



Heartbeat

Connecting health and care communities

Heartbeat Primary Care CIC

Our 3 Year Strategy 2026

January 2026

Tracey Teasdale on behalf of the Heartbeat
Board



Introduction:

Welcome to the Heartbeat Primary Care CIC Strategy 2026–2029, which builds directly on our 2025 Year-Ahead Plan.

We are at a turning point in primary care: the government's 10-Year Health Plan has committed to creating a neighbourhood NHS with general practice at its centre, while the ICB Blueprint and forthcoming changes to commissioning support will end ICB structures and support as we currently know them.

This strategy sets out our forward path. It is rooted in a clear understanding of our situation today, guided by our core values, and propelled by bold aspirations. By aligning, where possible, with the changing NHS landscape, we will strengthen our role in delivering outstanding patient care across Hambleton and Richmondshire.

Our Situation:

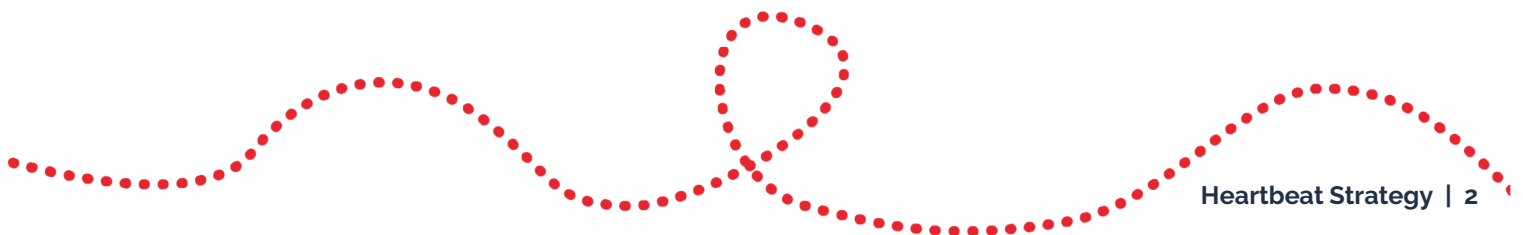
Heartbeat Primary Care represents a network of 16 practices serving the communities of Hambleton and Richmondshire. Many of our practices cherish their independence and the agility this brings. However, demand for accessible, high-quality primary care has never been greater, we operate in a rapidly changing healthcare environment shaped by NHS reorganisation, increasing patient needs, and resource constraints.

At the time of publishing this strategy, the government's 10-Year Health Plan remains a high-level framework, short on detailed guidance, expectations, or information about new contractual models. Importantly, it was not designed with places like North Yorkshire in mind—vast rural geographies with sparsely distributed populations. As a result, the concept of a multi-neighbourhood provider serving a population of around 250,000 may prove challenging in our area.

We must therefore remain agile: ready to adapt swiftly as further details emerge, while proactively safeguarding general practice influence and ensuring that any future Multi-Neighbourhood Provider models truly work for our communities rather than against them. Our federation footprint covers two proposed neighbourhoods of around 138,000 residents, well below that 250,000 threshold, but it makes sense as many of our community services are delivered by one local hospital – The Friarage.

We face challenges in balancing what is becoming a North Yorkshire wide ask with local autonomy, while navigating funding pressures, workforce shortages, and the integration of new technologies. Despite these hurdles, our relationships with commissioners, partner organisations, and member practices are evolving into genuine partnerships built on mutual trust and collaborative support. We value that these groups trust Heartbeat to deliver services at scale where it makes sense to do so.

Stepping beyond our primary role in Hambleton and Richmondshire, we will always adopt a supportive and deeply collaborative approach with local partners, placing patients and communities first wherever we work. Our guiding principle is to collaborate, not compete: we will be proactive, responsive, and careful not to



destabilise existing services. We remain steadfast in protecting the investment in services in Hambleton and Richmondshire – and, more broadly, the North Yorkshire General Practice pound. Rather than imposing a default one-size-fits-all model, we will support, respect and celebrate local differences to ensure every community receives the care it truly needs.

Our Values:

At the heart of our federation are the values that define who we are and how we respond to our current situation. These principles not only reflect our pride in the work we do but also fuel our commitment to excellence amid uncertainty:

Being Professional: We take ownership and pride in delivering a supportive and high-quality service, ensuring every action contributes to reliable, patient-centred care.

Being Trusted: We are open and transparent, consistently delivering on our promises to build enduring confidence among patients, staff, and partners.

Being Supportive: We care deeply about our patients and one another, valuing collaboration, helping, and empowering others to foster a resilient and inclusive environment.

These values anchor us, providing a steadfast framework as we adapt to challenges and seize opportunities in the NHS landscape.

Our Aspirations:

Looking ahead, this strategy is an aspirational blueprint designed to inspire our staff and stakeholders, clarifying our direction and essence as a federation. We aspire to lead ambitiously in the GP sector, stepping up to shape the future of primary care in Hambleton and Richmondshire and wider across North Yorkshire.

With the 10 Year Health Plan and other NHS reorganisations creating openings for all sectors to innovate and lead, we must embrace this moment—if we do not, others will define our path.

Like a netball player with one foot firmly planted while pivoting to respond to the game, our strategy maintains a solid base while enabling swift adjustments in mindset and resource allocation—across workforce, estates, tools, and finances.

Through flexible delivery approaches, developing specialised expertise, providing essential supporting services, and enabling practices to thrive independently, we will empower our network to deliver outstanding care.

We are prepared to engage proactively with national guidance while keeping our options open, ensuring we evolve as innovative leaders in a dynamic healthcare ecosystem.



- We aspire to hold an MNP contract or be a partner in holding an MNP contract. We will act as a key GP organisation for other stakeholders to approach when they need to discuss regional GP provision and organisation, ensuring that commissioners are not forced to rely on hospital trusts or other non-GP providers for this purpose.
- We will continue open discussions to maintain a united front with other local organisations including partners, PCN's and the LMC. We will collaborate with other federations in a strategic commissioning context across the wider North Yorkshire ecosystem.
- We want to increase the number of services we deliver to include frailty, respiratory, women's health, and travel health, while also actively exploring how to support specialist services with their challenges, including access, community diagnostics, medicine support etc, via a data driven approach based on well developed interorganisational relationships.
- We will represent practices at an ICB level to develop better business intelligence and provide access to data analysis which allows them to strategically develop their services. We will also support practices with digital innovation by providing test and learn, data protection and digital service implementation functions to allow practices to take advantage of the opportunities provided by new technological developments.
- While remaining inclusive, Heartbeat will represent aspects of diversity which aren't commonly championed by national policy, such as agricultural workers, or isolated rural communities. Recognising the added vulnerability which geographical isolation bestows upon people is essential in representing North Yorkshire. Bringing services and patients together will open access to treatments which have historically been practically inaccessible. We will deliver rurally accessible health and care services with strong cooperation and collaboration with other patient facing partners such as hospitals and the voluntary sector.
- We will strongly advocate, via our relationships with local authorities, for improvement in public transport options to connect our communities to one another, strengthening their resilience and encouraging investment and development.
- We will build on the strong foundation already developed within Heartbeat to continue to develop the adaptability and strength of our workforce, who allow us to support local practices and deliver for all our patients.
- We will explore how we develop our ability to ensure sustained clinical quality within the services we currently provide and will provide in future. We recognise that there is a wealth of untapped experience within the local area and will provide opportunities for the development of local healthcare workers.
- Our Harewood Medical Practice continues to provide high quality care for a local population with unique needs and vulnerabilities, via a team of committed, passionate and highly skilled staff. An innovative and responsive approach to

providing healthcare has strengthened the practice as it continues its positive transformational journey. As it works towards the move to the CICC, HMP is working in partnership with the MOD and other local services and will deliver on the opportunities provided by a modern, adaptable neighbourhood hub.

- We will grow sustainably and by invitation only. Heartbeat Primary Care will not pursue aggressive practice acquisitions or engage in territorial conflict with neighbouring providers. Our expansion—if and when it happens—will always be collaborative, consensual, and driven by a shared desire to strengthen local general practice, never by competition or coercion.

Closing Remarks from our Chair Dr Ken Atkinson:

General Practice, once again, stands poised on the cusp of significant change; a position with which we are all wearily familiar.

The centrally-directed reorganisation of our partner organisations in the local area will create a leadership vacuum which General Practice must be ready to step into. It has never been more important for General Practice to unify in purpose, in word and in deed.

As an organisation representing coal face GP practices, Heartbeat will naturally be asked to speak up for local GPs, in partnership with the LMC, in the face of ever more remote commissioning structures. We need to hear from all our partners, especially our GPs, as to what you want, what you need and, most importantly, how you all want General Practice to look in an uncertain future.

Together, we can protect what matters most to us locally - while demonstrating the very best of General Practice.

