

Welcome



Helen Kerins
WBFH CEO

As I reflect on the past year, I am incredibly proud of what we have achieved together as a Federation. It has been a year defined by resilience, collaboration, and a growing sense of purpose in the role we play supporting primary care and the wider health system.

This year brought significant change, including transitions within our Directorship and Primary Care Network support arrangements. While navigating these changes, our priority remained clear - supporting our practices, protecting our workforce, and maintaining stability during a period of uncertainty. Personally, it was also a privilege to be appointed as a Director and to help shape the next chapter of our organisation.

Across primary care, pressures continue to intensify. Rising demand, workforce challenges, and financial pressures have created an increasingly complex environment for practices and healthcare providers alike. Despite this, our teams have continued to demonstrate exceptional professionalism, compassion, and commitment to supporting patients, practices, and communities.

Over the past year, we have focused not only on delivering services, but on strengthening the Federation itself — improving governance, building stronger partnerships, expanding operational support, and creating practical solutions that reduce pressure across primary care.

One of our proudest achievements has been our continued growth as an organisation. From operating from a single desk within one member practice six years ago, to now moving into a dedicated office space that reflects our ambitions for the future, the journey of the Federation is something we are incredibly proud of.

Looking ahead, our focus remains on supporting sustainable primary care services through collaboration, innovation, and practical support for our member practices. We will continue strengthening partnerships, investing in our workforce, expanding service delivery, and exploring new opportunities to support the evolving needs of our communities and the wider system.

While challenges undoubtedly remain, I am optimistic about the future. We have strong foundations, talented people, and a shared ambition to make a meaningful difference.

Finally, I would like to thank our practices, staff, partners, and stakeholders for their continued support and commitment throughout the past year. The progress we have made has been a collective effort, and I look forward to continuing that journey together.

“Our greatest strength has not been in avoiding challenges, but in how we have come together to respond to them.”

WBFH at a glance

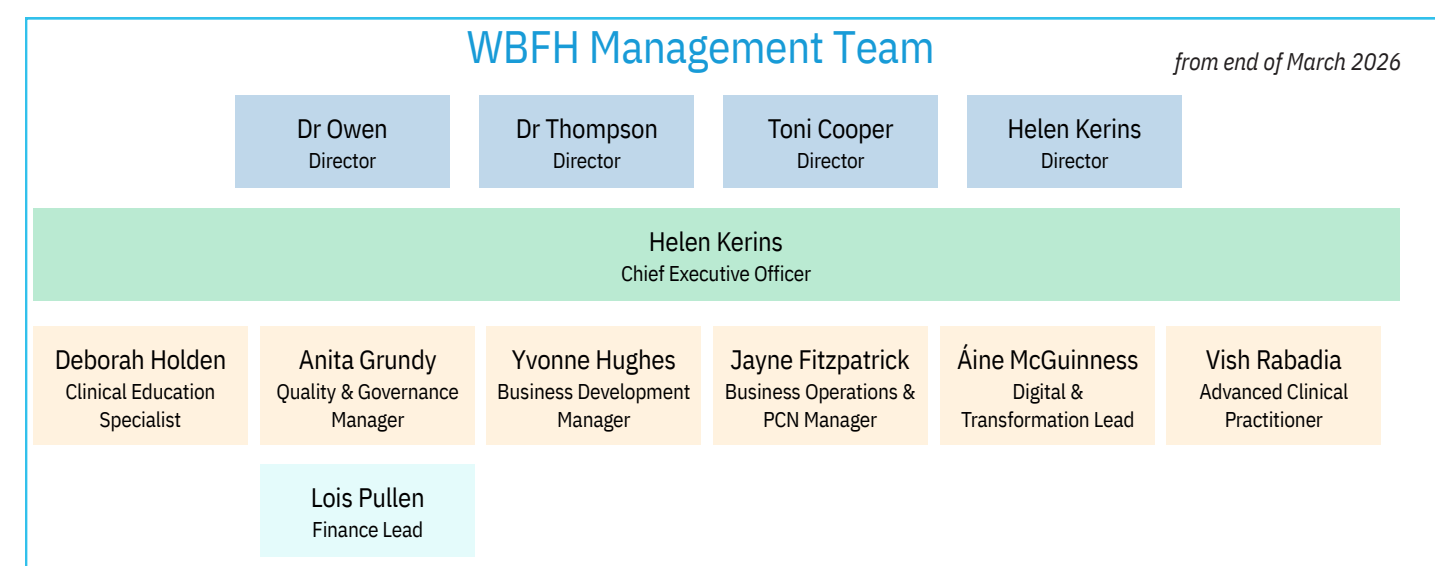
Our vision and values

Our future vision is to provide excellent, patient-centred healthcare services that improve outcomes and experiences across our communities, strengthen primary care, and create lasting impact. Through the expertise and dedication of our workforce, we will support General Practice and wider system partners to deliver sustainable services, enhance health and wellbeing, and respond to the evolving needs of local populations.

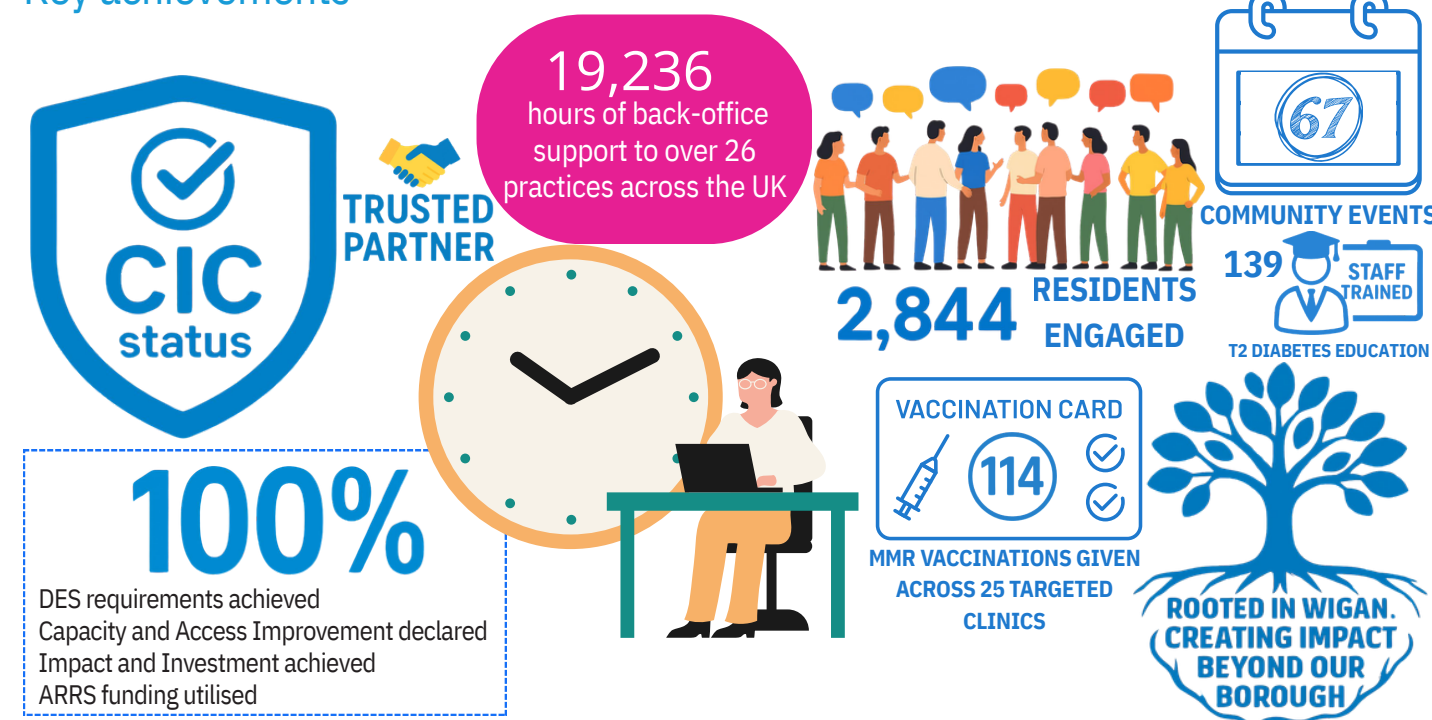
Everything we do is guided by our core values: Supportive, Compassionate, Inclusive, Trust, Respect, Accountability, and Transparency. Together, these values shape our culture, strengthen our partnerships, and ensure we deliver high-quality services with openness, integrity, and purpose.



Our organisation structure



Key achievements



Quality and Compliance

Quality and compliance continue to underpin every aspect of our work, ensuring services across the Federation remain safe, effective, resilient, and responsive to the needs of practices, patients, and partners.

Throughout 2025/26, we continued strengthening our governance and assurance processes to support organisational growth, service quality, and operational resilience across all areas of the Federation.

Working collaboratively across teams, we focused on embedding a culture of continuous improvement through strong governance, regular audit activity, workforce development, and proactive risk management.



Building a Stronger Organisation

During the year, we continued strengthening organisational governance through regular oversight provided by both the Quality Board and Formal Board, ensuring transparency, accountability, and clear strategic direction across the Federation. Business Continuity Plans remain established across all services, supporting resilience and preparedness in an increasingly challenging healthcare environment.

We also continued investing in our workforce through annual appraisals, quarterly one-to-one meetings, mandatory training, and team development initiatives - recognising that high-quality services are built on supported, skilled, and engaged teams.

Importantly, both patient and staff feedback continue to directly influence service development and improvement activity across the Federation.

- **Quarterly audits** across all services
- Comprehensive **Risk Registers** maintained for all programmes
- **Annual staff survey** completed to support workforce engagement & improvement
- **Monthly review of incidents & Significant Event Analyses (SEAs)** to support organisational learning
- **Freedom to Speak Up Guardians** embedded across the organisation
- **NICE guidance & medical alerts** systematically monitored & actioned

Looking Ahead

- Over the next 12 months, our focus will include:
- strengthening risk management processes
 - improving manager guidance and governance resources
 - enhancing communication and leadership training
 - further developing induction and workforce support processes
 - continuing to build a strong culture of learning, safety, and continuous improvement

Staff Voice

Creating a positive, supportive, and inclusive culture continues to be a key priority across Wigan Borough Federated Healthcare. Feedback from our annual staff survey highlighted strong levels of teamwork, compassion, and engagement across the organisation, with colleagues recognising the supportive environment and approachable leadership culture that continues to develop across the Federation.



The survey reflected a workforce that feels increasingly valued, heard, and involved in shaping the future of the organisation.

What We Learned

Alongside positive feedback, the survey identified important opportunities to continue strengthening communication, staff wellbeing, engagement, and professional development across the Federation. Key themes included:

- improving **communication** & the cascading of organisational updates
- increasing staff **involvement** in service development & decision-making
- strengthening **recognition & appreciation** across teams
- expanding training, career progression, and **development** opportunities
- continuing to invest in **wellbeing & team culture**



These insights are helping shape our workforce development priorities and future organisational plans.

Taking Action

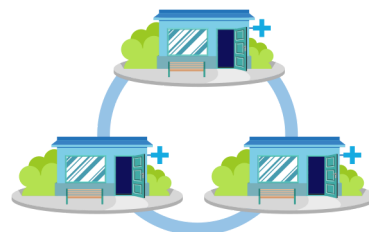
Feedback from our staff survey is helping shape our workforce priorities for the year ahead. Actions include:

Wellbeing & Team Development • Encourage a healthy work-life balance through supportive management practices & flexible working where possible • Organise regular staff events to improve wellbeing & strengthen relationships	Communication & Engagement • Introducing regular staff updates, forums, & listening events • Developing clearer communication channels between senior leadership & operational teams	Learning & Development • Expanded training & development opportunities aligned to organisational needs and individual career aspirations • Supporting managers to have regular care development conversations
Leadership & Trust • Continue open-door leadership approach to maintain trust & accessibility • Leadership & communication training for managers	Staff Involvement & Collaboration • Creating opportunities for staff to make suggestions & champion improvements	Recognition & Organisational Culture • Promote & share good practice & successes creating a culture of appreciation & peer recognition

Our Commitment

Listening to our workforce remains central to building a resilient, supportive, and forward-thinking organisation, where our people can thrive and make a real difference to our communities.

Supporting PCNs



PCN Management

Primary Care Networks (PCNs) play a vital role in delivering joined-up, neighbourhood-based care - but managing workforce, finance, governance, and operational requirements can place significant pressure on practices.

Where PCNs are not incorporated organisations, Wigan Borough Federated Healthcare acts as both a PCN Account Holder and employer for ARRS-funded workforce roles. This allows us to provide consistent, scalable support while reducing operational burden for practices. Our support includes:

- recruitment and employment of ARRS staff
- HR and workforce management
- financial management and reporting
- operational coordination and governance support
- DES, IIF, and programme monitoring
- meeting coordination and administrative support

By delivering these functions centrally, we help practices work more collaboratively, improve consistency, and benefit from shared infrastructure and economies of scale.

What We Achieved

For our supported PCNs, we ensured delivery against national priorities while maintaining financial stability & compliance. We maintained an ARRS workforce aligned to available funding, supporting continuity of services for our practices.

Regular leadership forums and multi-disciplinary meetings continued to support stronger collaboration, shared learning, and more joined-up ways of working across PCN.

100% DES requirements achieved
Capacity and Access Improvement declared
Impact and Investment achieved
ARRS funding utilised

Looking Ahead

Over the next 12 months, we will continue to strengthen workforce planning, enhance data and reporting tools, and support PCNs to align with wider neighbourhood and system priorities.

Our focus remains on delivering practical, flexible support that helps Primary Care Networks remain sustainable, resilient, and responsive to the needs of their local communities.

Financial Management



Financial Management Support

We provide end-to-end financial management support to Primary Care Networks (PCNs) and practices, helping organisations maximise resources, maintain compliance, and make informed decisions. Working closely with clinical and operational leads, we ensure that financial planning aligns with service priorities, contractual requirements, and organisational objectives, providing assurance that resources are managed efficiently and sustainably.

Our comprehensive back-office financial support includes **budget setting and monitoring, payroll oversight, invoicing and payments, management accounts, forecasting, VAT and pension administration, procurement support, and financial reporting** tailored to contractual and regulatory requirements.

By combining financial expertise with a detailed understanding of primary care, we help reduce administrative burden, improve financial oversight, and ensure resources are aligned to service priorities. Whether managing PCN DES funding, workforce budgets, or day-to-day financial operations, our focus is on providing practical, reliable support that enables healthcare organisations to remain sustainable, resilient, and focused on delivering high-quality patient care.

Back Office Service

Back Office Support Services

General practice is facing increasing operational pressure, workforce shortages, and growing administrative demand. Our Back Office Support Service was developed to provide practical, flexible support that helps practices maintain resilience and continuity without the challenges of recruitment, staffing gaps, or managing additional HR processes.

Established in 2022, the service now supports practices locally and nationally through a dedicated team delivering **record summarising, clinical coding, prescription processing, patient registrations, and wider document management support.**

Rather than a one-size-fits-all model, our approach is designed around the individual needs of each practice - working as a seamless extension of existing teams and adapting to local workflows and systems.

Importantly, our service remains people-led. In an increasingly automated environment, we continue to focus on providing experienced, quality-driven support delivered by staff who understand the realities and pressures of general practice.

WHY PRACTICES WORK WITH US

Practices benefit from:

- no direct recruitment or HR management
- fully managed workforce support
- cover for sickness, annual leave, & staffing gaps
- flexible support tailored to practice needs
- experienced staff with primary care knowledge
- improved operational resilience & continuity

DID YOU KNOW?

The team delivered 19,236 hours of back office support for 26 practices across the UK. The equivalent of almost 10 full-time admin posts!



Built in Wigan.
Trusted to support healthcare across Greater Manchester and beyond

Looking Ahead

Over the next 12 months, our focus will be on strengthening the quality, sustainability, and consistency of the service while continuing to respond to the changing needs of general practice

This includes:

- refining service models to ensure long-term sustainability
- strengthening workforce training and quality assurance
- developing additional specialist support services where there is clear operational need
- continuing to build flexible support models that reduce pressure for practices

Our priority remains delivering high-quality, practical support that adds real value to practices and enables clinical teams to focus more time on patient care.

Practical, people-led support that understands the realities of general practice and works as a seamless extension of your team.

System, Place & Partnership Working

Partnership-Led Innovation

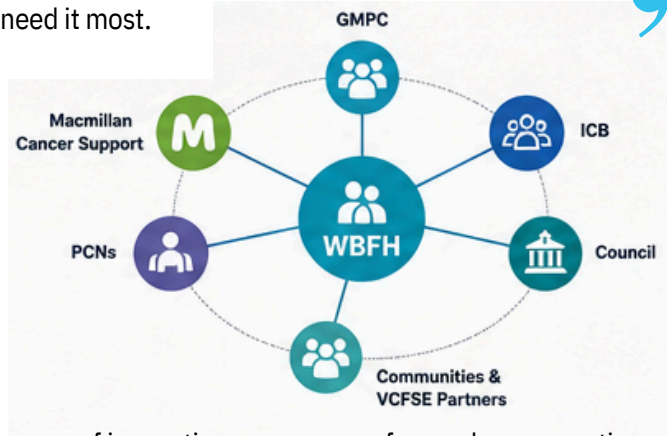
Collaboration continues to be one of the Federation’s greatest strengths.

At WBFH, our role is increasingly that of a trusted delivery partner - combining local insight, operational expertise, workforce capability, & strong partnerships to develop and deliver innovative community-based programmes that improve access, reduce health inequalities, strengthen prevention, & bring support closer to the people who need it most.



Our Approach
We listen. We collaborate.
We co-design. We deliver.
Together we create solutions that make a measurable difference across neighbourhoods.

“We believe the best solutions are designed with communities, not simply delivered to them”



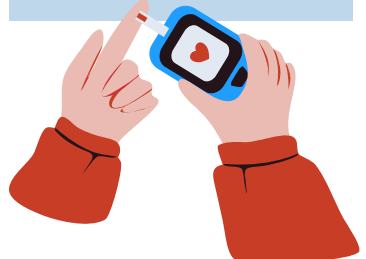
Partnership Programmes in Action

This year, partnership working enabled us to deliver a range of innovative programmes focused on prevention, workforce development, community engagement, & reducing health inequalities.

MMR Outreach Programme
A Public Health funded initiative to increase immunisation uptake through targeted engagement & community education



Diabetes Workforce Education
A collaborative training programme with Health First to support earlier intervention, prevention, and better management of Type 2 Diabetes.



Cancer Care Coordinators
To help people living with and beyond cancer access personalised support within their local neighbourhoods. Ongoing support provided in partnership with Wrightington, Wigan & Leigh NHS Foundation Trust and Macmillan Cancer Support



These programmes demonstrate the value of bringing together clinical expertise, community insight, & strong partnerships to create services that are accessible, responsive, and designed around local need.



GM Primary Care CIC
Ten Localities, Delivering as One

Greater Manchester Primary Care CIC (GMPC)
GMPC is a not-for-profit organisation that brings together primary care providers from across all ten Greater Manchester localities. GMPC was established to create a stronger collective voice for primary care and provide a platform for delivering programmes, services, and innovation at scale.

WBFH is proud to play an active role, helping to shape and deliver this work. Through GMPC, we contribute to regional initiatives, share expertise, and support the development of services such as Community Gynaecology, demonstrating how local knowledge and partnerships can create impact at a Greater Manchester scale.

Social Value & Community Impact

Creating social value is central to our mission. We are committed to improving health and wellbeing not only through the services we deliver, but through the relationships we build, the communities we support, & the opportunities we create.



By working within neighbourhoods and alongside trusted community organisations, we help ensure support reaches people where they are, reducing barriers to access and addressing the wider factors that influence health & wellbeing.

“Bringing services closer to communities, reducing barriers to access, and creating lasting impact”

67
Community Events

25
Targeted Clinics

114
MMR Vaccinations

139
Healthcare Professionals Trained

- This year our programmes have:
- Engaged residents through community outreach & education
 - Improved access to preventative healthcare services
 - Supported people living with & beyond cancer
 - Developed workforce skills across primary care
 - Strengthened partnerships between health, community, & voluntary sector organisations
 - Reduced inequalities by delivering services in trusted local venues

Bringing Services Closer to Communities

Through partnerships with local organisations, community venues, & VCFSE partners, we have delivered support in places where people feel comfortable, connected, & able to access help when they need it. Some local venues we are working with include:



Sunshine House



Robin Park Leisure Centre



The Meadows Family Hub



Green Grass Centre



Rebuild with Hope



Veterans Hub



Leigh Miners

Whether improving vaccination uptake, supporting cancer patients, developing the primary care workforce, or creating stronger community connections, our aim remains the same: delivering practical solutions that improve lives & create lasting impact.

The WBFH Approach

We are using community insight to understand local need, working alongside partners and communities to develop solutions, & providing practical services that improve outcomes and reduce inequalities.



Looking Ahead

- Neighbourhood-based care:** continue bringing services closer to communities through trusted local venues, outreach programmes, & partnership-led delivery.
- Stronger Partnerships:** continue working alongside health, community, and voluntary sector organisations to design more connected & accessible services.

Innovation & Prevention: continue developing new approaches that reduce inequalities, improve access, & support people to stay well for longer.

Stronger partnerships. Healthier communities.

