AHPS Allied Health Professionals Suffolk CIC

Impact report 2025/26



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Glossary

- **AHPS**

Allied Health Professionals Suffolk Community Interest Company (CIC).

- **BANS**

Back and Neck Service - the specialist spinal interface service operating in Suffolk.

- **MSK-HQ**

Musculoskeletal Health Questionnaire - a patient reported outcome measure which measures the musculoskeletal health of a person at the time they complete the form and provides a score which can be reviewed over time.

- **MSK**

Musculoskeletal - relating to bone, joint or soft tissues.

- **EQ-5D-5L**

EuroQol 5 dimensions 5 levels - a patient reported outcome measure which measures the health-related quality of life of that person at the time it is completed and can be reviewed over time.

- **CO2e**

Carbon dioxide equivalent - a unit of measurement used to express the global warming potential of different greenhouse gases in terms of carbon dioxide. It allows for the comparison and aggregation of various greenhouse gas emissions, such as methane and nitrous oxide, into a common metric.

About Allied Health Professionals Suffolk CIC

Allied Health Professionals Suffolk CIC is an independent healthcare provider delivering community services across Suffolk. As a Community Interest Company and Social Enterprise, we are committed to providing care that benefits our local population, reinvesting any surplus back into our communities.

We currently deliver musculoskeletal, specialist spinal and pelvic health services across the county on behalf of the NHS, alongside online self-referral and triage services via URefer for patients outside of Suffolk.

As a staff-led social enterprise, our purpose is to provide high-quality, accessible healthcare at the point of need, supporting people to return to optimal health and maintain their wellbeing. We work collaboratively with our staff, patients, and commissioners to design and continually improve services that meet local needs effectively and efficiently.





Our philosophy and values place patients at the centre of everything we do. We focus on evidence-based, effective care that is responsive, personalised, and delivered with dignity and respect. We support our staff to maintain the highest standards of professional development and practice. We act with pride and integrity, are open and honest, and take enjoyment and fulfilment from the work we do.

A H P S

Accountable Honest Person-centred Smart

Introduction from Ed Garratt



NHS
Norfolk and Suffolk
NHS Foundation Trust

I am delighted to take this opportunity to thank Allied Health Professionals Suffolk CIC (AHPS) for another outstanding year of achievement and delivery. Throughout the past 12 months, AHPS and its dedicated staff have continued to play a vital role in supporting patients across our health and care system, doing so against a backdrop of significant organisational change and considerable financial constraint. They are highly valued partners, and it has been a pleasure to work alongside such committed colleagues.

Over the year, AHPS has received and processed more than 95,000 referrals and delivered over 170,000 clinical patient contacts. This represents a 5.4% increase in demand compared with the previous year - an extraordinary level of activity that reflects both growing need and confidence in AHPS services across the system.

What is particularly impressive is how AHPS has responded to this increased demand. The organisation has successfully adapted and introduced new ways of working, making effective use of emerging technologies and innovative service models, all without any additional funding.

Alongside this, AHPS has developed and implemented new clinical pathways that have supported more timely and effective care for patients. A strong example of this innovation is the introduction of the SelfBack app, which has helped many people across Suffolk to better manage back pain. By offering personalised exercise programmes, practical self-management advice and education, the app demonstrates how digital solutions can empower patients and improve outcomes.

AHPS has also continued to enhance established care pathways. The expansion of the Escape Pain programme for people with hip and knee osteoarthritis is a notable achievement. Over the past year, the number of education and exercise sessions delivered has doubled, enabling more patients to access effective, evidence-based support to help manage pain and improve function.

In addition, AHPS has successfully rolled out shockwave therapy for tendon pain - bringing into the NHS a treatment that had not previously been available. This has significantly broadened therapeutic options for patients and strengthened community-based musculoskeletal services.

Taken together, these and many other initiatives introduced by AHPS, have helped prevent a significant number of hospital referrals. This has reduced the time and cost burden for patients, while also freeing up thousands of hospital appointments for those with more urgent clinical need.

The approach taken by AHPS aligns closely with the Government's three shifts for the NHS: moving care from hospitals into communities, transitioning from analogue to digital services, and placing greater emphasis on prevention rather than solely treating illness.

I would like to congratulate everyone at AHPS on another highly successful year. I look forward to continuing to work together as valued and essential partners within the new Norfolk and Suffolk Integrated Care Board.

Ed Garratt OBE
Chief Executive
NHS Norfolk and Suffolk Integrated Care Board

"...This represents a **5.4% increase** in demand compared with the previous year - an extraordinary level of activity that reflects both **growing need and confidence** in AHPS services across the system."

Introduction from Jo Douglas



Welcome to AHP Suffolk CIC's impact report for 2025/26.
It has been another incredible year for our company, with service delivery increasing yet again.

Innovations have been scoped, implemented and evaluated to help us deliver our services as effectively and efficiently as possible and these are mentioned throughout the report, with new services being offered to patients to prevent the need for onward referrals where services can be delivered in community settings.

The clinical impact the services have made across over 170,000 clinical contacts is significant, supporting our patients to lead healthier, happier lives and to achieve and maintain their physical potentials.

We have invested substantial time and energy in training our team members to maximise our new technologies, and increase their skills and communication, this all contributes to an excellent experience for all patients using the AHP Suffolk services. We continue to support and train the next generation of clinicians through their student and preceptorship programmes to ensure that our NHS services can continue to offer excellent clinical outcomes and experience for years to come.

We have made good progress towards reducing our carbon emissions, whilst offering patients more flexible ways to access our services.

Our team members have fund raised throughout the year, individually and as teams, supporting a variety of causes, all with their usual smiling enthusiasm.

I hope you enjoy reading this report as much as I have. Any comments or questions you may have are welcomed.

Jo Douglas
Chief Executive
Allied Health Professionals Suffolk CIC

Scan to get in contact:



... The clinical impact the services have made across **over 170,000 clinical contacts is significant**, supporting our patients to lead healthier, happier lives and to achieve and maintain their physical potentials...

Activity

2025-2026 has once again been a record breaking year for us at AHP Suffolk CIC. We've seen increasing numbers of referrals to the service whilst maintaining high levels of patient experience and short wait times.

Waiting times

Our services have had some of the **shortest waiting times** for MSK services **in the UK** with an average waiting time of **3.7 weeks** for all patients and **only 1.7 weeks** for patients needing to be seen urgently.





25/26 saw over 13,000 more referrals than 19/20!

Missed and wasted appointments

We have doubled the number of reminder messages we send our patients about their appointment and reduced the number of appointments cancelled on the day due to staff absence by changing our processes. This has **saved** over **900 appointments from being missed or wasted** across our teams.



Referrals & Contacts

SPOA -

Referrals 25/26 = 15,996

+ 12.7% (since 24/25)

MSK -

Referrals 25/26 = 71,569

Contacts 25/26 = 155,849

+ 4.8% (since 24/25)

Pelvic Health -

Referrals 25/26 = 1,972

+ 2.0% (since 24/25)

Contacts 25/26 = 3,896

Self-Referral

97% of all self-referrals **are accepted** by the service and the remaining **3%** are signposted or referred to the correct service. **3.4%** of self-referrals are being managed through pathways which do not need an appointment such as supported self-management (e.g. SelfBack).



Refer

AHPS Allied Health Professionals Suffolk CIC

Quality - Experience

Patient experience remains one of the utmost priorities for all of our team members and the results speak for themselves.

Shared decision making (Collaborate)

91.4%

Positive responses

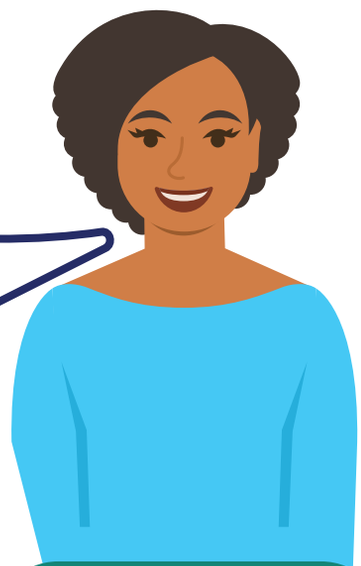
NHS Friends and Family Test

91.6%

Positive responses

Over 750 Google Reviews at an average of 4.3 Stars

"I have received an exemplary service from the Riverside Clinic. The physiotherapist I saw is a credit to the profession with his care and encouraging manner."



- **AHPS** MSK Physiotherapy Patient

How have we been improving?

- Neurodiversity training.

To continue improving the experience for our patients all of our team members have received training on communication and supporting people with neurodivergent conditions as part of their personal development.

- Patient Participation Group.

To further improve the experience of patients using our system we have formed a Patient Participation Group. The role of the PPG is to support and co-produce programmes of change and initiatives with a focus on getting the best experience for patients. Their feedback has been invaluable in implementing CLEARnotes ambient voice technology and reviewing how we are providing rehabilitation programmes, e.g ESCAPE-pain.

Outcomes

Throughout the year we have consistently delivered excellent clinical outcomes for the patients using our services.

MSK:

Our treatments deliver real, measurable results - helping patients feel better, faster. MSK-HQ is a questionnaire patients fill out about their musculoskeletal health (things like pain, mobility, and ability to do daily activities).

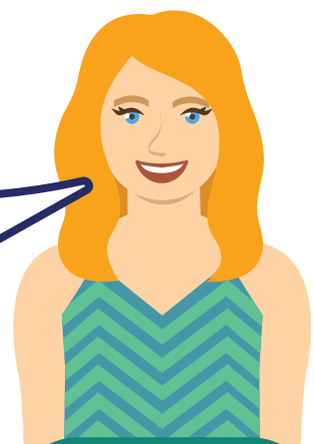
A **+9.7 point increase** means patients, on average, feel **noticeably better after treatment.** Furthermore, **7 in 10 patients** discharged from the service improved by **a level that is considered genuinely important in healthcare.**



Pelvic Health:

Our Pelvic Health services demonstrate a **36% improvement** in anxiety or depression and **25% improvement** in pain related to patients' symptoms.

"I have used private physiotherapy services in the past and AHP Suffolk are on par with them, it's great this is available as part of the NHS."



- AHPS
Pelvic health
Patient

Audit:

During this year we have audited clinical notes, our use of radiology requests, appointments not attended, patient views on our opening times, our injection services and the impact of some of our exercise classes. These have been very positive overall and guided where we make changes to improve our services.

Transformation

This year has been transformative in how we deliver care. Rising demand in Suffolk has led us to implement three key programmes to make our services more accessible and effective.

Improving care pathways

Our clinicians have reviewed and redesigned our patient offer, resulting in:

- A redesigned **spinal service** reducing waiting times for initial appointment and between referral and cases being discussed at MDT meetings.

- The introduction of **ESCAPE-pain** for hip and knee osteoarthritis, doubling the number of education and exercise sessions provided in a treatment pathway.

- The rollout of **Shockwave-therapy** for tendon pain - previously unavailable on the NHS - preventing **116 hospital referrals**.



Above: The Pelvic Health Team winning a competition to create a self-help App



Below: Some of the AHPS team collaborating with St Nicholas Hospice



Above: A demonstration of Shockwave-therapy - a new service we now offer in multiple clinics

Technological advancements

New technology and artificial intelligence have helped us enhance patient care by:

- Securing funding from Health Innovation East, SNEE ICB and Cogniss to develop **PelvicPal**, an app supporting pelvic health treatment with content created by partners across SNEE.
- Introducing **SelfBack**, a machine-learning back pain app that gives patients quicker support and reduces the need for face-to-face appointments. Users have shown significant improvements in pain
- Using **CLEARnotes**, an app that listens to and summarises consultations using AI, saving clinicians an average of 5 minutes per appointment and improving the patient experience.

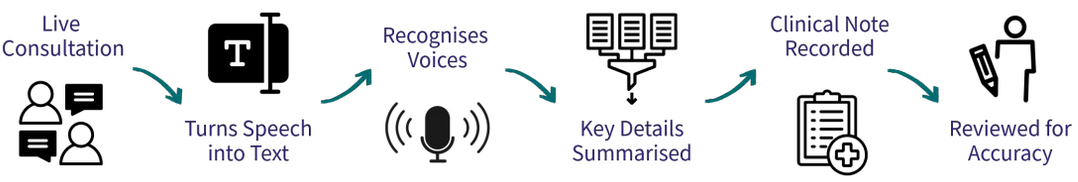
"Using ClearNotes has improved my patient interactions, facilitating more face-to-face conversation by reducing the need to type notes during the consultation."

- Kalum Brooker, Senior MSK Physio.

"I loved that my physiotherapist and I were able to maintain eye contact today due to the AI they were using, I felt really well listened to."

- Ms X, 75, West Suffolk Patient.

Visualisation of CLEARnotes process:



Connecting for success

We have formed valuable partnerships focused on improving patient experience and strengthening our local health system.

- Working with partners across the West Suffolk Alliance to pilot and implement **JoyConnect**, helping clinicians make every contact count and connect patients with the right support.
- Partnering with **St Nicholas Hospice** to deliver physiotherapy for patients at the end of life and support their carers, enabling clinicians to work across both organisations and share expertise and resources.
- We increased the number of consultations offered within gyms and leisure centres supported by **Abbeycroft Leisure** and **Places Leisure**. This demonstrates our commitment to offering care closer to home and helps introduce our patients to healthy exercise.

Our People - Culture

We are committed to fostering a supportive and caring workplace culture where colleagues feel valued, respected, and able to thrive. Our approach prioritises wellbeing, inclusion, and open communication, ensuring that employees feel confident bringing their whole selves to work. By promoting a culture built on trust, empathy, and collaboration, we aim to create an environment where people feel supported in both their professional and personal wellbeing.

A key part of this commitment is strengthening the support available across our organisation. Over the past year, we have trained members of our team as Mental Health First Aiders, equipping them with the skills and confidence to provide initial support, guidance, and signposting to colleagues who may be experiencing mental health challenges.

Accreditations

Alongside this, we have continued to build on our existing accreditations as a Disability Confident 'Committed' Employer, a Menopause and Menstruation Friendly 'Committed' Employer, and a Mindful Employer. We were proud to achieve **'Silver' Status** with the **Good Health @ Work Scheme**, delivered by Get Set UK and funded by Suffolk County Council, which focuses on improving employee health, wellbeing, and productivity to foster a positive, inclusive, and healthy workplace culture.

Further demonstrating our commitment to our colleagues and to support our social contract, we also became an accredited **Living Wage Employer**, ensuring that all employees receive a wage that reflects the real cost of living.

Together, these actions reflect our ongoing investment in the wellbeing of our workforce, and our ambition to create a workplace where everyone feels valued, supported, and empowered to succeed.

New this year...

Good Health @Work Employer GOOD HEALTH @WORK SILVER AWARD

LIVING WAGE EMPLOYER

disability confident COMMITTED

PROUD to display the BADGE COMMITTED

PROUD to display the BADGE COMMITTED

MINDFUL EMPLOYER

Thoughts and feelings

80%

Of respondents reported having a **good work–life balance**.

94%

Said their **supervisor or line manager** takes effective action to help **resolve any problems** they face.

85%

Reported feeling **valued at work**.

94%

Feel they **work alongside accountable, honest,** and **person-centred colleagues.**

85%

Reported feeling **well supported** by their supervisor or line manager.

Staff Survey Results:

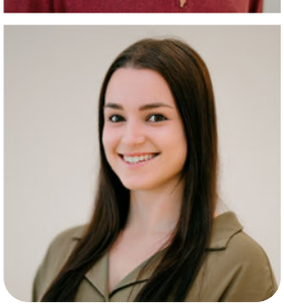
Our staff survey results highlight the strength of support and positive working relationships across AHPS, and reflects the strong values that underpin our workplace culture.



Staff Director Statement:

"The Staff Council and Staff Director role have strengthened staff voice and engagement during 2025/26. This year we rolled out a more efficient patient initiated follow-up system, championed the buying annual leave scheme to support staff wellbeing, coordinated the Staff Awards with impartial judging, and led staff survey review and consultation to guide future improvements."





Celebrating our staff

Our annual staff awards were held at our AGM in September 2025. It was a truly wonderful way to highlight all the great work of our colleagues and teams.

Staff awards:

Everyday Excellence:

- **Winner: Ella Hughes**
- Highly commended: Zoe Woods

Individual commitment to excellence in a clinical role:

- **Winner: Ciara Kidd**
- Highly commended: Reece Langridge

Individual commitment to excellence in a non-clinical role:

- **Winner: Jackie Smith**
- Highly commended: Josh Dye

Working together:

- **Winner: Adam May**
- Highly commended: Kevin Firman

Service Innovation and Improvement:

- **Winner: Joe Russell & Adam May**
- Highly commended: Back and Neck Service

Leading by Example:

- **Winner: Abi Peck**
- Highly commended: Phillip Jones









Social Impact - Economic

Donations/Fundraising



Our colleagues have been busy with fundraising activities supporting local and national charities and events, including; The London Marathon **(ADHD Embrace)**, HUSTLE **(The Firefighters Charity)**, Suffolk Sports Day **(**for **Home Start Suffolk)**, **Macmillan Coffee Morning**, **'Wear It Pink' Day** and **'Christmas Jumper Day'** - collectively raising over £3000!

Employment/local spend

In 2025/26, we continued to make a meaningful contribution to our local economy, **employing 146 people across Suffolk and directing more than £1.3 million of spend to local suppliers.** This investment reflects our ongoing commitment to supporting regional businesses and driving sustainable economic growth. During the year, we also invested in Suffolk Building Society. The Society is owned by its members, not shareholders and their profits are reinvested to strengthen the Society's future and to support the local community. Collectively, these actions have helped sustain jobs and essential services, while reinforcing our role as a responsible and active partner in building the long-term prosperity and resilience of the region.

Students

During 2025/26, we have supported **37 students** through observational and clinical placements. This has supported their pre-registration training as healthcare professionals. The excellent clinical educators at AHPS provided **6000 hours of supervision, training, and observation,** all informed by their own clinical experience and delivered with kindness and compassion.



Apprenticeships & training

Two of our Physiotherapy Apprentices have completed their apprenticeships this year and after applying were successful in joining the team as qualified Physiotherapists. We have a number of apprentices and trainees in both clinical and corporate teams who have been working hard to complete their training and are on target to do so in the near future.

Social

ITFC Foundation Dementia Cafés

Our Dementia Cafés, in collaboration with Ipswich Town Football Club Foundation, offer a **welcoming, safe space** where people living with dementia, their carers, and bereaved families can come together for companionship, conversation and support. Alongside relaxed activities and refreshments, our dedicated Rehab team runs a gentle exercise class every 8-12 weeks hosted at Bury and Ipswich Football club to help build confidence, boost mental wellbeing and reduce the risk of falls. The cafés also provide a chance to connect with local health services and access helpful guidance in a friendly, supportive environment.

Newmarket Hospital Staff Exercise Class



Our weekly Newmarket Hospital Staff Exercise Class offers NHS colleagues a free, welcoming space to stay active and look after their wellbeing. Designed to be inclusive of all fitness levels, the class provides a **regular opportunity to move, unwind and exercise together** in a supportive environment. By making exercise accessible and enjoyable, the sessions help empower staff to take positive steps towards healthier, more active lifestyles.

SISU

The SiSU Health Station at Riverside Clinic, Ipswich completed on average **210 health checks a month** prompting people with risk factors for conditions like heart disease, diabetes and stroke to access help from their GP. This has been so successful we are planning to fund the health station into next year.



Environmental

Virtual appointments

AHPS have continued to use virtual appointments to reduce carbon emissions with an increase in **estimated emissions saved of 42% to 42,700 kgCO2e** compared to appointments in 2024/25. A large contributor to this is the changes in the Back and Neck pathway which have seen a **10% increase in the number of virtual consultations conducted.**

Insulating and heating our buildings

We **invested over £30,000** in insulating and replacing the roof at Riverside Clinic, Ipswich which is projected to **save us 25% of gas** used to heat the building **and therefore 3200 kgCO2e**. We also **upgraded the heating system** at Drovers House **saving** an estimated further **1300 kgCO2e.**

New IT equipment

A refresh of our IT equipment has saved approximately 35,600 kgCO2e through installing more efficient devices and recycling old devices, devices being shut down at night and reducing cooling demand in our server rooms.

Commuting

Further carbon emissions have been saved by **reducing commuting travel by over 2,300 miles per month in 25/26** and this has **saved a further 7,700 kg CO2e**. This has been achieved by optimising working patterns and some working from home.

Added together, this is the same as driving a car around the earth approximately **17.2 times!**



Looking to 2026/27

Over the next year, we will build on the successes of 2025/26:

- We will continue to prepare for increasing numbers of patients seeking our services by developing solutions that deliver both excellent clinical care and improved productivity.
- We will invest in initiatives that benefit our local communities and environment, including the use of sustainable and green energy sources.
- We will explore how technological advances can enhance patient experience, including the use of AI to reduce telephone wait times.
- We will work with partner organisations to develop services that meet local needs and are fit for the future.
- We will continue to invest in our people to ensure we can provide outstanding care to the communities of Suffolk.

To deliver this, we will continue to co-produce services with local people through patient feedback channels and our Patient Participation Group, alongside collaboration with health providers, local authorities, and voluntary, community and social enterprise organisations.

wellbeing that works

Scan to visit our website:



We are excited to take the next step in our development with the launch of Wellbeing That Works Ltd in 2026, initially in Ipswich and Colchester. As a private healthcare organisation within the AHP Suffolk CIC group, this service is designed to complement—never replace—our core mission of delivering high-quality, accessible care for all. This carefully planned expansion will enable us to reinvest in innovation, broaden patient choice, and strengthen the long-term sustainability of our wider services.