

The Big Picture





Simon Knighton
Chairman

As the Chairman of Sirona I rely heavily on my executive and non-executive colleagues to ensure that we continue to thrive as an organisation through providing first class services that meet the needs of those we support and again I am grateful to them for the excellent work they have done throughout the year.

We constantly need to ensure that we are delivering on the targets set for us; managing within our budgets and adding real value to our communities over and above the services that we are contracted to provide.

I hope that through the following pages we are able to give you a flavour of what we have achieved over the past 12 months and the

confidence that we will continue to serve you to the same high standards that you have come to expect from Sirona.

We aspire to be a top performing provider of community health and social care services. We recognise that the vast majority of health and care needs are met in local communities.

We are committed to expanding this further and delivering more care that is local, convenient and of consistently high quality and that you are looked after by people whose goals are to help you live healthy lives and to provide support when it is needed in partnership with you and others.

We will therefore continue to develop and grow as an organisation but this will remain within the context of being an organisation that from the very top focusses on individuals, local people and local communities and this will always remain a strong feature within Sirona.



Janet Rowse
Chief Executive

Every year I remain hugely proud of the achievements that we have made in Sirona made possible through our fantastic staff who are here to support you achieve your goals.

Our annual quality report demonstrates that we continue to provide high quality services and meet most of the performance targets we are set by our commissioners.

Financially we remain strong although we know that both health and local authority budgets are under increasing pressure and we will do all we can to ensure our services remain efficient and offer value for money without compromising on the quality of care we deliver to individuals, families and communities.

My priority for the coming year is to work more closely with those who use our services to hear about their experience of Sirona and what we can do to make that even better.

This applies to all; helping children, adults and older people to remain healthy and to lead full and fulfilled lives; supporting children with disabilities who want to do and experience all those things that children of their age experience and grow into independent adults; working alongside adults whose health or social circumstances means they need additional support to live independently or to do those things they choose to do and older people who may become frail and struggle with the daily tasks of living and who can so often experience loneliness and isolation. We also recognise the huge role that carers play and will do more to include them in helping to design our services.

We will only achieve success by listening to the experiences of others and exploring what we can do to make that experience the best that it can be whatever the circumstances.



Dusty Walker
Vice-Chairman and Chair of the Quality Committee

Over the past year, we have made enormous strides to continue to embed a culture of high quality care in all that we do. The success of our quality achievements has been possible through the hard work, commitment and compassion of our staff. Every day I see examples that confirm to me that quality improvement and service user safety is important to all of us within Sirona and I am committed to ensuring that we will continue to serve you, your families and your communities to the standard that we would want

for ourselves or those we love.



Laurence Robb
Member

I am delighted to be a Member of Sirona. The members act a bit like the owners of a company; we help to shape strategy and influence the decision making process ensuring that Sirona remains true to its stated community purpose.

I have been a Member for a while now bringing a perspective of someone who uses health and social care services quite a lot. I have MS and as such often rely heavily on services such as those provided by Sirona so

I have a real interest in making sure they are the best they can be.

I can say that I do feel included within Sirona. It is good that people are consulted about what their needs are and ideas they have to help the services and the organisation move forward. We know that health and social care services are going through a lot of change nationally and it is good to know that locally we can have our say in how this might affect us. It is not easy running public services but the people I see in Sirona are kind, compassionate and totally committed to public service and I am pleased to be working alongside them and doing my bit to ensure that the voice and perspectives of those who need their services are used to shape the future.



John Buckley
Chair of Audit & Assurance Committee

It has been a great privilege to join Sirona for the past year as the Chairman of the Audit and Assurance Committee. I can say with confidence that Sirona has performed well throughout the year. I know that all public services will be facing huge challenges in the year ahead but I believe that Sirona is in a strong position to face these.

Sirona care & health is a Community Interest Company set up to add benefit to communities through the provision of health and social care services and to promote independence and choice for individuals. Our aim is to work with others to wrap services around people to help them achieve their goals and to remain living in their own homes and communities for as long as possible. We do all we can to promote healthy lifestyles and to ensure that we can respond to people's needs early and appropriately to prevent

crisis and to help people recover as quickly as possible.

Our purpose is not about profit – we have no shareholders and we do not pay any bonuses or dividends. We exist to add benefit over and above what we are contracted to provide and to take personally our responsibility to care for others to a standard we would be happy for ourselves or those we love. To achieve this we have six key objectives:

- to focus on the needs of individuals, families and communities;
- to promote prevention of poor health and wellbeing, and early intervention to support recovery;
- to remove unhelpful boundaries between services and professionals;
- to add value to our local communities beyond the delivery of our contractual obligations;
- to be effective partners, ensuring not just the success of Sirona but of the whole local system of care and support
- to continue to learn, grow and develop as a company.

Individuals, Families and Communities
 97% of service users would recommend us to their friends and family



Dylan and Jenny who use our Lifetime service



Humbug Theatre in action



At Thornbury Carnival



Stephen Early

Volunteer Stephen Early, who lives in one of our Extra Care schemes, has become a crucial member of our team here at Sirona.

He talks eloquently about his experience of Sirona to new members of staff when they attend induction sessions so they learn more about what it's like using our services and helps them to understand how it's the little things that often matter and make a big difference.

Stephen describes Sirona as being his family and he joins fellow residents in the Extra Care scheme baking cakes even though he says he couldn't even boil an egg when he first moved in.

Stephen says: "Sirona gave me back my life." All those that support him living as independently as possible say he's "very much a people person". We have around 70 different services working in people's homes, at clinics and in our Community Resource Centres every day of the year.

Among those services is our Lifetime Service for children with life-limiting conditions. Thanks to Lifetime, Dylan, pictured above with his mum, Jenny, is able to be at home as he was born with a multitude of heart and lung problems.

The Lifetime Service is provided across Bristol, Bath, South Gloucestershire, North Somerset and parts of Somerset and Wiltshire and cares for more than 300 children and teenagers.

It means children do not have to be cared for full-time in hospital but can live at home with their families.

Our Connections Day Services at Writhlington support adults with learning disabilities to develop skills and access opportunities for health & wellbeing, communication and daily living skills.

Its Humbug Theatre has been established for over 12 years now and came about in response to its members wanting to use drama as a way to explore themes that are important to them. All productions are devised by the cast.

Staff and clients from the Humbug Theatre staged a production of Alice and Daisy's Adventures in Wonderland at the Somer Centre, Midsomer Norton.

Throughout the year we have been at events across the communities we serve from Thornbury Carnival in South Gloucestershire through to the Bath Chronicle Christmas Concert at the city's abbey organised with the Rotary Club of Bath and many more in between.

Meanwhile, our Shared Lives scheme members enjoyed a visit from the Fire Brigade during a summer barbeque social.



Shared lives summer barbeque



Carol concert at Bath Abbey
 Image credit: Bath Chronicle

Sirona is about people. We focus on treating people as individuals and providing care and support that enables you to be as independent as possible and to live your life to the full.

To do this we work with you; you are a crucial part of the team alongside your family and your community. Working in your community puts us in a very special and privileged position. We work with the majority of those who need our services in their own homes and

see them living their lives day to day as part of a wider family and community; we often work alongside people over a long period, building a relationship with them.

This means we are able to support individuals on their journey, listen to what they want and help to shape conversations that enable them to develop plans for the future.

As a result we can adapt our services to be flexible around the needs of an individual; we know one

service doesn't fit all.

We also have teams of highly trained specialists who can provide very skilled and complex care ensuring individuals get prompt and skilled attention for their illness or situation so they can stay in their own homes and communities, often avoiding the need for admission into hospital or long term care.

Further Integration of Services

6834 people back on their feet through reablement



Opening the door for Wellbeing

A service for people experiencing mental and emotional distress where they can receive support in a bid to avoid a crisis has opened in Bath.

The two-year-pilot aims to see a reduction in admission and readmission rates to acute services and will be leading the development of an important new form of mental health provision in the country.

The Wellbeing House in Bath is an initiative run by Sirona with housing and support organisation Curo and commissioned by Bath and North East Somerset Clinical Commissioning Group.

Paul Wilson, Sirona's Head of Mental Health Services, said: "The support offered will help people stabilise themselves and prevent deterioration into mental health crisis."

It can ensure their safety and wellbeing and enable them to begin the process of recovery.

"Prevention is always better than cure. If we can stop people entering an acute state of mental illness, for which they may require hospitalisation and medication, then we should. Early intervention reduces the severity of people's mental and emotional distress, increases their prospect of recovery."



An innovative approach to helping people manage their own health and improve their wellbeing was launched in Bath and North East Somerset this year.

The Wellbeing College provides courses to help people manage their physical and mental health.

The government's Measuring National Wellbeing

programme highlighted the factors most strongly associated with personal wellbeing as health, employment and relationship status. The Wellbeing College was set up to bring together organisations across Bath and North East Somerset to provide people with the opportunity to manage their own health and wellbeing in a move which is the first of its kind in the UK.

A dedicated website is the hub of the College, with Wellbeing Advisors available to offer one-to-one, face-to-face or telephone advice and help with enrolment on courses in Bath, Keynsham, Radstock or Midsomer Norton. The two-year pilot project is funded by B&NES Council and B&NES Clinical Commissioning Group and Sirona is the lead organisation involved in the College.

Social Care

April 1 2014 saw the introduction of The Care Act described as the biggest piece of social care legislation since the establishment of the welfare state and replaces a patchwork of legislation built up since the 1948 National Assistance Act.

The Act gives local authorities responsibility for the promotion of a person's wellbeing and, in Bath and North East Somerset, much of this responsibility is delegated to Sirona.

One of the big changes brought about by the Act is an important shift from a 'duty to provide services' to 'meeting needs'. This means that, working together, B&NES Council and Sirona have a duty to put the person at the centre of their offer. The Act also aims to put people at the centre of their care and support and maximise their involvement, which fits in well with our Taking it Personally initiative.

Cluster Working

An innovative way for health and social care professionals to work with the voluntary and community sectors for the benefit of patients is being explored in South Gloucestershire. The plan is to enhance a model of care which has the individual at the centre and will mean the integration of statutory and non-statutory services.

The move is extending and building upon work Sirona care & health introduced in 2014. When the organisation began providing community health services in South Gloucestershire, it formed six clusters based around GP practices. This means professionals from across different health and care sectors are able to work closely together within their community to benefit individuals.



The new project is part of the South Gloucestershire Better Care Fund Programme and will extend the cluster integration work. The BCF is a national initiative aimed at putting an individual's wellbeing at the focus of health and care services.

The initiative in South Gloucestershire is being carried out as the UK faces an unprecedented growth in the number of older people; by 2018 the number of residents aged 85 plus will grow by 27-per-cent.

The work is very much a joint project involving Sirona, GP services, Social Care Services, Mental Health Services, Community Health Services, Community, independent and voluntary services and groups.

Sirona as an organisation grew out of a strong commitment to providing joined-up services. Although we are an integrated health and social care provider we have learned that integration goes much deeper and further than this. We believe that listening hard to what you have to say makes the greatest difference to a fully joined up, co-ordinated and

personalised system of care and support. We are passionate about individuals being in control of what happens to them; more than just passive recipients of care. We want to use their many assets, strengths and resources to really make a difference to improve the lives of all those we serve.

We believe that the closer integration of services within health, across health and social care and between statutory, voluntary and third sector organisations is important. Within Sirona we are working hard to ensure our services are truly integrated, not only for adults, but for children as well.

1339 people were supported to change their lifestyles

Prevention and Early Intervention



Sirona is proud of its development of an Active Ageing service across its patch. The team offers all 80-84-year-olds who are not currently having health or social care, a wellbeing review. "It involves working closely with GPs," says Viv Hollis, Clinical Lead for health visiting for the older

person in Sirona. The team has a public health role and they work with individuals to support their self-management of conditions, puts them in control of what happens to them, advises them on resources in the community which meet their needs. The team, which is made up of

Health Visitors and Health Visitor Support Workers, liaises with other Sirona services in the community too. Viv said: "This service enhances the wraparound care which Sirona is able to offer."



The Active Ageing Team is pictured at Park Runs in Bath and Little Stoke.



A mother and daughter from Keynsham who decided to lose weight and transform their eating habits together have shed more than eight stone between them.

Kim Davis, 51, and her daughter Katie, 25, pictured left, say concerns over their health and wanting to feel more confident about themselves was what led to the decision to tackle their excess weight earlier this year.

Together, they went to Sirona's Healthy Lifestyle Service where with the help of a Healthy Lifestyle Advisor they followed the NHS's Losing Weight - Getting Started plan, sticking to a daily calorie allowance. She said: "Counting calories doesn't feel like you're on a diet, it becomes a normal part of life. We can even have a treat every day as long as we are within our calories."

Kim added: "My whole experience of Losing Weight - Getting Started and working with a Lifestyle Advisor has

been life-changing. I have gone from being unhappy, having no confidence in myself, to a much happier, healthier, fitter person. I've even been able to reduce some of the medication I was taking."

People are urged to seek the advice of a health professional before embarking on a weight loss programme.

To contact Sirona's Healthy Lifestyle Service,

call 01225 831852

or email: healthylifestyleservice@sirona-cic.org.uk

Staff at Sirona became an internet sensation with an innovative song raising the profile of pressure ulcers.

Based on the children's song, Heads Shoulders, Knees and Toes; Hips Bottoms, Elbows and Heels was written to highlight the condition for staff and patients.

It was the brainchild of Alison Griffiths, a locality manager with Sirona as national research showed pressure ulcers cost the NHS between £1,760m and £2,640m each year.

The severity ranges from grade one to four and while they can occur at any location on the body, they are most common in areas which regularly bear the weight of the body.

Alison said: "I was inspired to write the song by seeing and hearing stories of service users who had pressure sore damage that they either didn't tell us about, it hadn't been immediately picked up by staff.

I felt that if we had a little tune that people could use to think about pressure area damage when visiting patients it would help as well as encouraging patients to think about what they can do to relieve the pressure and prevent avoidable injury.



"Pressure ulcers can become very painful; but aren't always when they start so patients don't mention it; the best form of treatment is prevention. Pressure ulcers tend to affect those who are unable to move often or cannot move position and can affect any age."

Sirona is passionate about helping you to stay healthy and independent, ensuring you are in control of your lives and what happens to you. The number of people living with chronic conditions is growing and health inequalities are widening; there are high levels of obesity, alcohol consumption is increasing and too many people still smoke.

Sirona is committed to pursuing initiatives that help you develop confidence and skills to manage your own health through improved information, knowledge and self-care. We believe you are an equal partner with us and want you to have a better understanding of your condition and feel confident to take an active role in the monitoring and management of your situation.

We want you to work with us to draw up plans which focus on your goals. We believe in making every contact count; using every opportunity to motivate and empower people to make a difference to their health and wellbeing.

Adding Social Value

60 apprentices of all ages employed across Sirona



The Sirona Foundation is a charitable company set up to support the health and wellbeing of communities especially in the areas served by Sirona.

The aim of the Foundation is to fund equipment or projects which will enhance the health and social care services provided locally so that local people can maintain their independence, continue with their daily lives and achieve the best possible health and wellbeing.

The Foundation is a legally constituted body with charitable status. It has its own Directors who are also the charity trustees.

Together with Sirona, we want to make a difference to the communities served by both organisations. Thanks to the generosity of people like you donating to the service areas



Sirona works with the Rotary Club in Kingswood every year to hold a Know Your Blood Pressure Event.

the Foundation has already been able to help a number of people as we have funded a bladder scanner for the District Nursing team, gardening tools for the Connections Learning Disabilities Day Service and we have sponsored the Purnell Under 17's Girls Football Team and given a grant to the Chew Valley befrienders.

Karen Gleave, from Sirona's Learning and Development department, said: "Sirona has made an organisational commitment to support young people and offer them an opportunity to undertake an apprenticeship in a variety of workplace settings.

"Not only has the benefit been for the young people within our local community and helping to support people into work, but Sirona has also benefitted from the apprenticeship scheme being able to "grow its own" by shaping the workforce of the future and embedding our values and culture.

Pictured below are some of our apprentices

Sirona's first four apprentices became full-time employees and joined Chief Executive Janet Rowse and Head of HR Liz Richards for a celebration to mark National Apprenticeship Week.

Marmalade Trust is Sirona's Charity of the Year for 2015-a charity set up to combat loneliness. The Marmalade Trust was founded by Amy Perrin, an occupational therapist based in South Gloucestershire.

Our Chief Executive Janet Rowse said: "We received a wealth of nominations from across the areas we serve. Marmalade Trust was overwhelmingly the popular choice for those who read the nominations because its ethos is so similar to Sirona's.

"Amy has shown how Taking it Personally really makes a difference and what a difference a relatively small act can make to a person's life."

"We look forward to seeing how Amy progresses with the Trust over the coming year and hope that staff across Sirona will get involved either through volunteering to help the Trust or by raising money."

Charities previously supported by Sirona include the Foodbanks in Bath and North East Somerset and the Freewheelers, a team of volunteers who transport vital medical supplies to hospitals out of hours.

Amy said: "I was thrilled to have the Marmalade Trust named as Sirona's charity of the year. Like many others that work for Sirona, we are sadly very aware of the growing number of people experiencing social isolation and loneliness and this will help change the lives of so many living in our communities."

Currently serving South Gloucestershire and Bristol, the donation from Sirona means Amy can extend their work even further.



Sirona is a community interest company and we exist to benefit the communities we serve and when Sirona was formed, key to being different was to add value to the community and for those using our services. We understand that good care and personal wellbeing involves investment in a wide variety of services. We are a non-profit organisation with no directors demanding dividends so each year we are able to

reinvest any surplus money back into the community either by enhancing our own services or helping our partner organisations. We actively promote the purchasing of supplies and equipment locally where this is practical and cost effective and positively seek out local organisations when we require further support or services; we know we could do more. We already have a policy of utilising community facilities for meetings or events

wherever possible and students at The Bath Studio School have helped us to put this report together. We allow local voluntary or charity organisations to utilise our own facilities at no or limited cost. As part of our responsibility as a major employer in the areas we serve, we have established an active Apprenticeship Scheme across a wide range of our services; the majority of whom have managed to secure permanent posts within Sirona.

Working With Others

64 different services provided



The opening of our new facilities at Paulton Memorial Hospital

A farmer's legacy transformed facilities for patients being cared for at Paulton Memorial Hospital. John Stacey, who lived in Hallatrow, bequeathed the majority of his estate to the hospital's League of Friends at the request of his parents.

The League of Friends working with Sirona, which runs the hospital, have used the funds to create a new day room and specialist therapy areas as well as a wet room and piped oxygen to each of the 28 beds.

Named after the man whose gift enabled the project to go-ahead, the John Stacey Ward was officially opened by Nigel Dando, a journalist with Radio Bristol, whose late sister Jill opened the previously upgraded facilities in 1997. He was joined for the official ribbon cutting and plaque unveiling by Sue Padfield, chair of the League of Friends.

Jenny Theed, Sirona's Director of Operations, paid tribute to the work of the League and said: "The Friends have always been clear about their vision that whatever was developed at this hospital would benefit the residents of Paulton and North East

Somerset. "We have worked very closely and I think we have come up with a fantastic scheme which is benefiting people who use this hospital. There are not many organisations who can invest three quarters of a million pounds into a hospital to create something of this calibre. "It is a centre of excellence for the rehabilitation and care for the older person."

And this year ward manager Christina Ring joined League of Friends chair Sue Padfield to officially declare open one of the first health and wellbeing areas in a community hospital in the country.

The League of Friends, with the support of their Charity Shop, have funded the latest technology to create a special area at Paulton Memorial Hospital transforming a four-bedded bay and two side rooms to make them less clinical and more relaxing. Sue said: "It is all down to the wonderful community who are so generous in supporting our fundraising efforts. We would not be able to do anything without this fabulous support."



Meet the Telecare team, Chris Burfield and Carole Fitzgerald.

Telecare helps people who wish to stay independent and in their own home, but who need reassurance that help is always at hand. Telecare plays a pivotal role in supporting older people and those with long term conditions to live independently, through the use of Telecare devices.

It is used by lots of people for many different reasons; from those who need a simple way of calling for help who need Telecare as an essential way of detecting falls or helping with memory loss. Telecare offers reassurance to family and friends whether they live

locally or further away. It also helps with the early discharge of patients from hospital, when people are at their most vulnerable.

We offer a variety of products to help you in your home, 24 hours a day, 7 days a week, from as little as 52p a day. We recognise that everyone's needs are individual and would recommend that you contact our team to find out which products best suit your requirements.

Telephone: 01225 477893



Smart communication by our school nurses who are working with pupils in schools

Volunteers give their time to enhance the quality of care given to those who use Sirona services. They bring valuable skills, experience, values and personal qualities and Sirona is expanding its volunteering activities working with The Care Forum. Volunteers enable Sirona to work in new ways and help to provide a more personal touch when interacting with people. This can be as simple as sharing a cup of tea with someone or a game of dominoes; making our service users feel more at ease and reassuring those that care about them.

We know that working with our partners is critical to the successful delivery of safe, high quality and sustainable services that provide an enhanced experience for you.

We already have strong and productive links with many across our current areas of operation and we have built excellent working relationships with local elected members and with local voluntary and

community organisations. Our relationships with our current commissioners are strong and we are working closely with the Health and Well Being Boards in the areas we operate.

We are continually looking to build on this and develop new models of care that can bring GP and Community and Hospital Services closer together and closer to where you need our services. We also want to work

more closely with our colleagues in the voluntary sector to join up services even more.

The aim is to find ways of delivering more care in people's homes or in local communities; help people to manage their conditions more confidently thereby reducing the number of crises they experience and enable a safe shift of services from hospital into the community.

Develop and Grow

Income increased by £18.6m

£76.2m income from NHS and local authorities



Support Worker Suzanne Morys who helped a woman turn her life around was presented with the Sirona Award for Excellence 2014 at a

glittering ceremony at Bath's Assembly Rooms. Suzanne, 52, from the Work Development Team that supports people with Mental Health problems

based at the Hollies in Midsomer Norton, was also awarded the I think they deserve it award along with Sally-Anne Bauer, community

matron for Kingswood, near Bristol. In announcing the overall winner as Suzanne, chief executive Janet Rowse, said: "Sirona is about

hope, joy and compassion but we are also about the practical support that gives people control over their lives which is why this year's

overall award for excellence goes to Suzanne."

Pictured above are all the award winners.

Sirona began providing community healthcare services in South Gloucestershire in April 2014. It was awarded the five year contract to provide community health services following a year long intensive selection process. Janet Rowse, Chief Executive, said: "Our model has everybody - district nurses, occupational therapists, physiotherapists, podiatrists - all working around the individual rather than the individual fitting into the service. "We want to make it as simple as possible for

individuals to access the service they need when they need it and we will work with them to identify triggers for help so it doesn't become a crisis. "This new model of service was developed as part of our bid for the South Gloucestershire services and we are now using it in Bath and North East Somerset as well." As well as taking up the reins in South Gloucestershire, Sirona developed new services and expanded existing ones using the QIPP Programme - Quality, Innovation, Productivity and Prevention - which is government money to

drive forward quality improvements in NHS care. The schemes have helped Sirona keep more service users at home by providing them specialist or general rehabilitation programmes to either avoid the need for them to be admitted to hospital or to enable them to be discharged quicker.

North East Somerset MP Jacob Rees-Mogg officially opened a new sound-treated room at Keynsham Health Centre. Funded by the town's Association of

Community and Hospital Friends and run by, it ensures people needing hearing tests or assessments can be seen locally. Melanie Ward, Head of Audiology & Hearing Therapy told the Friends - We are now able to offer a full Audiology & Hearing Therapy service from Keynsham Health Centre, pictured right. The Audiologists can perform all tests in the sound treated room, we run regular repair clinics and have a volunteer available for follow up support. For us it feels we can now offer our best service in a



community setting. We are delighted." Celia Ball, one of the team of Sirona's audiologists who holds clinics in Keynsham, added: "I can't thank the Friends enough. Having the sound-treated room is going to make a huge

difference as we won't be able to hear dogs barking or cars beeping. It will improve the accuracy of our testing and the more accurate we get it at the start of someone's journey, the more accurate our quality of care.

People like you have touched our services half a million times

We aim to be the provider of choice for community services in the current areas we serve. We are proud of what we have achieved since we were founded and of our values which includes providing services to a standard that we would be happy to receive ourselves or for those we love. But we are not complacent; we know that the future environment will be challenging and we are huge supporters of giving individuals choice and control over where and how they receive support and services. We will therefore need to demonstrate that we offer

high quality, flexible and responsive services. We believe passionately in our ability to make a real difference to the way services are delivered, in partnership with individuals, and we want to ensure therefore that Sirona remains in a strong position to be the provider of these services for a very long time. We recognise that development and growth is important. We also want to continue to realise the benefits we see from the integration of health and social care - whether this be structural as in B&NES or through the close working and alignment of services as in

South Gloucestershire. We will also need to improve efficiency and redesign services to meet the demographic demands. We want to work with our GP colleagues as we believe GP Practices are a building block for linking with the communities and transforming the way services are delivered. Within Sirona we have already started to deploy some of our community resources based around clusters of GP practices to facilitate closer working; we believe we can go much further.