- **Responsive**
- **Well - Led**

## OUR VALUES



We **work together** to make  
*a difference*



We **care** enough to go the  
*extra mile*



We **support, trust** and  
**empower**



We **sincerely value** each  
other



We **support** Primary Care to  
own its destiny

An analysis of services’ reviews has showed that Confederation services are compliant with CQC KLOEs; this is in keeping with the current CQC rating ‘Good’.



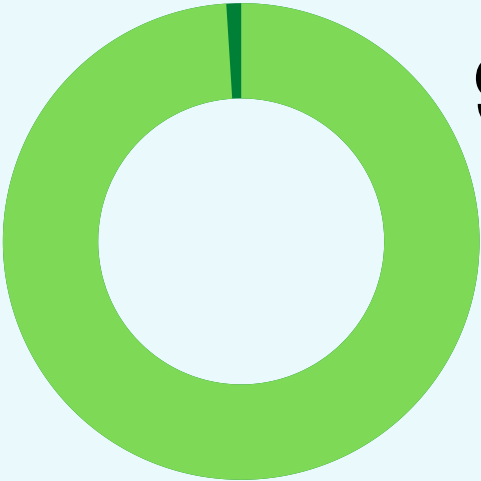
# QUALITY

Despite the challenges presented by the Covid 19 pandemic, through our processes and training, we remain confident that our services continue to be safe and effective.



**95**<sup>%</sup>

overall compliance rate, of all staff having completed their mandatory training.



**99**<sup>%</sup>

of staff completed mandatory Data Security Awareness training.

To determine the quality and effectiveness of our services each one is peer reviewed jointly by a Clinical Lead and Service Manager. With thorough 'deep dives' made into the service looking at all aspects of quality and patient safety while ensuring the necessary evidence is available for scrutiny.

Areas that need to be strengthened have been identified and incorporated into an overarching peer review action plan which is monitored at the Quality Governance Committee meetings.

## *PATIENT CENTERED*

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We believe that patients and people who use our services are best placed to identify what works and what could be improved in the quality of their care.

## *CLINICAL AUDITS*

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We test the effectiveness of our care through clinical audits; our annual audit programme has provided assurance and demonstrated the clinical effectiveness of our services.

## *SHARED LEARNING*

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We encourage shared learning across all employees, using incidents as a tool to drive change and ensure effective and efficient continuity of care.

## *DATA SECURITY*

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We published our self-assessment as required in March 2020, having met all the mandatory requirements of the NHS Data Security and Protection Toolkit.



# BUSINESS REVIEW

A defining year: Pandemic and 'Place'.

Clearly the year 2020-21 will be known as the year of the pandemic. It has dominated our working and personal lives, and being a healthcare provider it has also massively influenced our organisation.

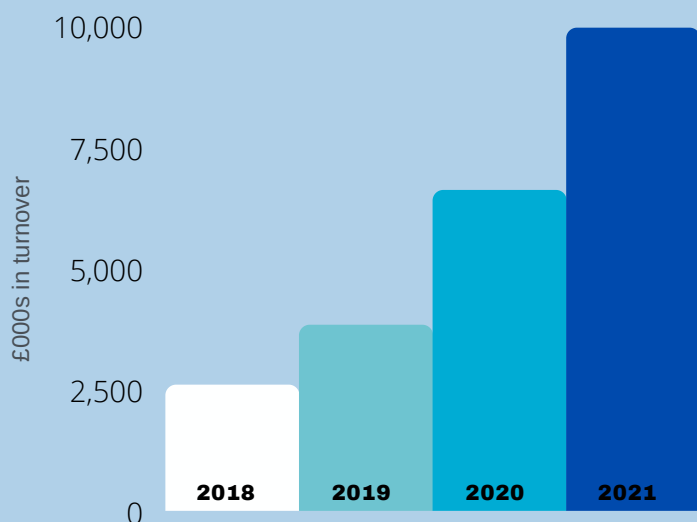
However, Covid-19 hasn't scarred us, rather tested us and found us: able, competent and caring. Our response to the pandemic is outlined in detail in this report. It is one of agility, mobilisation and going above and beyond expectations at an individual and organisational level.

At an organisational level Covid-19 caused great disruption as services were stood down and Covid-19 response services stood up. Staff were redeployed, new locations sought, funding streams diverted. The Confederation has shown its resilience and maturity, alongside its community focus.

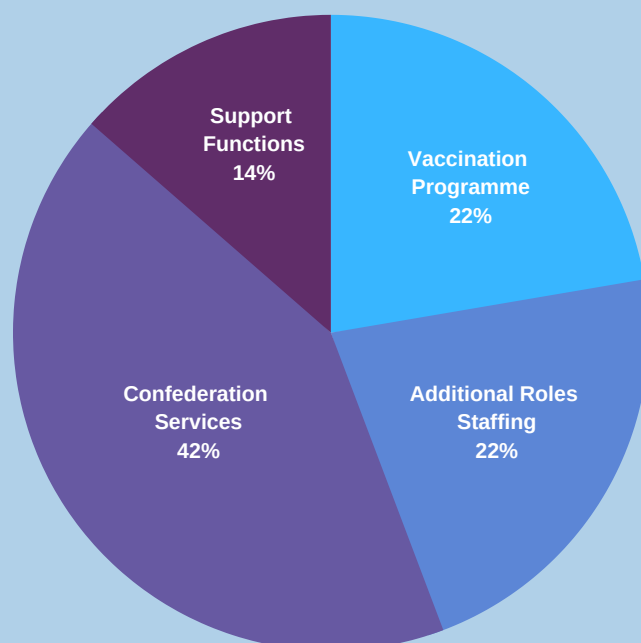
In financial terms this is reflected in our continued growth year on year. Nevertheless, the pandemic has curtailed some of our ambitions to increase the diversity of our funding sources.

In the shadow of the response to Covid but also very pleasing, has been the development of our support services in the year; not just internal to The Confederation, but to Practices and PCNs in particular. These are investments in the sustainability and future progressive development of primary care.

The charts below show the year on year very rapid growth of the Confederation and a segmentation of that spend, illustrating how of this turnover less than 50% now covers at scale commissioned clinical services.



*Segmentation by Percentage of Overall Turnover*



We said in 2020-21 we needed:	Our 2020-21 Response:
Preparedness for another Covid-19 shock	There was one and we were prepared and capable.
Growth of service income	Achieved.
Growth into planned and urgent care	Very limited by Covid-19 and NHS switch to block funding.
Investment and support for PCNs	Achieved.
Diligence around shifting funding sources with changing CCG and ICS structures	Ongoing, but navigated well – so far!

# LOOKING AHEAD

Ambition and sustainability may not sound like natural bedfellows; but these are the two key themes for our year ahead. Our ambition is transformational! We are putting in place the collaborative framework that will enable joint working across practices, PCNs and The Confederation in a truly integrated manner, and on a scale not yet experienced.

So Hillingdon Primary Care can be THE place to build a career; THE place to work across primary, community, acute and voluntary sectors; THE place to introduce improved models of care and new technology; THE place to attract community and social investment into Primary Care.

Our ambition for sustainability is not a drab protection of what we have, but an ambitious programme for what our community needs.

There is always more we can do to support the population of Hillingdon and towards that end we have expanded our staff to include a new Head of Fundraising. Their role will be to help fund new services and secure income for our existing work. The potential is significant and we look forward to updating you in our next Annual Report on our progress.

# FINANCIAL REPORT

Financial statements for the year ended 31st March 2021:

INCOME STATEMENT	Year ended	
	31st March 2021	31st March 2020
	£	£
TURNOVER	9,954,977	6,611,149
Cost of Sales	<u>5,884,273</u>	<u>4,401,273</u>
GROSS PROFIT	4,070,704	2,209,876
Administrative Expenses	<u>4,026,294</u>	<u>2,210,822</u>
	44,410	( 946)
Other Operating Income	<u>-</u>	<u>868</u>
	44,410	( 78)
Interest receivable and similar Income	<u>289</u>	<u>78</u>
PROFIT BEFORE TAXATION	44,699	-
Tax on Profit	8,493	-
PROFIT FOR THE FINANCIAL YEAR	<u><u>36,206</u></u>	<u><u>-</u></u>

BALANCE SHEET 31st MARCH		
	31st March 2021	31st March 2020
	£	£
CURRENT ASSETS		
Debtors	3,586,684	2,299,179
Cash at bank and in hand	<u>3,295,056</u>	<u>1,907,815</u>
	6,881,740	4,206,994
CREDITORS		
Amounts falling due within one year	<u>6,845,212</u>	<u>4,206,672</u>
NET CURRENT ASSETS	<u><u>36,528</u></u>	<u><u>322</u></u>
TOTAL ASSETS LESS CURRENT LIABILITIES		
CAPITAL AND RESERVES		
Called up share capital	322	322
Retained earnings	36,206	-
SHAREHOLDERS' FUNDS	<u><u>36,528</u></u>	<u><u>322</u></u>





