

2024-25

ANNUAL REPORT

**Outstanding people.
Outstanding healthcare.**

GRANTA Medical Practices



#TEAMGRANTA

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FOREWORD

As CEO of Granta Medical Practices, I am proud to present our 2024/5 annual report – an opportunity not only to reflect on what we've achieved over the last year, but to share the often-unseen work that enables us to deliver outstanding care to our patients, every day.

Much of what defines a healthcare provider is visible: the quality of clinical care, the accessibility of appointments, the compassion of staff, the safety and cleanliness of our facilities. These are all essential, and we are deeply proud of how our teams deliver on them. What often goes unnoticed are the complex systems, tireless collaborations, and strategic decisions that make this level of care possible.

Committed professionals

Behind every appointment is a team of committed professionals working to ensure everything runs smoothly. From managing resources and responding to changing demand, to developing new models of care and supporting staff wellbeing, day-to-day operations at Granta require resilience, flexibility, and a great deal of coordination. The strength of our service lies not only in what our patient's experience, but in our supporting infrastructure and our continual investments in innovation.

This year, resilience has been more than a buzzword – it's been a necessity. Whether responding to workforce pressures, adapting to national policy shifts, or embracing new technologies, our teams have risen to the challenge time and time again. We've learned that resilience isn't just about weathering

the storm; it's about evolving through it – improving how we work, supporting each other, and remaining focused on what matters most: the health and wellbeing of our patients.

The breadth of our offer has grown since the start of 2025 with our provision of Urgent Wrap Around Care across South Cambridgeshire and the opening of two new sites at Langford Arch, Sawston, and City Care Centre, Peterborough. In parallel, we have continued to invest in our people. We know that excellent patient care starts with a supported, motivated workforce. From clinical training and leadership development to mental health support and team-building initiatives, we've made it a priority to nurture the incredible talent within our organisation. **This internal strength is what allows us to remain responsive, agile, and effective, even under pressure.**

This report offers a snapshot of some of what we've accomplished together over the past year. It tells the story not just of outcomes and performance, but of commitment, collaboration, and quiet excellence behind the scenes.

I hope it leaves you with a deeper appreciation for the work that goes into making Granta a trusted name in healthcare – and for the values that continue to guide us as we move forward.

Thank you for your continued support.

TIM HARRISON
Chief Executive Officer

Tim

About GMP

'Outstanding' healthcare provider

Granta Medical Practices is rated as an 'Outstanding' healthcare provider by the Care Quality Commission.

The largest GP practice in the East of England, we have a team of more than 270 professionals, offering a wide range of services, serving nearly 60,000 patients across six sites in South Cambridgeshire and Hertfordshire.

As a Primary Care Network (PCN), Granta combines the personalised care of traditional general practice with the scale and resources of a larger organisation. Each of our sites deliver what a conventional GP practice typically offers. However, much broader levels of care are also available, via an integrated model that boosts efficiency, and strengthens our partnerships across the local health and social care system.

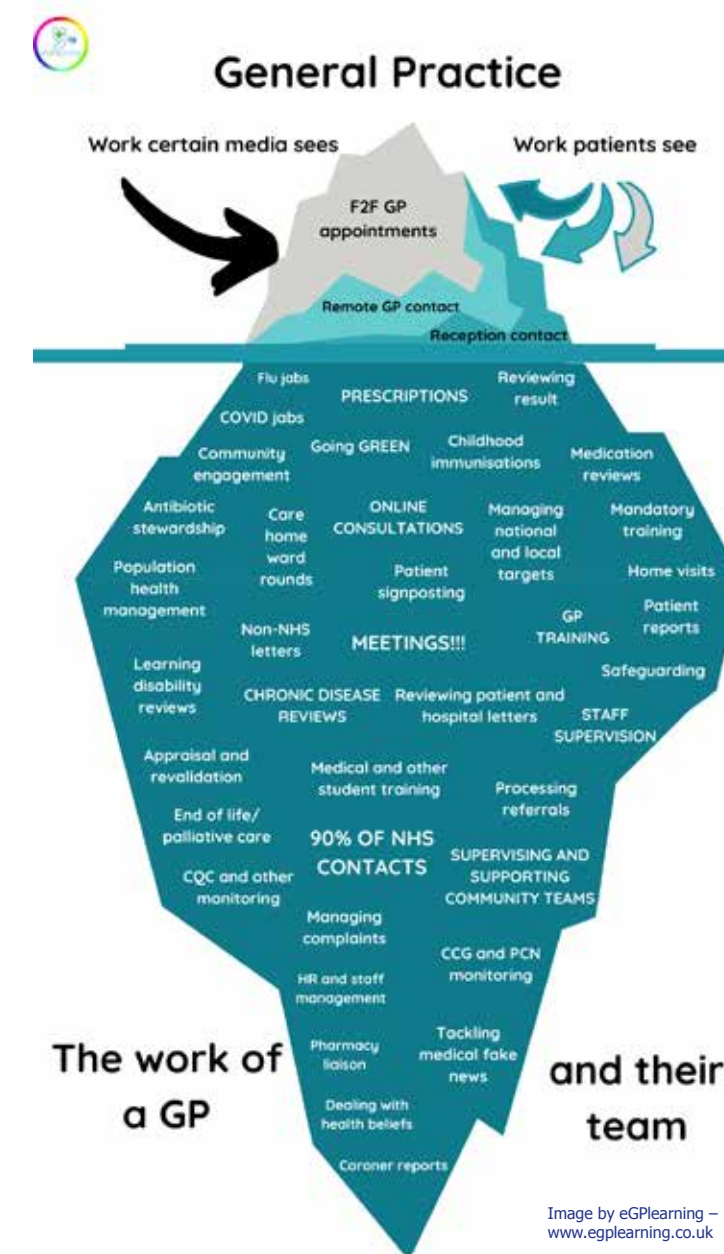
Some of the additional areas we are proud to specialise in include:

Helping patients with long-term conditions (LTCs)

Around 17,500 of our patients have long-term conditions – e.g., a health issue that persists for a year or more and significantly impacts a person's daily life. Managing the care of these patients is a monumental task that demands a collaborative approach.

Although not typically curable, many long-term conditions can be effectively managed through ongoing treatment, medication and lifestyle adjustments. Examples are diabetes, cardiovascular diseases (hypotension, stroke / TIA, atrial fibrillation, peripheral vascular disease, CKD), and chronic respiratory diseases such as asthma and COPD.

Understanding and managing long-term conditions is crucial to improving quality of life and maintaining patient independence. At Granta we provide holistic and proactive care for our long-term condition patients. Our approach encompasses a streamlined appointment scheduling process. Our administration team ensures all patients eligible for an annual long-term condition health check receive timely invitations (during their birthday month). They also follow up with patients that don't respond.



On average, we provide 1,800 appointments a month for our long-term condition patients. This requires our rota team to work diligently to maximise appointment slots. Plus, we continuously review how to further expand who and how we engage our long-term condition patients. Working as a multi-disciplinary team, we offer a wraparound approach that involves administrators, HCAs, nurses, clinical pharmacists, advanced nurse specialists, ECPs and GPs. Crucially, the team's work includes outreach to housebound patients and those in care homes. This is vital to ensuring the health and wellbeing of those patients living with long-term conditions, fostering a supportive and inclusive healthcare environment.

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Supporting overall patient wellbeing

Did you know Granta has a Wellbeing Team that offers personalised support to patients to help them navigate the health and social services available to them? The team consists of three Care Coordinators and two Social Navigators (three if you also include the team lead).

Our Care Coordinators advise on care, whether a patient is living at home or moving to a care home, plus any associated financial requirements. They also support patients with long-term conditions such as Parkinsons and carry out annual Dementia reviews, so patients and their families can get the right support at the right time.

Our Social Navigators are on hand to help with any socio-economic circumstances that may be affecting a patient's physical or mental health such as housing, finances and social isolation. By implementing a "What Matters to You" conversation, they can help patients prioritise the issues that will have the most positive impact on their situation.

Our Wellbeing Team is dedicated to listening, guiding, and connecting patients with services or activities that can enhance their health and mental wellbeing. They provide information about local resources that may be beneficial. They serve as Carer Champions, partnering with Caring Together and Carers in Herts to support caregivers in the community. They also liaise with various partner and support groups from Integrated Neighbourhood Teams, NHS initiatives and charities. Recently, the team has been working with local Parkinsons groups to identify patients with a new diagnosis and connect them to relevant support organisations. They are also engaged in internal projects, supporting new carers and coordinating our online Menopause groups. This is in addition to constantly reviewing how to best reach out and offer support to our patients.

Providing critical clinical care

As the delivery of healthcare continues to evolve, our Primary Care Paramedics (PCP) team works alongside our doctors delivering compassionate, high quality, experienced care to the community as part of our journey to shape a more responsive, sustainable model of primary care.

PCPs are highly trained healthcare professionals who provide advanced clinical care. Our team of seven PCPs draw on their backgrounds in emergency care. This enables them to assess, diagnose and manage a wide range of conditions providing continuity of care and strengthening the patient experience. This is particularly important for our frail and housebound patients and those with complex needs.

Our PCP team support our elderly patients in their own homes or care homes using their enhanced training to work independently, with the support of a Duty Doctor when needed. They undertake weekly rounds in local care homes and have built great relationships with the care teams within our Primary Care Network (PCN). A dedicated GP PCP Lead supports the team, overseeing training, reviewing working patterns to increase continuity of care, and ensuring a diversity of skill sets as the team continues to grow.

Working with you to get the most from your medicines

Clinical pharmacy plays a pivotal role in enhancing patient care within primary care settings. Its integration into general practices and PCNs has led to improved medication safety, optimised treatment regimes and more efficient use of healthcare resources. Our team

consists of 15 dedicated staff members including Clinical Pharmacists, Clinical Pharmacy Technicians and Prescription Clerks, all working together as part of our general practice.

They provide appointments to support patients through long-term condition clinics such as diabetes, respiratory and cardiovascular health. They help with medication reviews and queries and run specialist clinics for long-term conditions. They also process and issue most of the prescriptions and manage medicine monitoring to ensure high risk drugs are used safely. By improving the safety and effectiveness of medicines, they help deliver better health outcomes and, by handling this work - which would otherwise sit with our GPs - they help increase appointment availability.

Primary Care Paramedics

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Clinical Pharmacy Team

Our results

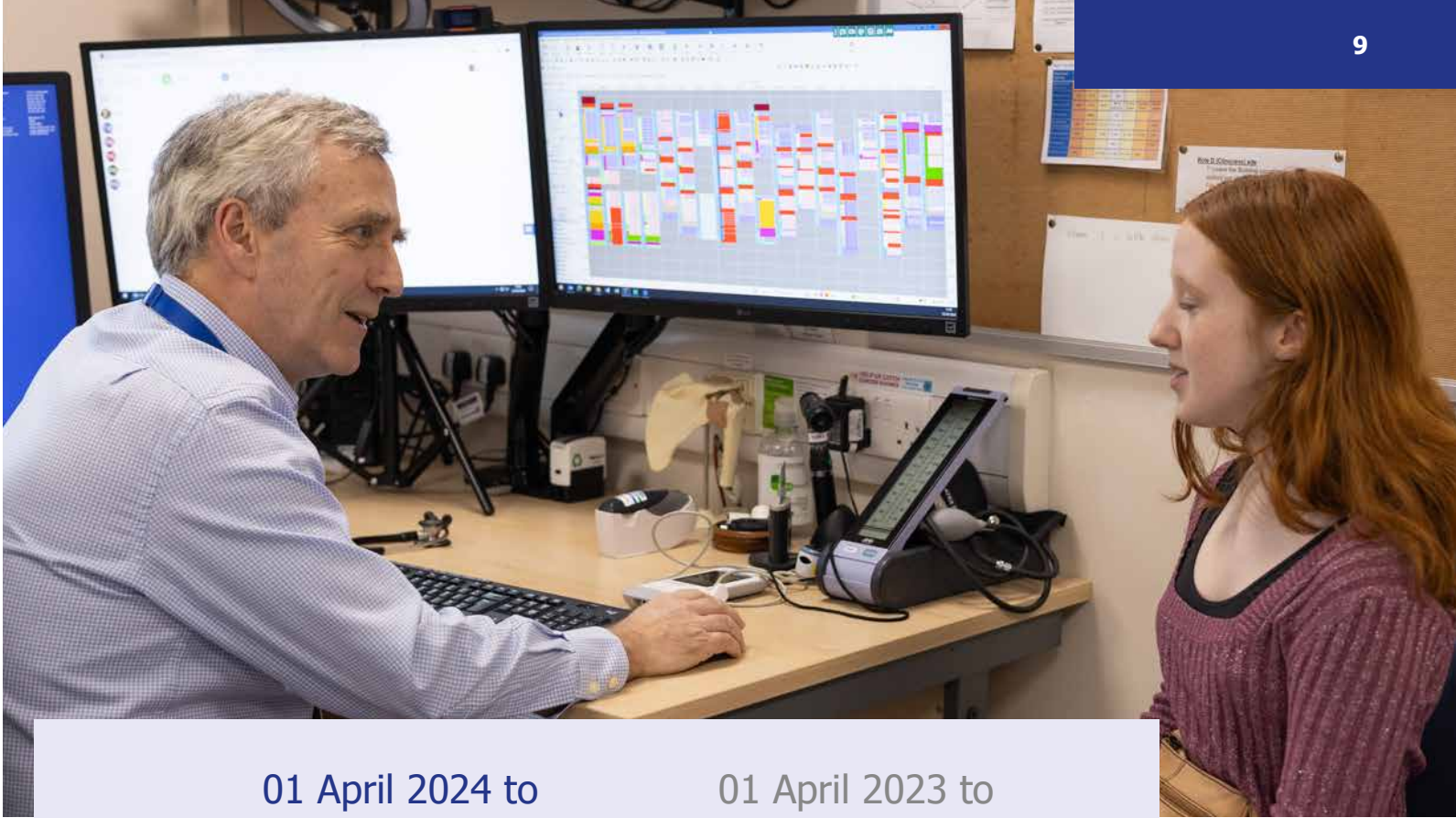
Delivering better care

We are continuously reviewing and refining our processes to ensure we deliver the best possible care. While changes may not always be immediately visible to patients, they are driven by feedback, innovation, and collaboration. Our commitment to improvement stems from a deep belief that better care starts with better understanding and stronger connections with those we serve. If you have any suggestions or feedback, we'd love to hear from you – your insights help us to keep improving.

Granta at a glance

- More than 270 staff
- Six primary care sites
- Two hub sites
- Clinical care delivered via a patient-centred approach
- A dedicated team working to improve overall health outcomes
- Empowering individuals to lead healthier, more fulfilling lives
- We celebrate diversity
- We believe in the power of teamwork
- Treating every patient with kindness, empathy and respect
- Upholding the highest standards of honesty, professionalism and ethics
- We provide care that is accessible, respectful, high-quality and tailored to the needs of individuals.

270 staff



| | 01 April 2024 to 31 March 2025 | 01 April 2023 to 31 March 2024 |
|---|---|--------------------------------------|
|  | 185,520 Face-to-face appointments | 177,289 |
|  | 134,985 Telephone appointments | 143,780 |
|  | 21,840 Online appointments | 16,774 |
| | 343,345 Totals appointments | 337,843 Total appointments |

| | |
|--|----------------|
|  196,092 In-bound letters | 170,950 |
|  374,202 Prescriptions | 350,578 |

Innovation

Did you know Granta doesn't just look after patients that live close to our six practice sites?

As well as our core team, we also have three teams working together to provide a coordinated, multidisciplinary service designed to provide rapid, intensive, short-term support to individuals – via our Urgent Emergency Care Hub, UEC Capacity and UWAC South teams. The primary aim is to prevent unnecessary hospital admissions, emergency department visits, or ambulance dispatches by offering timely, community-based interventions to patients across South Cambridgeshire and Royston.

Urgent Emergency Care Hub Service (UEC Hub)

Operating from our new site in Sawston, this service is a single point of access for community emergency services to aid hospital avoidance. The Hub team can be referred to, or take patients from, the Ambulance Service / 111 / or GP practices for non-life-threatening conditions. Our trusted Clinical Assessors contact patients to triage them and, where appropriate, redirect their care to other teams in the community. This removes them from the ambulance request stack, freeing up the ambulance service. By treating patients at home, there is also a positive impact on A+E and hospital in-patient units.

Patients are then typically assigned for ongoing care to either:

- Urgent Wraparound Care South (operated by Granta)
- Urgent Wraparound Care North (managed via a network of GP practices in Peterborough)
- JET (Joint Emergency Teams)
- Falls Services
- Palliative Care teams.

Operating 8am to 8pm, seven days a week, the UEC Hub is staffed by Call Handlers, Clinical Trusted Assessors, a GP and a Clinical Operations Manager.

Urgent Emergency Care Capacity Service (UEC Capacity)

This dedicated service is designed to provide medical care for patients of all ages, who attend A&E, with urgent, but non-life-threatening conditions. Patients present at A&E and are triaged. If their care can be managed outside of the hospital system, they are referred, via a pre-booked appointment, to our Capacity team (A&E departments hold an inclusion list of what our team offers). Patients can't just redirect themselves.

This initiative, which started in November 2024, aims to alleviate pressure on local A&E departments by enabling A&E to redirect triaged patients to our service to have their care managed within the community. With hubs in Peterborough and Sawston this enables us to support both Peterborough City Hospital and Addenbrookes Hospital A&E departments.

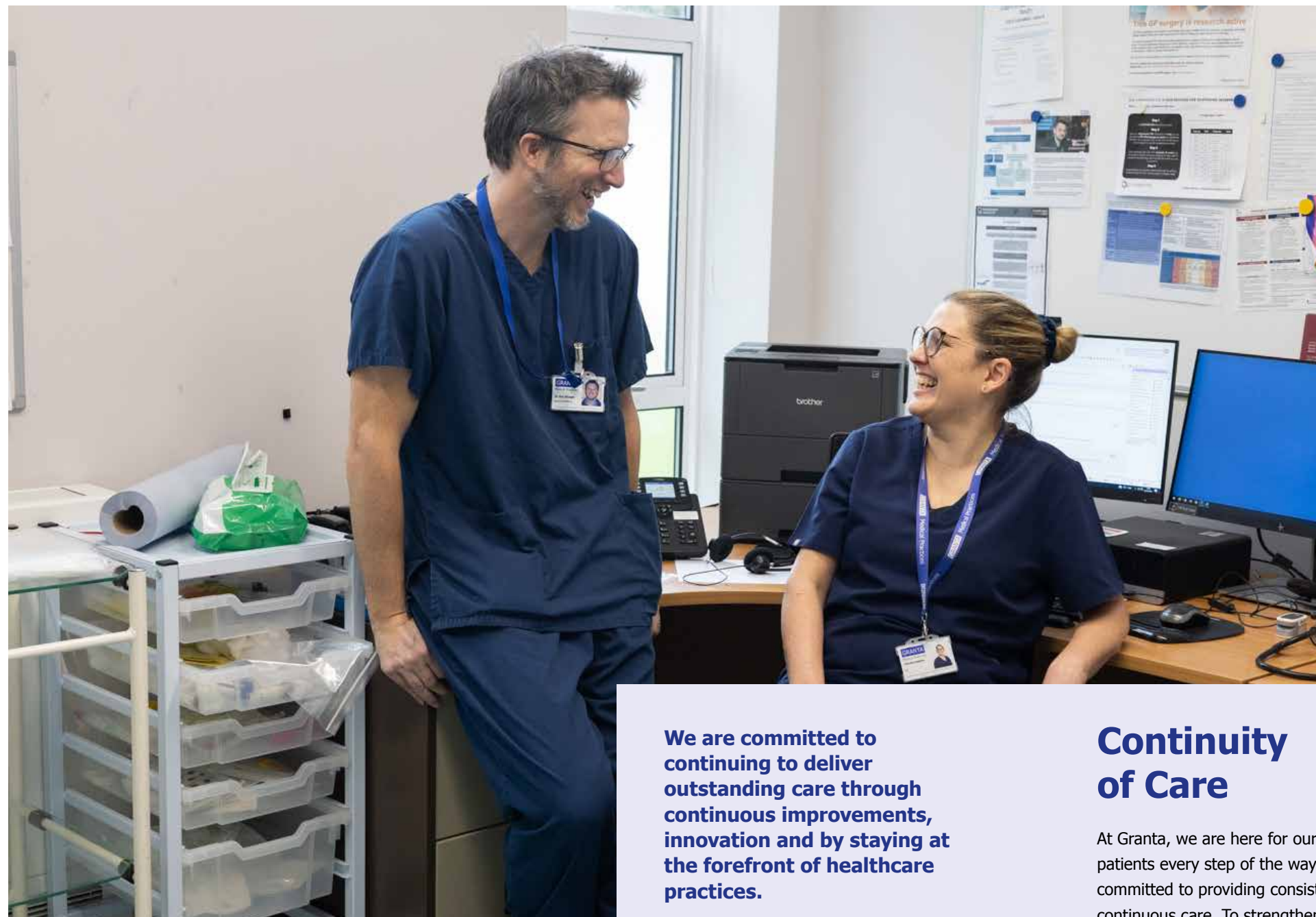
Operating 8am to 8pm, seven days a week, UEC Capacity is staffed by GPs and HCAs.

Urgent Wraparound Care South (UWACS)

Over the past year we are proud to have grown our UWACS team. This service gives intensive, clinician-led care to patients for up to five days in their home - relieving pressure on local hospitals. Patients can be directed to this service via the UEC Hub or by GP Surgeries contacting UWACS directly and requesting support.

**Preventing
unnecessary
hospital admissions**





Patient care



In 2024, we embarked on a special project called: **Granta Year of Clinical Quality.**

We are committed to continuing to deliver outstanding care through continuous improvements, innovation and by staying at the forefront of healthcare practices.

To help us achieve this, in 2024, we embarked on a special project called: Granta Year of Clinical Quality. This internal initiative gave our staff the chance to discuss clinical topics of interest, celebrate the things that make us outstanding and explore – as a team – what we can learn and how we can adapt to improve the care we provide. As a result of this project, we've implemented a number of changes.

Continuity of Care

At Granta, we are here for our patients every step of the way and committed to providing consistent, continuous care. To strengthen what we already offer, we have introduced new measures, such as site-based appointment links, updated internal SOPs and revised Front Door protocols to improve how patients access care. Continuity of care is an important and ongoing priority, and we are continuously monitoring, refining and improving our approach to ensure you receive the right care from the right people – at the right time.

Primary and Secondary Care Interface

This has been a significant area of development for Granta. Behind the scenes, we've been working to create and integrate the Granta-CUH Neurology multi-disciplinary team (MDT). This newly introduced clinical service has been very successful and we are using it as a springboard for broader attempts at collaboration between other clinical areas.

Primary Care Mental Health

Over the past 18 months, our in-house mental health services have grown significantly – something that's been made possible by our scale and structure. We now have dedicated in-house mental health specialists, who not only offer appointments for our patients, but also provide vital expert advice to our wider clinical team. We are also the only practice in Cambridgeshire and Peterborough to employ an in-house psychiatrist. This integrated approach ensures more timely, coordinated and effective support for those experiencing mental health challenges.

Our team of experts

In our last annual report, we introduced you to some of the team. Here are a few additional faces for you to get to know.



MECHELLE JACKLIN
LTC Care Co-ordinator

Mechelle is pivotal to ensuring each of our LTC patients receives their annual review invitation. To improve efficiency and inclusivity, she developed a streamlined system for sending out invitations and chasing up those who forget to book in. Her proactive approach has helped us exceed our QoF targets and ensure high standards of care for all our LTC patients.



MIGUEL GARCIA-FRANCO
Clinical Pharmacist Lead

Miguel is a Senior Clinical Pharmacist and team lead and has been with Granta for over five years. Passionate about reducing unnecessary polypharmacy (making sure patients aren't taking more medications than they truly need), he champions preventative medicine and lifestyle changes. Miguel has also played a key role in expanding our clinical pharmacy team and continues to focus on helping patients manage their health with clarity and care.



ANNA WHITEHEAD
Emergency Care Practitioner Lead

Anna has been with Granta for nine years, joining us from the Ambulance Service as the Practice Paramedic. Her success was the catalyst for the creation of our ECP Team, which she leads and has grown to a team of seven, working across all our sites. Working closely with the GP ECP Team Lead, Anna's role is critical to delivering an integral part of our patient care and alleviating pressure on GP appointments.

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DR JONNY DER KUREGHIAN
GP, Partner & Clinical Director

Having started his medical career training to be an ear, nose & throat (ENT) surgeon, "Dr Jonny" quickly realised he preferred his patients awake and talking rather than asleep and anaesthetised. He changed career path to general practice and completed his training at our Linton site in 2016, becoming a partner in 2022 and Clinical Director. His responsibilities include running our clinical services in the practice and the wider contracts that Granta holds.



TRACY PRITCHARD-SUTTLE
Head of HR

CIPD accredited with over 25 years of NHS experience, Tracy joined Granta in 2016 during the time of the initial merger between Sawston Medical Practice and Linton Health Centre. Since then, she has played a key role in guiding the team through significant organisational change and growth. As the lead for recruitment, training, staff support and employee wellbeing, Tracy has helped shape a positive and resilient workforce that's grown from 70 to 270 staff, reflecting both the scale and success of Granta's continued development.



DR JAMES MORROW
GP, Partner

James has been with Granta for the last 18 years and has been instrumental in its growth during that time. He is a passionate advocate for better integration and co-ordination of care between hospitals and general practice and has chaired the South Cambridgeshire Integrated Care Partnership. He is also a non-executive director of Cambridge University Hospitals NHS Foundations Trust and a Trustee of Addenbrooke's Charitable Trust (ACT).



MATT GODFREY
Group Facilities Manager

Matt joined Granta at the start of 2025, following more than 20 years working on fit out and refurbishment projects across London and the surrounding area. At Granta he is responsible for ensuring the smooth running of our six main sites and our two out-of-hours Emergency Care Hubs. He also oversees in-house development projects, ensuring our buildings enable us to continue to provide outstanding levels of care and an excellent patient experience.



SARAH BURKE
Health Care Assistant (HCA)

Specialising in wound care, Sarah plays a vital role in caring for patients with conditions such as venous insufficiency, vascular disease and leg ulceration. Known for her calm and compassionate nature, she is adept at helping patients feel at ease. Her dedication, versatility and warm approach make her an integral part of the Sawston nursing team and a trusted healthcare professional in the community.



IAN DUTHIE
Wellbeing Team Lead

Ian is our Wellbeing Team Lead and a Social Navigator. As the lead of this team, his role is to triage the referrals that come through and allocate them out to colleagues as appropriate. The team often sees people at the highest levels of distress, so a key part of his role is to support his team as well as our patients.

Our mission & vision

Mission

At Granta, our mission is straightforward: to provide care as if it were for our own family. We work with each of our patients to optimise their health, using the resources available to us in a sustainable, efficient way. In caring for our patients, our actions should always be professional, compassionate, and effective – using an evidence-based approach that helps build trust and ultimately improves health outcomes for local people.

Vision

To provide a single point of primary healthcare for our patients, giving them access to an efficient, effective range of treatments on their doorstep, while also setting new standards for others in our sector to follow.

While others have reduced their services, at Granta we have expanded our offer – growing our number of clinicians year on year, whilst investing in how they are supported.

In the last twelve months, we have continued to grow our team, both clinical and non, and invest in new technologies to support our work and the patient experience and continue to do so.



Our values

Honesty

Trust and integrity underpin our work. We are upfront and forthcoming with information, insights, and processes. Creating a culture where honesty is central, means we are better able to look after the people in our care and address any problems encountered, openly and transparently.

Happiness

It's hard to feel happy when you are unwell, but we strive to ensure our patients are always satisfied with the quality of care they receive. Delivering this depends on a contented workforce. Employees who feel valued, boost all aspects of practice life. With happy staff, absenteeism and employee turnover is also reduced.

Health

The physical and mental health of our patients and our staff always comes first and is core to all aspects of our work. We understand the patient experience and take a holistic approach to health, implementing policies, programmes and benefits that enhance employee morale and improve the quality of overall care we provide.

Kindness

Acts of kindness help foster a positive and supportive workplace, where employees feel motivated to excel and build connections with colleagues and patients. Our culture of kindness means our staff should always respond with understanding, compassion and sensitivity and our patients should always feel heard and respected.

Responsible

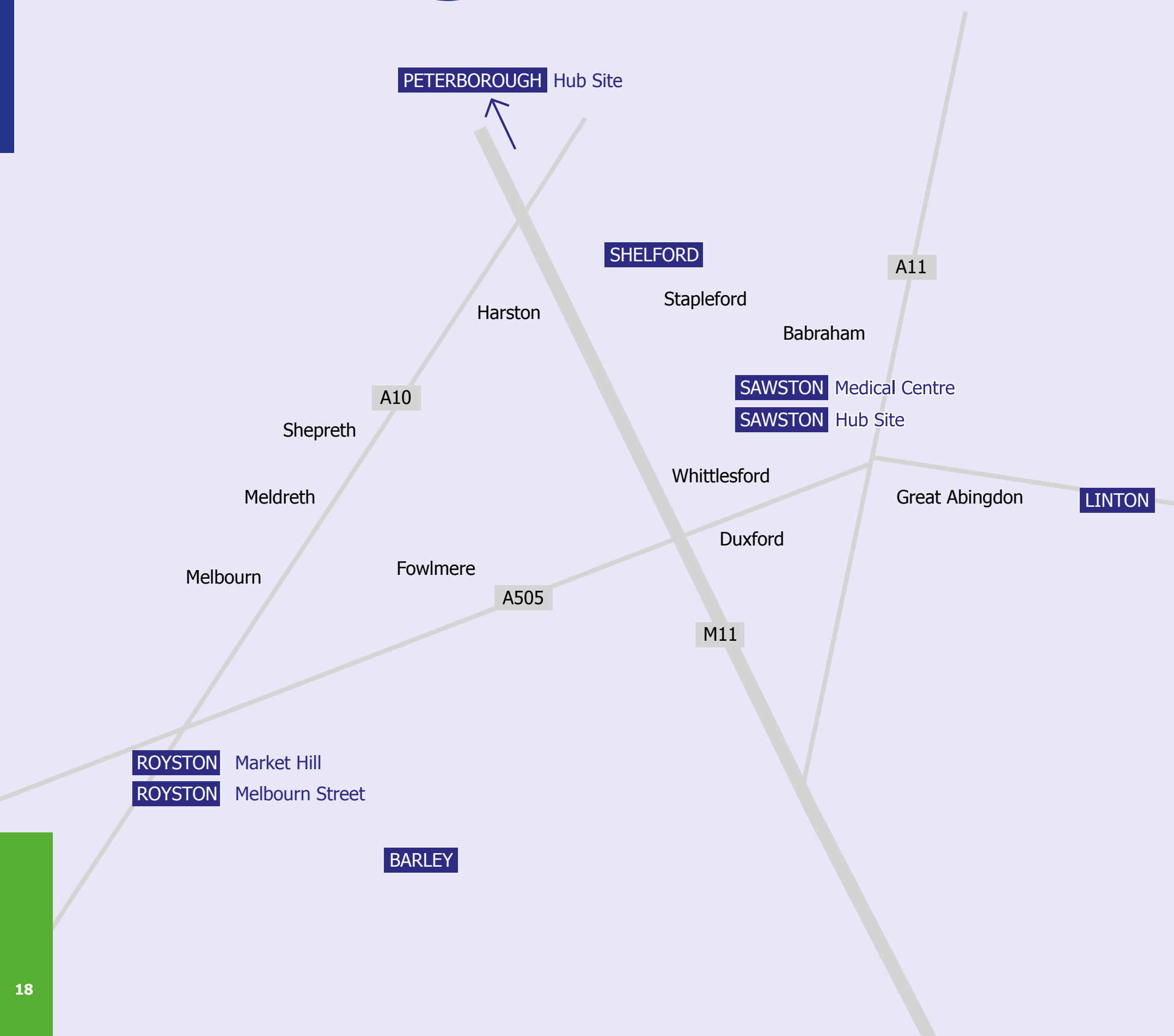
At the end of the day, there is nothing more important than your health, or the health of your loved ones. We know our patients rely on us. To support them, we are responsible and accountable in all aspects of our work – proactively planning ahead to ensure we can always deliver the very best standards of care possible.

Innovative

In a rapidly changing world, organisations can't afford to stand still. We know what works for our patients and our staff, but equally, we aren't afraid to try new things. We are forward-thinking in our approach to primary care. We are patient-centric but also creative and curious – striving for continuous improvements at all times.

Our whole team **live and breathe our values.**

Our surgeries



| | |
|--|------------------|
| SAWSTON MEDICAL CENTRE London Road, Sawston CB22 3HU 0300 234 5555 Option 2 | 13 GPs |
| LINTON HEALTH CENTRE Coles Road, Linton CB21 4JS 0300 234 5555 Option 3 | 12 GPs |
| BARLEY SURGERY High Street, Barley SG8 8HY 0300 234 5555 Option 4 | 4 GPs |
| MARKET HILL SURGERY Market Hill, Royston SG8 9JN 0300 234 5555 Option 5 | 4 GPs |
| SHELFORD HEALTH CENTRE Ashen Green, Great Shelford CB22 5FY 0300 234 5555 Option 6 | 9 GPs |
| ROYSTON HEALTH CENTRE Melbourn Street, Royston SG8 7BS 0300 234 5555 Option 7 | 12 GPs |

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