CONEXUS HEALTHCARE CIC

ANNUAL REPORT

June 2025 – May 2026











Supporting practices, PCNs and communities across Wakefield and West Yorkshire.

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Contents:

Section	Page
A message from our Managing Director	1
Who we are	1
2025-2026 at a Glance	2
Our 2025-2026 Priorities	2
Support Services	3
Completing the Support Services restructure	3
Growing our HR offer to GP Practices	3
PCN Admin support: delivered this year	4
Practice Resilience and CQC Support	4
Neighbourhood Health in action	5
Pontefract and Knottingley PCN	5
West Wakefield PCN	5
Five Towns and Wakefield North PCNs	6
Wakefield South PCN	6
Brigantes PCN	6
Trinity Health Group PCN: Health and Wellbeing Coaching	7
Pontefract and Knottingley PCN: Breathing Better	8
Workforce and Development	9
Learning Management System	10
Digital and Transformation	11
Clinical Operations	12
Research support offer	12
Mobilising Lung Health Checks	12
GP Care Wakefield	13
Service Spotlight: NHS Workplace Health Checks	14
Service Spotlight: Women's Health	15
Service Spotlight: Future Selph	16
Service Spotlight: Respiratory Transformation	17
Our Social Value and Equality, Diversity and Inclusion Commitments	18
System Working and Partnerships	19
Our Strategy for 2026-2031	19
Finance and Sustainability	20
Our Governance and Leadership	20
Progress since year end	21

FOREWORD

A message from our Managing Director

Welcome to the Conexus Healthcare CIC Annual Report for our accounting year, 1 June 2025 to 31 May 2026.

Our purpose is to provide tangible support that benefits our practices and the people of Wakefield. General practice continues to work under sustained pressure, and this year has shown what a federation can offer when practices need more than they can secure on their own.

With a workforce of nearly 500 employed, sessional and associate colleagues, we provide the people, systems and expertise that individual practices would find difficult to build alone. This capacity sits behind our HR, payroll, digital and practice support. It has allowed us to step in quickly when practices faced vacancies, inspections or operational pressures.

We have also shown we can be agile. When the West Yorkshire and Harrogate Cancer Alliance asked us to deliver Lung Health Checks, we mobilised the programme within months, with 18 practices signing up to the first wave. We also led Wakefield's successful bid to become one of 43 national neighbourhood health Trailblazer sites. We believe it was the only bid led by a GP federation.

The volume of what we deliver continued to grow. GP Care Wakefield offered more than 124,000 appointments across the district this year. Future Selph received 517 referrals from young people, up from 375, with nobody waiting longer than two weeks. Our Learning Management System (LMS) now reaches more than 800 learners across 76 organisations.

Above all, this work continued to deliver for patients. Our respiratory, women's health and neighbourhood health programmes have helped find illness earlier, shorten waits and bring specialist expertise into general practice. The way we work has been recognised too. I'd also like to report that GP Care Wakefield has been rated Good by the Care Quality Commission, with an Outstanding rating for being well-led and that we also achieved the Investors in People standard at our first attempt. Both of these assessments took place just outside of the year of this report but the foundations were built within the period in question.

In June 2026 we published our Corporate Strategy 2026-2031. It places general practice at the heart of neighbourhood care and sets out how we will reduce unnecessary workload so practices can focus on what they do best. Our financial position, and how it compares with last year, is set out at the end of this report. For the sake of completeness, there are also a small number of instances where projects finished after the timeline of this report. When this happens, there is accompanying explanation.

None of our achievements would be possible without the hard work of colleagues across Conexus and the continued trust of the practices, PCNs and system partners we work alongside. Thank you to everyone who has contributed.

Steve Knight, Managing Director, Conexus Healthcare, September 2026







Who we are

Conexus Healthcare CIC (Community Interest Company) is a GP Federation serving 34 practices and PCNs across the Wakefield district.

We exist to make general practice stronger, providing the shared services, clinical expertise and strategic support that individual practices cannot easily access alone.

Our Purpose

To provide tangible support that benefits our practices and the people of Wakefield

Our Values

- Collaborative and inclusive
- Responsive to practice need
- Committed to quality and improvement
- Ambitious for primary care
- Accountable and transparent

OVERVIEW

2025-2026 at a Glance

A year of growth, new services and system collaboration - here are some headline numbers from across our work.

495
Total Workforce
Employed, sessional & associates

196
ARRS (Additional Roles Reimbursement Scheme) staff employed
Across 7 PCNs

199
Active staff bank members

10
GPs Recruited
5.7 Whole Time Equivalent (WTE), Skilled Worker visa sponsored

1,983
Resilience Academy Bookings

61
Unique Courses Offered

2,683
TARGET Attendees
Across all sessions 25/26

76
LMS Organisations
825 learners to date

5,312
NHS Health Checks
97.4% of annual target

439
Workplace Health Checks
98.6% positive patient feedback

73
Research EOIs Submitted
vs 24 the previous year

419.5
Weighted Research Recruits
Nearly double previous year

250–300
Digital Requests Handled
Formal requests across the year

4,940
PCN Admin Support Hours
Delivered across 6 PCNs

15
Research-Engaged Practices
Covering all PCNs

4
Practices: Full HR Offer
Ossett, Chapelthorpe, Northgate, Homestead

124,633
GP Care appointments offered

64.28*
minutes delivered per 1000 registered patients

41%
Urgent Care capacity above target

GP CARE WAKEFIELD

**Enhanced Access: 64.28 mins per 1,000 population delivered (target: 60 mins). Urgent Care: 17.63 mins per 1,000 (target: 12.47 mins).*

Our 2025-2026 Priorities

This year, our work was shaped by three strategic themes that reflect what primary care needs most right now:

1

Strengthening Infrastructure

Building the HR, finance, digital and governance systems practices rely on.

2

Delivering at Scale

Holding contracts and delivering clinical services no individual practice could sustain alone.

3

Growing Together

Deepening system relationships, workforce development and our social and environmental commitments.

Support Services

Joined-up support, so practices can focus on patients

Completing the Support Services restructure

Our Support Services Function is the backbone of Conexus Healthcare, providing the people, systems and processes that keep everything running smoothly and free practices to focus on patients.

This was the year our support functions finally came together under one roof, with a programme of process improvements close behind. These included:

- Unified HR, Communications, Learning and Development, and Practice & PCN Support into a single department.
- Reviewed roles, realigned teams, and streamlined admin functions to reduce duplication and improve efficiency.
- Digitised onboarding and HR processes through Lantum and PeopleHR.
- Centralised mandatory and statutory training oversight within Learning & Development.

Growing our HR offer to GP Practices

This year we launched a pick-and-mix model for practice support, giving practices the flexibility to buy what they need, when they need it, rather than a one-size-fits-all package. The offer currently has two parts, with plans to expand it significantly in 2026-2027.

More practices and PCNs came to us for HR support this year, from full outsourced packages to one-off advice.

- 4 practices purchased our full HR offer: Ossett, Chapelthorpe, Northgate and Homestead.
- HR audits, recommendations and resources purchased by Chapelthorpe, Lupset and Station Lane.
- Free sessions provided to Practice Managers on the new Employment Bill and bullying and harassment laws
- Ad hoc HR advice provided to Health Care First and other practices throughout the year.
- Supporting 7 PCNs with HR, including recruitment and onboarding, mandatory training, investigations, disciplinaries, grievances and exit interviews.

Our core practice and PCN support offer kept growing in both reach and depth this year. Including:

- Finance support provided to 6 PCNs, HR support to 7 PCNs, and admin support to 6 PCNs. Cost Sharing and Liability Agreement, pay banding, contracting and legal support all in place.
- Practice Manager and Nurse meetings run throughout the year, alongside a monthly Practice Newsletter and bi-monthly CQC newsletter
- PCN case studies produced to celebrate and share good practice across the system. Freedom to Speak Up provision maintained through contracted support.

HR Support

- Full HR package at £3,500 per year, covering compliance (DBS, right to work, contracts, policies)
- Advice and support on employment issues, pay entitlements and line manager training
- Employee relations: case management, TUPE, redundancy, restructuring
- One-off policy and procedure review also available at £500



Payroll Services

- Accurate, on-time monthly payroll for GP practices
- NHS Pension Scheme administration
- Statutory payments, deductions and compliant record-keeping
- £4.63 per payslip (monthly), £100 per SD55 submission, £25 per AW8 claim



Find out more about the support that we offer and what it is like working for us: https://conexus-healthcare.org/about/

PCN Admin support: delivered this year

Our PCN Support team had a busy year keeping practices and PCNs moving day to day. Highlights include:

1,700+ *tasks completed tasks across six PCNs, reflecting a high volume of coordinated activity*

117 *meetings attended and minuted on behalf of PCNs*

1st *Service Improvement Survey sent to PCNs, followed by a "you said, we did" session presented to Business Managers*

Practice Resilience and CQC Support

Building confidence in quality and compliance

One of our most valued contributions this year has been hands-on support to practices facing operational or quality challenges, from CQC preparation to mediation, interim management and financial review.

Across all PCNs, we provided personalised support including:

- CQC reviews with personalised action plans tailored to each practice's current position. On-site mock CQC inspections to assess readiness and drive quality improvement.
- Interim Practice Manager support during absences and vacancies
- Support with Utilisation and Modernisation Fund planning.
- Review of financial support: income, expenditure and claims.
- Recruitment support: job adverts drafted, advertised and managed.
- Policy and document support, plus business plan and audit templates.

Supporting GP Practices: The Adult Immunisation Project (AIPOP)

Working with GP practices across Wakefield, the Adult Immunisation Project (AIPOP) set out to raise uptake of shingles and pneumococcal vaccinations through a coordinated population health approach, with general practice teams leading the work in their own communities.

Six PCNs participated and each saw improvements. The results show how joined-up working of this kind can protect more people from serious, preventable illness.

Headline statistics (project completed in June 2026)

20
practices took part

4,706
additional shingles vaccinations

1,971
additional pneumococcal vaccinations

8.4%
relative increase in shingles uptake

3.4%
relative increase in pneumococcal vaccination uptake

12.5% rise in shingles uptake at Five Towns & Wakefield North PCNs, the highest recorded

FIVETOWNS PRIMARY CARE NETWORK

Wakefield North Primary Care Network

Delivered in partnership with GSK and CHASE

GSK

chase

Neighbourhood Health in action

Progress across our seven Primary Care Networks

Following the publication of the Neighbourhood Health Guidelines 2025/26, we continued to strengthen neighbourhood working across Wakefield's seven PCNs. Drawing on seven years of experience developing integrated, place-based care through our Primary Care Networks, all PCNs adopted advanced risk stratification to proactively identify people at greatest risk of hospital admission.

PONTEFRACT AND KNOTTINGLEY PRIMARY CARE NETWORK

This informed targeted multidisciplinary team (MDT) approaches focused on priority cohorts, including COPD, dementia and end-of-life care, bringing together partners from primary care, secondary care, the hospice, Yorkshire Ambulance Service and the VCSE sector.

Analysis for Pontefract and Knottingley showed COPD admissions exceeding those for dementia by more than 50%, and occurring at three times the rate of the end of life cohort, making COPD the clear priority for the neighbourhood.

Since the first neighbourhood COPD MDT in December, the PCN has recorded encouraging early results (December 2025 to June 2026):

+6.9%
Flu Vaccine Uptake
Since first COPD MDT

–19.6%
Expected A&E Attendances
COPD cohort

–12.7%
Expected COPD Admissions
COPD cohort

–9.8%
GP Consultations
COPD cohort

Current Progress

- Improved the pulmonary rehabilitation referral pathway, reducing inappropriate GP referrals.
- Expanded support for anxiety linked to breathlessness through VCSE partners and Breathe Easy.
- Reviewed RESPECT forms and strengthened staff training with hospice support.
- Completed enhanced COPD reviews for all medium and high-risk patients.
- Launched the Breathing Better programme, creating a structured route into pulmonary rehabilitation.

Yorkshire Ambulance Service data shows Pontefract and Knottingley has the second lowest rate of breathlessness related contacts in the cohort, and the PCN is now looking at how to share this good practice with other neighbourhoods.

NHS Yorkshire Ambulance Service NHS Trust

West Wakefield PCN Key Cohort: Palliative Care

West Wakefield PCN chose to prioritise the end of life cohort because the PCN already had strong foundations to build upon, with every practice having established Gold Standards Framework meetings and end of life clinical leads.

The neighbourhood also benefits from highly experienced social prescribing care coordinators, well placed to support the non-medical needs identified through MDT working.

Current Progress

- Established regular neighbourhood end-of-life reviews with practices, palliative care and hospice teams.
- Improved RESPECT form completion with support from Yorkshire Ambulance Service.
- Developed community-based education and support with hospice and VCSE partners.
- Embedded Carers UK referrals into end-of-life care pathways.

Stakeholder event



- Brought together wider partners including Carers UK, Adult Social Care and the hospice
- Explored shared challenges, information sharing and relationship building.
- Identified clear actions with named owners
- escalated system level issues for resolution via neighbourhood coaches.

West Wakefield Primary Care Network

Five Towns and Wakefield North PCNs Key Cohort: Palliative Care and Dementia

Five Towns and Wakefield North PCNs worked together to focus on both palliative care and dementia, with a particular emphasis on improving communication and information.

Palliative care: Current progress

- Established a neighbourhood MDT for high-risk patients with primary, community and specialist partners.
- Identified additional patients and expanded referrals to hospice and carers' services.
- Introduced joint visits and resolved RESPECT form issues.
- Supported care home education through the hospice wellbeing team.
- Created a single referral process for MDT discussions.

Dementia: Current progress

- Strengthened dementia support through hospital, community and post-diagnosis services.
- Introduced benefits and financial support checks for patients and carers.
- Expanded support for families and carers following a dementia diagnosis.
- Identified inequalities in access to dementia carer support, shaping future improvement work

FIVETOWNS PRIMARY CARE NETWORK

Wakefield North Primary Care Network



Wakefield South PCN Key Cohort: Dementia and Frailty

Following the redesign of the PCN Community Nursing Team, a further opportunity was identified to strengthen support for people living with dementia and frailty. While patients with COPD continue to benefit from a range of established services, including pulmonary rehabilitation this next phase focused on those with the most complex needs, helping to ensure they receive timely, coordinated care in the most appropriate setting. Activity focused on four key areas: prevention in crisis, continuity, holistic care including for families, and long-term conditions, primarily in care homes.

Key activity

A new Care Home Community Team has been established to strengthen partnerships between care homes and GP practices, providing care home residents with non-emergency clinical support, care coordination and improved access to practice teams

Current Progress

- Connected three dementia support groups to improve support for patients and families and identify gaps in provision.
- Recruited a Frailty GP to strengthen clinical leadership.
- Continued work with district nursing teams to improve communication and local leadership.

WAKEFIELD HEALTH ALLIANCE SOUTH

Brigantes PCN Key Cohort: Palliative Care

Using neighbourhood risk stratification, Brigantes PCN identified end-of-life care as a priority for targeted support. Building on strong multidisciplinary working and established dementia services, the PCN focused on improving timely referrals and proactive palliative care support.

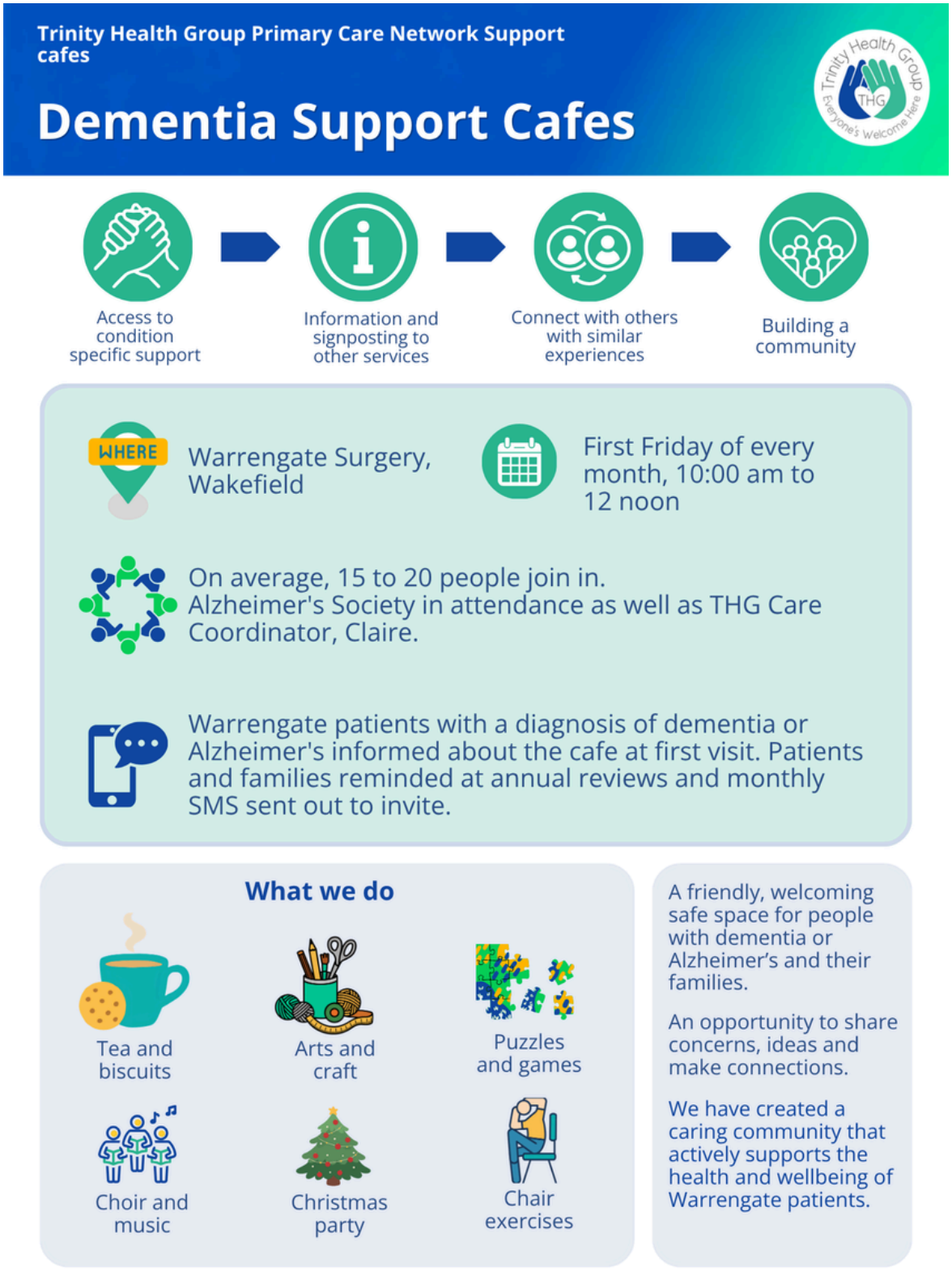
A regular MDT brings together Macmillan, community, primary care and specialist palliative care teams to support patients while building skills and shared expertise across the workforce.

Brigantes
Alverthorpe Surgery Eastmoor Health Centre
Stanley Health Centre New Southgate Surgery
Homestead Clinic Outwood Park Medical Centre

MACMILLAN CANCER SUPPORT

Trinity Health Group PCN Spotlight on Health and Wellbeing Coaching

All PCNs offer health and wellbeing coaching, helping patients build the confidence, skills and support needed to better manage their health alongside their clinical care. The example below highlights the impact of this approach within Trinity Health Group PCN.



Additional insight from Pontefract and Knottingley PCN has identified the wider service impact of Health Coaching:

£2,400	**£13,000**	**5.4×**
cost per QALY delivered by the coaching service	*NHS average cost per QALY, for comparison*	*more cost-effective than the NHS average*

*QALY = Quality-Adjusted Life Year, a standard measure of health gain that combines length and quality of life

Pontefract and Knottingley PCN Spotlight - Breathing Better: Supporting people living with breathlessness

Breathing Better is a community exercise and education programme for people with severe breathlessness who cannot or prefer not to attend pulmonary rehabilitation. Developed through a partnership between Wakefield Council Public Health and MY Therapy, it is delivered by the Health and Wellbeing Coaching Team in Pontefract and Knottingley PCN.

The programme provides an alternative for people who have turned down pulmonary rehabilitation. It helps them manage symptoms, build strength and improve confidence.

The programme forms part of a wider neighbourhood approach to COPD care in Pontefract and Knottingley. Using risk stratification, the team identifies people most at risk of hospital admission, provides targeted COPD reviews and health coaching, and supports better management of anxiety and breathlessness. This work has been recognised as a West Yorkshire Health and Care Partnership case study.

Breathing Better outcomes

69.5m
Average increase in walking distance



89%
Rated the Service Excellent



100%
Would recommend the programme



67%
Much more confident managing COPD



Wider Pontefract and Knottingley COPD cohort (since first MDT, December 2025)

−19.6%
Reduction in expected A&E attendances



−12.7%
Reduction in expected COPD admissions



−9.8%
Reduction in GP consultations



+6.9%
increase in Flu vaccination uptake



Key Achievements

This year the programme moved into neighbourhood delivery and began reaching new groups of people.

- Delivery moved to the PCN Health and Wellbeing Coaching Team, embedding the programme in neighbourhood working
- The first 12-week programme under the new model supported eight people
- People who had declined pulmonary rehabilitation are now engaging with structured support
- Monthly COPD multidisciplinary team (MDT) meetings improved referral routes, so fewer people are sent back to their GP when they need more help

Looking Ahead

The team is focused on keeping support going once people finish a programme.

- A new COPD café at Ash Grove Medical Centre, Knottingley, runs on the second Tuesday of each month as a drop-in for ongoing peer support
- The café gives people a place to stay connected after completing Breathing Better or pulmonary rehabilitation

Breathing Better shows how neighbourhood teams can offer people with long-term respiratory conditions support that fits their circumstances.

It complements the district-wide Respiratory Transformation programme covered elsewhere in this report.

Workforce and Development

Investing in our people, and the people across primary care

Investing in our people, and the people across primary care, is central to everything we do. This year saw significant progress in workforce development, training and our broader workforce offer.

Workforce Leadership

Behind the scenes, our workforce team kept the fundamentals moving: pay, training compliance and safeguarding standards. We:

- Delivered a new pay structure, competency frameworks, and workforce training.
- Supported 13 apprenticeships through Apprenticeship Levy funding and transfers.
- Worked with the People's Alliance to support those at risk of economic inactivity.

Resilience Academy and Training

The Resilience Academy remained our biggest single training offer this year, and the numbers show just how much it is valued across the district.

1,983 *bookings made across the Resilience Academy:*

306 *January 2026 was the highest month, with 306 attendees.*

394 *staff members booked onto more than one course, reflecting strong trust in the Resilience Academy offer.*

15+ *learners trained in pessary theory under Women's Health Programme framework*

2,683 *TARGET attendees. October (643) and May (716) were the highest attended District TARGET days*

10 *learners enrolled on newly launched Level 2 qualification in Encouraging Vaccine Uptake in partnership with Public Health Wakefield*

National Training and Resilience Academy Feedback

We collected feedback from 1,752 responses across our national training and Resilience Academy sessions this year. The results reflect consistently strong satisfaction with our trainers and course content:

98% ***Trainer Knowledge*** *Agreed the trainer understood the challenges practice staff face*

89% ***Improved Understanding*** *Agreed their understanding of the subject improved*

96% ***Organised Content*** *Agreed the content was organised and informative*

Social Prescribing Qualification

Our Social Prescribing qualification continued to grow this year, giving link workers a recognised route into the profession. Across four cohorts, the numbers looked like this:

69 *Learners in total - 16 learners currently in an active fourth cohort*

73.6% *Pass rate:*

39 out of 53 learners achieved the qualification

ofqual *Our Social Prescribing Qualification is Ofqual regulated*

Learning Management System

A year of growth in workforce development

The number of people enrolled on our Learning Management System continued to grow, providing free access to CPD-accredited training for staff across the Wakefield district.

825

Total Learners

Up from 407 at the start of the year

76

Partner Organisations

More than double the 37 we started with

400

Workforce Development Activities Completed

Cumulative total by May 2026

40+

eLearning Modules Available

Free to all WDHCP member organisations

The platform offers more than 40 CPD-accredited e-learning modules covering leadership, coaching, people management, inclusion and wellbeing. Available to staff across member organisations, courses range from short bite-sized learning to in-depth programmes, providing flexible development opportunities for employees at all levels.

Key Achievements

- Learner numbers more than doubled, from 407 to 825.
- Partner organisations grew from 37 to 76 across health, care and VCSE sectors.
- Completed 400 workforce development activities.
- Introduced structured learning pathways, including management and wellbeing programmes.
- Secured funding to further develop the platform over the next 12 months.

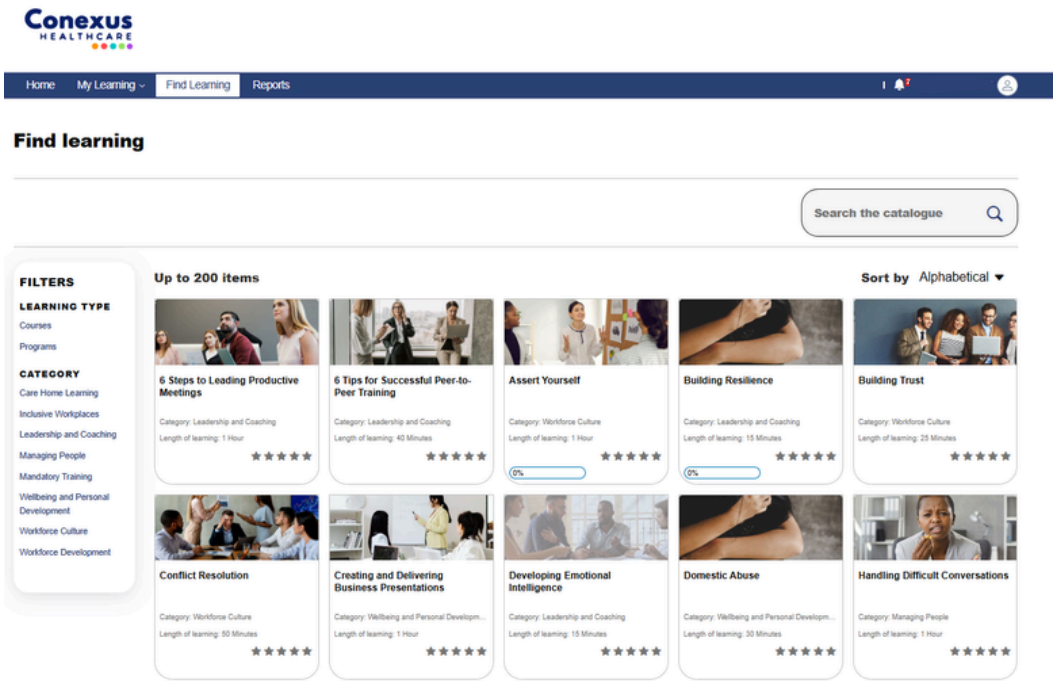
Looking Ahead

Expand access beyond the current 76 partner organisations.

- Develop further structured learning pathways.
- Use learner feedback and engagement data to shape new content.
- Explore wider workforce development opportunities across the Partnership.

"It was very helpful in my job role."
Manager, Eastmoor Health Centre

Feedback from course participants has been consistently positive, with everyone who has responded so far rating their experience as excellent, finding the platform easy to navigate, and saying they would recommend it to colleagues. Find out more: https://conexus-healthcare.org/learning-and-development/wdhcp-learning-platform/



Digital and Transformation

Empowering healthcare through digital innovation

Over the year, our Digital and Transformation Team supported all 7 PCNs, with consistent engagement. Work combined structured transformation programmes with responsive, practice-led support.

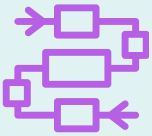
250–300
Digital Support Requests
Formal requests this year



14
Care Homes Proxy Live
22 further in progress



4
Power Automate Workflows
In development



700+
Wakefield Patient Digital Champions Group (WPDCG) patients supported



The team:

- Provided digital support across all seven PCNs and practices, handling 5-6 requests per week plus additional ad hoc support.
- Delivered end-to-end SystmConnect implementation, training and communications.
- Developed four Power Automate workflows to improve compliance and administration.
- Expanded care home proxy access, with 14 care homes live and 22 in progress.
- Improved document auto-filing and workflow automation within SystmOne.
- Supported 700+ patients through Digital Champion initiatives.
- Delivered PCN-wide digital improvements, including auto-review, SystmConnect and care home proxy projects.

Support across PCNs

Work at PCN level focused on delivering improvements that scale, and on supporting consistency across groups of practices:

Trinity Health Group PCN: *leading adoption of SystmOne auto-review across Maybush, Crofton and Warrengate, with further rollout under discussion.*

Wakefield North PCN: *pilot support at Station Lane for SystmConnect, plus wider optimisation including auto-review and patient engagement through the patient participation group (PPG) at Henry Moore*

Pontefract & Knottingley PCN: *focused automation support, including Power Automate workflows, plus continued SystmOne auto-review support at Friarwood.*

Five Towns and Brigantes PCNs: *care home proxy access rollout, alongside SharePoint, website and workflow support at practice level.*

West Wakefield PCN: *significant progress on care home proxy access, alongside document management, auto-filing and patient access support, including CQC-related work.*

Wakefield South PCN: *early engagement and scoping of digital opportunities, including triage and access improvements, plus support to embed MS365 tools.*

Clinical Operations

Supporting excellence in clinical service delivery

Our clinical services team supports both primary care delivery and wider health system improvements. They manage contracts, introduce new services and ensure quality standards are maintained across all services.

Research support offer

Our research offer has been transformed this year, moving from a small portfolio to a genuinely active, growing programme that engages practices across every PCN in Wakefield. As of 2026/2027, our research function moved under our practice support offer to align with the wider support available to GP Practices.

73
Research expressions of interest (EOIs) submitted
up from 24 for previous year

17
Studies completed

9
Studies open

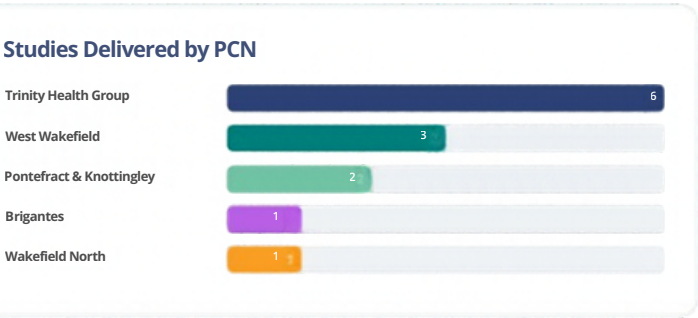
419.5
Weighted recruits
Nearly double last year

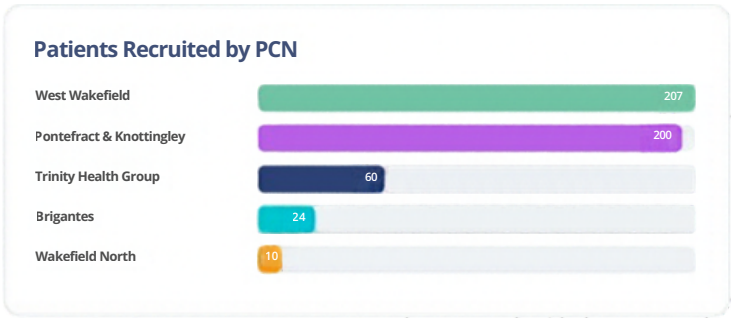
Key Achievements

44
EOIs Accepted
7 commercial,
37 non-commercial

3.86
Days Average
Feasibility review turnaround

15
Practices Engaged
Covering every PCN in Wakefield





Mobilising Lung Health Checks

Conexus was approached by the West Yorkshire and Harrogate Cancer Alliance to develop the Lung Health Check element of the Lung Cancer Screening programme.

- 27,500 Lung Health Checks will be delivered between May 2026 and March 2030
- Pathway presented to GPs at the October TARGET event for early engagement.
- Letter of intent issued 26 March 2026, with 18 practices signed up to Wave 1.

Find out more: https://conexus-healthcare.org/patients/nhs-lung-health-checks/



GP Care Wakefield

Delivering at scale, built to last

GP Care continues to improve access to primary care across the district, offering routine evening and weekend GP appointments, alongside same-day appointments available through practices and urgent care partners.

Dedicated nurse and healthcare assistant clinics provide a wide range of services, from long-term condition management to screening and diagnostic tests. Over the past year, the service has also expanded its preventative and community outreach work, including Lung Health Checks, Workplace Health Checks, vaccination programmes, women's health initiatives and respiratory support.

Find out more about GP Care and the services offered: https://conexus-healthcare.org/patients/gp-care/

Although it falls just outside the reporting period of 1 June 2025 to 31 May 2026, we are delighted to share that, at the time of writing, GP Care has undergone a CQC inspection and all services were rated Good. Given the way GP Care delivers services and the structure of the inspection framework, this represents the highest rating available across almost all areas assessed.

We were particularly pleased to receive an Outstanding rating for being a well-led organisation, recognising the strength of our leadership, governance and culture.

This achievement reflects the commitment, professionalism and hard work of everyone involved in delivering GP Care services, and we are extremely proud of what has been accomplished together.

2025-2026 at a glance

This year saw sustained growth across every core service line, alongside real progress on quality, accreditation and inspection readiness.

124,633
Appointments Offered
Enhanced Access

111,070
Appointments Utilised
89.12% utilisation

90.87%
Patient Satisfaction

401k
Registered Population Served
All ages, across Wakefield

64.28* minutes
Enhanced Access per 1,000
Against a 60-minute target

17.63*
Urgent Care per 1,000
Against a 12.47-minute target

73%
CAS Patients Not Re-presented
Within 2 weeks of a Clinical Assessment Service (CAS) appointment

5.42%
Appointments DNA 6,018 across the year
All ages, across Wakefield

During the year, we also piloted the delivery of GP Care services from Station Lane and Featherstone on selected days. The pilot proved successful and, following a positive evaluation, we are pleased to report that, at the time of writing, Station Lane has become a permanent GP Care site, further improving access to services for local patients.

Our clinical operations service also oversee and contribute to a range of other patient facing services including:

- Workplace Health Checks
- Future Selph
- Women's Health services and Centre of Excellence
- NHS Health Checks
- Lung Health Checks
- Respiratory support for ex mining communities

* Figures correct as at July 2026 and provided to CQC.

Service Spotlight:

NHS Workplace Health Checks

Our Workplace Health Check services delivered strong results against target this year, with positive feedback throughout.

What we did

We worked with Wakefield Council, We Are Wakefield and local authority colleagues to identify suitable employers. We prioritised businesses with high proportions of routine/manual jobs and those based in, or recruiting from, communities experiencing inequalities. Also attended the Wakefield Expo offering health checks to delegates.



- set up a dedicated workplace health checks team
- built a digital booking pathway
- created a robust clinical process tailored to workplace settings

11 workplaces onboarded

Sectors reached: Estates/ heritage; Manufacturing; Logistics; Healthcare; Education; Hospitality; Transport

Digital booking, appointment and results

1. Register interest. Sign up on a quick online form
2. Booking link by SMS. A text with a link to book.
3. Pick a time Slots that fit around work.
4. Event day on site. The GP Care team arrives.
5. Checks & bloods Measurements + a small blood sample.
6. Results shared Staff get a copy; GP too, with consent.

- Results flag risk of heart disease & stroke, diabetes and other areas.
- Patients are signposted to any support they need

Patient stories:

- a 40-year-old man who had lost contact with services for a heart condition was fast-tracked back into GP care and given support to reduce his risk factors
- a woman worried about memory problems was reassured and given information about perimenopause to discuss with her GP
- a 35-year-old woman struggling with weight was signposted to specialist services and national support programmes
- a 28-year-old man was supported to address harmful alcohol use and linked into community services
- a 49-year-old man at high risk of diabetes was identified and referred for further testing and prevention support

Experience and feedback

Patient feedback was highly positive (based on responses from 73 attendees)

98.6% rated the service and booking as good/very good

97.3% said their results were explained clearly

70% unlikely to visit their GP if the check had not been offered at work

84.9% felt supported to remain in work following their NHS Workplace Healthcheck

Find out more: https://conexus-healthcare.org/about/our-projects/workplace-healthchecks/

SERVICE SPOTLIGHT

Women's Health: A case study in transformation

Our Women's Health programme is one of the most compelling examples of what Conexus can achieve when primary care, secondary care and communities work together.

How we built it

- Established a Women's Health Leads network, with representation from every PCN - a dedicated network focused on improving women's health outcomes across Wakefield
- Embedded specialist expertise through regular consultant gynaecologist-led case discussions.
- Identified and addressed gaps in care through ongoing learning, training and service improvement.

Integrated Pathways

Integrated community-hospital pathways were developed across a wide range of women's health conditions, shifting care closer to home and reducing reliance on secondary care:

- Menopause and HRT prescribing
- Ring pessary for prolapse management
- Colposcopy and hysteroscopy
- Vulvodynia and contraception
- Referral management and unscheduled bleeding

Training and competency

A co-designed ring pessary training package was built from scratch, combining theory, supervised practical training and a full competency framework covering assessment, fitting, follow-up and complication management.

- A bespoke GP Care Wakefield (GPCW) training clinic was set up, supported by a local enhanced service.
- A train-the-trainer model was embedded from the outset to ensure long-term sustainability.
- 15+ clinical staff across all PCNs completed theory training and signed off using new framework.

Women's Centre of Excellence

The success of our Women's Health Leads programme has helped secure Wakefield's designation as a future Women's Health Centre of Excellence. Led by Conexus, and the only partnership of its kind in the North and North East, the Centre will launch group clinics in October 2026.



The impact

>60%
decrease in specialist menopause referrals 4-5 per month down to 2-4 per month

64%
decrease in overall waiting lists across women's health pathways

30%
decrease in urgent 2 week wait referrals for unscheduled bleeding on HRT

34%
decrease in secondary care waiting times for pessary fitting

"Initial equity monitoring at one engaged practice showed HRT uptake among Black African and Caribbean women increased from 0% to 28%, evidence that this programme is reaching those who have historically been underserved."

District-Wide Reach

- Increased testosterone prescribing across the district.
- Embedded women's health services across all PCNs.
- Established a sustainable train-the-trainer model for practice-led delivery.
- On track to launch the Women's Health Centre of Excellence in 2026/27.

Published Research

- Featured in a published SAGE Journal article highlighting collaborative menopause care between primary and secondary care.
- Achieved national recognition for an innovative model with wider relevance for primary care.

Read more about our Women's Health Leads network: https://conexus-healthcare.org/about/our-projects/womens-health/

SERVICE SPOTLIGHT

Future Selph

Early mental and emotional wellbeing support for young people

Future Selph offers free, tailored mental and emotional wellbeing support to young people aged 16 to 25 across the Wakefield District. Commissioned by Conexus and funded by the NHS, it is delivered by four voluntary and community sector partners: The Youth Association (TYA), Rycroft Leisure, SMaSH and St George's Community Centre.

The service gives young people early support before difficulties escalate, including those waiting for other services. This year, demand grew significantly and young people continued to be seen quickly.

517
Referrals received
Up from 375 in 2024/25

327
Started support
Assessed, accepted and started

312
Completed support
Up from 286 in 2024/25

0
On a waiting list
No waits over two weeks in any month

Average caseload was 179 young people a month.

What happened after support

57
Into further education

53
Into employment

42
Moved to better housing

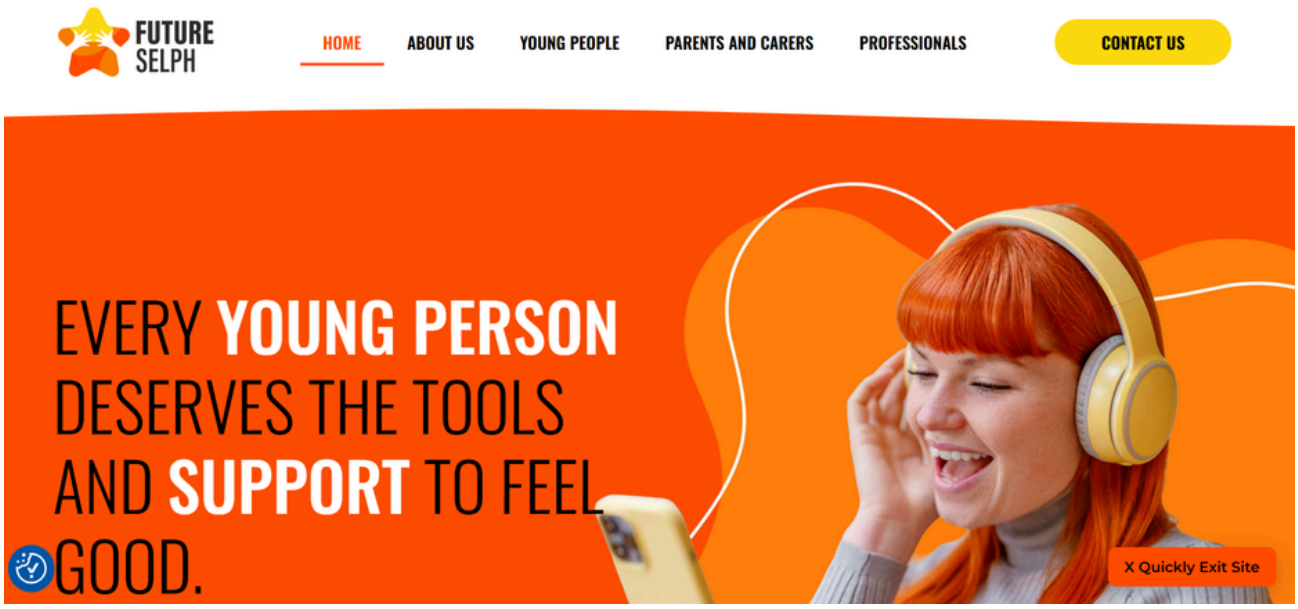
29
Started volunteering

Key Messages

- 181 positive resolutions from 312 completions, equal to 58 in every 100 young people
- Education and work make up six in ten destinations
- St George's supported 30 of the 42 moves to better housing, reflecting its more complex caseload

Service User Feedback

"They got me into counselling and just gave me extra support that I needed....I don't feel that other agencies gave me that support before"



SERVICE SPOTLIGHT

Respiratory Transformation

Early diagnosis and optimisation

Delivered a system-wide Respiratory Pathway Transformation Programme with Mid Yorkshire Teaching NHS Trust and the Yorkshire and Humber Health Innovation Network to improve respiratory care across Wakefield.

34 *GP practices engaged across all 7 PCNs*

6 *Delivery sites*

Weekdays, evenings, weekends

"Wakefield experiences around 70 more premature deaths from respiratory disease each year than the national average. Deprived areas are also 34.2% more likely to call an ambulance without needing transport to hospital."

The challenge we set out to address

Wakefield's rates of COPD, asthma and smoking are all higher than the national average.

COPD **2.7%**
in Wakefield
England average: 1.9%
About 8 more people in every 1,000

Asthma **7.2%**
in Wakefield
England average: 6.5%
About 7 more people in every 1,000

Smoking **12.9%**
in Wakefield
England average: 11.6%
About 13 more people in every 1,000

What we delivered

- Combined proactive case finding, enhanced COPD reviews and specialist-led MDTs to improve diagnosis, care and workforce development.
- Delivered a structured pathway from patient identification and diagnostics through to personalised care planning and specialist support.

How do we know it worked?

274 ***Diagnostic tests delivered*** *Spirometry and FeNO*

68 ***New COPD diagnoses*** *30% of those given spirometry*

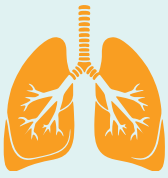
22 ***New Asthma diagnoses***

247 ***OPTIMISE reviews*** *For rising-risk COPD patients*

94% ***Rated Care good/ very good***

91% ***Felt more confident managing COPD***

69% ***Found it more useful than a standard GP review***



Patient Stories

Two patient stories illustrate the difference this programme has made.

"Absolutely amazing". Patient had an ongoing cough and increasing breathlessness for years, and had been invited to spirometry before but was never able to click the booking link on his phone. When a nurse rang him directly, he jumped at the chance. He was diagnosed with COPD and moved from a reliever inhaler to a once-daily inhaler, and now walks noticeably further and understands how to tailor his inhaler use to his day.
Patient A, man aged 63, referred from the asthma case-finding report

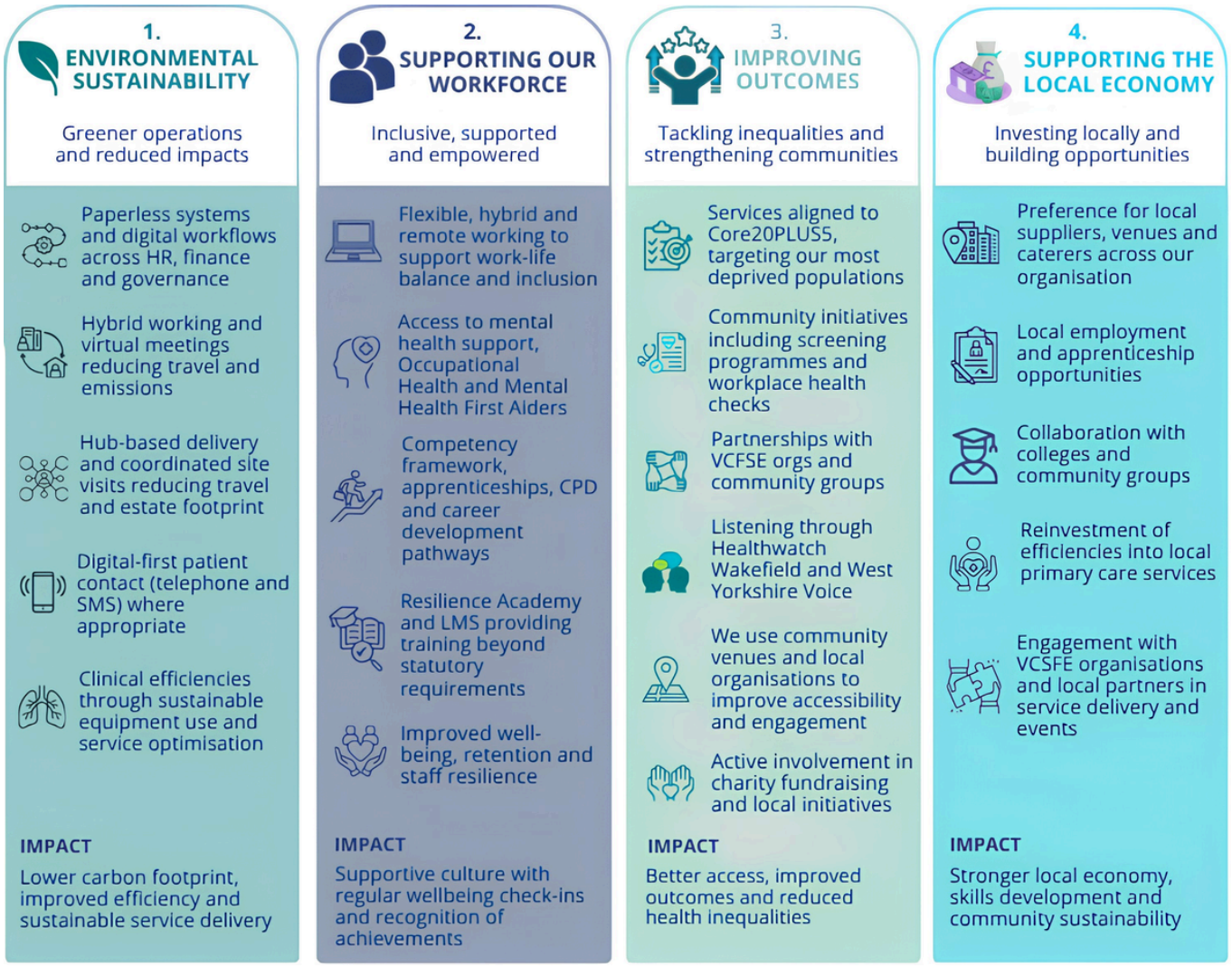
"Out of this world". Living with asthma since childhood and also carrying a COPD diagnosis, he found the portal easy to use and the pre-appointment questionnaire straightforward. After his OPTIMISE review, spirometry and MDT discussion, he was referred to a secondary care asthma clinic and his COPD diagnosis was removed from his records."
Patient B, referred from the rising-risk report

Our Social Value and Equality, Diversity and Inclusion commitments

Demonstrating our commitment as a responsible organisation

This year, we published our Social Value Statement, setting out how we will create positive impact for Wakefield, both through the services we support and the way we operate as an organisation. The statement is built around four themes aligned to the NHS Social Value Model, Core20PLUS5 and Wakefield district priorities.

Our four Social Value Commitments



We took several steps this year to strengthen equality, diversity, inclusion and workforce wellbeing, ensuring our people feel supported, valued and able to thrive.

Equality, diversity and inclusion

- Developed a new EDI Policy, giving a clear framework for how we build equality, diversity and inclusion into our everyday decisions
- Achieved the Investors in People standard at the first attempt, a first step to identify strengths and areas for improvement, which will inform a full EDI Strategy refresh in 2026-2027
- Developed and delivered our Competency Framework which promotes equity, diversity and inclusion by ensuring expectations, development opportunities and progression pathways are applied consistently and fairly to all colleagues.

Support in place

- We provide access to mental health support, Occupational Health and Mental Health First Aiders across the organisation
- Wellbeing and resilience plans in development, increasing the offer across PCNs and practices, including trauma support (CRISP) and tools for line managers to reduce sickness absence

Workforce wellbeing

- A supportive culture with regular wellbeing check-ins and recognition of achievements
- Expanding the Learning Management System (see previous pages)

System Working and Partnerships

Representing primary care across the system

Conexus is stronger because of its relationships. This year, our team represented primary care across more than 15 system-level boards, alliances and working groups, ensuring the voice of practices and PCNs is heard where decisions are made.

NATIONAL RECOGNITION

Wakefield selected as one of 43 National Neighbourhood Health Implementation Programme (NNHIP) Trailblazer Sites, with the bid led by Conexus Healthcare on behalf of Wakefield.

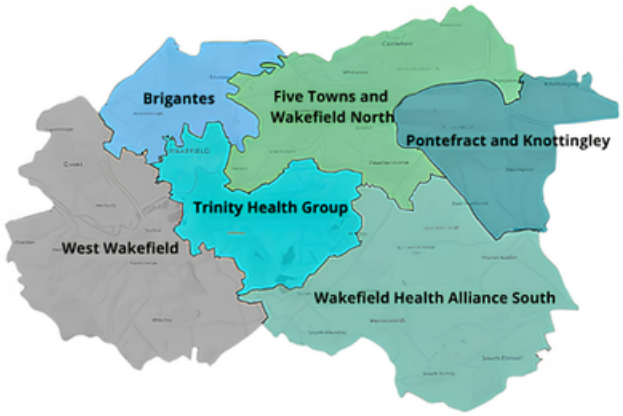
NNHIP Trailblazer: Bringing healthcare to people's doorsteps

One of our most significant achievements this year was leading the successful bid for Wakefield to become one of just 43 NNHIP Trailblazer sites. As part of the Government's flagship programme to shift care closer to home, Wakefield will help shape the future model of neighbourhood health across England. We believe this was the only Trailblazer bid led and coordinated by a GP Federation.

The programme aims to bring together GP-led neighbourhood teams with social care, mental health, pharmacy and community services, making it easier for people to access joined-up care closer to home.

"Being named a Trailblazer is a recognition of everything primary care in Wakefield has built, and a mandate to go further. Conexus will be central to making neighbourhood health a reality for our communities."

- Conexus led the bid on behalf of Wakefield, drawing on our PCN infrastructure, system relationships and track record of delivery at scale.
- Trailblazer status brings dedicated national support, early access to funding and the chance to influence the design of neighbourhood health nationally.
- The programme builds directly on the neighbourhood health working Conexus and local PCNs have been developing, giving that work national backing and resource.



LOOKING AHEAD

Our Strategy for 2026-2031

Positioning General Practice as the neighbourhood anchor

This year's achievements sit within a bigger story. In June 2026, we also published our new five-year Corporate Strategy, setting out where Conexus is heading and why it matters for general practice in Wakefield and beyond.

Our purpose and vision

Our purpose is simple - to provide tangible support that benefits our practices and the people of Wakefield. Our vision is to deliver sustainable, high-quality general practice across our communities, enabled by digital integration, strong system partnerships and shared estates, workforce and intelligence.

We believe general practice should act as the anchor institution for neighbourhood health, coordinating care for defined populations in partnership with community care, secondary care, the local authority and VCSE providers.

"By 2031, Conexus will have helped to reduce unnecessary workload in General Practice, creating capacity to embed neighbourhood models that allow General Practice to focus on what it does best."
Steve Knight, Managing Director

Finance and Sustainability

Financial strength that keeps care local

A financially sound organisation is the foundation for everything else in this report, and 2025-2026 was a year of real financial progress alongside our service growth.

Turnover grew to £15.6 million this year, reflecting the expansion of our HR, payroll, clinical and digital offers. At the same time, we grew our reserves from £363,000 to £563,000, a deliberate step towards the five-year target of £750,000 set out in our new Corporate Strategy.

Due to our increase in turnover, the past three years have meant we have had to complete a financial audit not required previously. This year, we passed our third consecutive clean audit, confirming that this growth has been matched by strong financial governance.

This financial resilience has enabled us to expand services, take on new contracts and invest in our strategic priorities, while maintaining day-to-day stability.

£15.6m

up from £14.4m the previous year

£363k → £563k

Growth across the year

3rd

Clean Audit

Consecutive year

Our Governance and Leadership

Role	Function
Managing Director	Strategic leadership, external relationships, deputised by Deputy Managing Director
Deputy Managing Director	GP and PCN support, Practice support, HR, training, comms and marketing, workforce development and digital support.
Chief Operating Officer	Clinical service delivery, quality, CQC, research
Chief Financial Officer	Financial management, governance, estates, contracting
Clinical Director (Operations)	Clinical oversight
CD Chair	Board leadership, system relationships

Job titles reflect organisational changes that were implemented in May 2026.

Progress since year end

Building on the foundations

Our financial year closed in May 2026, but our work has carried on. Two milestones reached since then reflect the strength of our people, our leadership and the services we deliver for patients across Wakefield.

IIP

Achieved:
Developed Investors in People
We invest in people accreditation

712/900

IIP Overall Score
First ever assessment

58%

Survey Response Rate
Core, PCN and ARRS staff

CQC

96/100

Outstanding
CQC Well-led - GP Care Wakefield

Good CQC Overall Rating
Safe, effective, caring and responsive all rated Good

90.9%

Patient Satisfaction 2026
NHS Friends and Family Test

Investors in People

Following our first ever Investors in People (IIP) assessment in June 2026, Conexus Healthcare achieved the We invest in people standard at Developed level, becoming an accredited organisation. The assessment, which covered our core team and ARRS workforce, alongside a separate survey of sessional colleagues, provided valuable insight into the experience of working at Conexus.

With a 58% response rate and an overall score of 712 out of 900, the findings highlighted strong levels of trust, collaboration and innovation. Colleagues reported feeling trusted, empowered and valued, regardless of who they are, while sessional staff were particularly positive about leadership and were the most likely to describe Conexus as a great place to work.

The assessment also showed us where to focus. We will turn the findings into a clear action plan linked to our Corporate Strategy 2026-2031, with a 12-month review already scheduled to track our progress.

INVESTORS IN PEOPLE®
We invest in people Standard

Care Quality Commission

GP Care Wakefield was assessed by the Care Quality Commission (CQC) between 20 July and 4 August 2026. The report, published on 2 October 2026, rated the service Good overall and Outstanding for well-led. The assessment also looked at our respiratory project and our developing women's health service.

The Outstanding rating recognises the strength of leadership and governance across the organisation, alongside our partnership working and organisational learning. Inspectors found a shared vision and culture built on listening, learning and trust, with visible and supportive leaders and staff given time and resources to try new ideas. They also highlighted a strong learning culture, thorough investigation of incidents, and our work to reduce health inequalities through projects such as respiratory care and women's health clinics. Patients were positive about their care, with an overall satisfaction rate of 90.9% in the 2026 NHS Friends and Family Test.

This result belongs to everyone involved in delivering the service. We want to thank all Conexus staff, GP Care sessional staff, GP practices, PCNs and patients who contributed to this achievement.

> *"Leadership and governance was exceptional, as was partnership working and learning."*
>
> ***Care Quality Commission, GP Care Wakefield assessment report, 2026***

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