



# Castleman Healthcare Limited

Working with GP practices and Primary Care Networks

Annual Report for the 12 months up until March 2024



# Castleman Healthcare

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Castleman Healthcare was formed in 2015 and is owned by 13 GP practices that form the three Primary Care Networks (PCNs): Network Poole North, Wimborne & Ferndown Primary Care Network and the Crane Valley Network.

The GP practices collaborate as three separate PCNs to improve care for their patients, but also come together as Castleman Healthcare. We help support our member practices and the PCNs to meet the many challenges of delivering primary care for over 130,000 patients.

Staff from different practices contribute to the running of Castleman Healthcare, clinicians work in specialist roles to support our own staff and we employ and have access to people with business skills who help us operate in a lean and efficient way.

## **Purpose of this document**

We have produced this report to update our member practices on what we have collectively achieved in the 12 months up until 31 March 2024. It outlines our main achievements and our plans, as we embark on the next stage of our journey together.

We would like to actively encourage comment about the report from all our stakeholders. Please send these to [info@castlemanhealthcare.co.uk](mailto:info@castlemanhealthcare.co.uk).

# Message from the Chair

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As we reflect on the accomplishments of the past year, I am very proud of the work that our company continues to provide. Despite the challenges the NHS is faced with, Castleman Healthcare continues to thrive thanks to the dedication and hard work of our Board, our clinical team and the support of our shareholders.

Throughout the year we remained focused on our core values and priorities and our commitment to delivering services and value is always at the forefront of everything we do.

I am proud once more to report that our Company is continuing to grow, delivering excellent clinical services for our practices, but also expanding our business consultancy services through the work we have provided to the Dorset General Practice Alliance (the Alliance). We have achieved an operating surplus that has been reinvested in our shareholder practices to support patient care and have continued to invest in the wellbeing of practice staff with our coaching offer.

As we look forward to 2024/25 it is important that we continue to do what we do best, but also look to widen our business offer. We remain optimistic about the opportunities that lie ahead for Castleman and with a clear vision, talented team and a strong foundation we are well-positioned to respond to deliver new contracts and explore new avenues to extend our business.

Thank you for being part of our journey and I look forward to the next year and continuing the success of Castleman Healthcare as it reaches an important tenth anniversary milestone!

Best wishes

Dr Dominic Hennessy  
Chair

## Our Objectives 2024/25

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During 2023/24 the Castleman Board continued to work on ensuring we delivered on our main aim which is to support our GP member practices and the PCNs to which they are aligned, so they can provide the best care in the neighbourhoods where we operate.

We continued to focus on our four main areas of increasing services, supporting practices and PCNs, building partnerships with external organisations and developing our business model.

We are pleased to confirm that we have continued to make great progress and whilst some areas have not progressed it is because we have at times had to prioritise. We decided not to progress on seeking CQC or NHS pensions in 2023/24 however this will continue to be reviewed throughout this year.

Seeking new business opportunities provides us with the potential to expand and we are extending our network of partners to provide our services beyond Dorset. The pressures on general practice to meet patient needs has not abated and it will continue to increase. Castleman is committed in our aim to support practices and investing in additional support for the wellbeing of staff with additional leadership and coaching support and training.

We will continue to support the Alliance with programme management and business support this year and support it as it forms into a Community Interest Company.

We are developing our business consultancy offer to include additional support that includes workplace investigations, staff training and coaching. We are always keen to hear from practices directly on what support they need.

As the pressures and demands on general practice and their PCNs continue, Castleman will continue to provide business and project management support to benefit healthcare improvements for our patients. As the Company remains in a good strong financial position, we have agreed we will continue to limit cross-charging to the practices in 2024/25.

***“I have had the pleasure of working with Castleman since its inception. Its strengths lie in its integrity, flexibility, and efficiencies. In recent times these three qualities have been key to its success in running services for founding members and providing business management services to the Dorset-wide Alliance. The Board members maintain a professionalism with insightful business strategies but have also maintained a human approachability. They are a pleasure to work with.” – David Hogan, Clinical Director  
Poole North PCN***

**Over the next 12 months we will:**

- Continue to support our Shareholder practices and the PCNs to respond to the contractual obligations of delivering the Network DES where required.
- Continue to deliver on all existing contracts.
- Expand our offer of wellbeing support and leadership coaching and develop in-house coaching skills.
- Develop additional contracts that support Castleman to be sustainable and offer its employees and members a secure and robust future.
- Ensure our business structure and skills mix match the ongoing requirements of our business plan.
- Continue to provide business management advice to the wider Dorset PCN Business Managers with regular business meetings.

# Achievements

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During 2023/24 we continued to provide our established clinical services to practices, business consultancy services to the Alliance, public health contracts and expanded our wellbeing and resilience support offer to staff with professional coaching, mentoring and training.

## Business Consultancy Services

We have continued to deliver business and programme management support to the Alliance and we are proud to see it develop and embed into the ICB as the voice of general practice. We are supporting the Alliance with their plans to form into a Community Interest Company and continue to provide project management to take forward the actions identified in the Dorset General Practice Sustainability Report.

***"The support we receive from the team is invaluable to the Alliance. They are always available and deal with anything that comes along very efficiently and effectively. I would like to express our sincere thanks to the whole Castleman team – we couldn't do it without them."*** – Dr Forbes Watson Chair,  
Dorset General Practice Alliance

Our mission in Castleman is to support practices with training and staff development which is essential in general practice. To support this, we provide the clinical cover and call handling service for the practices protected learning time.

We also provided additional leadership and resilience coaching in 2023/24 which has received overwhelming positive feedback around the impact this has had on the professional and personal lives of these individuals. 17 leaders engaged with a one-to-one coaching opportunity to explore their challenges and goals and work through a structured approach to achieving their ideal outcome. This has included navigating the balance of the ever-increasing demands of general practice and improving personal wellbeing.

***"Coaching with Emma has been a privilege and has made a remarkable difference to my working life and beyond. The sessions have been practical, realistic, and enjoyably challenging. Emma helped me to set measurable, achievable goals and pushed me to recognise, value or change my habits. Emma was quickly able to understand the challenges of my different roles and was easy to speak to. I highly rated the balance between flexible discussion and talking through models and coaching tools. I would strongly recommend Emma's excellent services to anyone."*** – Feedback from GP

## Clinical Services

One of our strengths as a company is to be able to be responsive and flexible in the way we deliver our services. Our team are always looking for better ways to improve the way they work and deliver services and as a result the Castleman team have developed some exciting programmes this year and made a true impact on healthcare services. The feedback received from stakeholders and patients confirms we are doing the right thing.

The Diabetes team developed a bespoke Care Home Diabetes service and offered specific education for all care roles within the homes. They did this alongside their service delivering advice and guidance for complex diabetic patients in the community, working closely with practices as well as providing an ongoing education programme for practice nurses and community teams.

We also continued to provide respiratory diagnostic clinics offering spirometry and FeNo testing to patients until December 2023 whilst the Primary Care Networks established a more local offer. We are committed to supporting our practices to deliver spirometry and purchased integrated spirometry machines for each Primary Care Network and funded 17 places on the Rotherham Respiratory Course. Our Respiratory Nurse Specialist focused on providing clinical support for complex patients in the community and providing education and advice for practice clinicians.

The Long-Term Conditions Healthcare Assistants have provided much needed additional capacity for home visiting of housebound diabetic patients, shingles and pneumococcal vaccinations and phlebotomy appointments. This support assisted with practices achieving end of year QOF targets as well as reducing phlebotomy waiting times for patients.

The Castleman ICPCS **Integrated Hub & Enhanced Frailty** service run in conjunction Dorset Healthcare continues to deliver services for the Castleman practices and is a true example of integrated working with our system partners.

Another year successfully managing and delivering our **Public Health contracts** consolidating the claims, reconciliation and payments for NHS Health Checks; Long-Acting Reversible Contraception (LARC); Smoke Stop and Needle Exchange. We are delighted to confirm we will be continuing delivering this contract in 2024/25 for Wimborne & Ferndown and Poole North PCNs.

Castleman has continued to provide clinical supervision for Social Prescribers over the last year. Social prescribing teams have expanded considerably across all three PCNs since their inception and currently Castleman supports the supervision of twelve social prescribers to ensure they are safe and this allows patients get the best service which is a huge testament to the power of good supervision.

The feedback from this team regarding the supervision continues to be excellent with comments including "**I don't feel isolated thanks to this supervision**" and "**I feel able to stay in the role and do my job well**" being common themes.

Castleman will commit to continuing this vital resource for the coming year.

# Governance

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The Castleman Board is led by a team of committed and professional members of our practices including GPs and Practice and Business Managers, chaired by Dr Dominic Hennessy.

Our Chief Executive Officer, Fiona Cleary, has extensive private sector experience, as well as a background in health and other public services.

The Chair of Castleman, Director of Finance & Board Secretary, Director of HR and Director of Operations were re-elected at the June 2023 AGM, reflecting the support of our shareholders and their confidence in us. To ensure that Castleman continued with their strong governance we also agreed to realign the appointment of the posts so that we do not find ourselves in a position when four out of the five elected posts are due for re-election at the same time again.

The Vice Chair post will be renewed in one year and the CEO post is an employed role not an elected one.

Castleman needs to be financially robust and to do so we need to widen our remit and look for additional contracts to grow our Company. During 2023/24 the Board reviewed its action plan, purpose, values and mission in line with the current commission challenges in the NHS. We are always looking for ways to expand our business offer to a wider clientele and geography, but we recognise to do this we will benefit from external advice and we have proposed to increase our Board membership to include a Non-Executive Director in 2024.

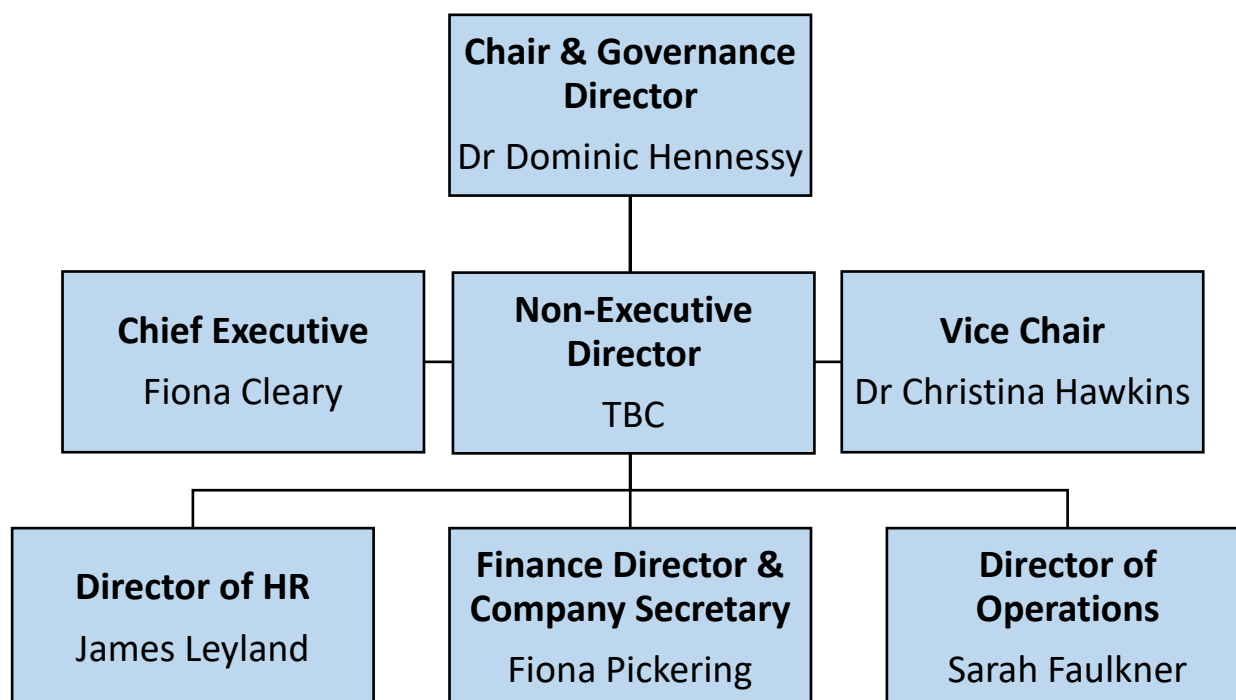
We have reviewed the way we engage with the PCNs and practices and have streamlined our meeting approach and this will ensure we continue to create greater opportunities for collaboration and shared understanding with our shareholders and the PCNs and Clinical Directors.

We have continued to invest in the development of our directors and support additional training and opportunities to widen and develop our business skills. The Board Away Day in March 2024 focused on the formal role of directors, expectations and accountability and an LMC Law training session on director duties and corporate governance provided additional guidance for us to consider. We have implemented a formal system for managing the team and this allows us to ensure accountability and productivity against a formal job description and annual appraisal.

We have in place governance structures, policies and procedures that comply with best practice and regularly review our Articles of Association to ensure it is fit for purpose. We have reviewed the way we manage our Board meetings, its structure and content and have monthly finance meetings. The Board continues to work hard to make the Company and its governance safe, compliant, and fit for purpose.



## Organisation Structure



- Responsibility for Communications – Chief Executive
- Operations Lead Part Time
- Executive Assistant Full Time

# Communication

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We place great importance on prioritising effective communication and engagement with our practices, PCNs, clients, commissioners, stakeholders and the wider health community. We always work hard to communicate in an open, trustworthy, accessible and responsive way and continue to place communications at the heart of our strategy development.

We provide updates via communication channels such as update emails to shareholders, practices and via our website and regular meetings.

We continue to represent our practices and Castleman in discussions at local, regional and sometimes at a national level, so their views are considered when decisions are made that will impact their work or the care of their patients. For example, we represent general practice in the discussions with the Alliance as a GP Federation and continue to provide additional support by chairing the Dorset PCN Business Managers meetings.

We also strive to listen to as many voices as possible, particularly when it comes to the way we interact and do business. We will always take the opportunity to proactively seek feedback through our communications and we use this to inform improvements in the way we do business.

Castleman meets regularly with the PCN Clinical Directors and Network Business Managers and the practice managers and have reviewed our meeting structure for 2024/25 to ensure we engage more with all our GP member practices.

We always try to match the channels of communication we choose to the engagement preferences of different stakeholder groups and welcome suggestions from others on this.

# Finance

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Castleman Healthcare is moving into its tenth year and we have continued to develop into a strong and robust company with increased revenue from the number of services we manage. As a result of this we have been able to continue to reinvest in practices support for their staff and clinical services.

At the end of our financial year, we were able to provide nearly £200,000 to our member practices for locum staffing support. Despite the significant investment we are still pleased to report an operational surplus at year end and this operational surplus has been earmarked for projects in the 2024/25 year.

Turnover was more in the 2023/24 year (over £2 million) in comparison to the 2022/23 year (more than £1.8 million). This is due to a combination of the robust stewardship of the company and gradual increase in Public Health and Alliance contract activity.

We believe that the services we have invested in over the last year as outlined above have been beneficial for practices.

## HR

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Castleman employs seven staff who focus on delivering a range of clinical services and they continue to work hard and make significant impact. We have great feedback about our team from practices and staff and are very fortunate to have them working for Castleman. They work remotely and from different practices during the week and we strive to keep them connected. This year we introduced regular team meeting lunches to bring them together and to develop a sense of team and belonging.

We recruited a new Respiratory Nurse Specialist this year with a keen passion for education, not only educating patients to manage their condition but putting in place an education programme to help our nursing teams.

***“I have recently undertaken asthma care training. Following completion of this training I have been fortunate enough to be able to complete shared clinics with the Respiratory Nurse. She has been very supportive and patient with my learning. She has shared her vast wealth of knowledge with me. She is very clearly a very competent and professional Nurse who continuously strives to promote the best asthma care for her patients. Her enthusiasm and passion for asthma care is infectious.” – Feedback from Treatment Room Nurse***

Our Diabetes Nurse Specialists have developed a series of education sessions for Care and Nursing Home staff to help with the management of diabetes patients in care homes, which in turn will help to take the pressure off practice teams.

***“Lots of good info, slides helpful, opportunity to ask questions throughout. Helped reinforce what our expectations of other professionals should be, as care providers.” – Feedback from Care Home worker***

***“Very informative & up to date. Learnt a few things I wasn’t aware of. Good Q&As throughout.” – Feedback from Care Home worker***

Our Healthcare Assistants deliver diabetes checks at home for QOF, shingles and pneumonia vaccinations, referrals to Pulmonary Rehab and help support our Diabetes and Respiratory Nurse Specialists.

***“We had a couple of patients today who saw the Castleman HCA, one patient said he was worried about new person, but the HCA was slick and professional, another patient said he was a lovely man and good at taking the blood.” – Feedback from Practice Manager***

We are in the process of recruiting for a new Frailty Service GP to work with the East Dorset Integrated hub as after four years our GP has moved back into general practice.

We have had a few staff changes this year as individuals have left to progress their careers in different settings. It's always hard to say goodbye to people we have enjoyed working with and who have made such a difference to patients, but we are proud that they have progressed with us and have developed their skills and ambitions to pursue additional opportunities and we wish them well.

***"I have truly enjoyed my time with Castleman and as I get ready to leave I do so with such fond memories. I have learnt so much during my time here and I now hope to go on and build on that experience." – Feedback from  
Respiratory Nurse Specialist***

## Our Practices

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Poole North PCN	
Canford Heath Group Practice	9 Mitchell Road, Canford Heath, Poole, Dorset, BH17 8UE
Harvey Practice	18 Kirkway, Broadstone, Dorset, BH18 8EE
Hadleigh Practice	Hadleigh House, 20 Kirkway, Broadstone, Dorset, BH18 8EE
Birchwood Medical Centre	The Birchwood Medical Centre, Northmead Drive, Creekmoor, Poole, Dorset, BH17 7XW
Wimborne & Ferndown PCN	
Walford Mill Medical Centre	Walford Mill Medical Centre, Knobcrook Road, Wimborne, Dorset, BH21 1NL
The Old Dispensary	32 East Borough, Wimborne, Dorset, BH21 1PL
Quarter Jack Surgery	Rodways Corner, Wimborne, Dorset, BH21 1AP
Penny's Hill Practice	St Mary's Road, Ferndown, Dorset, BH22 9HB
Orchid House Surgery	St Mary's Road, Ferndown, Dorset, BH22 9HF
Crane Valley PCN	
Barcellos Family Practice	Corbin Avenue, Ferndown, Dorset, BH22 8AZ
West Moors Group Practice	175 Station Road, West Moors, Ferndown, Dorset, BH22 0HX
Cranborne Practice	The Surgery, Penny's Lane, Cranborne, Wimborne, BH21 5QE
Verwood Surgery	15 Station Road, Verwood, Dorset, BH31 7PY



Our registered address:

Castleman Healthcare Ltd, c/o 18 Kirkway, Broadstone, BH18 8EE  
Company Registration Number 09577921

[www.castlemanhealthcare.co.uk](http://www.castlemanhealthcare.co.uk)

email: [info@castlemanhealthcare.co.uk](mailto:info@castlemanhealthcare.co.uk)