



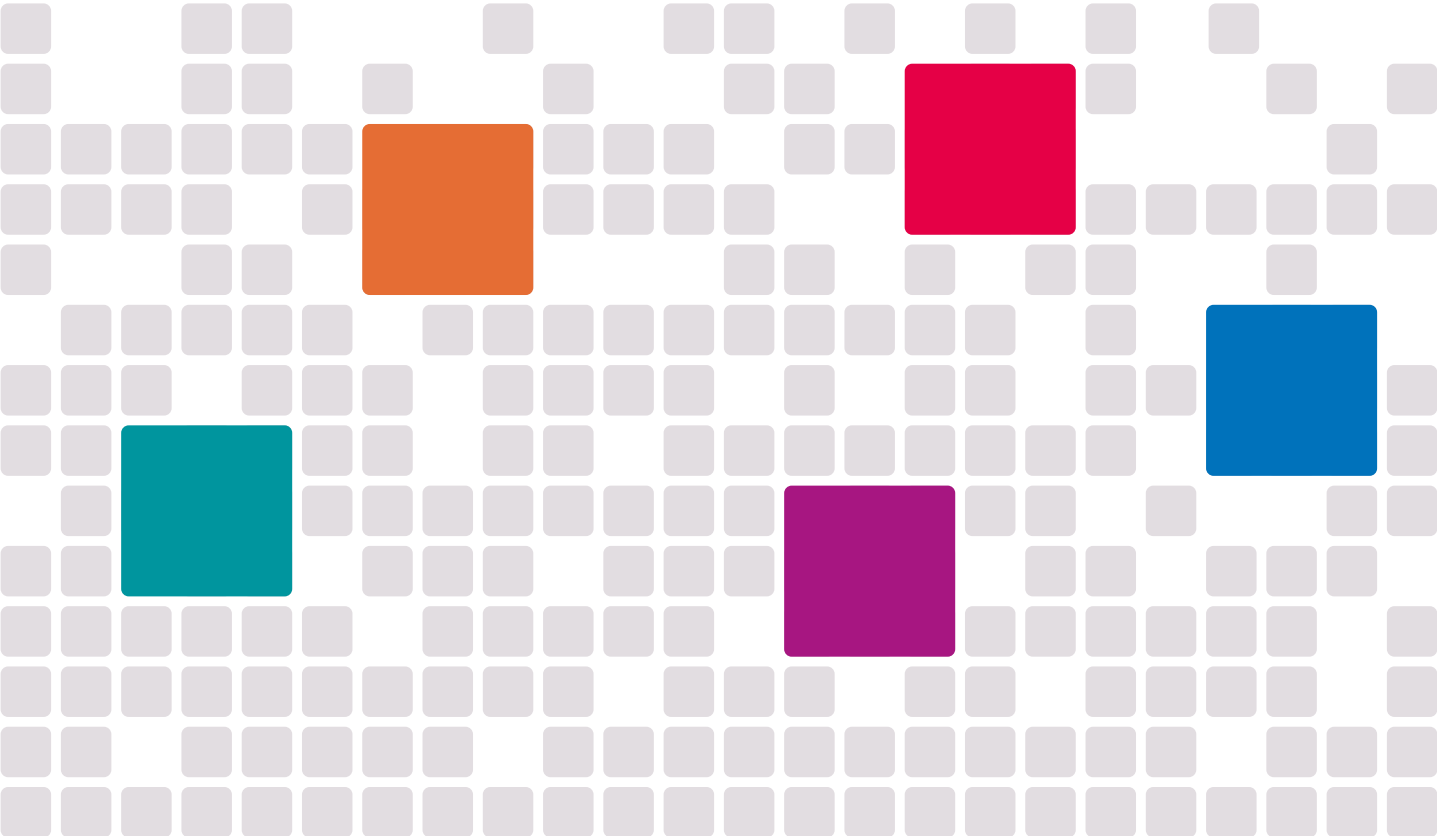
onecare

Empowering general practice



Annual Review

2025-26



Welcome

I am pleased to share One Care's Annual Review, which reflects some of the ways we have supported our member practices during 2025-26.

This is a significant year for One Care. It is 10 years since practices voted to create the federation, and five years since our GP Collaborative Board (GPCB) was established. Much has changed in that time, but one thing has remained constant: general practice in BNSSG continues to be the bedrock of the NHS, providing outstanding patient-centred care while the wider health system evolves rapidly.

I am proud that One Care has remained a consistent presence for general practice while also evolving to meet changing circumstances. As several contracts came to an end this year, we became a leaner organisation, focused on staying sustainable, responsive and able to deliver the greatest possible value for members. I am also pleased that we have been able to hold membership fees at the same level for a fourth consecutive year, supported by contract income and a planned use of reserves during an exceptionally challenging financial period.

Encouragingly, member satisfaction increased during this period of change, reflecting the commitment of our team and our focus on practical, meaningful support.

As One Care enters its tenth year, this is an important moment to look ahead. Over the coming year, we will undertake a wide-ranging listening exercise with practices

to help shape our future membership and subscription model, ensuring we continue to reflect the needs and priorities of general practice. We will also remain in close conversation with our provider colleagues.

As structural and contractual changes continue across the NHS, it remains vital that general practice has a strong, unified voice. One Care will continue to champion, connect and support practices across BNSSG as we navigate the future together



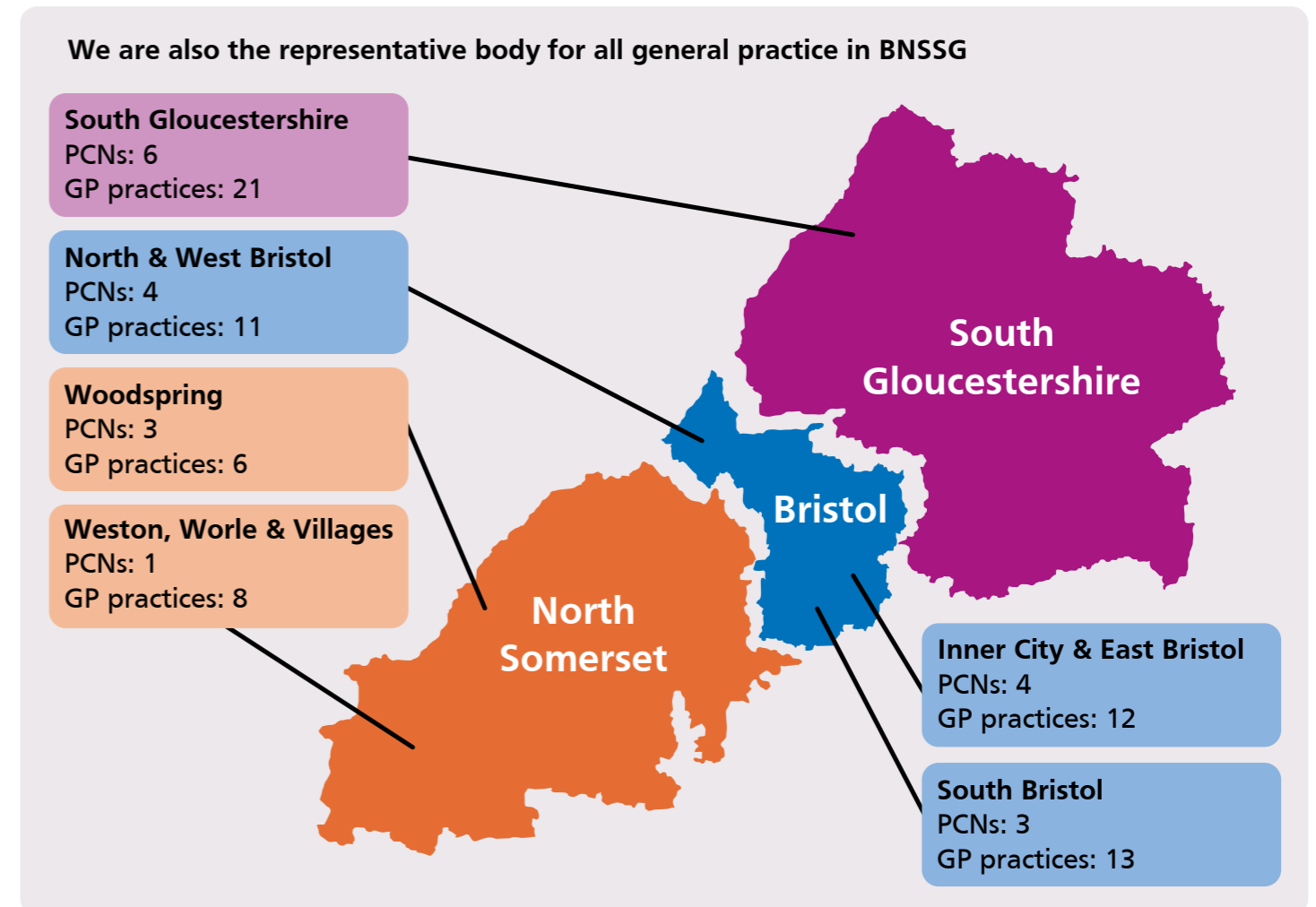
Ruth Hughes
Chief Executive, One Care

“ ... general practice in BNSSG continues to be the bedrock of the NHS, providing outstanding patient-centred care while the wider health system evolves rapidly. ”

Empowering general practice

One Care is the general practice (GP) federation and representative body for general practice in Bristol, North Somerset and South Gloucestershire (BNSSG). We help our member practices and Primary Care Networks (PCNs) run strong, sustainable businesses by providing services, cost savings and supporting innovation that improves care. Our GP Collaborative Board provides a forum for general practice to shape system priorities, while our 15 Clinical Leads support GP integration with community and acute services.

We also deliver projects and programmes that support innovation, improve ways of working, or solve challenges faced by general practice. As a Community Interest Company (CIC), we only take on contracts that benefit general practice and any surplus income is reinvested into member services and helps keep our subscription as low as possible.



One Care membership

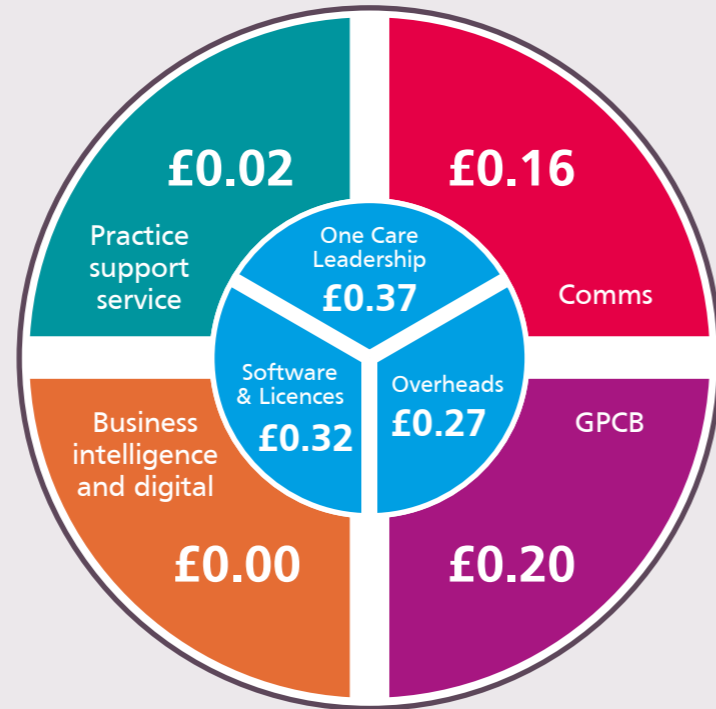
In 2025-26 our One Care subscription fee was £1.10 per patient and will be unchanged in 2026-27, marking the fourth year we have held our membership at this level (2023-24: £1.09, 2024-25: £1.10).

The actual cost of delivering One Care services and the GPCB in 2025-26 was £1.34 per patient. We made up the difference using income from the contracts One Care holds and this year we had to release some financial reserves.

Membership value

We work hard to ensure One Care is excellent value for money for our members. Membership pays for itself in cost savings from One Care negotiated discounts and the practical support and expertise we provide practices and PCNs. These services and our transformation support all save practices considerable time and money.

It costs
£1.34
per patient per year
to run One Care



The average practice with 10,295* patients receives One Care cost savings, benefits and services to the value of £4.15, total saving after subscription cost of £47,030.89.

£ **£11,324.50**
Average total
subscription cost

This includes:

- ▶ subscriptions to TeamNet and Practice Index worth: £6,693.21
- ▶ EMIS resources
- ▶ 19.3 hours a week of general practice representation at system meetings

£ **up to £27,034**
additional average cost
savings made by practices
that participated in our
pilots

This includes:

- ▶ Ambient Voice Technology (AVT) pilot: £4,286
- ▶ Discounts on Anima, Klinik and Sentiers
- ▶ Automated registration pilot: £13,644
- ▶ New staff support: £1,700

One Care member services include:

TeamNet subscription	Practice Index subscription	Cost saving discounts
HR support	Training and webinars	CQC support
Telephony support	Practice Health Checks	EMIS support
PR, website, social media	Finance tools and support	New staff support
Estates reviews and advice	Communications advice	Business intelligence
Digital strategy	Data provision	Digital support
Resource publisher	GPCB membership	Intelligence dashboards
Resilience	Sustainability	Patient access
		Workforce support

"The One Care discount for Anima, alone, saved us £12,500!"

- Dr John Heather, Pier Health Group

"I personally have a lot of trust in One Care and feel it serves member practices well."

- Practice Manager

"Very strong collaborative voice, healthy attitude to risk, openness, small enough as an umbrella vehicle to still be agile." - Practice Manager

Highlights

- Identified **£38,000** of unclaimed flu vaccine payments for member practices
- 99% of practices signed up to One Care Data Sharing and Processing Agreement (DPSA) reducing data access requests by 60% and reducing practice admin emails by 50%
- Supported digital innovation with **82%** of practices piloting AI-scribe compared to national average of [24]%
- 50% of member practices supported to access Utilisation and Modernisation Fund (UMF) funding, contributing to projects with an estimated value of £760k and 14 additional clinical rooms
- 74% of eligible population (age 13+) in BNSSG signed up to the NHS App by end of March 2026, an 11% annual increase
- 90% of members joined our automated registration pilot saving 20k hours of admin time and £307k in costs
- 73% of members used our new HR service
- 4 new local enhanced services (LES) introduced by Mental Health Clinical Lead worth **>£700k** to practices
- Agreed a new **2 year contract** with ICB for Clinical Leads
- 379 practice representatives attended our Pan-BNSSG forums

Practice Support

One Care provided wide-ranging support for our member practices during 2025-26.

General Practice Support Team

The General Practice Support (GPS) Team focused on strengthening practice resilience, governance and operational capacity. We introduced a Care Quality Commission (CQC) readiness support package alongside providing demand and capacity analysis in response to GP contract changes and pressures around online consultations, and helped practices develop their own budgets and robust fiscal management policies.

38k

of unclaimed flu vaccine payments identified and paid to practices

2

practices helped to improve their CQC inspection ratings from 'needs improvement' to 'good'

16

practices supported with CQC inspection readiness

50

toolkits and resource support packs delivered to member practices

11

practices received holistic Access, Resilience and Quality (ARQ) programme support

6

practice health checks carried out, providing action plans for practices to save time and money and identify opportunities for efficiencies and savings across all areas of practice management

52

attendees at development workshops on 'Managing Access' and 'General Practice as a Business'

3

standalone resource units developed for business continuity, vaccinations and PCN working

19

practice and PCN managers took part in the New Staff Support programme, each receiving up to six mentoring and information sessions

"...hugely helpful going through all finance aspects of practice management whilst I prepare for my new post as PM. Thank you!" - Practice Manager

"Sound and extensive knowledge of the subject areas, and the session was extremely useful." - Practice Manager

Estates

The One Care Estates Team helped practices navigate complex challenges with funding, compliance and best use of available space.



26 estates reviews carried out, helping members make the most of their existing estate and identify funding streams



Launched quarterly Estates Newsletter



Developed future Utilisation and Modernisation Fund (UMF) reserve scheme of £280k



Supported **50%** of practices that receive UMF, with a value of £760k



14 new clinical rooms delivered



Helped practices prepare bids for £820k of Minor Improvement Grants (MIG) for 2026-27

HR Services

Our Human Resources (HR) Services, new in 2025-26, provided accessible, practical and trusted people management support, with 73% of member practices engaging with the HR service throughout the year. Some practices were able to leave external HR consultancies and legal retainers saving significant cost.



73% of member practices used our HR services



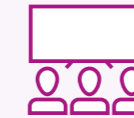
150+ people trained



350+ HR queries handled



100% positive workshop ratings average score 4.83/5



18 workshops delivered

"Brilliant session." - Practice HR Lead

"Some really useful tools and understanding of process." - Practice Manager

Communications

We continued to deliver the twice-weekly GP Bulletin, provided members with media and public consultation advice and produced patient-facing animations and materials for practices to share. In 2026-27, look out for our new Communications Forum which will support colleagues delivering patient-facing and internal communications in practices.



142 GP Bulletins and newsletters sent to member practices



Practices supported with media queries

17



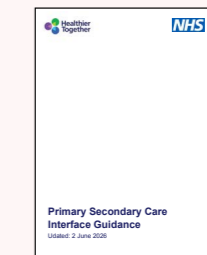
98% of practices who responded to the question in our annual survey said the GP Bulletin was 'extremely valuable'



Launched new One Care/GPCB monthly newsletter



9 Extraordinary Bulletins sent providing urgent updates



Designed and launched Primary Secondary Care Interface Guidelines

Digital Support

Our Digital Support team helped strengthen practices' digital resilience by combining responsive activity, such as support requests, with proactive improvements like surveys and project delivery.

Highlights include delivering Resource Publisher activity across practices, supporting research by completing 40 hours of ATHENA data extraction and freeing up practice time by undertaking Docman clearance activity, centrally.

Team's work saved time, reduced variation, improved governance and strengthened digital safety throughout the year.



Responded to **348** digital support requests



Supported **64** practices and PCNs



137 hours of document management work delivered



65 standardised digital resources created or updated



13 digital optimisation surveys completed with practices to help improve their use of systems

"The digital support is worth its weight in gold both practically with search support and the emerging technology work." - Practice Manager

Transformation

One Care supported transformation across our member practices, demonstrating the power of our federation to reduce the evaluation, safety and cost burdens associated with innovation. The support, due diligence, policies and training we provided enabled our members to adopt and adapt with confidence and speed, contributing to BNSSG practices being national leaders for innovation.

Ambient Voice Technology (AVT) pilot

One Care supported 55 practices to pilot ambient voice technology (AVT). Heidi is an AI scribe tool used during patient consultations to automatically transcribe conversations and support clinicians with admin tasks, such as referral letters.

Over 600 clinicians adopted the technology and transcribed a total of 2.8 million minutes during the pilot. Almost all clinicians reported significant time and efficiency savings, leading to lower levels of stress and burnout.

- ▶ One Care has negotiated an additional free three-month AVT pilot extension, saving member practices **£56,575** compared to funding the technology independently. Admin time reduced from **3 hours per meeting to 45 minutes**.
- ▶ Estimated **12 hours of admin time saved per practice, per month**.
- ▶ Time to draft a referral letter reduced from **15 minutes to 30 seconds**.
- ▶ Saved practices **£174k** compared to funding Heidi as individual practices.

"It's not about replacing medical secretary roles, it's about making that work more efficient and medical secretaries being able to pick up other work in practice" - One Care member practice

"The combination of Anima and AI-scribe has been transformational to my role" - One Care member practice

Automated registration pilot

We worked with partners Healthtech-1 to deliver a pilot for automated registrations to establish whether automating patient registrations could genuinely reduce administrative burden for practices.

The technology automatically processes patient registrations, validates information, matches patients to their NHS record and codes clinical data directly into the practice's clinical system.

When the pilot ended every practice which completed its funded allocation chose to self-fund automated patient registration.

- ▶ **60 of 67 practices** joined the pilot - a **90% adoption rate**
- ▶ **82,000+** registrations automated with an average **95.9% automation rate**
- ▶ **20,000+** hours of staff admin time liberated, saving practices an estimated **£307,000**
- ▶ Average registration time reduced from five days to **11.7 hours**
- ▶ Practice satisfaction with registrations jumped from **4.6 to 9 out of 10**
- ▶ **100% of practices** that completed their allocation chose to self-fund automated patient registration

"It has saved a lot of admin time within the team and massively reduced registration wait times for patients. Automating registrations has also reduced inputting errors, which again is creating less work for the team." - One Care member practice

NHS App progress

We worked closely with practices and Voluntary, Community, Faith and Social Enterprise (VCFSE) partners to increase uptake of the NHS App among underserved communities in BNSSG.

The team supported The Care Forum, Caafi Health and North Somerset Training, to deliver targeted face-to-face community support, system improvements and community engagement. They focused on populations most likely to face digital barriers including older adults, refugee communities, people with low literacy and those lacking devices or connectivity.

The outcomes reinforced the importance of collaborating with trusted organisations able to reach people that traditional NHS channels cannot, and contributed to BNSSG having the highest uptake of the NHS App in the Southwest.

- ▶ **74% of eligible people (age 13+)** signed up to the NHS App
- ▶ **11% annual increase in uptake**
- ▶ Average unique login rate of **27%**, a **6% increase from last year**
- ▶ Average monthly prescriptions increased from **80.6k in 2024-25 to 110.8k**

Business Intelligence:

We developed the Risk Stratification & Continuity of Care Dashboard to support practices and PCNs in identifying patients who may benefit most from continuity of care. The dashboard combines population health and continuity metrics into a single reporting tool, enabling practices to identify patients at varying risk levels and better understand patterns of care delivery.

Users can apply filters to refine patient cohorts and focus on specific risk groups. It has provided member practices with a single, consolidated view of continuity and population health information, where previously this information was not easily accessible in one place.

The dashboard has been used by 40 individuals and received 145 views, demonstrating strong engagement and adoption across practices and PCNs.

It also supports PCNs in meeting the Capacity and Access Improvement Payment (CAIP) requirement to use risk stratification tools and has helped simplify patient identification processes by enabling users to filter and refine cohorts directly within the report, rather than relying on manual searches.

"This is so very clever indeed!" - One Care member practice

"We have been using the dashboard and have found it really helpful in the work we are doing to try and support our most vulnerable patients" - One Care member practice

Data Sharing and Processing Agreement (DSPA)

We developed and rolled out a DSPA with member practices, formalising the data relationship required to support business intelligence and analytics activity and ensuring compliance with UK GDPR and the Data Protection Act 2018.

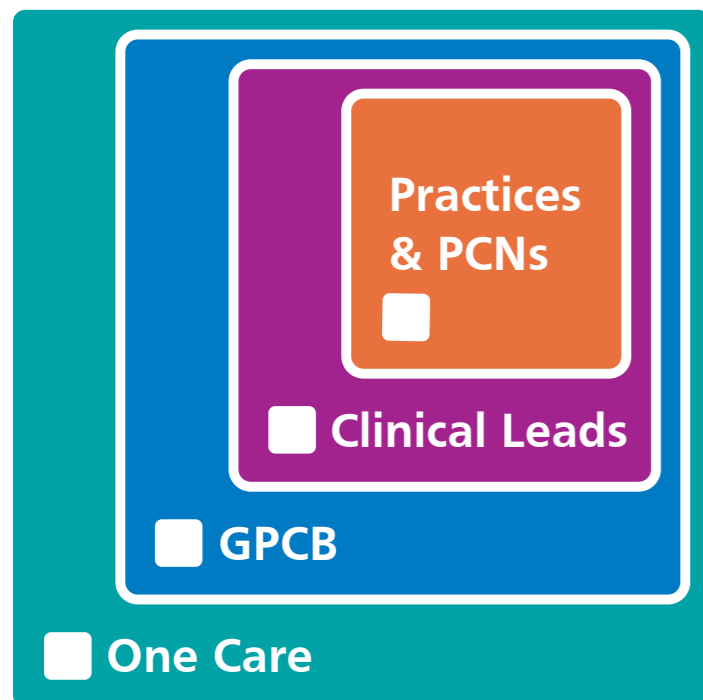
- ▶ **99% of practices** signed up to the DSPA
- ▶ **80% of PCNs** agreed named lists of authorised requesters
- ▶ Data access requests dropped from **150 to 50 per year** – a reduction of **60%**
- ▶ Practice admin emails reduced by more than **50%** from **6,000 to 2,750 per year**

Feedback from practices described the DSPA as "brilliant", "pragmatic" and "essential".

Representation

Alongside our support services, One Care is the representative body for general practice in BNSSG. We are a member of the Integrated Care Board (ICB) and our GP Collaborative Board (GPCB) provides a collective voice and decision-making forum for 24/7 general practice to shape system priorities. Our Clinical Leads and Programme Managers provide advocacy and leadership to support integration between general practice, community and acute services.

One Care Representation Model



The opinions, perspectives and concerns of **practices and PCNs** sit at the heart of our representation model.



Our **Clinical Leads** provide general practice leadership to support integration with community and acute services.



Our **GP Collaborative Board** is a sub-committee of One Care, providing an independent, collective voice and decision-making body for 24/7 general practice.



One Care provides legal and governance frameworks that enable general practice representation, holding contracts, providing support and deploying staff for the benefit of practices. The One Care and GPCB Leadership Teams work together to advocate for general practice in clinical and system-wide forums.

One Care

- ▶ Represented and advocated for general practice in system meetings and as part of the ICB Board.
- ▶ Built and led a community alliance with Sirona, Brisdoc and other partners for the Integrated Care @ Home procurement, later abandoned by the ICB.
- ▶ Championed the perspective of general practice in Neighbourhoods alongside practice colleagues, as the ICB considered how to spend its new Neighbourhood Health Fund of up to £5m
- ▶ Agreed an uplift to Pathway 3 bed payments from £20 per month to £156.09 per admission, backdated for 12 months, the result of three years of sustained explanation and negotiation on behalf of practices.
- ▶ Led work and programmes based on what members told us they wanted.
- ▶ Partnered with Bristol NHS Group on the new GPIT contract that will replace the Central Support Unit (CSU) to ensure the future service is co-designed with general practice; the result of strong, credible relationships with our commissioners and system partners.
- ▶ Gained funding from the ICB to explore potential efficiencies and cost savings for practices by working at scale to address shared clinical and administrative challenges. General Practice @ Scale is ongoing with several pilots concluding in 2026.

“They listen to our feedback and run with it.”

- One Care member practice

GPCB

- ▶ Held 11 GPCB Meetings discussing operational and strategic opportunities and challenges for general practice.
- ▶ Held five locality monthly meeting cycles, over 30 forum meetings, in 2025-26, ensuring local GP voices informed system discussions and innovation opportunities.
- ▶ Established the Large Practice Network, bringing together practices with more than 20,000 registered patients to share learnings from large scale transformation.
- ▶ Held 3 Pan BNSSG forums attended by 379 colleagues from general practice.
- ▶ Gathered and submitted perspectives on the Carr-Hill funding formula from member practices to our local MPs to inform the ongoing government review.

Clinical Leads

- ▶ Agreed, drafted and launched BNSSG's Primary Secondary Interface Guidance with colleagues from Bristol NHS Group and Avon Local Medical Committee, that set out principles for joined up working across different care providers and champion collaboration to improve patient care for patients.
- ▶ Supported the operationalisation of the Acute Respiratory Infection (ARI) programme with data sharing agreements and evaluation, to support general practice in providing 12k additional appointments for acute respiratory illness to support system pressures during Winter 2025/26.
- ▶ Put in place Urgent Care initiatives that delivered over £150k to general practice in 2025/26: increased ARI capacity, additional flu outreach and elderly care reviews.
- ▶ Established Clinical Interface Group for Urgent Care to explore how to improve interface between community and hospital emergency pathways.
- ▶ General practice support and input into CVD PREVENT programme and redesign of Heart Failure Pathway which launched in April 2026.
- ▶ Reviewed maternity communications and guidelines, promoting improved access and clarity for GPs, collaborated with digital midwife teams to resolve prescription and communication issues within maternity services.
- ▶ Engaged in the Why Weight Pledge, representing general practice and shaping system-wide prevention.
- ▶ Facilitated reviews of young adults' diabetes care, especially during transition periods.
- ▶ Promoted the integration of mental health expertise within multidisciplinary teams for children and young people, bridging general practice and mental health services.
- ▶ Reviewed, revised and optimised numerous medicine protocols, working with pharmacy, community and mental health partners.
- ▶ Defined and delivered weight management model that delivered £230 per patient, plus £500 in first year for training, engaging GPs and working group members.
- ▶ Developed, achieved approval and deployed three new local enhanced services (LES) for ADHD and one for Eating Disorders, collectively worth over £700k to BNSSG practices.
- ▶ We are developing an Operational Pressures Escalation Levels (OPEL) framework for general practice to improve visibility of general practice activity and pressures within our system and put practices on the same footing as acute and community settings.



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