



**Annual Quality  
Account 2024/25**

**Cora Health**

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# Introduction

The 2024/25 Quality Account marks the first unified report from Cora Health, following the successful merger of Connect Health Ltd and Healthshare Ltd in December 2024. Together, we have formed a single, integrated healthcare organisation committed to delivering high-quality, patient-centred care across the NHS.

Connect Health has been a trusted NHS partner since 1993 and is the largest specialist provider of community musculoskeletal (MSK), rheumatology, and persistent pain services in England. Healthshare Ltd, a well-established provider of MSK, diagnostics, surgical, and outpatient services, delivers high-volume, high-quality care through community and hospital settings. The merger, completed on 20 December 2024, brings together the combined scale, infrastructure, and clinical expertise of both organisations—forming a provider that spans more than 50% of ICBs and supports over 900,000 patient contacts annually.

Now operating as Cora Health, our unified brand officially launched on 1 July 2025. While the legal entities and contractual obligations remain unchanged, the rebrand reflects our joint commitment to innovation, integration, and improving access to care across community services, diagnostics, and surgical services. For our patients and NHS partners, this merger offers a strengthened delivery model, broader service portfolio, and a consistent focus on safety, equity, and outcome-driven care.

Across all our services, we maintain a strong emphasis on:

- Rapid access through centralised referral management via our Single Point of Access (SPOA), processing over 900,000 referrals per year.
- Multidisciplinary, consultant-led community-based teams using evidence-based pathways and the latest digital tools to support clinical triage, diagnostics, and intervention.
- Innovative digital tools, such as PhysioNow®, which enhance patient self-management and streamline access to care; one of the reasons we won the HSJ Award in 2025 for Clinical Innovation.
- Comprehensive service offerings including community-based diagnostics (MRI, ultrasound, X-ray), surgical pathways, persistent pain services, and community rheumatology.

This Quality Account demonstrates our continued dedication to delivering safe, effective, and compassionate care, and outlines our achievements, governance, and improvement priorities for the year ahead. As Cora Health, we remain steadfast in our mission: to support healthier communities through accessible, integrated healthcare—delivered locally and equitably

## 1.1 Statement on Quality from the Chief Executive



I am pleased to present

Cora Health's first **Annual Quality Account** for the year ending 31 March 2025, following the successful merger of Connect Health and Healthshare Ltd in December 2024.

This important milestone represents the beginning of a new chapter for our organisation bringing together the strengths, expertise, and reach of two trusted NHS partners under one name and one vision.

Over the past year, we have continued to deliver safe, effective, and compassionate care to the communities we serve. Together, our teams have supported more than **900,000 patient contacts**, introduced innovative models of care, and strengthened partnerships with NHS organisations across the country. We have sustained a high level of clinical performance, mobilised new services, and embedded continuous improvement initiatives across our services.

Our achievements are underpinned by a strong focus on governance, regulatory compliance, and digital transformation. We are proud to hold ISO accreditations, maintain strong ratings from the Care Quality Commission, and lead in areas such as information security, sustainability, and clinical research. These foundations ensure we deliver services that are not only safe and effective but also forward-looking and resilient.

Looking ahead, our priorities are clear: to expand access, improve equity, and enhance patient outcomes through innovation, collaboration, and a steadfast commitment to quality. As we move forward as **Cora Health**, we remain united by a single mission—to reimagine healthcare for people to thrive.

This report sets out our progress to date, our commitment to transparency, and our vision for the future. I am deeply grateful to our colleagues, patients, and partners who make this work possible. Together, we will continue to build a stronger, more sustainable healthcare system for all.

**Mike Turner, Chief Executive, Cora Health Group**

## 1.3 Statement of Assurance

We confirm that this, our Quality Account for 2024-2025, presents a true picture of the quality of services we provide, that the information is reliable and accurate and there are proper controls over the collection and reporting of data.

We confirm that this Quality Account conforms to the Department of Health guidance and is open to scrutiny and review.

A handwritten signature in blue ink, appearing to read 'M. Turner', written over a white background.

**Mike Turner**  
CEO

## 1.4 Further Information and Feedback

If you would like any of the following:

- to give us feedback on any aspect of this Quality Account
- a hard copy of this quality account
- a copy to read it in a different language
- to talk to someone about your experiences of our community MSK services
- to find out more about how to access our services

Please email [access@corahealth.co.uk](mailto:access@corahealth.co.uk) or phone 0191 250 4580.

### Service specific Information

For each of our NHS services, the website details:

- Services on offer
- Meet the team – photos and bios
- Patient guides and information in PDF to download
- Detailed information about each clinic – full contact information, directions, parking, opening hours, what to do on arrival, additional services, frequently asked questions
- Patient resources – informative and educational videos, PDFs, and links to credible websites

If you have any questions or require assistance in accessing our website, please email: [integratedgovernance@corahealth.co.uk](mailto:integratedgovernance@corahealth.co.uk).

## 1.5 Cora Health's Green Plan

Connect Health's Green Plan has been created and uploaded to our website where it can be located via the following link: <https://www.corahealth.co.uk/publications/sustainability-plan/>

This is being reviewed to incorporate the whole of Cora Health as we move forward.

## 1.6 Quality Assurance and Quality Management

Quality Assurance at Cora Health is a key priority. Our service standards are benchmarked against local and national regulatory and legal requirements, as well as those defined through specific bodies and organisations such as the Chartered Society of Physiotherapy (CSP), the Nursing and Midwifery Council (NMC), the General Medical Council (GMC), the Health and Care Professions Council (HCPC), the Care Quality Commission (CQC) and NHS England.

We undertake routine structured audits of our services, as well as external certification and inspections. Our quality audits are aligned to the ISO 9001 standard; these mirror the requirements for CQC compliance as well as guidance from centres of excellence, for example the National Institute for Health and Care Excellence (NICE).

We aim to deliver consistently high standards to all our stakeholders, not least to the patients who put their trust in our care.

We continue to impress upon our colleagues the importance of speaking up whenever they have concerns, learning from any incidents and feedback and apologising openly when we are at fault. Our commitment to the new Patient Safety Incident Response Framework and our ongoing work with our Freedom to Speak Up Guardian and Ambassadors reiterate this. All these initiatives that we have in place allow us to improve services for the future benefit of those who receive our care.

## 1.6.1 ISO Accreditation

Cora Health is accredited to the ISO27001 standard, demonstrating that we provide the level of security needed to protect our organisation's information. IS27001 is a globally recognised standard for the management of Information Security Management Systems (ISMS). Conformity with the standard means that an organisation has put in place a system to manage risks related to the security of data owned or handled by the company. We are committed to continuously improving and evolving our policies and processes, and over the last 12 months we have implemented several improvements to our ISMS, including:

- Achieving accreditation to the new ISO27001:2022 standard
- Introduction of an IMT High Priority Incident Management Standard Operating Process (SOP) to better manage priority 1 incidents
- HSCN firewall relocation from Head Office to a tier-3 data centre, enhancing resilience
- Implementation of several applications to enhance security, such as inTune Company Portal, Cisco Anyconnect VPN and Microsoft Sentinel
- Establishing annual cyber simulation exercises, run by our security partner to test and exercise our response capabilities to such an event

Our Information Security Forum monitors the effectiveness of our ISMS. It is attended by key senior stakeholders who meet on a monthly basis to discuss key information security and information governance topics.

Cora Health MSK is also accredited to the ISO 9001 standard within our community services. ISO 9001 certification can be seen as an external conformity assessment or control mechanism to assure and regulate quality and safety in health care.

Cora Health MSK also achieved ISO14001 which is the internationally recognised standard for environmental management systems (EMS) in 2024. West London Clinic and the Referral Management Centre also hold this accreditation.

In an age of heightened environmental consciousness and increasing global challenges such as climate change, biodiversity loss, and resource depletion, organisations have a pivotal role to play. ISO 14001 offers a structured approach for Cora Health to address these pressing concerns. By adopting this standard, Cora Health is signalling a commitment not only to regulatory compliance but also to ongoing environmental improvement. This proactive approach to environmental management will result in tangible benefits, such as reduced waste, energy conservation, and cost savings.

A full review of Cora Health ISO standards is under way to align ISO management across the organisation.

## 1.7 Regulatory Compliance

### 1.7.1 Care Quality Commission (CQC) Inspections and Compliance

Connect Health MSK Ltd, Connect Health Ltd, Healthshare Ltd and Health Diagnostics Ltd were registered with the Care Quality Commission (CQC) and had no conditions attached to their registration.

Following their merger, the respective CQC registrations have been aligned to reflect Cora Health as a business.

We have a robust approach to quality assurance monitoring allowing us to benchmark ourselves internally and externally. Assuring excellent quality service delivery is of primary importance to Cora Health. Evidencing quality assurance allows us to govern, regulate and improve the services provided by our administrative, clinical, and managerial/leadership colleagues.

#### **Cora Health MSK Ltd**

Our current CQC rating is Good overall with Outstanding in the Well-Led domain. No enforcement notices or improvement plans have been issued by CQC to Cora Health MSK Ltd, and we have no ongoing CQC investigations.

Cora Health MSK Ltd is registered with the (CQC) under the following Regulated Activities:

CQC Registration	Reference Number
CQC Organisation Identification number	1-151592833
1. Transport services, triage and medical advice provided remotely	FR25212_2_2
2. Diagnostic and screening procedures	FR25212_2_3
3. Treatment of disease, disorder, or injury	FR25212_2_1

Since registration with the CQC in 2011, Cora Health (previously Connect Health) has had 3 inspections, all of which demonstrated that we met the required CQC standards.

For the most recent (May 2021) report, see [Connect Health Limited \(cqc.org.uk\)](https://www.cqc.org.uk).

#### **Cora Health Pain Services – NW CATs**

Our current CQC rating is Good overall with Outstanding in the Well-Led domain. No enforcement notices or improvement plans have been issued by CQC to Cora Health, and we have no ongoing CQC investigations.

Cora (previously Connect) Health Pain Services – NW CATs is registered with the (CQC) under the following Regulated Activities:

CQC Registration	Reference Number
CQC Organisation Identification number	1-127869588
4. Diagnostic and screening procedures	FR25212_2_3
5. Treatment of disease, disorder, or injury	FR25212_2_1

Cora Health Pain Services – NW CATs was inspected in December 2022.

For the most recent (Dec 2022) report, see [Connect Health Limited \(cqc.org.uk\)](https://www.cqc.org.uk).

### Cora Health Limited

CQC Registration	
Provider ID:	1-1255986254
Regulated Activity includes:	Treatment of Disease, Disorder or Injury (TDDI).
Latest report published:	17 <sup>th</sup> July 2023
Overall rating:	Good

For our most recent report, see [Healthshare Ltd - Care Quality Commission](#)

### Cora Health Diagnostics Limited

Cora Health (previously Healthshare) Diagnostics limited is made up of the following core sites below including satellite sites.

### Cora Health Clinic Norwich

CQC Registration	
Provider ID:	1-101727229
Regulated Activity includes:	Treatment of Disease, Disorder or Injury (TDDI), Diagnostic, and screening procedures, Surgical procedures.
Latest report published:	26 March 2019
Overall rating:	Good

**Cora Health West London Clinic**

CQC Registration	
Provider ID:	1-101727229
Regulated Activity includes:	Treatment of Disease, Disorder or Injury (TDDI), Diagnostic, and screening procedures, Surgical procedures.
Latest report published:	30 <sup>th</sup> September 2022
Overall rating:	Good

For our most recent report, see [Healthshare Diagnostics Ltd - Overview - Care Quality Commission](#)

### 1.7.2 NHS Digital Compliance (DSP Toolkit)

Digital compliance is a key work stream for Cora Health with the previous Connect Health business component having been successfully certified as “standards met” to the DSP Toolkit.

We have maintained certification to DTAC, DCB0129 and DCB0160 (which are clinical risk management standards that manufacturers and deployers of health IT systems and applications need to comply with).

These standards are governed by NHS England and compliance is mandatory under the Health and Social Care Act 2012. It is designed to help evidence the clinical safety of IT/digital products and ensure that digital health technology can mitigate clinical risk.

The certifications were achieved to support the roll out of our new patient portal which provides digital capability for patients to self-serve (manage appointments, access care plans etc).

Our internal change process has been enhanced to ensure that any future portal changes or enhancements are assessed, and we plan to release portal changes quarterly, to ensure that the recertification process is controlled.

Significant work has been undertaken in this period as part of the merger including:

- Integrated critical IMT policies to ensure consistency across the group.
- Deployed Multifactorial authentication (MFA) across Cora group to enhance security and compliance.
- Hazard log for DSS digital services complete with action plan to remediate risk and strengthen digital clinical safety.
- GDPR audit undertaken.

### 1.7.3 NHS Provider Licence (NHS Improvement)

Cora Health is registered with NHS England with an NHS Provider Licence to deliver services for our NHS contracts. The NHS provider licence forms part of the oversight arrangements for the NHS. It sets out conditions that providers of NHS-funded healthcare services in England must meet to help ensure that the health sector works for the benefit of patients, now and in the future.

We hold two registrations for surgical and diagnostics and community services.

Confirmation of adherence is submitted via self-certification against G6 Licence Conditions, which is required annually. Since registration, Cora Health has met all the requirements met all the relevant criteria for ongoing registration and approval of our NHS Provider Licence.

## 1.8 Contribution to National Audit Databases and Research

Cora Health is committed to undertaking a meaningful and robust clinical audit programme. This year has seen us move to a more comprehensive programme on a bi-annual basis that allows more audits to be completed and also improves their usefulness in driving both assurance and improvement (see section 2.3).

Our market-leading data reporting capability through our Data Warehouse which updates daily, provides easily accessible data dashboards with a wealth of contemporaneous data informing continuous improvement, reduction in unwarranted clinical treatment variation and hence better outcomes for patients. Data can be individualised to meet the needs of clinicians, commissioners, internal governance, and performance monitoring. Benchmarking of clinicians, services, and regional and national service provision, adjusted for local demographics, is key to ensuring service performance, quality and safety is maximised to benefit patients, taxpayers, and colleagues.

Given our data rich environment, research, and external dissemination of the learning we gain is important to us and allows benchmarking amongst providers.

### **Research Output**

Cora Health continues to demonstrate research activity through publishing on a regular basis, with the outcomes used to understand the impact on clinical delivery and the development of effective patient treatment programmes, at a local and national level. This work is led-by our Quality, Innovation, Productivity and Prevention (QIPP) group. Their remit is to provide strategic oversight to our research, Quality Improvement (QI), audit programme and guideline utilisation.

Throughout 2024-25, Cora Health has continued to remain research active through the initiation and delivery of own research, ongoing and new collaborations with various universities, and additional PhD studentships (see section 2.6.1).

## 1.9 Clinical Governance

Governance remains central to Cora Health's business and culture. It underpins our patient-professional partnership and ensures the consistent delivery of high-quality, safe, and effective services with excellent clinical outcomes and patient experience. We are committed to protecting patient safety and driving innovation in our systems and processes.

### **Clinical Governance Framework (CGF)**

Our CGF provides a cohesive structure for delivering and measuring clinical practice. It enables the safe implementation of change based on service needs, incorporating colleague and patient feedback, and evidence-based practice. This ensures we meet the expectations of our stakeholders, including patients, commissioners, GPs, and colleagues.

### **Clinical Leadership and Governance Structure**

Our clinical leadership model promotes local ownership and accountability. Our governance committee structure ensures robust reporting, monitoring, and learning from **Board to Floor and Floor to Board** across all areas of risk to patient safety, clinical effectiveness, and patient experience. Key governance groups include:

- Integrated Quality, Audit and Compliance Committee
- Clinical Governance Committee
- Clinical Audit/Guidelines/Research Group (QIPP)
- Medicines Management Group
- National Safeguarding Panel
- Risk Management Committee

The **Integrated Quality, Audit and Compliance Committee (IQACC)**, chaired by an independent Non-Executive Director, provides assurance to the Board. Regular reports include Patient Stories, and patients are periodically invited to attend in person.

### **Developments in Clinical Governance: 2024/25**

Over the past year, **Cora Health** has continued to strengthen its approach to **Patient Safety, Patient Feedback, and Risk Management**. A key milestone was the successful implementation of PSIRF in the community services. A core objective for 2025/26 is to implement PSIRF across the business. Leadership visibility is enhanced through regular service walkabouts.

In April 2024, community services implemented LFPSE alongside PSIRF which has given us more measurable insights into our safety data. Moving forward as Cora Health we are reviewing our Patient Safety Incident Response Plan to cover Community services alongside Surgical and Diagnostics.

The management of complaints has further improved, supported by our dedicated **Patient Feedback Coordinator** and increased organisational engagement. Monthly **Lessons Learned and Actions** reports are shared across the business, with key themes discussed at the Clinical Governance Committee.

Risk management is deeply embedded within the Executive Management Team. The **Risk Register** is central to all governance meetings and links directly to incident and complaint actions to ensure effective mitigation. The **national Risk Management Committee** continues to oversee controls at Director level, and our **Board Assurance Framework (BAF)** is now being developed for Cora Health informed by strategic objectives.

Cora Health is conducting a full review of our corporate and clinical governance structures, including streamlining the digital systems in use to improve colleague experience and internal/external reporting.

### **Quality Assurance and Audit Programme**

Our quality assurance and audit programmes enable Cora Health and our commissioners to:

- Measure performance against local and contractual quality standards
- Benchmark services internally and externally
- Identify and implement service improvements
- Participate in national audits and research (e.g., via HQIP)

The audit cycle is integral to our continuous improvement process, ensuring standards are upheld, delivery is re-evaluated, and future models of care are informed by learning and evidence.

Quarterly reviews take place at the Clinical Governance Committee and are supported by local and regional groups, as well as Contract Service Review meetings with ICBs.

Improving quality audit and reporting is further discussed in section 2.

### **Equality, Diversity, Inclusion (EDI)**

Our commitment to Equality, Diversity & Inclusion (EDI) continues, with plans for the development of both staff and patient forums to continually expand and improve the support we provide. This will include celebration and provision of information around different cultural and EDI events across the organisation.

We continue to strive to ensure that each of our service and environments, whether physical or virtual for some patients and colleagues are a safe and welcoming space where support requested will be provided in the most holistic and understanding way possible. The EDI Committee is at the forefront of our efforts to enhance and embed EDI within Cora Health. Our goal is to ensure compliance with regulatory standards, (in line with the Equality Delivery System), while also creating tangible value for all stakeholders. Through collaborative efforts, we aim to foster an inclusive environment where every individual feels safe, supported and empowered to thrive.

We continue to review our internal policies and processes to ensure that these are as supportive as possible in relation to all individuals impacted by them, such as our patients, colleagues and stakeholders. We take feedback from all parties into consideration for how we can improve and develop this support further and include this within our internal analysis.

## **Section 2**

# **Review of Quality Performance & Improvements 2024/25**

## Effectiveness and Patient Experience

Clinical Excellence' is one of our organisational strategic priorities. Reflecting this priority, a focused Clinical Strategy for 2023-25 was developed, outlining how we will assure and improve patient experience and outcomes. This is being reviewed to have a business wide reach across the whole of Cora Health for the coming years, clinical excellence remains a core strategic priority for our organisation.

### 2.0 Clinical Excellence

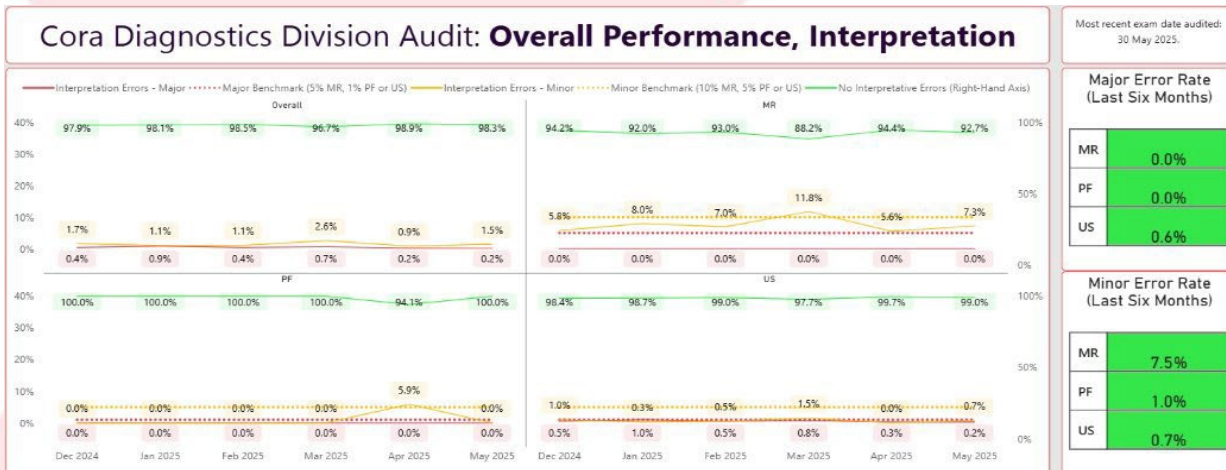
Cora Health is commitment to clinical excellence across everything we do. Following the merger, we are now structured around two distinct operating divisions: Community Services and Diagnostics and Surgical Services.

This the same robust clinical governance framework and best practice standards apply across both divisions incorporating guidance from **external national policy**

- The Royal College of Radiologists (RCR)
- The British Medical Ultrasound Society (BMUS)
- The Society and College of Radiographers (SCoR)
- The Royal Colleges of Surgery, Gynaecology, and Urology
- The General Medical Council (GMC): *Assuring and Improving Clinical Effectiveness*
- National Institute Clinical Excellence (NICE)
- British Pain Society
- British Society of Rheumatology
- The Getting It Right First Time (GIRFT) programme – NHS England

### 2.1 Measuring Clinical Outcomes

The Diagnostics and Surgical Services division maintain strict adherence to clinical outcome standards. An external audit is conducted on 5% of all diagnostic activities, complemented by regular peer review audits to uphold continuous quality assurance. This demonstrates high quality radiological reporting.



Overall, this continues to demonstrate high-quality reporting for Cora Health, with most modalities exceeding KPI standards. However, targeted improvements in MRI are required to restore compliance to expected levels and maintain consistency across all imaging services this will be focus for the year ahead.

The Community Services Division has successfully implemented electronic specific patient feedback through patient reported outcome measures, PROMs collection, fully compliant with digital, data, and information security standards (e.g. DTAC, DCB0160, and DCB0129).

Patients receive PROMs via a secure weblink sent through email or text message prior to their appointments. To ensure inclusivity and representativeness, a range of accessibility features are available, including support for multiple languages.

PROMs are collected at key stages: before the initial assessment, at discharge, and at 3- and 12-months post-discharge.

Patients complete these independently, away from clinicians, to reduce potential bias. At the first appointment, clinicians can access individual PROM scores and responses through SystemOne, enabling them to tailor consultations to each patient's priorities.

As our dataset expands, we are increasingly able to compare service-level demographic data with local population demographics. This insight helps identify who is engaging with our services—and who may be missing—guiding targeted outreach and engagement efforts.

In 2024–25, we collected **30,000** matched (i.e. each patient having a before and after outcome measure) MSKHQ (PROM) datasets across our MSK services , with **75%** of patients experiencing a meaningful improvement in their quality of life.

Our data dashboards empower Clinical Delivery Leads to access live data independently and review key performance indicators (KPIs) on a monthly and quarterly basis.

These dashboards present baseline characteristics, demographic profiles, PROM completion rates, and PROM shift scores, among other metrics.

Advanced functionality allows users to filter and pivot data, helping to identify trends or areas requiring attention over time. This robust approach keeps us at the forefront of PROM collection and utilisation, enabling continuous learning and refinement of clinical pathways to enhance patient care

In line with NHS Talking Therapies standards and NICE guidelines, individuals receive evidence-based psychological treatments tailored to their mental health needs. These treatments are delivered at the appropriate intensity (number of sessions) by qualified, experienced, and supervised clinicians to ensure safe and effective care.

Routine outcome measures are collected at each session to monitor progress and adjust treatment as needed. This responsive, data-informed approach contributes to the high proportion of individuals reporting symptom recovery after engaging with the service.

## 2.2 Measuring Patient Experience

At Cora Health, delivering excellent, patient-centred care is a core element of our clinical philosophy and strategic direction. We are proud to maintain our partnership with the Personalised Care Institute (PCI). All staff complete Personalised Care training and have access to additional development opportunities, including Shared Decision Making and Communication and Conflict Resolution training.

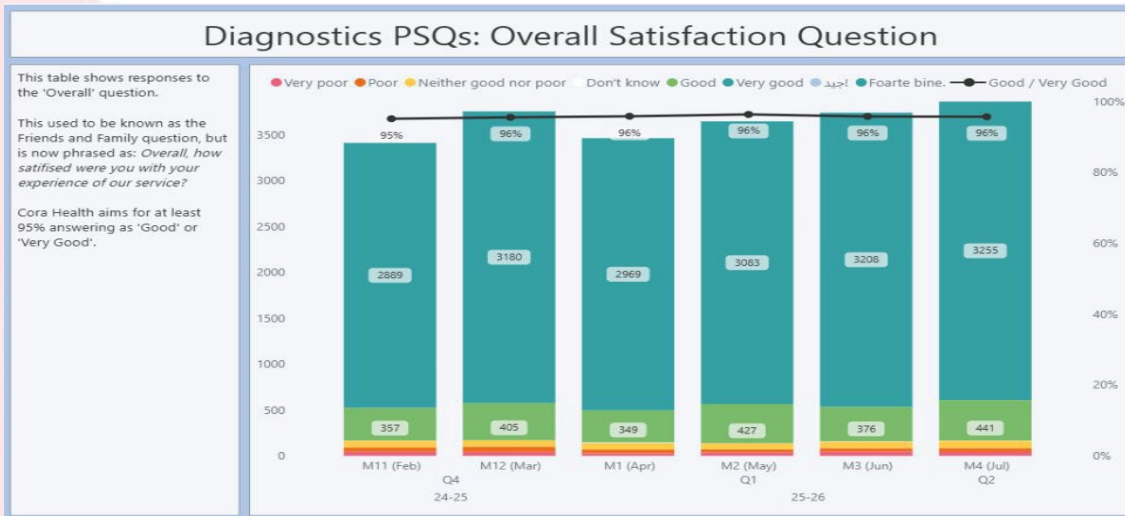
We gather patient feedback through multiple channels, including the independently administered Friends and Family Test (FFT) at various stages of the care journey, as well as through surveys, compliments, complaints, and incident reports. Service-wide and specialty-specific performance objectives are aligned with external standards and commissioned KPIs—for example, the proportion of patients providing positive feedback. The majority of our patients would recommend our services, frequently highlighting the compassion, expertise, and professionalism of our clinicians.

During 2024-25, we have continued to realise the benefits seen from moving to an inclusive digital capture of Patient Related Outcome Measures (PROMs) and Patient Related Experience Measures (PREMs) across MSK, Pain, Rheumatology, and Talking Therapies. The PROMs we collect align to NHSE Best MSK recommendations and resulted in Cora Health being an early adopter/on boarder as part of the 'National MSK Audit' being led by Keele University. Through this work, we have been able to benchmark our performance internally and externally to assure our pathways and identify focused areas for improvement.

Every service also maintains a Health Inequalities Action Plan, aligned with local priorities, to ensure a targeted and inclusive approach to care. For example, in South Tyneside, we have partnered with the Department for Work and Pensions (DWP) to support patients with MSK conditions in returning to meaningful employment and Kirklees MSK service are engaging in a health promotion campaign, helping the local population understand pain and aims to support people who may not have previously accessed clinical care.

In 2024–25, our MSK and Rheumatology services achieved an average FFT score of **91%**. Feedback data can be analysed by contract, service line (e.g. Physiotherapy, CATs, Pain), and individual clinician.

As part of its commitment to continuous improvement, the Diagnostics and Surgical Services division has introduced specialised patient feedback mechanisms tailored to diagnostic imaging and surgical care. These tools ensure that service development is consistently informed by patient insights demonstrating high levels of patient satisfaction showing consistency over time.



This enables us to provide meaningful, patient-driven feedback to clinicians and support continuous improvement. Scores are reviewed regularly and reported quarterly to commissioners as part of our quality assurance processes. To maintain a strong focus on patient experience, we actively identify and investigate local and national trends or concerns, implementing changes where needed. Equally, examples of outstanding practice are shared across services to promote learning and excellence.

### 2.3 Clinical Audit

Cora Health maintains a robust clinical audit programme that not only meets regulatory requirements but also goes beyond them in our commitment to continuous improvement and delivering better care.

Our Clinical Directors and Clinical Governance Team oversees the structures and processes related to clinical audit, which is central to evaluating service effectiveness, driving quality improvement initiatives, and contributing to risk management by identifying potential issues and supporting strategic decision-making.

Key components of our audit framework include:

- A comprehensive two-year audit planner detailing the audits scheduled across all clinical specialties and services.
- Collaboration with subject matter experts to analyse audit findings at both service and organisational levels, ensuring accurate performance reporting and identification of necessary actions.
- Systematic monitoring and tracking of audit recommendations and corrective actions to ensure implementation across all services.

The Community Services division conducted a wide range of audits in 2024–25, including:

Audit	Completion	Narrative
Right Place Right Time	27/27 services who were scheduled for the audit completed on time.	<p>There was evidence of widespread consideration of biopsychosocial factors, goal setting and some evidence of a reduced ‘treatment dose’ or compared to the previous audit.</p> <p>Where there were excessive appointments/lengths of care episodes, these commonly related to clinical capacity and specific service lines (Medication review, Pain injection capacity).</p>
Injection Therapy (MSK)	13/13 services completed the audit on time	There were several areas of excellent practice noted from the audits e.g. informed consent, medication documentation, compliance with best practice. Areas for improvement include ensuring precautions/CIs are checked on the day of the injection.
IPC	27/27 services who were scheduled for the audit completed on time.	The overall findings of the audits are very positive with 21 of the 27 services achieving 100% compliance against all criteria; having taken a ‘mystery shopper’ approach. Areas of non-compliance often at an individual level and included not being BBE, wiping down services, nail cutting.
Hip Joint Injection (SEM)	This was a national audit and completed on time.	The findings of this audit highlighted opportunities to improve consent processes, shared decision making, and clinical decision making related to offering a hip joint injection. These resulted in updates and improvements to the hip injection SOP.
ED Referrals	25/25 were completed on time.	<p>There was evidence of successfully picking up emergency conditions and suitable referrals being made to the ED (e.g., CES, fractures, DVT).</p> <p>Referrals overall were appropriate. Those that were not appropriate, often had not been discussed with a colleague/senior prior to referral, as is recommended. Regular and timely follow up post ED referral is evident.</p>
PhysioNow (MSK)	13/13 completed and written up on time.	<p>This was the first time this audit was undertaken, and it has demonstrated some valuable learning related to PhysioNow processes that will be actioned centrally:</p> <ol style="list-style-type: none"> <li>1) Discrepancy in the use of 111 urgent vs PhysioLine urgent meaning some cases classed as 111 urgent were urgent PhysioLine (and vice versa).</li> <li>2) Clinicians not consistently using the PhysioNow triage template.</li> <li>3) Clinicians not consistently engaging with the outputs of PhysioNow to consider the information included.</li> </ol> <p>Overall, however most services felt there had been value added by the information captured and illustrated the need to ensure better clinician engagement with the outputs to bring about the clinical benefit.</p>

Subject matter experts play a key role in analysing audit outcomes and shaping recommendations. For example, the Hip Joint USGI audit led to 10 national recommendations, all of which were implemented. These included updates to clinical access criteria, standardisation of methodology, and refinements in injectate selection—directly enhancing patient care.

In the Diagnostics and Surgical Services division, structured audits are embedded into practice.

Five percent of all diagnostic activity is independently reviewed, and peer review is standard across all roles.

WHO Surgical Safety Checklist is adopted and audited within our theatre units.

External radiology reporting services provided to Cora Health demonstrate timely delivery of MRI, CT, and X-ray reports. validated reports within the agreed timeframe.

Performance is audited against **Key Performance Indicators (KPIs)**, the primary metric being the percentage of reports delivered within the **72-hour reporting window**.

Across modalities, **CT and X-ray consistently achieved 100% compliance**, reflecting strong service reliability in lower-volume areas.

**MRI, which accounts for the majority of activity, achieved 89% compliance.**

This partnership is designed to increase reporting capacity, maintain service resilience, and ensure patients receive accurate and timely results.

Overall, this continues to demonstrate high-quality reporting for Cora Health, with most modalities exceeding KPI standards.

Working is ongoing to refine our approach to clinical audit and reporting across the whole of Cora Health.

## **2.4. Clinical Supervision**

Cora Health is committed to the development and support of its clinicians, with protected and accessible clinical supervision forming a cornerstone of this commitment. Beyond individual benefits, this structured approach ensures consistently high standards of clinical quality assurance, with all clinicians participating in a robust supervision framework.

In the Diagnostics and Surgical Services division, clinical supervision includes direct peer review, structured internal and external quality audits, and access to a senior clinical support network. Clinicians also engage in Radiology Events and Learning Meetings (REALMs) to support continuous learning and reflective practice. Second opinions are facilitated through our integrated digital platform, enhancing collaborative decision-making.

Within the Community Services Division, clinicians are required to complete a minimum of 12 hours of supervision annually, regardless of their full-time equivalent (FTE) status. This includes direct observation of clinical practice, group case-based supervision, and one-to-one reflective sessions. Each supervision session is documented, and a dedicated dashboard provides visibility for both internal learning and external reporting to commissioners. We continue to refine both the supervision record and dashboard to enhance usability and impact.

Themes emerging from supervision inform our organisation-wide Learning Needs Analysis and guide training delivery. Clinical supervision training is available through the Cora Health Academy,

and we are actively enhancing our supervisor training offer, including support for colleagues to access external development opportunities.

## 2.5 Clinical Education

In addition to our strong commitment to clinical supervision, Cora Health actively supports the development of clinical teams through formal education and training—reinforcing our dedication to delivering high-quality, patient-centred care. We are committed to better care.

Both the Community Services and Diagnostics & Surgical Services divisions run annual education programmes tailored to the specific professional backgrounds of their teams.

The Diagnostics and Surgical Division's programme focuses on:

- Equipment safety
- Advanced scanning techniques
- Expanding ultrasound skill mix
- Development pathways for reporting radiographers

To further support advanced clinical education, Cora Health has partnered with the University of Canterbury and Bournemouth University, enabling Master's-level training for sonographers and reporting radiographers.

As outlined in Connect Health 2023–25 Community Services Clinical Strategy, we remain committed to *facilitating high-performing clinicians*. This is reflected in our continued investment in workforce development. We have supported student placements across 11 higher education institutions (HEIs) nationally, consistently receiving excellent feedback on the quality of the placement experience. Building on this, 24 newly qualified clinicians have completed, and another 13 have their final examination scheduled for our 18-month *Accelerated Development Programme*, designed to support their transition into MSK practice through structured preceptorship. We have also enrolled 5 clinicians on the 'MSK advanced clinical practice apprenticeship' with Brunel University for the academic intake of 2025-26.

Through the creation of Cora Health Academy, we continue to expand its educational offerings, with new modules in Pain and MSK, as well as the introduction of paediatric and leadership development content. An organisation-wide Clinical Learning Needs Analysis has recently been completed and is shaping the development of future training. As a direct outcome, three national study days are planned for 2025, focusing on supporting patients with work and employment challenges in the context of pain, MSK, and mental health conditions.

## 2.6 Research and Quality Improvement

Having previously established a reputation for research on a regular basis, 2024-25 has seen Cora continue to be active in research, under the leadership of our Clinical Director (Community Services), Professor Andrew Cuff, including the development of further PhD Studentships.

Aligned to our values of pioneering and dynamic, and delivered through our Clinical Strategy, we have committed to an ambitious roadmap of continuous improvement and innovation across new pathways, new workforce models, and new technology.

### 2.6.1 Research

There has been significant research activity within Cora Health for 2024/25:

Three peer-reviewed publications within Journal of Orthopaedic and Sports Physical Therapy (JOSPT) and Musculoskeletal Care.

- A retrospective database study into the use of intra-articular corticosteroid injections in the treatment of knee osteoarthritis.
- Correlation between MRI Findings and assessment findings in diagnosis lumbosacral radiculopathy.
- The efficacy of education as an intervention in people with tendinopathy: a systematic review with meta-analysis

Two PhD studentships progressing, with a third due to start in October 2025

- Education for tendinopathy
- Flippin Pain: the real-world impact of a public health campaign.

Two ongoing research studies in collaboration with university partners.

- Characterisation of pain in patients with musculoskeletal disease – University of Oxford
- Carpal Tunnel: assessment and treatment – University of Oxford

## 2.6.2 Quality Improvement (QI)

Cora Health is committed to continuous improvement in the delivery of all our services

Within our Community Services service leads (clinical/operational) have had a shared objective to initiate and deliver a quality improvement project that aligns service need to Clinical Strategy. This continues to reflect the embedding of QI principles within our culture following an initial focus on training and understanding these principles. Projects focus on improving patient flow, waiting times, outcomes, experience, inclusion, and financial efficiency.

Each year culminates in a QI showcase event where the impact, output and learning of each project is shared across all services so that that improvement can be maximised. For the first time in 2024-25, this showcase was attended by our ICB commissioners as well as our wide Senior Management Team, maintaining a QI culture and offering further opportunities for innovation and improvement.

In Diagnostics and Surgical, Cora Health is currently aligning its imaging services with the **Quality Standard for Imaging (QSI)**, a nationally recognised benchmark developed by the Royal College of Radiologists and the College of Radiographers. This initiative forms part of our wider commitment to delivering patient-centred, high-quality, and consistently safe imaging services. The QSI framework outlines clear criteria for best practice across clinical governance, patient experience, safety, and continuous improvement.

As part of this, we are actively engaging with the QSI Quality Improvement Scheme, which includes structured self-assessment via the QSI Hub, participation in peer reviews, and working towards formal recognition through the QSI Quality Mark. This process not only benchmarks our performance against national standards but also promotes shared learning and positions Cora Health as a leader in diagnostic excellence.

Services already accredited by UKAS will benefit from an accelerated recognition pathway, ensuring we maintain both momentum and efficiency in our implementation.

Our Endoscopy Unit has in this period achieved **The Joint Advisory Group (JAG)** accreditation. Achieving JAG accreditation demonstrates that an endoscopy service has the competence to deliver safe and effective care, adhering to rigorous criteria set by JAG standards.

### 2.6.3 External Activity

Cora Health Community Services division presented (invited speakers, poster presentations, facilitated workshops) at several virtual and in-person conferences and study days including.

- Therapy Live
- MSK Conference
- Physiotherapy Pain Association Conference
- Musculoskeletal Association of Chartered Physiotherapists Annual Study Day
- Royal College of Chiropractors: Quality Improvement Forum
- In addition, Cora Health contributes to external national policy and practice developments through committee and project group membership:
- British Pain Society Pain Management Programme Specialist Interest Group Committee
- British Pain Society Education Committee
- NICE Adoption and Impact Reference Panel
- National Spinal Network
- Physiotherapy Pain Association Committee
- Independent Health Care Providers Network
- Musculoskeletal Association of Chartered Physiotherapists
- Faculty of Sports and Exercise Medicine
- UK MSK Partnership Group

### 2.7 Cora Health Education & Communication

As part of our commitment to partnership working and system-wide learning, we have expanded our education offer to include General Practitioners through dedicated 'Lunch and Learn' sessions. These are designed to foster closer working relationships around diagnostic pathways, enhance understanding of referral criteria, and optimise the patient journey from primary to specialist care.

In addition, we have launched joint educational sessions in collaboration with NHS healthcare systems across the county. These multidisciplinary learning opportunities have covered a broad range of specialist topics, including:

- IOTA (International Ovarian Tumour Analysis) classifications for effective gynecological triage,
- Head and Neck pathology in Ultrasound, supporting timely and accurate diagnosis,
- Physics in Medical Imaging, emphasising the diagnostic relevance of imaging principles and the impact of physics on image quality and interpretation,
- Patient pathways in sarcoma care, from initial imaging and diagnosis through to surgical planning and treatment.

These sessions contribute to system-wide knowledge-sharing, reduce variation in care, and build integrated relationships between primary and secondary care.

We have also continued to engage our wider community through a range of case studies, press releases, blogs, and patient stories that showcase the impact of our services and the voices of our service users. Furthermore, our 'Life at Cora' series has highlighted fifteen inspiring stories from colleagues across our multi-disciplinary teams, celebrating the people behind our care.

## 2.8 Our Commitment to Our Colleagues

### 2.8.1 Developing Colleagues

#### **Multi-professional Workforce**

Following the merger of Connect Health and Healthshare, Cora Health has increased the national multi-disciplinary workforce to 1,255 colleagues from 814 colleagues. In addition, to meet flexible resource demands for NHS services, we have 162 bank colleagues, 57 locums and 78 sessional workers. Our multi-disciplinary workforce provides MSK community services, diagnostics, surgical, rheumatology and pain management, and mental health services.

Our clinical and support teams work together to reimagine healthcare for people to thrive, providing better healthcare services.

We have developed a new mission and values in partnership with our colleagues, which represent our commitment to both patient care and colleague wellbeing: starting with a can-do attitude, acting with empathy, and a commitment to better. All clinical colleagues have the necessary professional registrations in place, and we monitor their delivery of patient care through close supervision, ensuring their CPD is always prioritised.

In 2024/25, following the merger we adapted our Executive and Senior Management Team structure, supporting compliance, governance, clinical standards and delivery of operational performance. For each of our clinical divisions (Community Services and Diagnostics and Surgical Services) we have a Clinical Director to ensure we deliver patient care to the highest standards. The Chief Operating Officer's for both divisions ensure a high operational performance. Our Director for Governance and Risk, focusses on compliance and risk management working in partnership with our support services leaders (Chief Financial Officer, Chief People Officer and Chief Information Officer) ensuring a compliant and well led organisation at all times.

Clinical leadership is of utmost importance which has seen us invest in a third senior leader for our Community Services Division to give greater focus to clinical outcomes. Within our Diagnostics and Surgical Services division, we have 2 Hospital Directors and have recently introduced a clinical surgical specialty lead to support the Clinical Director which strengthens our multidisciplinary offering, assisting us to further meet the needs of larger and varied NHS contracts.

In 2024/25 we continued our People Plan, delivering on our objectives to introduce an in-house leadership development programme, and we plan in 2025/26 to create a new 3-year People Strategy. We have restructured the People Team to meet the newly merged business needs ensuring a clear business partnering model for all front-line services.

The People Plan outlines the 'People Model' we work to that drives our intentions and the 'People Deliverables' we will deliver to enable our future direction and operational planning and priorities.

- **Attract Talent:** We aspire to be a great place to work with high quality candidates and colleagues who support our company and brand. We will be an employer of choice!
- **Agile and Innovative Culture:** We live our values, respond to change and adapt through flexibility and responsiveness. Our colleagues' individual needs will be considered and supported!
- **Leadership Effectiveness:** Our leaders will be encouraged to collaborate and be empowered to make decisions and accept responsibility for company performance. Our leaders will be inspiring role models of our values!
- **Optimised Skills:** We aspire to be a great place to work with high quality candidates and colleagues who support our Company and brand. We will be an employer of choice!
- **Inclusivity and Engagement:** Our workforce will embrace diversity with a culture of inclusivity that puts wellbeing first and enables a colleague voice. Our colleagues will be supported to be their best!

### **Colleague survey:**

Our colleague surveys are based around our values which attracts a high response rate of **83%**. Engagement score increased year on year from **7.1 to 7.6**.

High scoring areas (above 8.0) included: colleagues feeling they have a clear understanding of their role, are comfortable being themselves at work and confirming we set a high standard for ourselves and our patients. Results show that we have created an environment of belonging, with clear expectations and our colleagues deliver excellent patient care.

### **Colleague wellbeing:**

At Cora Health we believe the wellbeing of our colleagues contributes to supporting them to deliver excellence in patient care.

- Our absence rate is 3.1%, favourable to NHS organisations at 5.1%.
- Cora Health has a strong focus on colleague wellbeing, when comparing results from our wellbeing questions in the colleague survey to the NHS workforce survey, we consistently achieve favourable results, for example, 84% of colleagues feel they have resources for their role, compared to 58% in the NHS.
- 91% of colleagues have not experienced abuse from patients, compared to the NHS reporting 25% had experienced harassment.
- 89% feel supported by their manager, compared to 73% in the NHS.
- 76% feel there are career opportunities, compared to the NHS at 56%.
- We offer a wide range of employee wellbeing benefits and undertake wellbeing campaigns across the year. We are accredited to disability confident level 2, hold Mindful employer status and the Better Health at Work Maintaining Excellence award. In 2025/26 we plan to enhance and synergise our wellbeing offering throughout Cora Health.
-

**Celebrating success:**

In 2024/25 to celebrate the success of our colleagues we hosted North and South annual award ceremonies, with over 550 colleagues attending.

Our first awards, following the merger, received over 800 nominations, increased from 500 nominations in 2023/24.

The EMT/SMT judging panel short-listed and 46 colleagues received an award for their contribution.

**Colleague voice:**

In 2024/25 our established Colleague Engagement Group, Equality and Diversity Committee and Freedom to Speak Up Network, all of which ensure colleagues are supported with opportunities to put forward ideas and give feedback were consulted on a variety of companywide initiatives from annual pay awards, wellbeing and EDI initiatives and company branding, identity and purpose.

Initiatives led by these networks have included National Inclusion Week, Black History Month, International Men's Day, International Women's Day, Ramadan Awareness, Lunar New Year igniting colleague participation, voice and community.

We have a strong Mental Health First Aider (MHFA) network, 25 colleagues supporting colleagues at time of need.

Our freedom to speak up (FtSU) networks, with guardians in each division, ensure colleagues are always well informed and supported and this is assisted by our intranet with regular updates and signposting to useful information and we share monthly video and bi-annual business updates.

**Attracting talent:**

In the year our Resourcing Team have made 376 (374.51 FTE) job offers.

Our talent and resourcing strategy is designed to identify and select the most suitable candidates to deliver safe, high-quality and person-centred care. Our rigorous screening and interviewing processes are underpinned by our company values and prioritise candidates with high potential, whilst ensuring clinical competence to ensure our services are appropriately resourced with the right skills and competencies for delivering excellent patient care.

To enhance the candidate experience and accelerate time to hire, we successfully launched a fully integrated candidate onboarding platform, underpinned by bespoke attraction strategies and proactive headhunting. These efforts have strengthened our resourcing capabilities, expanded our bank and flexible workforce aligned with patient and ICB requirements.

**Compliance:**

Maintaining continuous compliance across the entire colleague lifecycle is a key priority.

Following the merger, we have expanded and centralised our pre-employment and ongoing compliance processes within the People function, ensuring full visibility and alignment with gold-standard policies.

We have optimised systems and enhanced workflows and exception reporting and processes with robust risk assessments and mitigation strategies enabling proactive compliance management. This safeguards our colleague and patient safety across our entire workforce providing a comprehensive oversight of all workforce compliance categories including practicing privileges for doctors and direct and indirect colleagues.

**Learning and Development:**

We invest significantly in CPD and provide a comprehensive range of development opportunities, designed to ensure we continue to provide positive outcomes for patients, innovation, growth and development of our colleagues to be their best in their role and to progress their career through our career pathways. Our learning provision in 2024/25 has included:

- **Mandatory training:** All colleagues have planned time to complete mandatory training, ensuring they are up to date with regulatory requirements. In 2024/25 we added further compliance and statutory training, for example, Oliver McGowan and Sexual Harassment. Across Cora Health 19,676 mandatory learning modules were completed by our workforce in 2024/25.
- **Management and leadership development:** Leaders are provided with development opportunities, strengthening their skills and enabling high performance, highlights include:
  - Eleven Leaders with high potential were identified and were offered an opportunity to attend an international, 3-day, accredited leadership programme, the living leader to enhance their personal leadership skills. Since attending they have shared their learning with their teams and worked together on multiple projects.
  - One hundred and fifteen Leaders from SMT, Operational Management and Team Leaders have received a 6-day internal, comprehensive leadership programme, focussed on our values, leaders as role models and influencers. Leaders have reported increased confidence, skills and a deeper understanding of effective leadership.
  - We are extending this programme in 2025/26 across Cora Health to further strengthen leadership competence.
- **Apprenticeships:** Ten operational leaders are undertaking a level 5 Leadership apprenticeship, and 6 clinicians are undertaking a Level 7 Advanced Clinical Apprenticeship which includes research and leadership modules.
- **Leadership action centred projects:** The senior management team were set a leadership challenge to collectively boost performance and efficiency, they met to discuss their ideas, collaborate and work together, achieving multiple costs savings and improvements to service delivery across several business projects.
- **Mentoring:** We continued to grow our mentoring scheme, extending mentors from executive to include senior managers too, increasing from ten to twenty mentors. Thirty-one mentees received an opportunity to be mentored, our net promotor score increased to 86%, up from 71%. Mentoring improved confidence, career advancement and supported colleagues with problem solving. In 2025/26 we plan to extend the programme across Cora Health.
- **Skills, competence and continuing professional development:** Extensive suite of learning opportunities aligned to career pathways and our MDT approach:
  - Our Learning Academy includes training catalogues for clinical learning, leadership and skills. Blended learning is offered including webinars, videos, presentations, interactive quizzes, observations of clinical practice. In addition to mandatory learning, colleagues completed 2,063 courses in the Academy.
- **Digital Induction:** In 2024/25 we extended the digital induction to induction clinical digital induction.
  - New clinical colleagues complete the induction pathway during their probation, 3 months, to increase the rate of their onboarding. The induction includes interactive learning and videos.
  - Patient Care Team: In 2024/25 we upskilled all Patient Care Colleagues, over 100, ensuring that when patients make contact or enter our services, they receive the best service.

- Continuing Professional Development (CPD): Our clinicians receive 5% of their working time dedicated to CPD. We also have a centralised training budget for CPD activities and personal development. The budget has enabled us to support 67 colleagues, up from 55 the year before, including 17 colleagues who attended paediatric training to increase our offering, 9 for pain management and 5 for injection therapy.
- Basic Life Support: Our colleagues receive face to face refresher basic life support training, every 3 years, in addition to the e-learning modules in the academy, 180 colleagues attended their refresher training in 2024/25.
- Career Pathways: We support multiple programmes of development to upskill our colleague and our wider commitment to skill inequalities:
- Graduate Development Programme (GDP): 12-week intensive training programme to support graduates to establish themselves into their role quickly, thus delivering patient services to expected standards. 13 colleagues on programme in 2024/25.
- Accelerated Development Programme (ADP): Extending the GDP, our graduates then undertake the ADP programme over 12 months. They receive a blend of e-learning and face to face training, overlaid with observations and feedback by experienced clinical colleagues. At the end of the programme, colleagues are required to complete an exam and observed assessment of clinical competence, then becoming a Senior MSK Clinician on passing the course. This enables us to provide improved patient services and accelerated development for our clinicians. 24 colleagues passed the programme in 2024/25.
- QI sessions and monthly expert webinars: Each month our clinicians have an opportunity to deliver a webinar to our clinical community with open invite to share their expertise, highlights include Effective clinical supervision, tendon and health rehabilitation and critical appraisal of research and clinical practice.
- National study days: We held 3 study days for clinical colleagues, in the North, South and Midlands, over 600 colleagues attended, on the theme of back to work, supporting the government initiative and encouraging clinicians to find better outcomes for patients.

## **Section 3**

# **Quality Developments & Improvement Priorities 2024/25**

## 3.1 National Improvements & Developments

Following the successful merger of Connect Health Ltd and Healthshare Ltd in December 2024. Together, we have formed a single, integrated healthcare organisation committed to delivering high-quality, patient-centred care across the NHS.

Over the past year, we have continued to deliver safe, effective, and compassionate care to the communities we serve. Together, our teams have supported more than **900,000 patient contacts**, introduced innovative models of care, and strengthened partnerships with NHS organisations across the country. We have sustained a high level of clinical performance, mobilised new services, and embedded continuous improvement initiatives across our services

We have made significant progress at both a national and local level, strengthening our services, workforce, and systems to better meet the needs of patients and partners. Through a combination of operational improvements, strategic projects, and digital innovation, we have enhanced patient access, improved efficiency, and delivered high-quality care. The following section outlines key developments, achievements, and initiatives that demonstrate our ongoing commitment to safe, effective, and sustainable healthcare delivery.

### Key Highlights include:

- **Referrals and Appointments:** Processed 409,533 referrals and supported over 718,000 patient appointments.
- **Telephony Services:** Managed 615,132 inbound and 396,868 outbound calls, achieving a 92.8% service level.
- **Workforce Growth:** Welcomed and onboarded 147 new clinicians.

### Operational Enhancements

- **Joint Operational Plan:** Introduced a structured plan built on seven pillars: Safe Care, Outstanding Patient Experience, Clinical Excellence, Colleague Experience, Efficient Delivery, Partnership Strength, and Agile Innovation.
- **Service Performance:** Maintained a steady clinical workforce of 350–400 FTE while reducing reliance on locums (from 30 FTE to 5). Delivered a significant reduction in cost per referral.
- **Administrative Improvements:** Embedded initiatives such as buzz sessions, call recording, enhanced staff training, leadership development, and improved planning with real-time management.

### Notable Achievements

- Successful mobilisation of new contracts and services
- Multiple contract renewals and extensions
- Reduction in patient waiting times across several services
- Ongoing delivery of continuous improvement projects
- Development of referral criteria in partnership with NWL to deliver a d referrals.
- Introduction of community diagnostics unscheduled bleeding pathways to patient to secondary care.

**Helen Richardson**  
2025-10-03 13:20:00

Will review n feels very light - there must be lots we can talk about here, even if spinning things out of the integration project?  
Need up referral of cancer

## Key Projects

- **North West London EPR Migration:** Completed in April 2025.
- **Community Assessment Days:** Delivered in line with national strategy across multiple services.
- **Digital Innovation:** Piloted an AI-driven class 2a medical device across selected services.
- **The IRIS project:** training and development for internationally recruited radiographers
- Soliton Plus digital integration with NWL to allow real time image and report sharing including patients full imaging history.

### 3.1.1 Technology Innovation

#### Enterprise Architecture

We have implemented an enterprise architecture framework into the organisation, to create alignment between strategy, processes and technology infrastructure, to support organisational goals and objectives.

We identified that our existing architecture was:

- Highly customised, resulting in significant effort/cost to support
- Lacked some aspects of good practice when it came to managing change and integration
- Had overly complex systems, with limited documentation and single points of failure within the team

Over the course of the last 12-months, we have been able to standardise our approach to mobilising IT requirements for new services, and rationalise digital applications saving >£400k, much of which has been invested into new products, such as Flok.

#### Flok Digital Platform

Digital innovation is a key area of focus for our organisation, aiming to provide patients with the ability to access 24/7 digital solutions to aid self-management. Flok is a digital physiotherapy platform, combining both AI and clinical oversight to deliver personalised care, targeting back pain and sciatica.

Appropriate patients can self-refer into the service and a triaged by an AI digital physiotherapist which adapts treatment plans in real-time based on patient responses. The platform supports a 6-month care pathway, integrates with broader services and is inclusive – offering live translation and speech-to-text.

#### Directly bookable appointments

Previously PCC make outbound calls to patients, who are on a waiting list, to offer new appointments. Only ~30% of patients answer, meaning majority of patients must call back, increasing inbound calls and PCA effort. Patients can only call us during core hours.

We have implemented digital capability for patients to book appointments via SMS, presenting them with options for their appointment including date, time and choice of clinician. Patients are able to access this 24/7, 7 days a week. Within the first 3-months of deployment, uptake on the solution has already hit 50% and we estimate this will increase as we extend the capability across services.

## 3.2 Objectives for the year ahead

As Cora Health, we remain steadfast in our mission: to support healthier communities through accessible, integrated healthcare—delivered locally and equitably. Our continued dedication to delivering safe, effective, and compassionate care is reflected in our objectives for the year ahead with this aim our objectives for the year ahead include:

To continue to expand our community-based services to reach more patients working with our existing partnerships and commissioners.

To further develop digital pathway design and implementation and enable patients to book/manage their own appointments via a digital portal.

To implement an optimised One Stop Shop model across our MSK services to enhance patient experience.

To build on previous successful workforce development within Diagnostic services.

To build resilience and expansion into our diagnostic imaging across Cora Health.

To achieve Quality Standards for Imaging (QSI) accreditation, demonstrating our commitment to excellence and best practice in diagnostic imaging.

Integration of ISO9001/27001/14001 across Cora Group - simplifying management systems and driving compliance consistency across the Group

To refine our approach to clinical audit and reporting across the whole of Cora Health.

## Further Information and Feedback

If you would like any of the following:

- to give us feedback on any aspect of this Quality Account
- a hard copy of this quality account
- a copy to read it in a different language.
- to talk to someone about your experiences of our community MSK services
- to find out more about how to access our services.

Please email [access@corathealth.co.uk](mailto:access@corathealth.co.uk) or phone 0191 250 4580.

Central Office: The Light Box (Q2), Quorum Park, Benton Lane, Newcastle upon Tyne, NE12 8EU.