

A photograph of a healthcare professional, a woman with dark hair tied back, wearing blue scrubs and a stethoscope. She is smiling warmly at an elderly patient, a woman with short grey hair, who is seen from the side. The background is a blurred clinical setting.

# Improving healthcare

Preliminary results for the twelve months ended 31 March 2023



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**Wendy Lawrence**  
**Chief Executive Officer**

Wendy was appointed as Chief Executive Officer in February 2013 and has since successfully led the Group through numerous successful acquisitions and a global pandemic, delivering significant growth. Wendy recognises the importance of quality services and the need to recruit talented individuals to help drive the business forward. She is passionate about delivering continuous improvement to ensure patients can access appropriate services quickly and receive the best possible care from every part of the Totally Group.

Wendy has worked in healthcare for almost 40 years, 23 of which were within the NHS. She built her experience in frontline clinical roles with Derbyshire Ambulance Service before moving into NHS leadership roles where she was CEO for three primary care trusts and part of numerous national strategic projects supporting the NHS to ensure services were developed to address the changing needs of the population of England and Wales. Wendy ran her own business, working with US-based healthcare organisations and BUPA before joining Totally as CEO in 2013. Working as part of Totally's Board to deliver its buy and build strategy, Wendy has successfully acquired eight businesses to date whilst delivering upon Totally's organic growth strategy.



**Lisa Barter**  
**Chief Financial Officer**

Lisa joined the Board of Totally plc in October 2017. She is responsible for finance, IT and digital services alongside contracting, PMO and procurement. Lisa is a highly experienced finance leader and has delivered multiple complex acquisition and integration projects. She is passionate about continuous improvement across all areas of the business.

Lisa has been a chartered accountant for 25 years and has extensive finance experience built over 18 years working in finance within the independent healthcare sector. She has worked on numerous M&A projects and the subsequent integration of those acquisitions. Lisa started her finance career at Ernst & Young in 1990 where she qualified as a chartered accountant. She has also held financial management roles at PPG, Hewlett Packard and Oracle.

# Board of Directors



**Bob Holt, OBE**  
**Chair**

- Long background in developing support service businesses.
- Chairman of Mears Group PLC until January 2019: social housing and domiciliary care services.
- Chairman of Totally since September 2015.



**Wendy Lawrence**  
**Chief Executive Officer**

- 20+ years with the NHS: 12 of which at Director level.
- Former Chief Executive of three NHS Primary Care Trusts.
- Led the client delivery team at BUPA Health Dialog.
- CEO of Totally since 2013.



**Lisa Barter**  
**Chief Financial Officer**

- 25 years as Chartered accountant.
- 18 years in finance roles within the healthcare sector.
- Former Head, Divisional Finance (Healthcare), Care UK.
- Previously Financial Controller at Mercury Health Ltd.
- CFO of Totally since 2017.



**John McMullan**  
**Medical Director**

- Appointed Medical Director for Totally from January 2023.
- Joined Totally as Joint Managing Director of Pioneer Healthcare
- Adult neurosurgeon with a special interest in spinal surgery and paediatric neurosurgery.
- Previously the head of department of neurosurgery at Sheffield Teaching Hospital.



**Tony Bourne**  
**Non Executive Director**

- Chairman of Chelsea and Westminster Health Charity.
- Previously Chief Executive of the British Medical Association.
- Non-executive director of Barchester.
- Previously member of the board of Spire Healthcare.



**Michael Rogers**  
**Non Executive Director**

- Over 30 years' experience in healthcare-services.
- Former non-executive director of Mears Group PLC.
- Health and social care adviser to Morgan Stanley Private Equity and member of the investment advisory board of P.E. provider Bestport Ventures LLP.

# Preliminary results for twelve months ending 31 March 2023

- **Overview & operational update**  
Wendy Lawrence, CEO
- **Financial highlights and outlook**  
Lisa Barter, CFO
- **Strategic update and the future**  
Wendy Lawrence, CEO



# Continued growth and solid operational progress

**Continued growth and solid operational progress within challenging operating environment**

**Increasing access to healthcare and supporting reduction of waiting lists and waiting times**

Supported c.2 million patients and treated c.120,000 from waiting lists

**Healthcare market remains full of opportunity with strong pipeline of new business**





# Operational highlights

- All Care Quality Commission registerable services rated as **'Good'**.
- Delivered services to c. 2 million patients and treated c.120,000 patients from waiting lists.
- Restructured healthcare services under one fully-integrated team focused on Urgent care and Elective care.
- First and only provider to fully mobilise on NHS England's Single Virtual Contact Centre model.
- Partner of choice for NHS 111 resilience provision.
- Tendered, secured and mobilised new five year contract for delivery of two urgent treatment centres in Bromley, where we have provided services since 2013.
- Multiple new corporate wellbeing contracts awarded to Energy Fitness Professionals.
- Cyber Essentials Plus (mandated requirement) attained.



**'117,000 DIE ON WAITING LISTS FOR NHS'**  
DOUBLE THE NUMBER OF DEATHS THAN RECORD PANDEMIC, SHOCK FIGURES REVEAL

**The Guardian**  
**Breakfast of champions?**  
Key health rules put to the test  
**Something tastes funny**  
Why is the US so bad at chocolate?  
**Doctors condemn 'delusional' PM**  
after he denies crisis in the NHS

**Mirror**  
Tennis legend Martina faces cancer battle  
**JANUARY SALE**  
Get your Mirror and Mirror for 60p per day for six months  
**HARRY**  
The Palace feels it's better to keep us as the villains  
**HEALTHCARE IN CRISIS**

**Future of NHS is on a knife edge**  
Desperate A&E medic's gruelling shift sparks plea for urgent help

**NHS chiefs blame staff shortages for record 7.4m people on waiting lists in England**

**Record high hospital waiting lists increase again**



**Frustrating, oddly compelling and absurd**  
**Spare**

**NHS strikes to go ahead as unions blame minister for failure of talks**

**Patients face 'frightening' NHS backlog**

**The Guardian**  
**Spine**

**50,000**  
That's the record number of patients forced to wait 12 hours in A&E each week  
Massive jump from 30,000 in just two months  
25,000 ambulance workers set to strike today

**THE TIMES**  
**The best-dressed list**  
**Who wore what in 2022**  
Avoid taking risks, public told as paramedics strike

**THE TIMES**  
**Javid backs fee to see GP**  
Former health secretary calls for 'hard-headed conversation' to end NHS crisis

**'We've already got a two-tier system': Backlash over Tony Blair's push to 'let patients pay privately to skip record NHS queues' as Government commits to NHS 'free at the point of use'**

**Fears mount that NHS will be forced to charge for care**

**THE INDEPENDENT**  
**Simon Walters** Why big business thinks Labour has a vote winner in Rachel 'Rolls-Royce' Reeves

**Revealed: the real cost of NHS strikes**  
10,000 waiting 18 months for surgery  
140,000 appointments cancelled  
7,000 added to waiting list in 4 weeks

**The Guardian**  
**No tomatoes? No problem!**  
12 dishes to get round the shortages  
**NHS £14bn recovery plan already failing to meet targets, MPs warn**

**WAR HERO'S 26-HOUR WAIT ON A&E TROLLEY**  
As NHS unveils winter war-room plan, scale of crisis is laid bare

**3 HOURS TO SEE A DOCTOR**  
There are currently no beds in the trust.

**HEALTH SERVICE ON ITS KNEES**



# Financial highlights

Lisa Barter, CFO

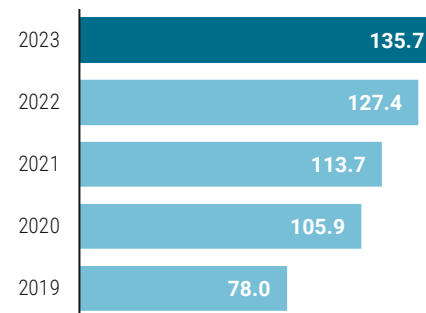
# Further growth in revenue and profit

Performance in line revised expectations\* for revenue and earnings:

- Revenue up 6.5% at £135.7 million (2022: £127.4 million).
- EBITDA up 11.3% at £6.9 million (2022: £6.2 million) before exceptional items of £0.6 million relating to restructure of healthcare operations.
- Group gross margin 18.4% (2022: 18.0%) as we moved away from lower margin contracts.
- Profit before tax of £1.8 million (2022: 1.0 million).
- Cash at £6.5 million (31 March 2022: £15.3 million) reflecting changes in working capital model and growth.
- Proposed final dividend of 0.125p per share (H1 2023: 0.5p) to be paid in October 2023.

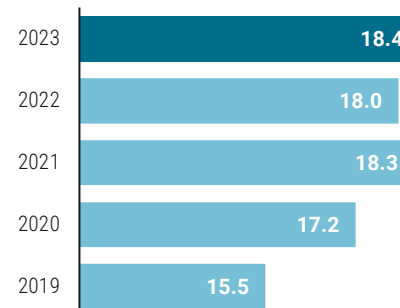
## Revenue

**£135.7m +6.5%**



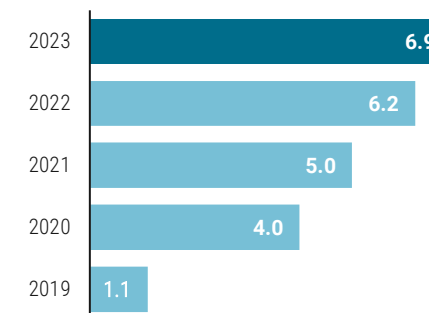
## Margin

**18.4% +0.4pp**



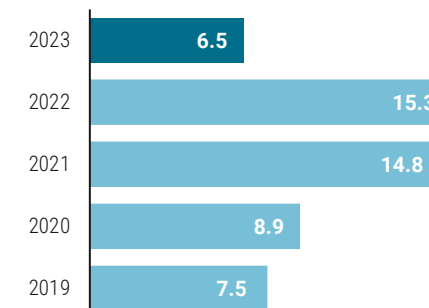
## Underlying EBITDA

**£6.9m +11.3%**



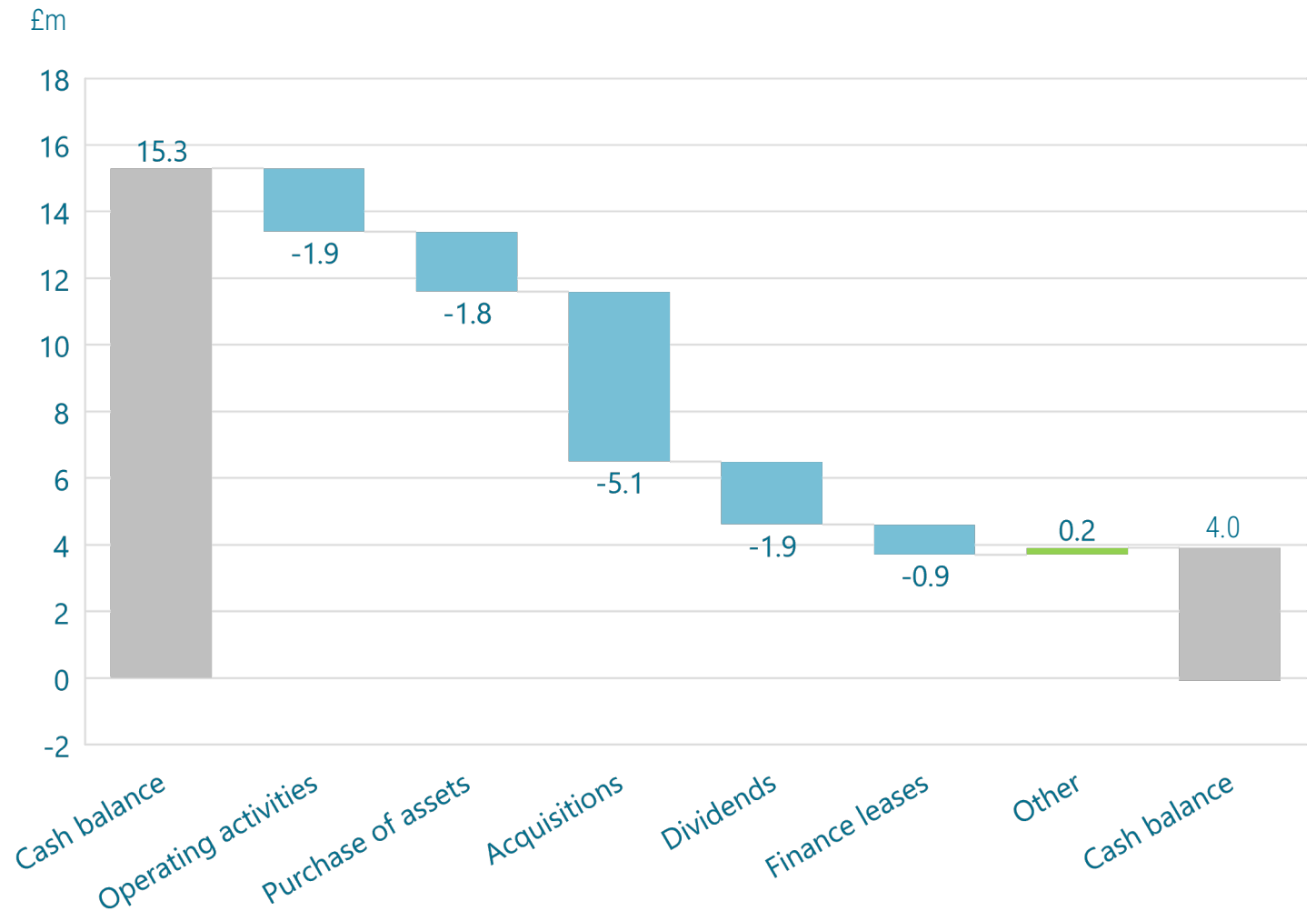
## Cash

**£6.5m -57.5%**



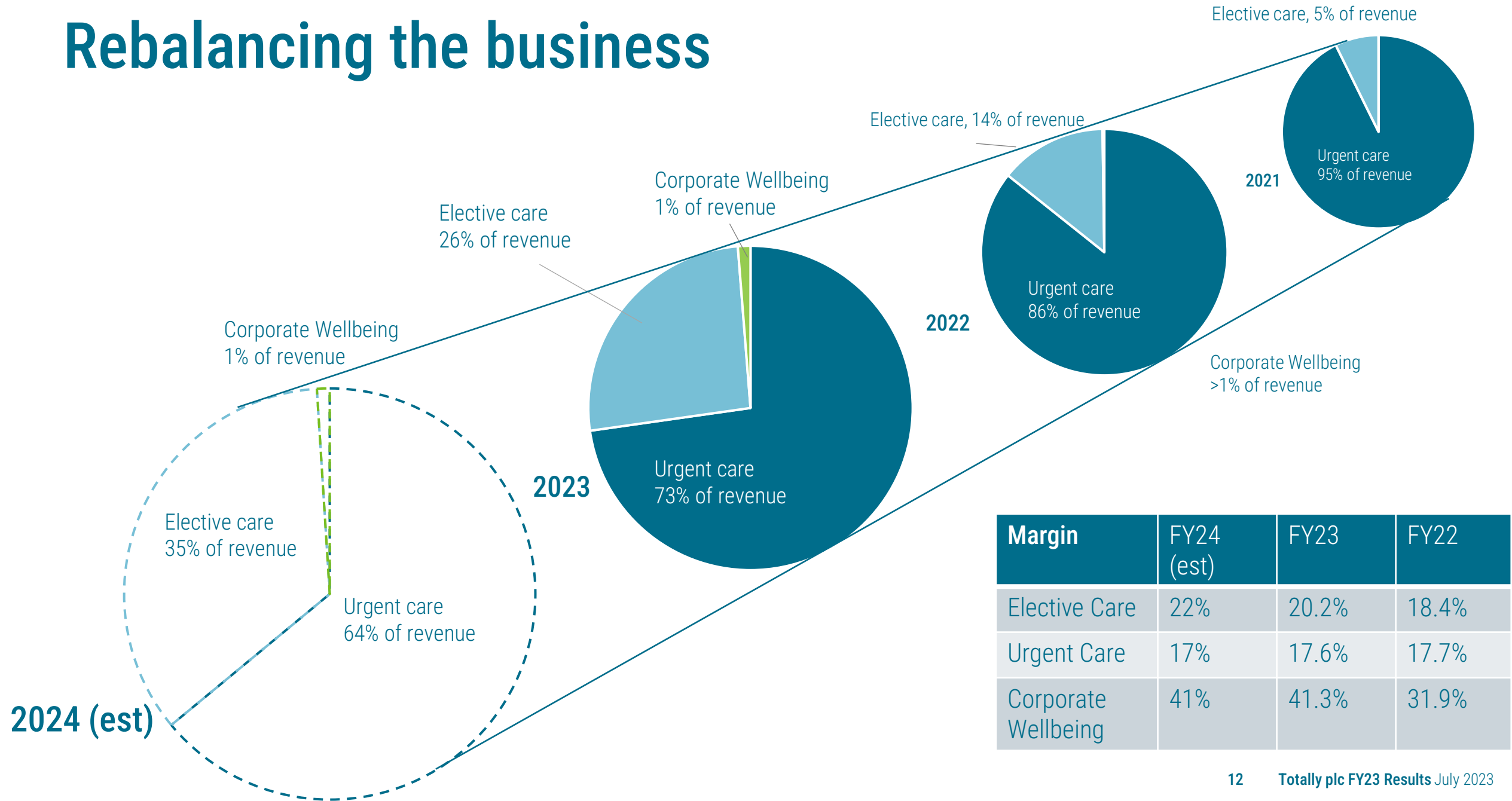
# Cashflow FY23

- Company held £6.5 million in cash (2022: £15.3 million) with net cash of £4.0 million as at 31 March 2023.
- Cash generated from operating activities was negative as a result of negative working capital unwinding when material urgent care contracts ended and a reduction in provisions related to longer term contracts.
- Utilised half of the £5.0 million rolling credit facility secured in the previous year to support working capital requirements.





# Rebalancing the business



Margin	FY24 (est)	FY23	FY22
Elective Care	22%	20.2%	18.4%
Urgent Care	17%	17.6%	17.7%
Corporate Wellbeing	41%	41.3%	31.9%



# Cautious outlook for FY24

- Confident in ever increasing opportunities which cannot be satisfied without the support of existing independent sector capacity.
- All party government agreement to utilise independent sector capacity.
- Continue to build our reputation with Integrated Care Boards, trusts and NHS England as a reliable and responsive partner of choice, and deliver on our promises.
- Revised outlook reflecting increasingly challenging operating conditions:
  - Revenue in the year ahead to be lower than in FY23 reflecting FY24 impact of exit from four NWL contracts.
  - EBITDA to be marginally below FY23 reflecting improved margin driven by higher volumes in elective care, and the continued management and reduction of overhead spend.

# Strategic update

Wendy Lawrence, CEO



# Strategic progress for growth

## Deliver services and solutions which improve healthcare across the UK and Ireland

- First and only provider to fully mobilise on NHS England's Single Virtual Contact Centre (SVCC) model.
- Successful mobilisation of a new five year contract for the delivery of two urgent treatment centre in Bromley, London.
- Three new gyms opened to support corporate customers. Les Mills online classes added to proposition.

## Become a partner of choice through a focus on quality, safety and efficiency

- All CQC registered services achieved 'Good' rating.
- Implemented new incident reporting system and policy management system.
- Appointed Medical Director at Board level to drive focus on quality across all services and lead medical innovation.

## Ensure operations are efficient and sustainable, adding value for commissioners and stakeholders alike

- Substantially completed major IT programme to bring together systems, drive efficiencies and reduce risk.
- Achieved Cyber Essentials Plus accreditation for data security.
- Restructured healthcare operations under one leadership structure, drive out duplication and increase opportunities for best practice.

## Invest in current and future workforce to become a great place to work and an employer of choice

- Recruited more than 250 employees into NHS 111 centres of excellence to support national resilience.
- Continue to support the development of postgraduate doctors in training.

## Identify opportunities to grow both organically and through acquisition

- Invested in Pioneer Healthcare to effectively respond to opportunities within insourcing and outsourcing.
- Centralised our business team to drive increased focus on new opportunities for growth.

# A refocused healthcare organisation

**One leadership team** for urgent and elective care services reducing duplication and driving best practice



Prasad Godbole  
Chief Operating Officer



Andy Gregory  
Deputy COO



Kat Dalby-Welsh  
Director of Nursing and Quality



John Ferguson  
Director of Operations



Barry Cooper  
Director of Business Development

**Two strategic business units** focused on supporting healthcare providers



*Brings together services previously delivered as Planned Care and Pioneer Healthcare*

**Two million patients treated** – improving healthcare outcomes

- Delivery of urgent care services which include urgent treatment centres, GPOOH and NHS 111 resilience etc.
- Demand for urgent care services continues to rise.
- Delivers insourcing, outsourcing, AQP (Any Qualified Provider), Community Dermatology, outpatient and Therapies.
- Demand for insourcing and outsourcing continues to rise.
- On framework for insourcing in Wales and further established relationship with Saolta Group in Republic of Ireland.

# Fully mobilised NHS England SVCC model

- First and only provider to have fully mobilised NHS England's new, flexible platform for delivering NHS 111 services.
- Solution adopted as part of a new contract secured in March 2023 for the delivery of NHS 111 resilience services on behalf of NHS England.
- Successful, full, mobilisation enables the mobilisation of new, future contracts for the delivery of NHS 111 services to be undertaken at the click of a button.
- Strengthens position when tendering for additional NHS 111 contracts.







# Continue to support development of new GPs

- Continue to support vocational Postgraduate Doctors in Training programme.
- Time with Totally is a key building block in GP training offering exposure to a range of healthcare services and providing invaluable hands-on experience.
- Postgraduate doctors gain first-hand experience by undertaking a range of telephone consultations, supporting appointments at our centres and participating in home visits across multiple shifts.

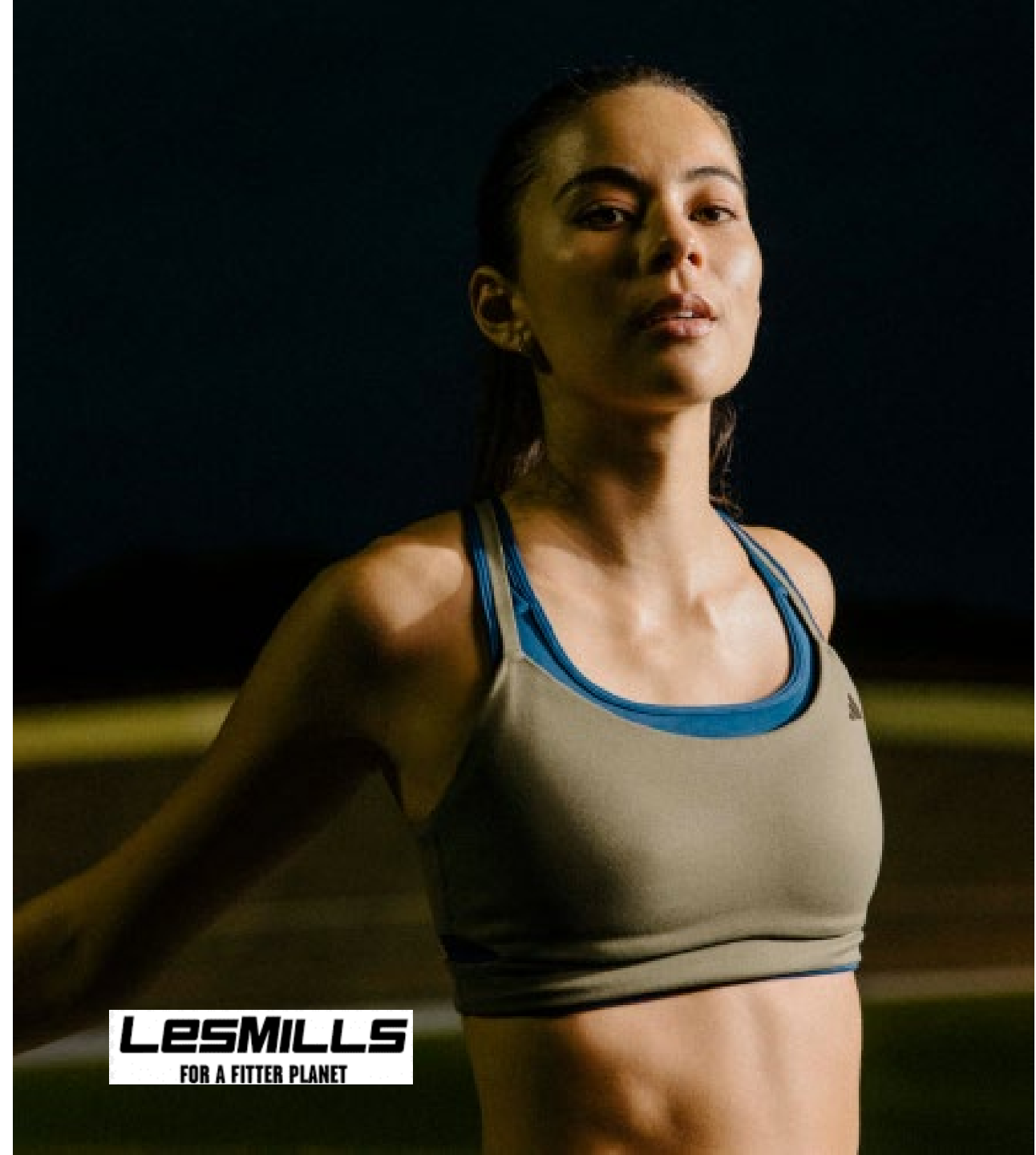
# Committed to protecting patient data

- Achieved Cyber Essentials and Cyber Essentials Plus accreditation during the year.
- Accreditation now mandatory for all independent providers to tender for work or contracts with the NHS.
- Certification scheme helps organisations implement cyber security controls to mitigate the risk of cyber-attacks.
- Certification provides assurance that our IT environment is secure and that we have a framework in place to significantly reduce the risk of cyber-attacks.
- Investment in accreditation reflects our commitment to protecting patient data and to building patient trust and confidence in our organisation.



# Corporate wellbeing: addition of Les Mills to digital offering

- Energy Fitness Professionals agreed a new licencing agreement with Les Mills to enhance its digital offering with access to digital classes for all EFP gym members.
- This addition, available via EFPs app, provides additional options for customers with hybrid or work from home colleagues, enhancing our already successful offering.





# Strategic focus for the coming year

## Deliver services and solutions which improve healthcare outcomes across the UK and Ireland

- Contribute and influence NHS England strategy for the future of healthcare.
- Continue to invest in insuring/outsourcing capabilities to help tackle growing waiting lists in England, Ireland & Wales.
- Respond to new and emerging demand through the development of new models of care.
- Remain proactive with buy and build strategy.

## Become a partner of choice through a focus on quality, safety and efficiency

- Expand current service models and continue to respond to new and emerging demand through the development of new models of care.
- Implement increased focus on patient feedback to identify and respond to early indicators for service quality.

## Ensure operations are efficient and sustainable, adding value for commissioners and stakeholders alike

- Review infrastructure for efficiencies or growth.
- Identify opportunities to cross-sell new and existing services to customers and commissioners.
- Increase engagement with commissioners on actions to ensure the sustainability of services in relation to climate change.
- Focus on 'Right First Time' systems and processes.

## Invest in current and future workforce to become a great place to work and an employer of choice

- Innovate new recruitment and development routes to assist growing our workforce.
- Roll out all-people culture programme "Right First Time".
- Roll out corporate wellbeing offering to all employees.
- Expand network of 34 Mental Health First Aiders.

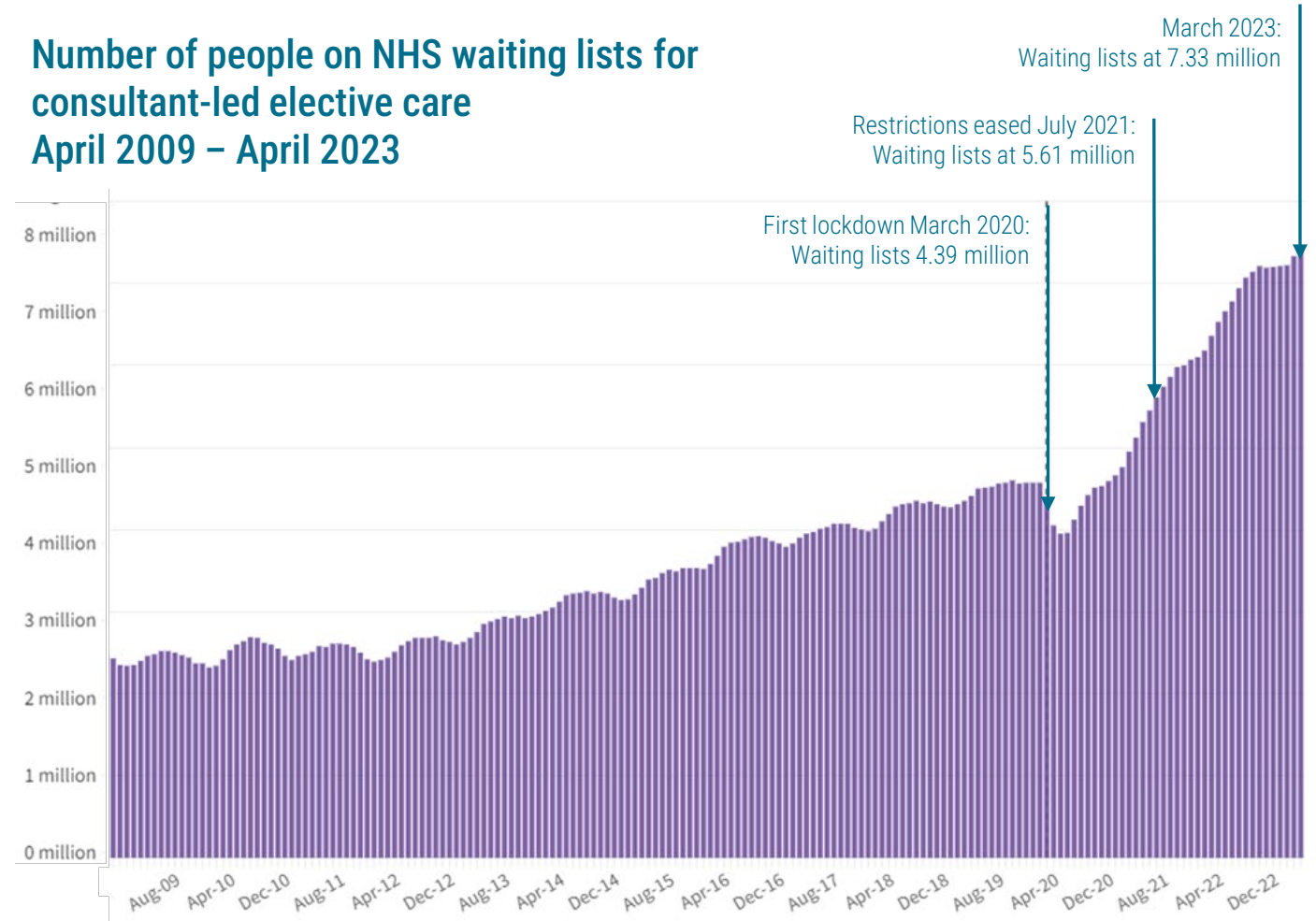
## Identify opportunities to grow both organically and through acquisition

- Maximise potential in the elective care market.
- Develop digital technologies to accelerate growth and improve services.
- Seek out new earnings-enhancing acquisition opportunities.

# NHS in Crisis: Elective care waiting lists continue to rise

- Elective care waiting lists we already growing steadily pre-pandemic
- Waiting lists have risen
  - 83% in the ten years to the start of the pandemic
  - 67% since the beginning of the pandemic
  - 31% growth since COVID-19 restrictions eased

**Number of people on NHS waiting lists for consultant-led elective care  
April 2009 – April 2023**



Source: BMA analysis of NHS Consultant-led referral to treatment waiting time statistics. Data includes estimate for missing data.

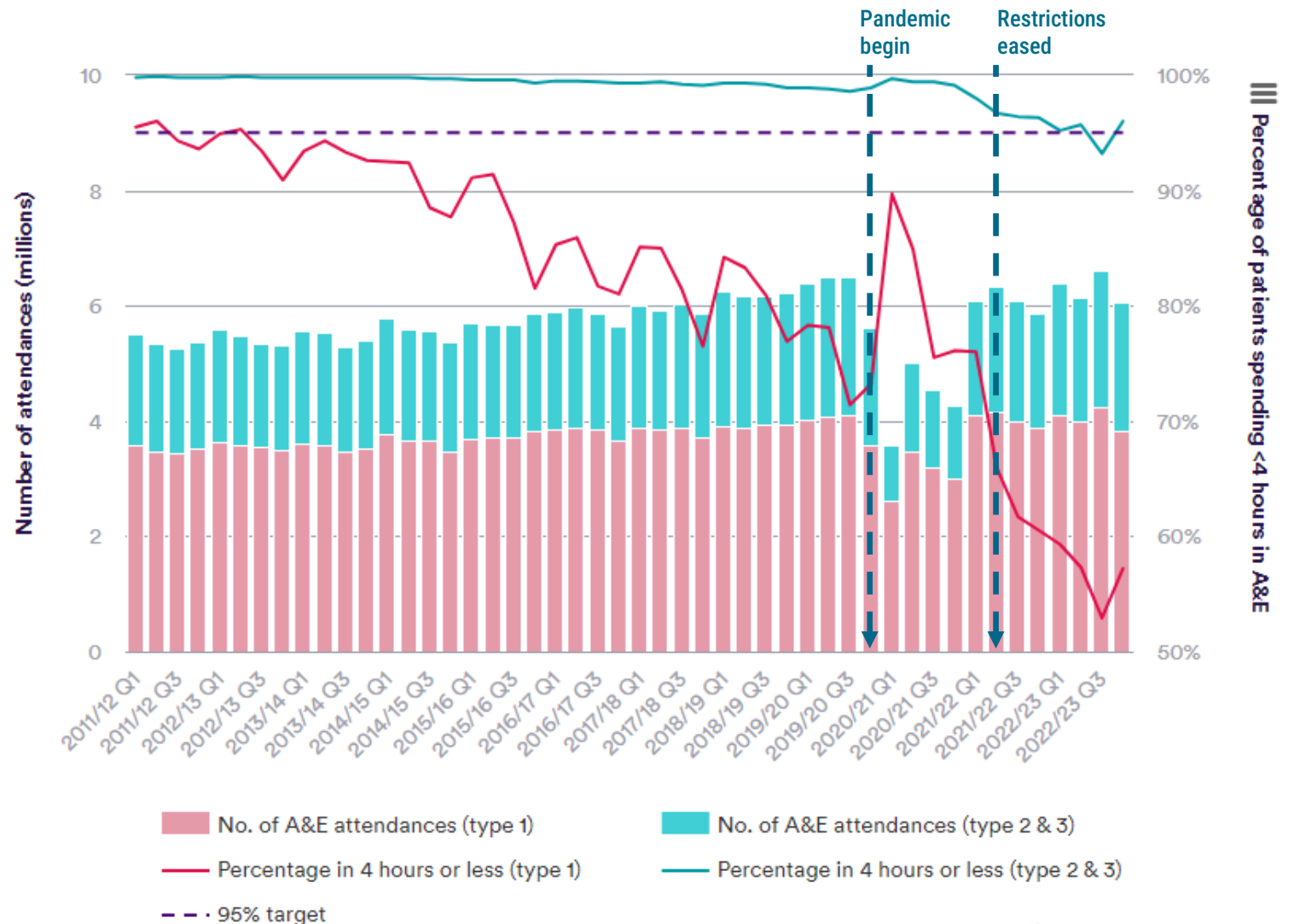
# NHS in crisis: longer waits for urgent and emergency care

## A&E (type 1)

- Pre-pandemic c.73% seen within 4 hours.
- Now c.57%.

## Urgent Care (type 2 and 3):

- Increasing pressure on urgent care since restrictions eased.
- Pre-pandemic 98.9% of patients seen within 4 hour target.
- Winter 2022 95% target missed (93%).
- Now c. 96%



# Strong pipeline of opportunities

- Multiple tender opportunities to support elective and urgent care currently live
- Opportunities range from £100k+ - c. £480m in size
- Totally is on the framework for insourcing in Wales supporting a rapid procurement process

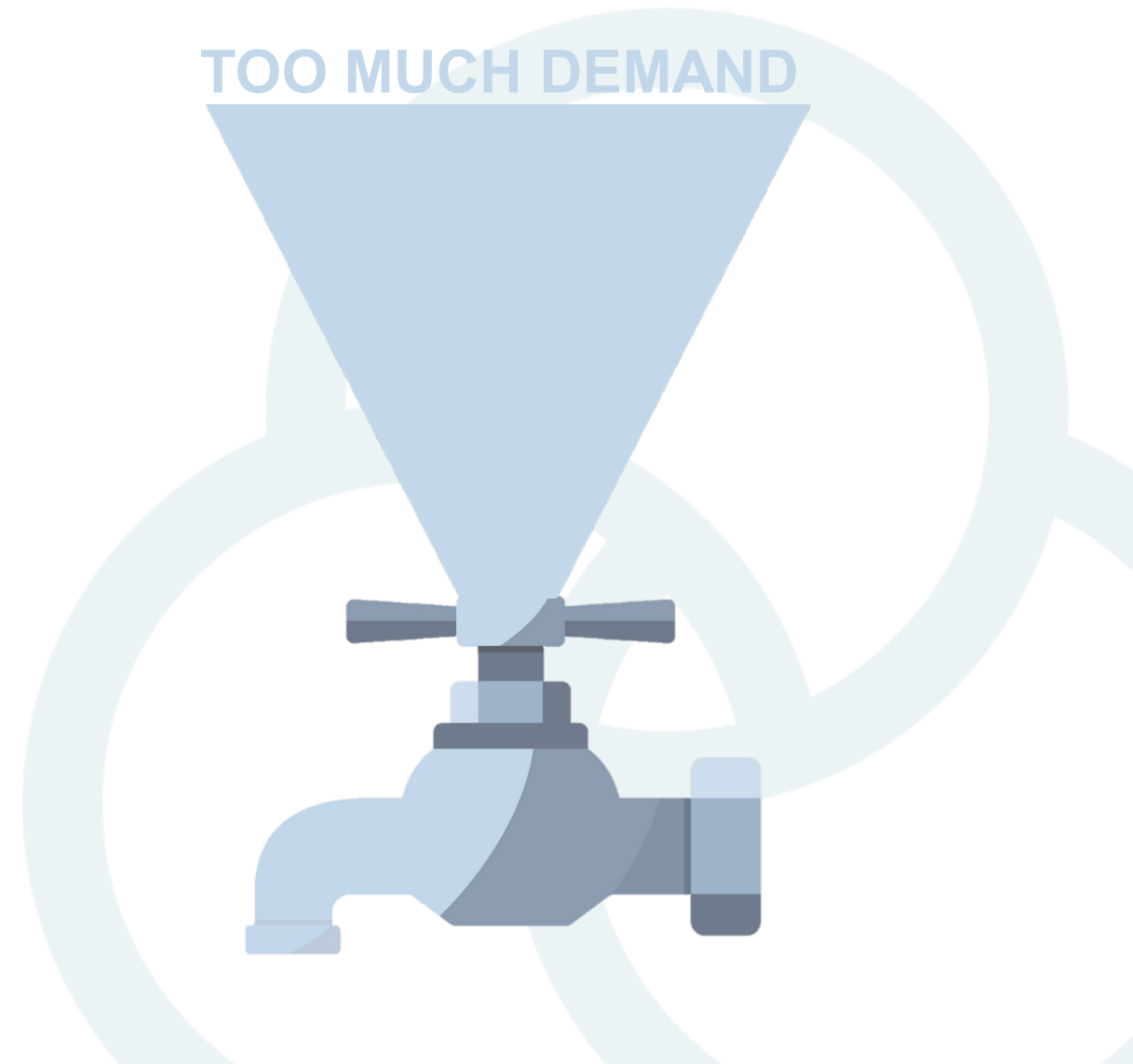


# Totally provides additional capacity to help reduce waiting times and waiting lists

We see c. 2 million patients every year on behalf of the NHS including:

- 1 million face to face in Urgent Treatment Centres and GP OOH.
- 1 million over the phone via NHS 111: one call answered every 36 seconds.
- 120,000 patients removed from elective care waiting lists.

**We are ready.**



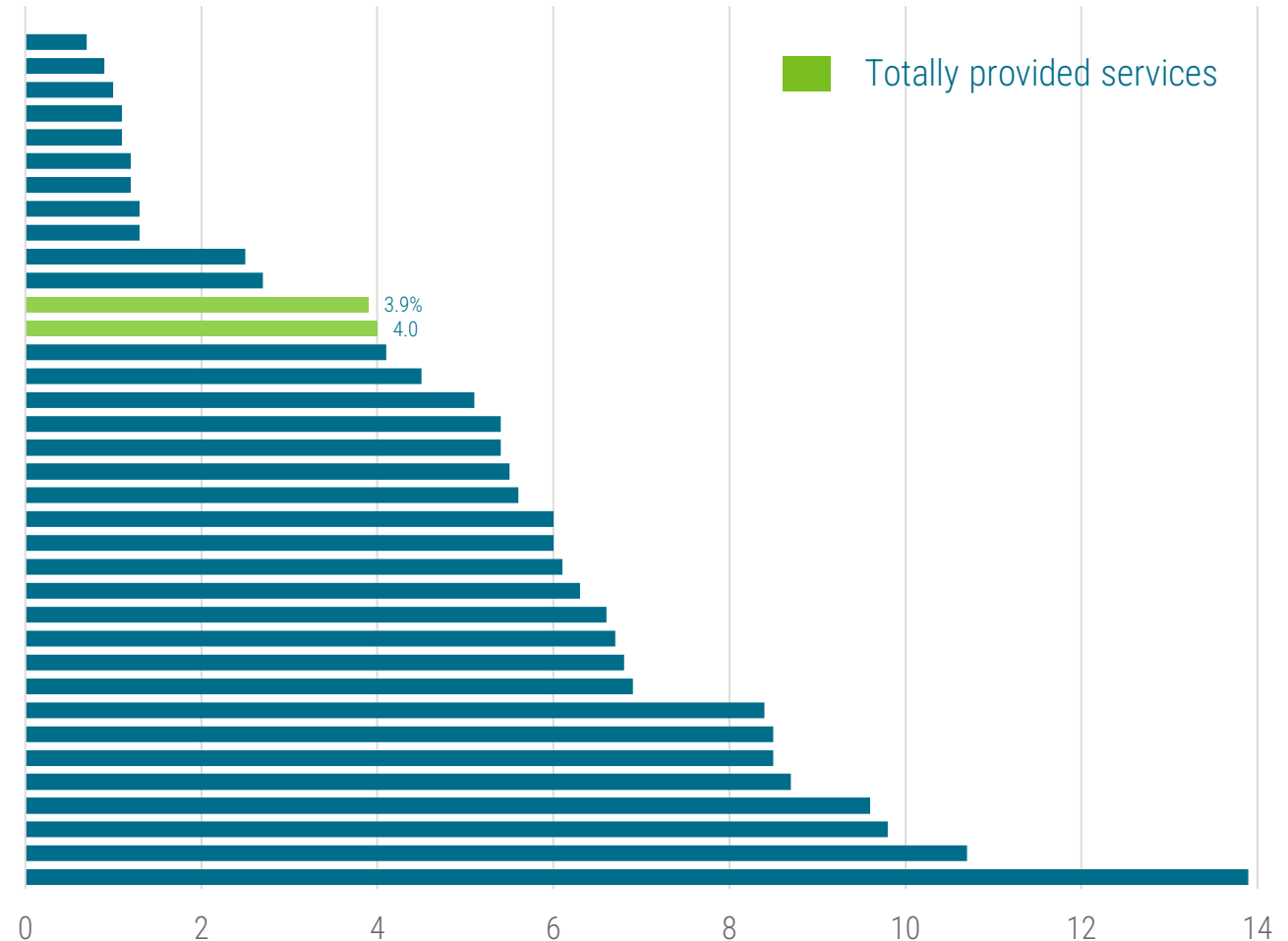


# Totally's NHS 111 services performing strongly

In a highly challenged environment, Totally's resilience service is taking 2.4% of the NHS 111 demand.

Performance (call abandonment) is significantly better than national average of 9.9% abandonment > 60 seconds.

Ranking by area/provider – % calls abandoned > 60 seconds



# Excellent feedback from patients and corporate gym members



“

Doctor came to our house in the middle of the night and promptly diagnosed and medicated my husband, calming down his symptoms.

“

I took my niece to urgent care. Patient care was excellent and we did not have to wait for a long time before being seen. The professional was very knowledgeable and gave us enough information to make a decision.

“

Very clear, precise information. Easy to use, very quick to get through! From ringing to hanging up the phone it was about 15 minutes all in all which is brilliant! Saved having to go to A&E and wasting the precious time of doctors when others need it a lot more.

“

Excellent. Did not have an appointment so the receptionist advised I call 111, then spoke to a 111 adviser for me to arrange an appointment for my son. Went above and beyond to help, much quicker than A&E.

“

The classes he runs are excellent, including spinning, core and circuits classes, with a great variety of exercises within each. The summer circuits classes outdoors, which include frisbee and tag rugby elements, are particularly popular.

“

What a fantastic service! Anne on reception was welcoming on arrival. Maria was a fantastic doctor, knowledgeable and caring and went above and beyond to provide reassurance about my baby's health. Thank you.



# Prepared to respond to future opportunities

- NHS in crisis.
- Robust business model – tried, tested and delivered.
- Not immune to external worldwide pressures.
- When NHS returns to its priorities, we are ready.

# Questions?



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