



GREENWICH
HEALTH

GREENWICH HEALTH

Annual Report
2025

www.greenwich-health.com



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About Us



Greenwich Health was founded by local GP practices to strengthen and sustain high quality general practice across our borough. Nearly a decade on, we have grown into a trusted system partner, delivering more than 150,000 patient consultations each year and providing integrated services on behalf of Practices, Primary Care Networks, SEL ICB and the Royal Borough of Greenwich.

Over the past year, our organisation has continued to evolve significantly. The mobilisation and delivery of the Urgent Treatment Centre at Queen Elizabeth Hospital, the expansion of our borough-wide Live Well services and the ongoing development of our Practice Support Programme all reflect our commitment to creating a stronger, more resilient primary care system.

We remain a not-for-profit organisation, wholly owned by all practices in Greenwich. This ensures our focus is on reinvestment, sustainability and supporting frontline teams. Through our Training Hub, Practice Support Programme, and operational services, we continue to reinvest directly into our member practices, strengthening education, workforce development and clinical resilience.

Our mission remains unchanged: to ensure general practice in Greenwich is equipped, supported and empowered to deliver excellent, equitable care for our diverse population today and for the decade ahead.

What we do

Greenwich Health exists to champion high quality, innovative and integrated primary care across Greenwich. We design and deliver services that improve access for patients, reduce pressure on practices and support sustainable general practice.

As a GP led, practice owned federation, our priorities are shaped directly by our members. We operate on a not-for-profit basis, reinvesting surpluses to strengthen local general practice. Over the past year, **we have invested more than £150,000** into our Practice Support Programme and Training Hub, enabling improvements in workforce development, digital optimisation, recruitment, EMIS training, CQC readiness and back office efficiency.

Our core purpose is to create services that:

- Meet the needs of patients and frontline clinicians
- Support practices to remain sustainable and resilient
- Deliver value to commissioners
- Contribute to a joined up, equitable health and care system

We do this by:

- Delivering clinical services at scale, including the Urgent Treatment Centre, Live Well services, borough-wide dressing hubs and extended access
- Supporting PCNs with workforce solutions, ARRS management and enhanced access delivery
- Providing back office and operational support to practices
- Driving improvements in digital optimisation, workforce planning and income generation
- Supporting recruitment and retention through digital marketing, locum pools, and streamlined processes
- Offering comprehensive training, education and clinical workforce development through our Training Hub

Our shareholders' agreement commits us to eight objectives that guide everything we do, from championing sustainable general practice to diversifying income, supporting PCNs, and ensuring high quality, safe and innovative services for our population.



NIRAJ PATEL

Director & Chair



SHIKHA SINGH

Director



REBECCA MOORE

Director

WELCOME TO THE GREENWICH HEALTH 2025 ANNUAL REPORT

As your re-elected GP directors, we remain committed to the principles on which Greenwich Health was built: that local general practice should have a strong, organised and collaborative voice in how services are designed, commissioned and delivered across our borough.

This has been another demanding year for the organisation, and we want to start by acknowledging the hard work and dedication of the Greenwich Health team. The growth of the organisation — now with around 300 staff across substantive and bank roles — has been significant, and the team has risen to that challenge. Our Urgent Treatment Centre (UTC) at QEH has consistently hit the 95% four-hour standard over the past year, and we have been praised by the NHS England Urgent Care team for the quality of our work. The UTC contract has been extended as a result of that performance — a testament to the clinical quality and operational grip of the team on the ground.

It is an immense source of pride for us to have achieved these outcomes without any prior experience in running a UTC, and it reflects the impact and value of our local footprint, a Greenwich-focused organisation run by local GPs, driven by local engagement, local expertise and committed to providing service excellence for the local population.

Our Practice Support Programme continues to go from strength to strength. In addition to some of our usual support offers such as recruitment support, EMIS and coding training, flexible staff pool support, this year we have also enhanced our CQC support package, working directly with practices that need help preparing for inspection or addressing specific areas of improvement. We see this as a core part of our role — not just delivering services on behalf of practices, but actively supporting practices to succeed in their own right and early feedback from practices utilising this package has been highly promising.

This winter, in the absence of any other such provision within the borough, we launched an acute respiratory hub, fully funded from in year turnover, to support practices during a highly pressured winter season, which we were able to operationalise from concept to delivery within just a couple of weeks. We were delighted to hear from so many of our member practices about how much additional capacity this helped to bring.

Working with partners, we have submitted and will be submitting bids for the NHS 111 Clinical Assessment Service and for future public health contracts in Greenwich, which are all being procured at scale. These bids matter because they protect the principle that these services should be delivered locally, with a direct connection back to general practice. Where we hold contracts, there is a realistic pathway for activity and investment to flow back to practices. Where we do not, that link is lost.

We want to be candid with members on this point. Bidding for contracts is not something we do for its own sake. It is how we ensure that general practice retains a seat at the table alongside acute trusts, large corporate providers and commissioners. Without an organised federation voice, decisions about how urgent care, community services and public health programmes are delivered in Greenwich would be made without meaningful GP input. Our presence in these conversations — as a credible, delivering organisation with a proven track record across multiple services — serves to protect the partnership model for our patients and our practices.

As always, we remain committed to visiting practices, listening to your challenges, and finding practical ways to help.

If you are experiencing any struggles within your practices, please tell us.

If you have questions about any of our services, please ask us.

If there is any way we can help you - we will.

The achievements in this report belong to the whole Greenwich Health community — our member practices, our staff and our partners. We look forward to the year ahead and we thank you for all your support.



REINVESTING INTO OUR GENERAL PRACTICES

Greenwich Health has had another landmark year in 2025. Building on the foundation laid by our mobilisation of the Urgent Treatment Centre, this year has been defined by consolidation, improvement, and a sharpened focus on financial sustainability. The UTC has gone from strength to strength — consistently achieving over 95% 4-hour performance across every month of the year, a remarkable milestone that reflects the dedication of our clinical and operational teams and the strength of our partnership with Lewisham & Greenwich Trust. Alongside this, we have worked hard to significantly reduce clinical costs at the UTC, successfully returning the organisation to a year-end surplus position and rebuilding the financial resilience that underpins everything we do for our member practices.



DAVID JAMES

Chief Executive Officer

Organisational growth has been a key theme this year. We have continued to strengthen our core team — investing in leadership, operational capability, and the infrastructure needed to support our ambitions. This positions us well for the procurement opportunities ahead, including the forthcoming SEL-wide NHS111 tender and re-procurement of Live Well services. Local commissioners remain steadfast in commissioning via competitive procurements, meaning our priority has been to ensure we are well placed to bid for and win further services to deliver high quality care to our local residents. Winning larger, at-scale contracts will further secure Greenwich Health's long-term sustainability and extend the benefits we can deliver back to our practices and the wider system.

Across our Live Well and Primary Care services, quality and performance have remained consistently high. The Stop Smoking Service has delivered an impressive improvement in quit rates — rising from 50% to 68% — while the LARC service now supports patients across all 29 Greenwich practices, achieving 100% population coverage. Our NHS Health Checks programme completed 4,473 checks in 2024/25, identifying 872 patients with previously undetected high blood pressure. Patient satisfaction across our dressing service and PCN clinical services continues to exceed 96%, a testament to the care, professionalism and commitment of our frontline teams.

Our investment in member practices through the Practice Support Programme has remained a ringfenced priority, with £115,710 directed to initiatives including EMIS training, CQC support, the Flexible Staff Pool — which saved practices an estimated £59,730 in agency costs — and the Practice Managers' Forum. We remain absolutely committed to ensuring that the growth of Greenwich Health translates into tangible, practical benefit for every practice in our borough.

I want to take this opportunity to thank every member of our team for their extraordinary contribution over the past year. None of what we have achieved would be possible without their professionalism, resilience, and genuine commitment to the people of Greenwich.

Practice Support Programme



Our commitment to supporting and empowering local general practice remains at the heart of everything we do. We understand the pressures facing primary care and remain committed to delivering practical, meaningful support that helps practices thrive.

Through our **Practice Support Programme**, we continue to work alongside member practices by providing targeted funding for projects that support improvements in day-to-day operations.

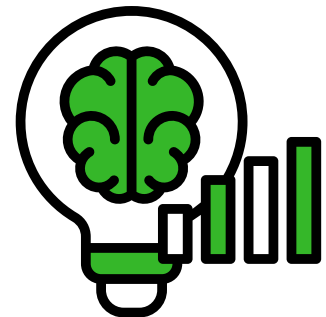
In the 2025 financial year, we invested **£115,710** through this programme — a clear reflection of our ongoing commitment to strengthening general practice and building long-term resilience across primary care in Greenwich.

Brainstorming Workshop

In April 2024, we hosted a brainstorming workshop with GP Partners and Practice Managers to explore current challenges in primary care and reflect on the effectiveness of existing support programmes.

A summary of the ideas discussed - including potential future initiatives - was shared following the session, with feedback and further suggestions welcomed from practices.

This informal session provided valuable insight and helped shape our project planning for 2025. We are grateful to all those who took the time to attend and contribute.



**Invested By
Greenwich
Health**

£7,946

Care Navigation/Practice Signposting Toolkit

This cloud-based toolkit was developed by a former GP Managing Partner in East Sussex to support reception and admin teams with safe and efficient call triage. Initially offered through our Training Hub, the toolkit was incorporated into the Practice Support Programme following successful pilots at two Greenwich practices.

A Greenwich-specific version, incorporating local referral pathways, was rolled out to the remaining practices in November 2024, with Greenwich Health funding both the toolkit license and the first year of unlimited updates for participating practices.

Feedback has been mixed; however, those practices that fully embraced the toolkit reported notable improvements in call handling efficiency and patient signposting accuracy, helping to reduce inappropriate referrals and ensure timely access to emergency and self-referral services.

CQC Support

Building on the successful delivery of tailored support through Care Consultancy Assist during the 2024 financial year, this support continued to be offered to practices throughout 2025.

The service provided essential assistance where required and, in light of the increase in CQC visits across the borough, its availability will be maintained into the next financial year through our new provider, AD Primary Care Consulting.

Invested by
Greenwich
Health per visit

£1,659



Invested By
Greenwich
Health

£20,000

EMIS Training

In response to feedback highlighting the importance of EMIS training - and building on the success of last year's bespoke two-day sessions - we commissioned Shai Mistry to deliver a further day's tailored training session for practices.

Once again, the training was a resounding success, with overwhelmingly positive feedback from participants highlighting its relevance, clarity, and practical value.

In addition, in August 2024 we began trialling a monthly webinar series providing practical hints, tips, and topical guidance to help staff make the most of EMIS in their daily roles. These sessions have also included guest speakers from AccuRx, Ardens, and DXS, who have shared expert insights into key tools and integrations widely used across primary care. This series will continue to evolve based on engagement and feedback, strengthening our commitment to supporting practices with high-quality, accessible training.

Flexible Staff Pool - Optimising Payroll and Cutting Practice Labour Costs

In partnership with workforce platform Lantum, Greenwich Health's Flexible Staff Pool provides practices with reliable access to GP and nurse locums while reducing agency costs.

Membership and usage continue to grow, with **15 practices actively using the pool** over the past year. In total, **1,187 sessions were filled** — equivalent to **5,702.75 clinical hours** — saving an estimated **£59,730 in agency fees**.

The pool also supports the wider promotion of local vacancies by increasing exposure among clinicians who are already active within Greenwich practices. Unfortunately ICB funding will not continue into 26/27 to fund the licence costs of the FSP. We have therefore taken the decision that Greenwich Health will fund this moving forward.

Estimated
Practice Savings

£59,730

"I feel the federation has done a great job supporting us all these past few years - it is easy to forget all the things you have done and I am excited to hear about all the things/plans/possibilities for the future. Well done to all the team - keep going; you are doing a great job."

Dr Caroline Hollington, GP Partner
The Fairfield Practice

Maximising Practice Income

Prescribing Drugs (Personally Administered Items, PAI) income remains a crucial revenue stream for GP practices, supporting the delivery of essential clinical services and helping to manage operational costs amid increasing financial pressures.

While support for this area was originally included in our 2023/24 budget, we recognised its continued importance and, in response to additional demand, funded Ash Lane Consulting to provide further support to two practices that specifically requested it. This led to increased PAI revenue and more streamlined administrative processes.

The support aimed not only to maximise future PAI income but also to identify potential cost savings through supplier changes where possible. Additionally, practices benefited from improved efficiency in managing and claiming PAI items. Management teams were equipped with the tools and insights necessary to maintain control over PAI income and ensure its sustainability moving forward.

Invested By
**Greenwich
Health**

£4,356

**Total value of
unclaimed items
recovered (incl VAT)**

£4,528

PM Forum

Practice Managers are integral to the efficient and successful running of practices. Recognising the importance of this vital role, we remain committed to supporting them through our continued funding of Practice Manager Forum meetings.

These forums provide a trusted space for peer support, connection, and shared learning - promoting collaboration, encouraging the exchange of best practices, and providing valuable guidance as Practice Managers navigate the evolving demands of their work.

Invested By
**Greenwich
Health**

£2,815

Recruitment Support



Throughout 2025, we supported all practices in promoting clinical and administrative vacancies via multiple digital channels, including Facebook, Instagram, LinkedIn, X, as well as our Greenwich Health Careers page, to reach a larger candidate pool and address recruitment challenges.

We also provided hands-on assistance, including creating job descriptions, managing NHS Jobs listings, collating applications, and helping with shortlisting/interviews. We notably helped the Fairfield team successfully recruit a new Practice Manager.

Practices who received digital recruitment support during 2024/25	14
Number of individual advertising campaigns run on four social media platforms	22
Types of job role advertised	10

Looking Ahead

CQC Support

As we continue to strengthen our support offer, we will be working closely with our new CQC support provider, AD Primary Care Consulting, to ensure practices have access to robust and proactive guidance. We have consistently provided comprehensive three-day mock inspection visits and will continue to do so.

In addition, we are exploring further options, including tailored CQC-related training, support with drafting responses, action plans and evidence submissions following enforcement notices or draft reports, and structured preparation for upcoming inspections.



EMIS Training Workshops

Following the EMIS training visits undertaken during the year, we identified a clear need for additional hands-on support with a range of EMIS functions across practices. In response, we are developing a new strand of our practice support offer focused on practical, skills-based training.

As a starting point, clinical coding has been identified as an initial area of focus. We will be piloting an informal and interactive clinical coding session, which will enable us to assess the effectiveness of this approach, gather participant feedback, and shape future sessions to better meet the needs of practices.

We also plan to explore opportunities to extend this support to other key areas, including QOF and new starter training, recognising the ongoing need for consistent and practical guidance in these areas across the borough.



Thank You

We would like to take this opportunity to thank all our member practices for their ongoing engagement, collaboration and support throughout the year. Your feedback and openness continue to shape and strengthen the Practice Support Programme, ensuring it remains responsive and relevant to your needs.

We are always open to new ideas and welcome suggestions on how we can expand or refine our support offers. If there are specific areas or support options you would like us to explore, please contact our Practice Support Programme Lead, Jo Boswell, at joanne.boswell@nhs.net.



Greenwich Health Training Hub



The Greenwich Health Training Hub has continued to deliver a diverse, inclusive, and impactful programme of education, training, events, and initiatives throughout 2025. The focus of the Training Hub remains on empowering the workforce and a commitment to clinical excellence across all staff groups and staff wellbeing.

Protected Learning Time Events (PLT)

Two large scale in-person PLT events were held in September 2024 and February 2025, with over 350 attendees at each event and 8 concurrent sessions. Workshops aimed at both clinical, non-clinical and ARRS staff were provided covering subjects such as: Tropical Medicine and Microbiology, Rheumatology & Osteoporosis Update, Effortless Communication and Customer Service Skills, Learning Disabilities and Autism, Eyes Wide Open (Mecs) and End of Life Care.

The strong attendance and quality of these sessions have encouraged more speakers and stallholders to participate in future events, recognising the PLT as a tried-and-tested format with proven value.





For the first time the Training Hub hosted its own virtual PLT event on 22 May 2025, attracting 156 attendees. The event featured five sessions aimed at GPs, nursing and ARRS staff as well as non-clinical staff. Sessions included:

- Time Management
- Drugs and Alcohol Awareness
- Sexual Health
- Allergies in Children

Feedback from attendees was 100% positive, highlighting the relevance and accessibility of the content.

PLT Praise & Testimonials

"Thank you for organising the training. Looking forward to more trainings like counselling, safeguarding etc."

"Thank you for the training, it was extremely useful."

"It was my first attendance; I really enjoyed it and will definitely be participating in the future."

"This training was very helpful, and I gained a lot of knowledge, technique and skills that I will be using on a day-to-day basis going forward."

"Please continue with PLTs. They are always very informative and very well run."

Child Safeguarding Workshops

Working in partnership with the Greenwich Safeguarding Leads, Dr. Emma Humphries and Anita Erhabor, the Training Hub delivered its first Child Safeguarding Workshop in September 2024, followed by a second in January 2025 due to high demand.

Over 110 participants have attended virtually across both sessions, with a third workshop planned for October 2025.



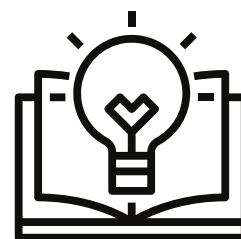
"The training was very informative and educational."

"It was overall a really good workshop; the trainers were excellent as always and helped make quite a difficult topic easy to understand."

Lead Educator Development and Multiprofessional Faculty Engagement

The Training Hub continues to strengthen and supports its educator network through a variety of structured engagement activities.

There are currently six Lead Educators in Greenwich who meet quarterly to discuss key performance indicators, the annual self-assessment process, PCN accreditation, support for educators and the process for raising concerns.

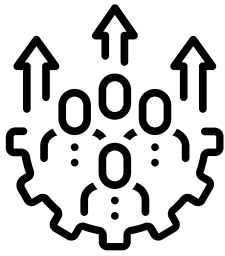


In parallel, Multi-professional Faculty Meetings, open to all non-GP educators are held four times per year, with an average of eight attendees per sessions. These meetings provide a forum of sharing updates, challenges and peer support.

Efforts are currently underway to establish PCN-Level Multi-professional faculties, enhancing local ownership of workforce development and training. We are actively engaging with ARRS staff and the Nurses Forum to increase awareness and understanding of these faculty structures.

Throughout the year the Training Hub has facilitated numerous GP and Multiprofessional Educator approvals. Prospective supervisors are invited to attend a group session to discuss requirements and address any initial queries. These are followed by individual meetings either virtually or by telephone to confirm eligibility and readiness for the role.

Nursing and AHP Workforce Development



This year has seen major achievements in the continued support and development of the nursing and AHP workforce in Greenwich. One of the key highlights was the successful completion of the Registered Nurse Apprenticeship pathway by the first Healthcare Assistant in Greenwich who was fully supported in this by her practice. She is now a qualified nurse.

1:1 and group clinical supervision continues, flexibly scheduled to suit staff needs. The Nurse and AHP Forums have remained a cornerstone of our engagement. Delivered in both face-to-face and virtual formats on different days to maximise accessibility. These forums have consistently received excellent feedback.

Over the past 12 months, we significantly increased capacity for student nurse placements, delivering 24 weeks of placements across borough practices. We also continue to offer personalised career support, including successfully transitioning a receptionist into a clinical role (now trained in phlebotomy, flu vaccinations, and wound care). We secured nurse representation in Integrated Neighbourhood Team meetings to ensure frontline views influence long-term conditions and population health planning.

Nurse Workforce Feedback

The most recent Greenwich Nurse Survey results provide clear evidence of the positive impact of the Training Hub initiatives and the growing engagement of the local workforce.



felt that Nurse leads had a positive impact of their role and development



valued the revalidation support



found general day-to-day support helpful



found the Nurse/AHP Forum useful



valued development support

"Claire and Laura have supported me during my nursing journey and have fully supported me with anything I have needed. Couldn't ask for better Nurse Leads!"

"Always supportive and willing to answer any queries I may have, couldn't ask for better leads."

"The level of study/education days has been amazing."

"Super approachable, very knowledgeable and I really appreciate your support!"

Clinical Summits

In the past year, the Training Hub supported three well attended and thought-provoking Greenwich Clinical Summits, each with a unique focus and strong engagement from health care and voluntary sector colleagues.

15 October 2024: Creating Connections with the Voluntary Sector

This summit highlighted collaboration opportunities with voluntary sector partners, including Voluntary Centre Greenwich, METRO-GAVS, CRUSE, Carers Centre, CACT and Live Well.

12 February 2025 – Tackling Health Inequalities

Featured contributions from Public Health covering HIV testing and prevention, anti-racism initiatives, and behavioural science approaches to cervical screening. Also featured were representatives from the local hospice and Shelter, who shared insights on community engagement.

This event provided updates on malaria prevention across Greenwich, initiatives supporting rough sleepers, and the evolving vision for integrated neighbourhood models. Local community efforts like Hornfair, PARKSfest and Glyndon Community Group were also showcased.

Charity Donation

On 8 May 2025 proceeds raised from the three Clinical Summits, totalling £3,525 were formally presented to the local hospice.



"We were proud to support the inaugural Greenwich Clinical Summit, which successfully raised funds for a vital local charity. The event brought together colleagues from across the local healthcare system, fostering collaboration aimed at driving meaningful improvements in patient care."

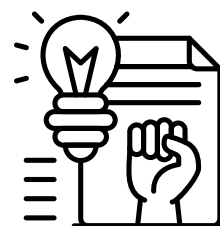
Contributing to such an important event while also supporting our local hospice, and enjoying a wonderful evening, made the occasion all the more rewarding."

— Greenwich Health Training Hub

Greenwich Primary Care Padlet

A curated digital repository of primary care resources for staff across Greenwich was prepared by Eugenia Lee. This document has received positive feedback from users, who appreciate its accessible and comprehensive resource base.

Please contact Ruth Keel for access to this resource.



Fellowships

The Training Hub has also partnered with the ICB to co-develop an end of life care and Learning Disability Fellowship, which remains in development. Alongside this, the team has worked closely with commissioners to help shape service specifications for primary care, ensuring education and workforce perspectives inform strategic planning.

Wellbeing

Staff wellbeing remains a key priority for the Training Hub. One-to-One wellbeing counselling sessions have continued throughout the year, offering confidential support to those in need.

In early 2025, we launched a Wellbeing Newsletter, distributed to all staff. This resource highlights upcoming wellbeing activities and workshops across South East London, while also signposting useful contacts and support services.



Hub Highlights and SELWDH

April 2025 saw the launch of Hub Highlights, a monthly staff bulletin featuring upcoming training opportunities from both the Training Hub and SELWDH. Since its introduction, over 1,000 members of Greenwich staff have engaged with SELWDH sessions. These sessions have covered a wide range of clinical and non-clinical topics, supporting staff at all levels. These engagement numbers continue to grow.

The Training Hub remains committed to delivering high-quality, relevant, and responsive education and support to the Greenwich primary care workforce. Through continuous feedback, partnership working, and a focus on innovation and wellbeing, we aim to further enhance training opportunities and staff development across the system in the year ahead.



Urgent Treatment Centre (UTC)



Since mobilising the Urgent Treatment Centre (UTC) at Queen Elizabeth Hospital in June 2023, Greenwich Health has transformed the service into a high-performing, fully integrated front door to urgent and emergency care.

Over the past year, the UTC has consistently delivered against key national standards, **achieving 98.16% overall 4-hour performance**, exceeding the target of 95%. This represents a significant milestone for the service and reflects the strength of our clinical model, operational leadership, and system-wide collaboration.

Alongside performance improvements, the UTC continues to play a critical role in reducing pressure on the Emergency Department (ED), ensuring patients are assessed, treated, and directed to the most appropriate care pathway quickly and effectively.

Data & Outcomes

Initial Assessments

> 112,400

Provided Treatment

> 62,500

Overall 4 Hour Performance

98.16%

Overall Streaming Performance within the 15 min target

> 80%

Service Development & Innovation

Over the past year, the UTC has continued to evolve, introducing new pathways, technologies, and infrastructure improvements to enhance patient flow and experience.

Estate and Environment

Completion of the S106-funded development has significantly improved the clinical environment, including the introduction of a new streaming area to support more effective triage and patient flow at the front door.

Digital & Technology

We have continued to build on our Digital Front Door, with improvements to NHS self-triage functionality enabling more accurate patient assessments and smoother navigation into appropriate services.

In parallel, we are trialling WASP integration, a new digital solution enabling real-time patient transfer between UTC and ED systems — an innovative step forward in interoperability within Queen Elizabeth Hospital.



Pathways & Flow

We have strengthened system flow through a number of key initiatives:

- A successful trial of direct transfer pathways from London Ambulance Service (LAS) into the UTC, with full rollout expected shortly
- Continued development of Same Day Emergency Care (SDEC) pathways, with approximately 5% of UTC patients safely redirected, avoiding unnecessary ED attendance
- A new direct booking pathway into patients' own GP practices, improving continuity of care and reducing system friction

Workforce & Sustainability

A key enabler of the UTC's performance has been the successful recruitment and retention of a stable workforce.

Over the past year, targeted recruitment campaigns have strengthened both substantive and bank staffing, ensuring the UTC is **fully staffed 24 hours a day, 7 days a week**. This has improved resilience, reduced reliance on agency cover, and supported consistent delivery of high-quality care.

The UTC is also contributing to the future workforce pipeline:

- In 2025, we successfully supported pre-registration pharmacists, providing structured clinical learning opportunities
- In 2026, we expect to launch a new medical student placement programme, representing a potential first-of-its-kind model for urgent care training at this level

Integration & Population Health

The UTC continues to play a central role in integrating urgent care with wider community and primary care services. Through our partnership with CACT and the Live Well service, we have further strengthened in-house social prescribing, providing patients with immediate access to support for housing, financial advice, and wider wellbeing needs.

We are also developing targeted pathways for frequent attenders, helping patients access more appropriate, consistent care outside of hospital settings.

In addition:

- A new mental health front door pathway is in development, ensuring patients are directed to the right service more quickly
- Ongoing collaboration with system partners continues to improve coordination, communication, and patient outcomes across the urgent and emergency care pathway

Investment into Streaming

In partnership with LGT, we successfully bid for S106 funding to help improve the facilities at the QEH front door, enabling us to create a new streaming hub for patients walking in. This has provided a dedicated streaming space, greatly improving patient confidentiality and dignity, whilst also significantly improving streaming times in conjunction with the digital front door we previously introduced.

Improved streaming performance has helped to decongest the ED waiting room and ensures patients are directed to the appropriate pathway soon after they arrive at hospital.



Looking Ahead

The UTC is now firmly established as a high-performing, integrated component of the local urgent and emergency care system.

Building on this year's achievements, our focus remains on:

- Further improving patient flow and experience
- Expanding integrated pathways across primary, community, and acute care
- Continuing to innovate in response to system demand



Primary Care Services



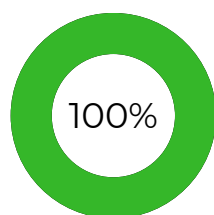
PCN Clinical Services: Greenwich Health delivers EA clinics and ARRS personnel to three Primary Care Networks (PCNs) on a cost-recovery basis. This arrangement enables practices to reinvest the resulting savings and concentrate on their core services. The utilisation of EMIS Community for cross-organisational appointments, combined with integrated IT systems, ensures equitable access to care for patients throughout their respective PCNs.

Dressings Service: The borough-wide dressing service delivers enhanced repeat dressing care, including compression therapy, available seven days a week from five Dressing Hubs. This service is specifically designed to support patients who require frequent and ongoing dressing changes due to wounds, ulcers, or post-surgical needs. By providing timely and consistent care, the service helps to promote better wound healing outcomes and prevent complications.

Additionally, this dedicated dressing service alleviates pressure on general practice and the UTC by managing routine and non-urgent dressing changes. This allows healthcare providers, including GP Practices and UTCs, to prioritise patients with urgent medical needs, ensuring more efficient resource utilisation and improved patient flow across the borough.

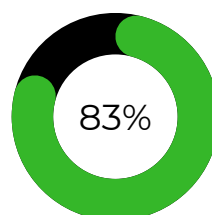
Data & Outcomes

PCN Clinical Services



We delivered 100% of our contracted GP and Nurse appointment hours, all of which were provided during extended hours, including evenings and weekends.

Dressing Service



Consistent utilisation within the dressing clinics, with an average of 83%.

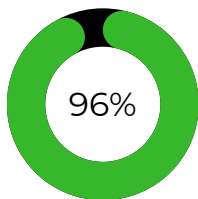


Primary Care Network Support

"Greenwich West PCN has worked closely with Greenwich Health throughout our journey as a PCN. They have been instrumental in our development and progress. Greenwich Health has been a pleasure to work with, particularly in modelling and delivering our enhanced access clinics and in supporting the Local Child Health clinic. This clinic began in our PCN as a pilot and is now embedded as part of a routine pathway."

Dr Debisi Olunloyo
Greenwich West PCN CD; GP Partner Burney Street Practice
and CCPL Lead CYP & Maternity

FFT Data

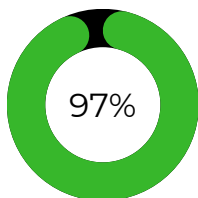


PCN Support - The FFT data for the PCN support demonstrates a very high level of satisfaction of 96% (YTD-2025).

"The GP was very calm and patient with my son, who has ASD, taking the time to thoroughly assess him."

"Booking an appointment is straightforward, and the GP service is consistently excellent."

"The doctor was kind and thorough; I truly felt she genuinely cared about my concerns."



Dressing Service - The FFT data displays a high level of satisfaction with the service which is at 97% (YTD- 2025).

"Great service, very easy to access."

"The nurses are absolutely brilliant — helpful, knowledgeable, and attentive."

"Fast, friendly, and highly efficient service."

Home Visiting Service

Description:



Greenwich Health has played a pivotal role in assisting Greenwich practices with completing home visits for housebound patients in need of annual reviews for long-term conditions.

The long-term conditions covered are:

- Diabetes
- CHD & Heart failure
- Hypertension
- Asthma
- COPD
- Dementia

Anyone from the participating practices who is housebound with one or more of the above conditions is entitled to an annual home visit review, which may include blood, urine and basic health checks such as blood pressure checks, and foot checks for diabetic patients.

This role involved booking patients, conducting the whole home visit consultation, and making any necessary referrals and follow-ups with the practice.

Ensuring this cohort of patients is seen to is usually an extremely time and resource-consuming task, and so Greenwich Health's involvement in this service has significantly bolstered our partner GP practices, ensuring better health outcomes for our community.

Statistics

Over 10 months, over 250 patients were seen across 9 practices.

Activity	Patients
Seen	288 (include blood re-attempts needed)
DNA's	24
Blood re-attempts needed	16
2 failed blood attempts - redirected to DNs/practices	9

Practice	Patients
Manor Brook	62
Fairfield	47
Vanbrugh	33
Gallions	31
Abbey Wood	25
Woodlands	25
Waverley	18
Conway	14
Plumbridge	5

Live Well Services

Greenwich Health's Live Well services continue to play a vital role in supporting both GP practices and patients across the borough. Designed to deliver preventative care at scale, the Live Well model enables practices to focus on core clinical priorities while ensuring patients have consistent, equitable access to high-quality support. When we bring services together into a single, coordinated system, we reduce variation, improve efficiency, and help tackle longstanding health inequalities across Greenwich.

Our approach is built on accessibility, flexibility, and patient-centred care. Services are delivered in convenient community locations and through responsive telephone support, with self-referral pathways making it easier for patients to access help when they need it. We continue to prioritise those most at risk of poorer health outcomes, offering tailored support for vulnerable patients and working closely with partners across the system to strengthen pathways and improve outcomes.

The Live Well programme includes four core services: **NHS Health Checks, Long-Acting Reversible Contraception (LARC), Stop Smoking support, and a weekend walk-in Sexual Health clinic**. Together, these services provide a comprehensive offer focused on prevention, early intervention, and supporting residents to live healthier lives, while reducing demand on general practice and improving population health across Greenwich.



Live Well Stop Smoking Service

Current Provision:



- The Live Well Stop Smoking Service provides up to 12 weeks of personalised telephone support from a specialist advisor. Patients are offered a range of evidence-based nicotine replacement therapies, including NRT products and rechargeable vapes, with ongoing support throughout their quit attempt.
- Referrals are accepted from Greenwich GP practices, via self-referral, and from the Queen Elizabeth Hospital Tobacco Treatment Service and outpatient services.

Patient Benefits



Immediate access to support — patients can speak to a specialist advisor via the freephone line without the need for an appointment.



Personalised, non-judgemental care — tailored quit plans with regular check-ins, recognising that stopping smoking is a journey.



Choice of evidence-based support — access to a range of nicotine replacement options, helping patients find what works best for them.



Data & Outcomes

Average Quit Rate



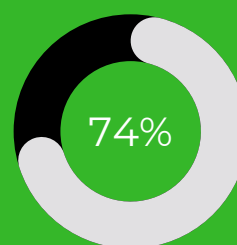
2024



2025

- Our average quit rate rose from 50% in 2023/24 to 68% in 2024/25

IOD Quintiles 1 & 2



2025

- 74% of patients setting a quit date residing in IOD Quintiles 1 and 2 (most deprived)

Patients from all 29 Greenwich practices have been supported to quit during 2025

Recent Developments

Since November 2024, Greenwich Health has worked in close partnership with the Royal Borough of Greenwich smoking team, providing ongoing support to patients referred from the Queen Elizabeth Hospital Tobacco Treatment Service and outpatient services.

Between November 2024 and March 2025, the Live Well team supported an additional 271 referrals through this pathway.



Case Study

Success Story: 30 year smoker

After 30 years of smoking, I had a persistent morning cough and I really wanted to stop smoking. I had set myself a goal of climbing Mount Kilimanjaro and felt that being a smoker would not help. The consultation was excellent and the support and checking in was really appreciated, it made a massive difference and I felt they cared. I felt that they appreciated my journey and they didn't get mad at me when I had a slip up.

I would tell friends and family that if they have the right mind-set, you will get the right support and guidance with lots of options like sprays and patches.

I am loving being a non-smoker and am glad that I have done it. As I am getting older I don't want to worry about the impact of smoking.



Patient Feedback

"Had excellent help And support, very kind, friendly staff from NHS. I spoke to a lady named Jodie. Very helpful and caring, made it easy to get my stop smoking kit. I would really recommend anyone who wants to stop smoking to try it with this service."

"Very understanding, even with a slight back slide. The regular phone calls are a great help as they keep you on track and you don't feel like you're on your own. They are very supportive."

"Sayonara is a credit to your team. I have struggled with addiction in the past. From day one she has been with me, supporting me every single week. I am running now and not coughing. I am not smoking because of Sayonara. She is credit to your team."

Live Well LARC



Current Provision:

- Our LARC service offers the fitting of coils and implants for effective contraception.



Patient Benefits



We have worked with Oxleas Specialist Contraception service to simplify pathways to specialist support to ensure patients are referred to the correct services quickly.



Continue to work closely with colleagues in Oxleas to ensure patient pathways are continually improved in order to reduce wait times and unnecessary delays.



Patients are able to access appointments in local accessible venues across the borough.



Patients are triaged and offered appointments within 2-3 weeks or redirected to appropriate services where necessary.



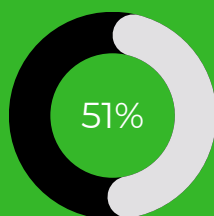
Appointments are available throughout the week, including weekends.



Patients referred by practices are contacted within 72 hours.

Data & Outcomes

Population Coverage



2017



2025

Innovation

Optimising Access in Greenwich: Reducing DNA Rates & Expanding Care

We reduced DNA rates by securing patient commitments to reschedule and highlighting the impact of missed appointments. Shorter wait times — down to just a few weeks — further boosted attendance.

Notably, our LARC service supported patients across all 29 Greenwich practices.



Patient Feedback

"Both of the team members I saw on the day were fantastic, caring, kind and friendly. They put me at ease, gave me lots of information and listened to my questions. Treated me with respect and dignity. Thank you!"

"The lady and her assistant that attended to me was lovely, her explanations are very clear and very calm and attentive making sure am very clear in everything she explained to me."

"The nurse Busi and her assistant were amazing. They made me feel at ease and were so friendly and supportive. This experience has given me some faith back in the NHS."

"Both were very friendly, informative, and timely. I appreciated the explanation and patience answering my questions. Wonderful service."

Live Well NHS Health Checks



Current Provision:

- The National Health Check Programme targets adults aged 40 to 74 to identify risk factors for cardiovascular disease.
- 180 appointments available every week.
- Appointments available 7 days a week from 8am - 6pm.

Targeted Community Provision & Engagement

Greenwich Health has continued to work in partnership with the Royal Borough of Greenwich and the CACT Live Well team to deliver targeted NHS Health Checks and Vital 5 assessments in priority areas across the borough.

A recent joint pilot in Thamesmead Moorings successfully engaged 58 residents, providing both health checks and personalised lifestyle support. This targeted, community-based approach is helping to reach underserved populations and improve early identification of health risks.

To further increase uptake, we reviewed and refreshed our NHS Health Check invitation letter, alongside delivering a coordinated social media campaign to encourage booking following invitation. The campaign reached **48,739 people**, supporting increased awareness and engagement with the programme.



Data & Outcomes

4,473

*NHS Health Checks
completed in 2025*

< 12%

*DNA rate — reduced
through targeted
engagement*

872

*Patients identified with high
blood pressure (140/90+) and
referred to their GP*



Live Well Walk-in Sexual Health Clinic

Greenwich Health continues to deliver a walk-in Sexual Health Clinic, providing accessible, confidential support for patients across the borough and beyond. The service is open to all, ensuring timely access to essential sexual health care without the need for an appointment.

The clinic offers a range of core services, including STI screening, free condom provision, and access to emergency contraception. By maintaining a walk-in model, the service plays an important role in reducing barriers to care, particularly for patients who may find it difficult to access traditional appointment-based services.

This accessible approach supports early detection and treatment of sexually transmitted infections, helping to improve individual health outcomes while contributing to wider public health objectives across Greenwich.

The clinic also complements local primary care and specialist sexual health services, ensuring patients are appropriately supported, treated, or signposted depending on their needs. By providing a responsive and inclusive front door, the service helps reduce pressure on other parts of the system while promoting prevention and education.



Activity & Impact

65%

Average of appointments utilised each week showing solid demand for a walk in service.

77%

77% of those who provided a postcode were from IOD 1 & 2

53%

53% of those who provided their ethnicity were from BAME groups.



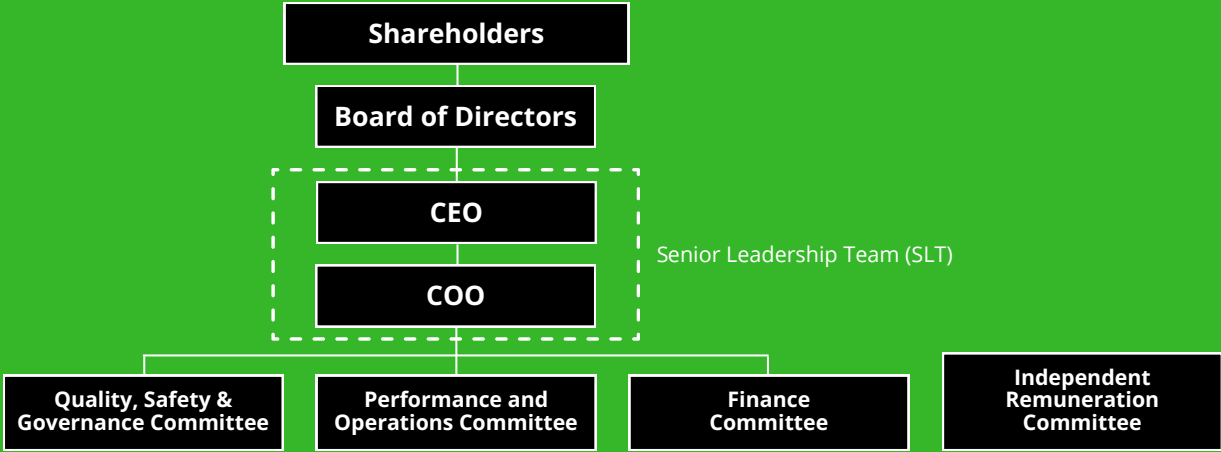
Note: This is based on data from April 25 - December 25. 2025 is the first year we have been recording any data for this service.

Governance Update

Corporate Governance

Our governance structure, implemented last year, is now well embedded. This has enabled us to grow as an organisation while maintaining clear accountability to the Board and senior leadership.

Alongside a detailed scheme of delegation and reservation of powers, this structure has strengthened how we oversee services from a performance perspective — ensuring delivery against KPIs — as well as from a safety and quality standpoint.



Clinical Governance

We have also had a strong year with our new clinical governance meeting structure and multidisciplinary governance team. This has enabled us to make significant improvements across a range of areas, particularly in medicines management and nursing standards. Our Quality Assurance Lead continues to oversee compliance across both service and non-service functions, and we are now in a very strong position in terms of organisational CQC inspection readiness.

We have recently revamped our auditing, tracking and monitoring processes for the premises we use to deliver our services. This has been a significant piece of work, but it has added greater depth and detail to how we assure ourselves that these sites are fit for purpose and aligned with both health and safety requirements and healthcare guidance.

We continue to develop and strengthen our partnership with Lewisham and Greenwich Trust in relation to our UTC. Through the overarching partnership group, alongside joint operational and clinical governance groups and day-to-day collaboration on the ground, we have been able to progress our clinical governance plans within the Urgent and Emergency Care footprint at Queen Elizabeth Hospital.

We experienced our first Serious Incident this year, from which we have taken significant learning. The incident occurred in the waiting room at our Urgent Care service.

Working collaboratively with Lewisham and Greenwich Trust, and partly as a result of the findings from our investigation, we are expecting a new streaming hub to be in place by the end of October 2025, ahead of the winter pressures period. This will support improved patient flow and reduce congestion at the front door of Accident and Emergency.

This has demonstrated our core approach to governance — not just identifying issues but learning from them and implementing meaningful change to improve safety and quality of care.

Below is an overview of some of our key governance metrics:

Complaints (24/25)	Significant Events (24/25)	Significant Incidents (24/25)
87	38	1



