

Herefordshire General Practice

Taurus Healthcare

# Annual Report 2021/22

*Supporting Herefordshire General Practice and its patients for 10 years*



# To Our Shareholders



**General Practice has never been under so much pressure in terms of workload and workforce. These are national pressures, but we hear repeatedly that the solution is not coming nationally. Indeed, the most challenging of times.**

Despite this we collectively have delivered the largest vaccination programme in history, performing at or near the top of national performance tables, have restored services to above pre-pandemic levels, whilst undergoing transformation within general practice and simultaneously in a large NHS reorganisation. This is a remarkable achievement. General Practice has delivered at practice, PCN and at place level, at not inconsiderable cost to individuals. Thank you, Herefordshire General Practice.

Taurus has supplied the 'glue' supporting our practices and PCNs in the wider system as well as delivering key integrated services directly. What can and should be done at practice level, is done at practice level, what could and should be done at PCN level is done through PCNs and what is best done collectively across Herefordshire is done by the Federation. This approach empowers practice and PCN delivery whilst enabling us to be a full partner in integrated working.

The moves we are making together, to formalise our approach are rightly being acknowledged nationally and are again remarkable given the current operating environment. It is not easy being a pathfinder as there is often no existing template to copy, however the pressures we are under dictate that we can't wait. Again, I thank all of you for the time and energy being put into this.

Through this opportunity to review the year please reflect on progress made and look forward to the next steps in securing stability for general practice. There are many uncertainties, but the only real certainty is that standing still will not be sufficient for the challenges coming our way. Please keep up the momentum and let's continue to work together for our patients and partners.

**Dr Nigel Fraser, Chairman**

## Our Purpose

Supporting  
Herefordshire  
General  
Practice

Providing  
Clinical  
Services

Strategic  
Representation  
and Leadership

**Taurus Healthcare was established in 2012 to support Herefordshire General Practices to work together, supporting delivery of better and more resilient services for patients in Herefordshire.**

Our ultimate aim is to help patients have more control over their own wellbeing and healthcare, promote the prevention of illness, and to improve access to general practice so that GP services are consistent 24 hours a day, 7 days a week.

# Table of Contents

<b>Page 2</b> Message to our Shareholders from Dr Nigel Fraser	<b>Page 4</b> 2021-22 At a glance	<b>Page 5</b> 2021-22 The Highlights
<b>Page 6 - 13</b> Supporting Resilient General Practice	<b>Page 14 – 19</b> Clinical Services	<b>Page 20 - 23</b> Services to help us through the pandemic and beyond
<b>Page 24 - 35</b> Primary Care Network support	<b>Page 36 - 39</b> Strategic Representation and Leadership	<b>Page 40 - 41</b> The Year Ahead
<b>Page 42 - 43</b> Financial Summary 2021-22	<b>Page 44</b> Thank you team	<b>Page 45</b> Our Board



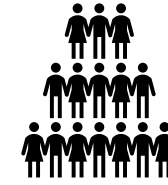
# 2021 – 2022 At a glance



**17,150** urgent GP appointments delivered overnight and at weekends, including **1,689** home visits



**4,067** patients with Covid supported by our Covid Management Service.



**50** additional staff recruited on behalf of Herefordshire General Practice and **81** new clinical roles recruited to our team



**1,000** Covid vaccinations were delivered in care homes and a further **1,600** in people's own homes



**19** new PCN roles recruited this year, **98** in total now employed and managed on behalf of practices



**13,578** appointments were available in our Herefordshire Remote Health service.



**1,852** patients were assessed to determine if Covid medication treatment was required



Over **200,000** Covid vaccinations delivered working with our health partners across the county, including **27,000** children



**11,008** contacts with **2,277** patients by the PCNs social prescribers, connecting **2,733** people with community groups and activities



**27,250** pre-bookable appointments were offered evenings and weekends in **5** locations across Herefordshire.

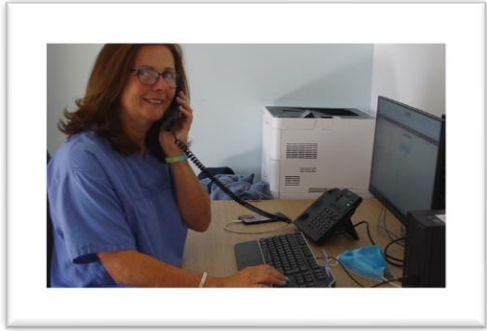


Over **250** members of staff were involved in delivering the Covid vaccination campaign

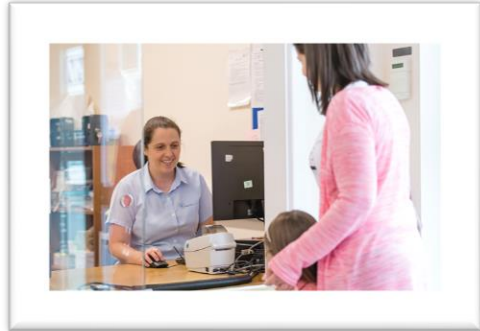


**8,500** calls managed by our Covid Admin hub on behalf of practices

# 2021 – 2022 The Highlights



Launched **Herefordshire Remote Health Service** - available to patients who feel their concern can be managed over the phone. An average of 750 urgent appointments now offered every week



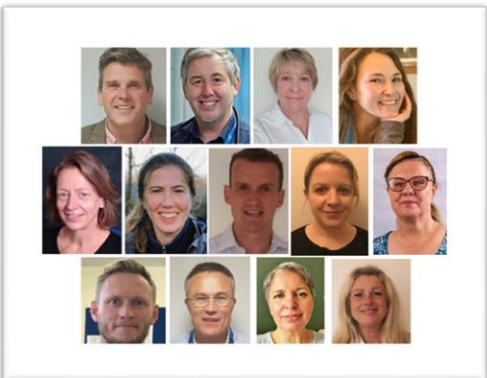
**Enhanced access to General Practice** – supporting local practices to offer more appointments in the evening and weekends. An average of 641 pre bookable appointments now offered each week – majority face to face – increased from 6 to 9 hubs across the county



Continued to deliver **Covid vaccinations** across the county. In the rain, the wind and the blistering heat, in market towns, in care homes, in supermarket car parks, in schools, in community centres and in residents' own homes. Winner of Regional Parliamentary Award for Health Equalities – Herefordshire and Worcestershire Vaccination Team



**Grown and supported our workforce**, increasing the number of clinical team members by 81 and extending the range of ways to work with us during the year. Introduced a system of peer support, training, supervision and evaluation to ensure our staff are competent and feel valued. Extended the number of practices for whom we offer HR and recruitment support, recruiting over 50 team members on their behalf



Continued to **strengthen and co-ordinate the voice of Herefordshire General practice** through its Leadership Team and represented General Practice in our Integrated Care System

*At a time when access to General Practice continues to be a concern for people locally, Taurus services have wrapped around General Practice and have almost doubled the number of additional appointments offered. In autumn 2021 we delivered 790 appointments a week, in autumn 2022 we are delivering 1,440 each week. The equivalent of a practice with 12,000 patients!*



# Supporting Resilient General Practice



# The stability of practices is our priority

## This year we have done this through:

- Recruiting and supporting **additional roles** on behalf of the Primary Care Networks
- An **HR service** supporting practices and Taurus services
- Developing **innovative employment opportunities** including workforce pools
- Expanding a highly regarded **training hub** – supporting General Practice training and development across the ICS
- **Digital infrastructure, data and analytics** – providing a range of tools including dashboards designed with the frontline in mind
- **Teamnet** and working with Primary Care IT- equipping the front-line workforce with the tools to make it easier to follow evidence-based guidelines and the right local pathways
- Developing a **remote General Practice service** to helicopter between practices
- **Communicating** with our population to promote the hard work and successes of Herefordshire General Practice
- **Regular clinical teaching**; clinical and strategic podcasts

## Member Practices

Kington Medical Practice  
Weobley Surgery  
Mortimer Medical Practice  
Ryeland Surgery  
Tenbury Wells Surgery  
Alton Street Surgery  
Pendeen Surgery  
Fownhope Surgery  
Kingstone Surgery  
Golden Valley Practice  
Much Birch Surgery  
Ledbury Health partnership  
Nunwell Surgery  
Colwall Surgery  
Cradley Surgery  
Wargrave House Surgery  
Belmont Medical Centre  
Cantilupe and Hampton Dene Surgery  
Hereford Medical Group

# Human Resources

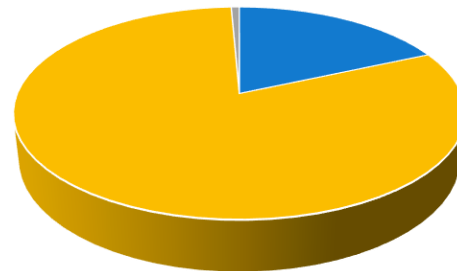
**Together, the team provides HR support for Taurus Healthcare as well as the Federative Services offer to General Practice.**

The team covers the full range of HR support, including recruitment, advice on employee relations cases, policies and procedures review, workforce data, service development and organisational change.

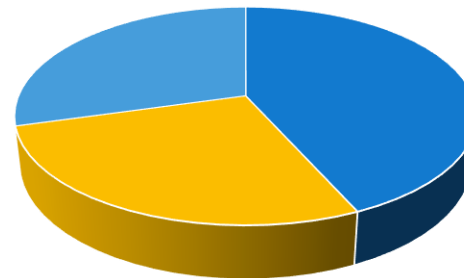
In the past year we have launched a new HR online platform, 'PeopleHR' which provides additional functionality and a better way to communicate with all Taurus team members.

As at August 2022:

We have **289 people** currently working for Taurus



■ Men ■ Women ■ Unspecified



■ Full Time ■ Casual ■ Other

5

practices benefit from the full HR offer

3

further practices have been supported with advice/case work



**Pictured (LtoR):** Kelly Flynn (HR Manager), Melanie Burke (Head of HR); Martin Heeks and Laura Mansfield (Recruitment and HR Coordinators, Aimee Miles (HR/OD Advisor)












# Proud to continue hosting the Training Hub

## Major Achievements

The 'go to place' for primary care workforce planning, education and development across the ICS

<https://www.primarycaretraininghub.co.uk/>

 <p><b>Securing the contract</b> for delivery of the Training Hub for another 3+ years.</p>  <p>Pan-Midlands contracts to deliver optometry upskilling + HEE GPN fellow role Physician Associate Lead</p>	 <p>Delivering a wide range of training, including managing the CPD funding scheme.</p> <p><b>2,580</b> users have enrolled on courses</p> <p><b>100</b> people are registered for the NHS Leadership Academy modules</p> <p><b>1,326</b> course updates to nurses and AHPs</p>	 <p>Attending careers events at <b>25</b> colleges and schools across ICS</p> <p><i>"I am now seriously considering a job in the NHS as there will be so many possibilities"</i></p> <p>Supporting CQC approach for PCNs and Practices</p> 	 <p>Delivery of 2 cohorts of a Frailty Course, developed in partnership with the University of Worcester.</p> <p><i>"A more formal understanding of frailty and the assessment processes used. It is nice to have a framework on which to base my frailty work"</i></p>	 <p>Delivery of a first cohort of a bespoke Healthcare Support Worker programme. The course was built by the Training Hub to address a gap in provision and has received excellent feedback.</p> <p><b>9</b> HCSW have graduated the 1st HCSW for Primary Care training package</p>	 <p>Supporting resilience of General Practice nursing with HEE Star workforce planning</p>  <p><b>9</b> New to Practice Nurses starting Nov 22</p> <p><b>19</b> Trainee Nurse Associates</p> <p><b>9</b> Nurses returned to Practice</p>
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## Flexible opportunities in Herefordshire

- Work **WHEN** you want
- **FACE-TO-FACE** or **REMOTE** options
- Work **HOW** you want - **FLEXIBLE, SALARIED AND PARTNERSHIP** opportunities
- **ONE HR PASSPORT** to access all Herefordshire GP surgeries
- **ONE PATIENT RECORD** for all General Practice and community services



herefordshiregeneralpractice.co.uk/flexworkforce

# Herefordshire Flexible Workforce Pool and Portfolio Roles

To address the national workforce challenges:

- Flexible and innovative ways of working
- 24/7 opportunities ...
- .... that are financially sustainable for general practice
- Attendance at recruitment fairs on behalf of Herefordshire general practice
- Promoting our joined-up way of working, across the health system and across 24/7 General Practice

In the year ahead, we plan to grow the numbers of GPs, nurses, advanced practitioners, receptionists and dispensers in our workforce pool

835 GP hours  
provided directly  
to practices  
January -  
September 2022

### Benefits:

- Retainer payment for regular shifts
- Travel expenses
- Lunch voucher
- Technology asset allocation
- Compliance and training support
- GP champion support
- £50 introduce a friend fee

## Why Herefordshire General Practice?

- One patient record for all General Practice and Community Services
- Easy to navigate patient pathways
- Progressive and active GP Federation
- Strong partnerships across all local providers, including the local authority



herefordshiregeneralpractice.co.uk/flexworkforce

# Primary Care Analytics



Conor



Greg



Jane



Deb



Lucy



James



Bryony

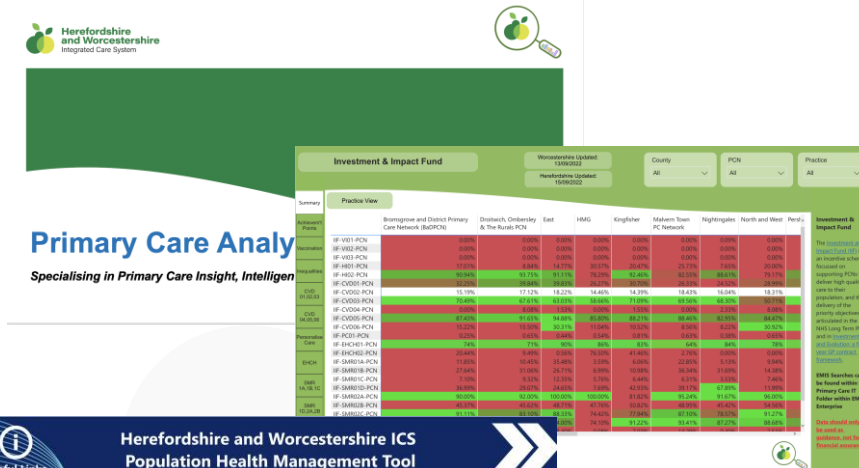
## Bringing an idea to reality

The Primary Care Analytics team has been particularly good at doing a lot with a little, but over the past six months the team has been working on what analytics will look like for General Practice in the future.

A proposal has been approved by both Herefordshire and Worcestershire GP Leadership forums to fund a centralised team to support Clinical Directors and Primary Care Networks to build expertise, capability and capacity to analytical roles and ensure practices receive the most up to date information on their population, contractual requirements such as CEIF, IIF and the DES, and get a better understanding of their demand and capacity.

Being one of the first ICS's in the country to work this way, PCNs are recognising the value and importance that data and analytics can provide. Already this year we have been able to:

- Create a local Impact and Investment Fund dashboard
- Develop an EMIS training package for all users
- Create an ICS Population Health Management Tool to provide insights and intelligence on the local population that is getting national recognition
- The work we have done to support PCNs with inequalities has led to a National Population Health Management case study in taking data to patient intervention



# A culture of learning and sharing

Several ways help us to ensure we provide high quality clinical services and that we have a supportive and open learning culture

- **Patient feedback** across all services is consistently positive, which makes us very proud
- Where **incidents and complaints** are raised, we use these to identify issues and any learning is used to improve our services. The development of a new communication process within EMIS to GP practices notifying them of critical/urgent updates and actions needed is an example of improvement as a result of incident reporting and investigation
- **Audits** help us to maintain good practice, examples include compliance against local prescribing formularies and clinical notes professional standards which are fed back to clinicians and improvement opportunities discussed
- **Monthly Taurus clinical team training sessions**, which include feedback from audits, incidents and complaints – you said, we did!
- On 3rd November we launch our **new weekly clinical peer support** drop in session to provide informal support

“Good friendly service.  
Quick resolution to  
problem.”  
(Patient feedback)

“I really felt like I was  
being listened to and  
help put in place.”  
(Patient feedback)



**Pictured (LtoR):** Claire Cooper (Executive Assistant), Nikki Marriott Director of Nursing & Quality); Lynda Mathias (Associate Director of Nursing & Quality); Sarah Morgan (Quality and Safety Coordinator)

**92% of  
respondents in  
our Friends and  
Family survey rate  
us as 'good' or  
'very good'**

**A position we've  
sustained for the  
past 12 months!**

“The non-clinical team and support staff have been amazing, with great insight into the service's challenges and prompt responses to concerns and queries. The non-clinical team has seen individuals take up more senior roles, bringing their experience and insight from prior roles to improve the service.” (Clinician)

# Contributing to a system of learning and sharing

The Quality team has worked hard to encourage incident reporting across PCNs to contribute to a One Herefordshire culture of learning and sharing.

Our Director of Nursing and Quality has linked in with Wye Valley Trust's Chief Nursing Officer to support the launch of a monthly learning forum: Safety in Sync. This is an open forum for colleagues where quality issues are discussed to find system solutions.

Practical and significant outcomes include:

- Development of a new radiology communication process so that we have a safe way to ensure new critical imaging findings are communicated and actioned across secondary and primary care
- An identified need for generic latex allergy codes which are being introduced into EMIS
- Fit note working group established to develop a more effective approach and reduce GP practice workload

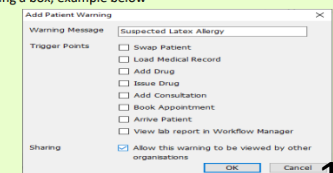


## Learning Together from Incidents – 2022/2023 – Quarter 1 Summary



17 incidents were shared by Herefordshire General Practice during the period 1<sup>st</sup> April to 30<sup>th</sup> June 2022. 1 incident resulted in moderate harm; 2 were reported as near misses.

You said . . .	. . . we did	Key outcomes / learning
<p><b>Issues included</b></p> <ul style="list-style-type: none"> <li>• End of life (EoL) prescribing – multiple prescribing formats, no version control and not supporting anticipatory prescribing of syringe drivers</li> <li>• Radiology results and hospital discharge/outpatient communication delays impacting on patient care and practice workload.</li> <li>• Several incidents relating to insufficient/absent information inc. imaging carried out, on hospital letters (inc. inpatient discharge summaries, A+E attendance and out-patients). Coding also an issue with hospital letters with confusion between suspected and confirmed diagnoses</li> <li>• Non-issue of Fit note (inpatients and upon discharge)</li> <li>• Patient with potential latex allergy admitted following insertion of latex catheter. with Potential latex allergy warning added at GP practice not viewable by others – could have prevented admission</li> <li>• WMAS response delays/conveyance issues</li> <li>• No access to urology advice and guidance</li> <li>• Datix sharing form awkward to use</li> </ul> <p><i>Are you experiencing an issue that may impact on General Practice? If so, raise and share on Datix to enable us to work towards improving the quality of care experienced by our patients. For help and support with Datix or suggestions for improvements, please contact [redacted]</i></p>	<ul style="list-style-type: none"> <li>• EoL prescribing and radiology issues discussed with WVT quality team and tabled as topics at new monthly shared learning forum (Safety in Sync) in May 2022 (May and June's feedback 'Quality Matters' has been included below)</li> <li>• Linked in directly with WVT to review Incidents             <ul style="list-style-type: none"> <li>➢ Potential latex allergy known at GP practice and warning added, however other organisations not able to view. Latex codes in EMIS relate to specific medical products, no EMIS latex allergy risk codes. Latex catheter fitting and subsequent admission may have been avoided if warning was shared (need tick box)</li> <li>➢ 2 delays in GP receiving discharge information (33 and 46 days) – investigation ongoing</li> </ul> </li> <li>• Non-issuing of Fit notes (inpatient and upon discharge) put forward as Safety in Sync forum topic</li> <li>• Incidents raised with WMAS for further investigation</li> <li>• GP raised with Urology team, confirmed service starting August</li> <li>• Datix reporting form             <ul style="list-style-type: none"> <li>➢ removed the risk grading table from the incident report form, to make reporting easier and reduce any confusion for 'new' reporters</li> <li>➢ Added in a new harm category "not known at the time of reporting incident" to enable incidents to be reported where the level of harm is unknown that can be updated at later date</li> <li>➢ Included the 'share' button as an option on the first page</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ EoL prescribing group set up by WVT to resolve issues – looking for primary care volunteers. <i>If you would like to join, please email <a href="mailto:safety@wvt.nhs.uk">safety@wvt.nhs.uk</a></i></li> <li>✓ WVT recruiting Specialist Palliative Care physician to work in the community and help coordinate solutions.</li> <li>✓ WVT working up new radiology system to support management of unsuspected new cancers (presented to GP Leadership team and will be piloted)</li> <li>✓ Ordercomms solution being worked up for GP e-referrals to radiology by WVT</li> <li>✓ Dr Lauren Parry leading piece of work with WVT colleagues to consider standardised hospital letter templates with clearer actions and responsibilities and follow-up requirements. Will link in with the additional visibility on shared care record.</li> <li>✓ Requested from EMIS that latex allergy risks codes are added. Warnings created in GP practices which would be helpful for other organisations to see, need to be shared by ticking a box, example below</li> </ul>



The culture around learning is changing through more openness around sharing incidents across our system to help identify and improve quality and safety of care. GP practices are raising incidents through Datix where there are opportunities for system learning.

The Quality team has relaunched its 'Learning Together from Incidents' newsletter (which had paused during covid). This describes themes of shared incidents, actions taken and lessons learnt.



# Clinical Services

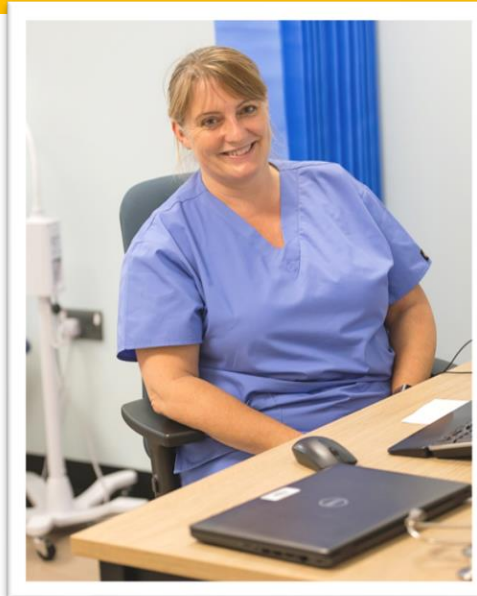
Improving access to care and supporting practice workload

# Designed by our workforce, for our workforce

**At Taurus, our team is everything. We work with our front-line teams to shape and adapt our services. Although workforce is challenged across the country, we have:**

- Designed innovative ways to work to improve recruitment
- Shaped services with our front-line teams
- Built a system of peer support, training, supervision and evaluation to ensure our staff are competent and feel valued.

“We are privileged to have full access to EMIS which is rare in Out of Hours services in the rest of the country. This improves patient safety and the quality of care provided overnight and at weekends when surgeries are closed.”  
(Taurus GP)



- ✓ Streamlined recruitment process
- ✓ Working across all practices, in and out of hours
- ✓ ALL services on EMIS, providing seamless access to all patient records and supporting care continuity across 24/7 General Practice
- ✓ Opportunities to work from home, providing telephone consultations with full IT and digital support
- ✓ Salaried or locum roles in local practices
- ✓ NHS provider, with access to NHS pension
- ✓ Training opportunities through our training hub [Herefordshire and Worcestershire Training Hub \(primarycaretraininghub.co.uk\)](http://primarycaretraininghub.co.uk)
- ✓ Support (including mentoring, training) tailored for your role



# Our Team – The heart of our organisation

I feel SUPPORTED, I feel VALUED and APPRECIATED (Taurus clinician)

*Please can you **THANK** the **BRILLIANT NURSE** at Taurus. She has been **ACE** recently and **SO HELPFUL....** She is a credit to you (Enhanced Access Patient)*

A HARD WORKING, UNIFIED medical team (Taurus Clinician)

*I am very **PROUD** to be part of an **EFFICIENT** and **FRIENDLY** organisation (Taurus Clinician)*

Probably the **FIRST JOB** I've ever had where **STUDY TIME** truly is **RESPECTED** as blocked off time (Taurus Clinician)

***THANK YOU** to all your team at Elgar House. **EVERYONE WAS AMAZING** with my daughter and I cannot thank them enough (Vaccination Patient)*

A **FANTASTIC TEAM** on the ground and in management – who are **KEEN** to **ADDRESS ISSUES**, **IMPROVE** processes and the **PATIENT EXPERIENCE** (Taurus Clinician)

***WE ARE BLESSED** in Herefordshire to have an **EXCELLENT SERVICE**, and special thanks to you and all those who have made the system work (Taurus Clinician)*





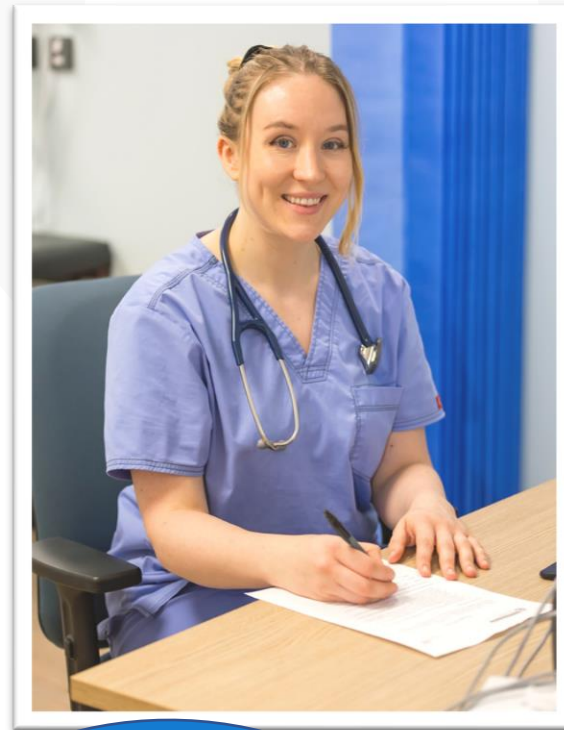
# Herefordshire Remote Health (HRH)

**HRH aims to address recruitment challenges by attracting a workforce beyond Herefordshire and to improve resilience at times of short-term workforce shortage with a team that can ‘helicopter’ between practices**

The service now delivers 144 telephone/video appointments every weekday to 14 practices for patients ‘who feel their issue can be managed on the phone’.

So far, we have attracted 15 new out-of-county clinicians (eight Physician Associates and seven GPs), working regular sessions. Clinical audits demonstrate we provide a high-quality service and support a learning culture

This service is evolving in partnership with PCNs, to be sure it forms part of an holistic offer to patients, dovetailing with appointments offered in the practice building



144

phone/video appointments every weekday



15  
new  
clinicians



“She was very understanding and listened well.”  
(Patient feedback)

“The doctor listened to what I had to say and provided very good advice regarding my prescription. I felt involved and able to retain some control. She was very sympathetic and understanding.”  
(Patient feedback)

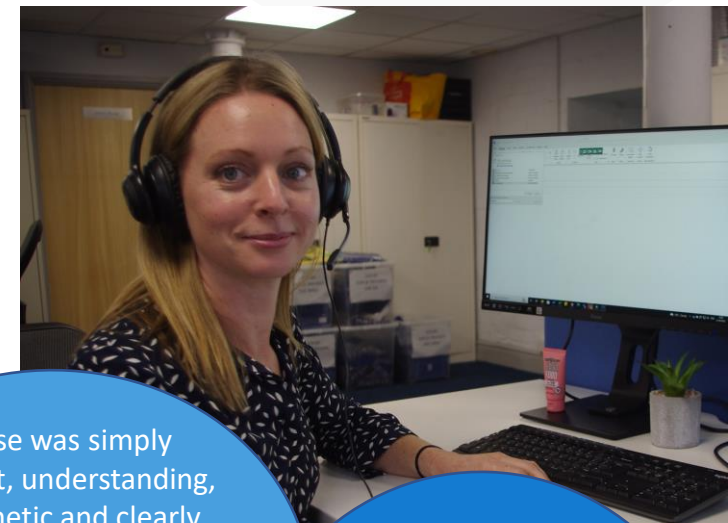
# Listening to Patients - Enhanced Access Needs

Taurus has been delivering evening and weekend appointments (known as 'Improved' and 'Extended' Access) appointments on behalf of Herefordshire General Practice since October 2019. In October the new Enhanced Access service was launched – combining these services.

All Herefordshire practices requested that Taurus continues to provide the service.

The new service was shaped with PCNs, following a public consultation in collaboration with Healthwatch to **understand what our population needed** from this service.

- We now offer **almost DOUBLE** the number of evening and weekend appointments
- We have **increased from 5 to 8 hubs** to improve access in rural locations
- We offer **more face-to-face** GP and nurse appointments
- Over the coming months we will be growing our workforce offer to mirror the MDTs in practices – we have already launched a first contact physio
- Patients will soon be able to book directly – work is being done to support digital care navigation to ensure patients can still find the appointment best suited to their needs.



“Nurse was simply excellent, understanding, empathetic and clearly knows what she is doing suggesting an improvement in treatment going forward.”  
(Patient feedback)

“The ANP I saw was very professional, friendly, chatty and empathetic to my problem. She explained things very clearly and was very knowledgeable on what was causing my condition”  
(Patient feedback)

# 24-7 General Practice

**When surgeries close, Taurus ensures patients can continue to access local General Practice via 111. We provide a consistently high quality out of hours (OOH) service that enables patients who are registered with a Herefordshire General Practice to receive urgent healthcare. Patient and colleague feedback across these services is excellent.**

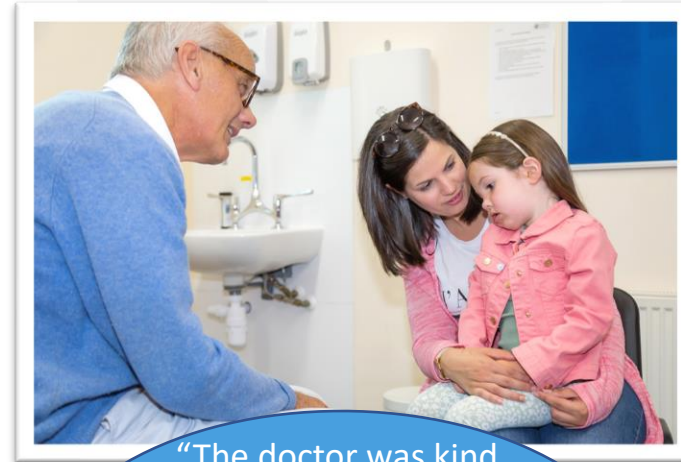
Appointments to the service are made via 111 between the hours of 6.30pm and 8am on weekdays and from 6.30pm on Fridays to 8am on Monday.

Full access to the patient record (rarely available in out of hours services) enables clinicians to make every contact count and offer seamless joined up care with practices

The team also takes referrals from the Emergency Department at Wye Valley Trust, for patients who are best suited to a primary care service, and direct calls from district nursing teams, so as to provide easily accessible support to our partner organisations.

Our Overnight Nurse Service, provides care to district nurse patients including palliative and end of life care. This is co-located with the OOH GP team, providing an integrated countywide service between the hours of 10pm and 8am - and we are exploring extending the service further.

We also provide the medical support to the Community Urgent Care Response from 4pm weekdays and throughout the weekend. The Community Services Advanced Care Practitioners (who also use EMIS) can liaise directly with a GP for support managing patients in the community, helping to keep them safely at home and reducing unnecessary admissions to hospital.



“The doctor was kind, patient and professional and has followed up with text messages today — I’m so grateful for this service - thank you.”  
(Patient feedback)

“The man I spoke to was extremely efficient. He was well-mannered and he sorted out for me to get antibiotics in my local town within 15 minutes of our call.”  
(Patient feedback)



# Services to help us through the pandemic and beyond

Preventing Covid-19 infection rates rising again and supporting those who have covid

# Herefordshire Gets Boosted - And Wins Award for Team Herefordshire

**Faced with a new covid variant and spiralling case numbers, General Practice was called upon to lead the response to Covid-19 with the largest vaccination roll out in NHS history – Clinics ran across the county and Team Herefordshire smashed it!**

Using data and local intelligence, Taurus stepped up to deliver a mobile outreach unit, locating it within communities: at supermarkets, shopping centres, sporting events. We tried many different strategies to focus on low uptake areas and cohorts. In order to target Christmas shoppers and maximise the convenience to grab a jab, we set up a pop-up clinic in an empty retail unit in Maylord Orchards. This approach was particularly successful at picking up first and second vaccinations.

To support the vaccination programme and reduce demand on General Practice, an administration hub was established at very short notice. As well as taking incoming calls, the hub contacted vulnerable patients to offer them appointments and arranged vaccinations for housebound patients as well as supporting care homes. The hub was recognised nationally as best practice.

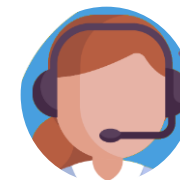
Further booster programmes followed in 2022 and again General Practice demonstrated their ability to co-ordinate activity and deliver an effective programme. In autumn 2022, Taurus won the contract to deliver the only vaccination site across Herefordshire and Worcestershire.

Coordinating our efforts, planning clinics together and engaging with communities have all helped to keep people safe and improve clinical outcomes during the pandemic.



Team Herefordshire wins regional NHS award for Health Equalities citing “An outstanding collaboration across all sectors”.

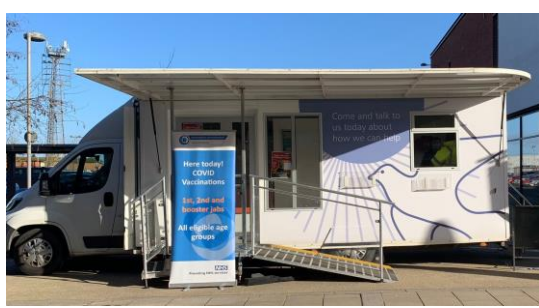
Covid 19 vaccination program Regional Award for Delivery Staff of the Year “Runner up” - Tina Halling



The Hub received just under 5,500 calls and made around 3,000 outbound calls.



Our operators talked to patients about Covid vaccinations for over 500 hours!



Hundreds of drive-through appointments available at Hereford Cattle Market this weekend

**Book NOW via the National Booking System**



Come rain or shine, with support from volunteers, the armed forces, social media, and even Ledbury Town Crier we helped Herefordshire deliver fantastic Covid-19 vaccination rates An amazing Team effort!



**GRAB A JAB**

@

Eastnor Castle  
**Lakefest**



**Hereford Times**  
115,462 readers in print and online every week\* #HerefordshireTogether Thursday December 23, 2021 11:48

School nativity show pictures: Pages 14 & 15

**LITTLE STARS**

A Merry Christmas to all our readers, advertisers and contributors

To all the NHS staff and volunteers who have worked so very hard over the last few days to deliver Covid booster jabs we have this message:

**You are all jab-tastic!**  
Full story Page 2



**Shopping at Tesco, Belmont today?**

Why not **GRAB A JAB** at our Mobile Vaccination Unit?

1st, 2nd and Booster jabs All eligible age groups

Tuesday and Wednesday 28 & 29 December 10 am - 5 pm

No need to book - just drop in!



**Coming to the Santa Run in Hereford tomorrow?**

Then why not pop in to one of our city centre pop up clinics for your COVID job Located at the Shire Hall and Maylord Orchards

1st, 2nd and booster jabs

**Are you aged 12-15? You can Book a COVID job In Herefordshire**

1st and 2nd jabs available

Elgar House, Hereford Tuesdays 4:00-7:00pm  
Saturdays 9:00 am - noon  
Saxon Hall, Hereford Mondays, Wednesdays and Fridays 4:00-7:00 pm

Book via: [nhs.uk/covidvaccine](https://nhs.uk/covidvaccine)

\*Minimum of 12 weeks between 1st and 2nd jabs. All children must be accompanied by a parent or guardian

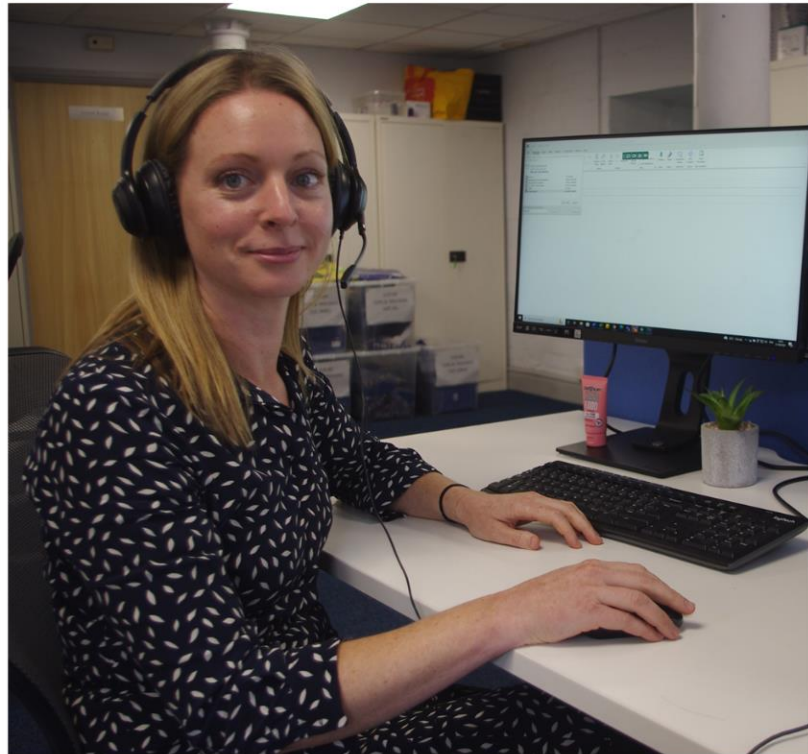
**FREE Cab to get your jab**

**TAXI**

FREE return journeys from selected areas for anyone struggling to get to the Covid-19 vaccinations walk-ins in Hereford



# Supporting patients with Covid-19 infection in their home



*Dr Sarah Williams – Clinical Lead, Taurus Services*

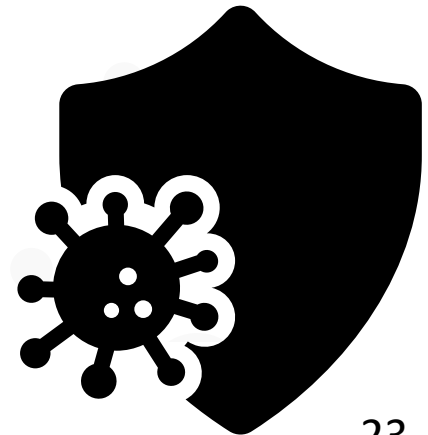
Our Covid Management Service provided assessment and support to patients who were unwell with covid at home and at higher risk of complications.

During the last 2 years, we made 11,546 calls to 3,268 patients with Covid

During the year, we were also asked to assess those who have covid and are at highest risk of hospital admission, and to prescribe specific treatments in the community for those who would benefit.

Since December 2021, we have assessed 1,914 patients for treatment

This service is invaluable for enabling our most vulnerable population to continue living an active life but preventing hospital admission if they do acquire covid.





# Primary Care Network Support

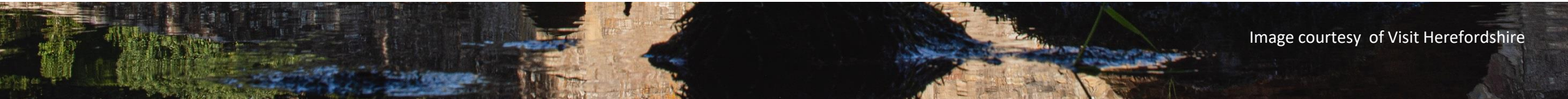


Image courtesy of Visit Herefordshire



# Primary Care Network Support

## Reflections from Herefordshire's PCN Director

**As we head toward the final year of the Primary Care Network (PCN) Contract, I continue to be amazed by the resilience of general practice and what they have achieved together with their health and care partners. This year has been no exception.**

The introduction of 98 new PCN posts across Herefordshire, and the associated services they offer, is helping to not only support the growing demands on practice teams but to extend the range of services offered to their patients. Each PCN now has a Wellbeing Team in place who, together with colleagues from the council and community partners, are ensuring a much-needed focus on prevention and support for self-care. I am excited to see how those services develop in the coming year.

The PCNs have also increased the number of roles responsible for coordinating care. Focused on supporting both the workforce and the patients where coordination is vital has led to many innovative developments during the year. The PCNs' focus on safeguarding is a prime example of this innovation and more detail about that is included in the next few pages.



Their relationship with their communities continues to mature too, with the establishment of the Community Partnership and PCN based Community Action Networks providing a solid foundation for shaping services together. The role and support of Healthwatch, Talk Community and voluntary and community organisations have been outstanding this year, ensuring the Community Partnership is already making a difference in addressing health inequalities – which continues to be a priority for all of us.



*Nisha Sankey  
PCN Director - Herefordshire*

119 new roles supporting practice teams and their patients planned by the end of 22/23

# Primary Care Network Support

## Reflections from Herefordshire's PCN Director

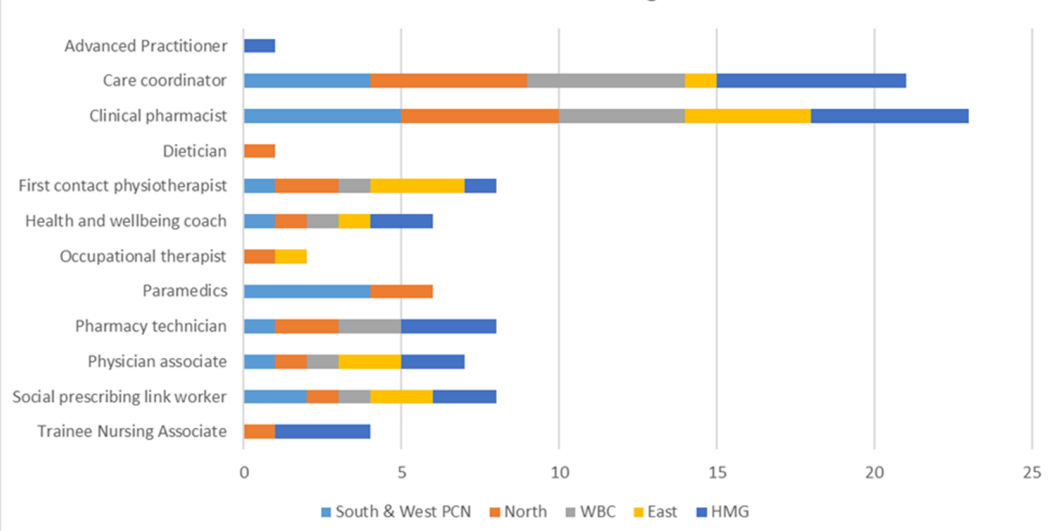
**An extended range of contractual requirements this year and a continued focus on Covid-19 vaccination delivery has required a significant increase in capacity and skills for the PCNs to operate effectively.**

The PCNs recognised this quickly and introduced dedicated PCN finance support and additional analyst capacity. Working together with PCN colleagues in Worcestershire, the introduction of a PCN Analytics Team ensures the production of timely data to support decision making and effective monitoring of progress. The Herefordshire Population Health Management tool is an example of the resource now available to PCNs to shape understanding of their population needs and target resources effectively where they are needed most.

Joining up services in a way that reduces duplication and makes sense to local people remains a priority. This year, the extension of my own role to include leadership for Community Health Services is an exciting opportunity and demonstrates further commitment from our partners at Wye Valley NHS Trust to improve our local health services.

The next year will no doubt bring many challenges for all health and care partners, but the strong foundation established by the PCNs in Herefordshire and the shared commitment to communities from all sectors brings opportunity. The recently published Fuller Stocktake gives an indication of what the next year may hold for PCNs – exciting times ahead!

Herefordshire PCNs ARRS - August 2022



# East Primary Care Network

Supporting the patients of 4 practices: Cradley, Colwall, Nunwell, Ledbury Health Partnership



Population: 29,947



...of whom  
23% are  
over 70



Practice Staff: 58.1 wte  
PCN Team: 10.81 wte



Covers: 188 sq miles



Care Homes  
18 homes  
400 beds

## Major Achievements During 2021/22

- Expanded the PCNs pharmacy team, ensuring practices are supported to review medication for patients and to meet targets specified by NHS England, freeing up GP time.
- Training arranged through Turning Point for patient-facing practice staff on recognising problematic drinking and encouraging behaviour change for patients who are drinking excessively.
- Developed a single referral form and triage process for practice staff to refer to the East PCN Wellbeing Team. The single referral is less confusing for practice teams and saves time, as well as offering opportunities for data capture to inform future services.
- Exceeded the 85% target of delivering annual reviews to Learning Disability patients.

## Key Focus Areas for the Forthcoming Year

- Continuing to build and strengthen relationships across organisations, with a focus on delivering against the PCN priorities: Obesity, Mental Health, Frailty, Alcohol.
- Targeted work to bring together Practice and District Nurses to treat patients with leg ulcers.
- Supporting patients with multiple health conditions to enable them to manage their health and increase their wellbeing, with a focus on patients experiencing health inequalities.
- Working with Talk Community and the VCSE sector to respond to patient needs/inequalities and to explore opportunities for increasing wellbeing/reducing demand on health and social care.

## Key People



Dr Sarah Newey Dr Verity Wilkins

Joint PCN Clinical Directors



Danni Mussell  
PCN Development Manager



Dr Louise Mottram  
Taurus Healthcare  
Non-Executive Director

# Hereford Medical Group Primary Care Network

Supporting the patients of Hereford Medical Group



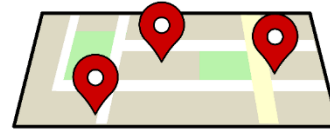
Population: 49,072



...of whom  
14% are  
over 70



Practice Staff: 94.37 wte  
PCN Team: 21.95 wte



Covers: 135 sq miles



Care Homes  
16 homes  
510 beds

## Major achievements during 2021/22

- Set up dedicated COVID19 vaccination service and provision of this service for 26,000 patients.
- Worked closely with WBC PCN and Herefordshire Council and Vennture to reach homeless and extremely vulnerable city residents.
- Moved into new purpose-built premises during a global pandemic and using the space in creative and unplanned ways to ensure our patients continue to receive the highest level of care that we can provide.
- Successful recruitment to multiple Additional Roles (ARRS).
- New ways of working more collaboratively with PCN partners to provide a more joined up service for our patients, including in areas of mental health, First Contact Physiotherapy and Community Pharmacy.
- Closer working with the 16 care homes within HMG PCN.

## Key Focus for the Forthcoming Year

- Proactive identification of further vulnerable groups of patients and working with partners to care for them with a personalised care approach.
- Building on our use of IT systems and data to improve patient pathways and professional communication.
- Restoring services following the pandemic and vaccination programme delivery.
- Improving continuity of care.

## Key People



Dr Erica Sibley and ANP Kerry Mills  
Joint PCN Clinical Directors



Lucy Jones  
PCN Development Manager



Dr Cath Laird  
Taurus Healthcare  
Non-Executive Director

# North and West Primary Care Network

Supporting the patients of 5 practices: Kington, Weobley and Staunton, Mortimer, Ryeland Surgery, Tenbury



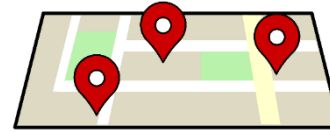
Population: 51,227



...of whom  
23% are  
over 70



Practice Staff: 95.87 wte  
PCN Team: 19.06 wte



Covers: 430 sq miles



Care Homes  
18 homes  
435 beds

## Major achievements during 2021/22

- The North and West PCN has grown its Wellbeing team and embedded its personalised care approach, single referral routes and started to understand how it can tackle neighbourhood inequalities.
- The Wellbeing Team has started to deliver group consultations to support patients with fibromyalgia to feel more confident to manage their own wellbeing.
- The Health and Wellbeing Coaches piloted the use of video group consultations. Feedback from patients has been really positive and has enabled them to connect with other patients with similar conditions. The team presented at the Health and Care Conference in London in May on the work that has been undertaken in this area to demonstrate how video group consultations can be used to support patient wellbeing.
- Delivered over 50,000 covid vaccinations. The PCN has operated across two vaccination sites, Kington and Earl Mortimer School in Leominster to deliver vaccinations to all cohorts from children to our most vulnerable patients.

## Key Focus for the Forthcoming Year

- Recruitment to a PCN analytics post so that population health management can be used to proactively identify and support the PCNs population by targeting interventions to those who need it the most.
- Embed our new Care Home Nurse Coordinator to improve personalised care planning and multi-disciplinary team working in our PCN's care homes.

## Key People



Dr Silvana McCaffrey  
PCN Clinical Director



Gillian Pearson



Hannah Hope

PCN Development Managers  
(Hannah from Aug 2022)



Dr Ritesh Dua  
Taurus Healthcare  
Non-Executive Director

# South and West Primary Care Network

Supporting the patients of 6 practices: Alton Street, Fownhope, Golden Valley, Much Birch, Kingstone, Pendeen



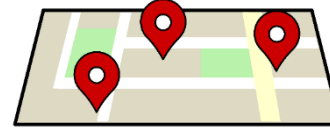
Population: 42,558



...of whom  
21% are  
over 70



Practice Staff: 73.19 wte  
PCN Team: 17.47 wte



Covers: 348 sq miles



Care Homes  
18 homes  
313 beds

## Major achievements during 2021/22

- Working together to successfully deliver the COVID vaccination programme at the Larruperz Centre in Ross-on-Wye and throughout the surgeries.
- Establishing a Health and Wellbeing team who are connected to a wide array of community providers to build a network of support for patients.
- Hiring health care roles such as paramedics and pharmacists who now work across multiple surgeries.
- Implementing a data analyst role within the team to support contract compliance.

## Key Focus for the Forthcoming Year

- Develop a team focusing on Enhanced Health in Care Homes, led by a lead Care Home Nurse Coordinator.
- Continue to develop shared resources with Wye Valley Trust by hiring a joint quality and operations manager to oversee WVT staff in Ross-on-Wye and to manage the PCN ARRS team.
- Establish a physical hub for the PCN at Ross Community Hospital and expanding the number of hubs at which patients can receive Extended Access appointments, in line with the results of our patient survey.
- Focus on reducing inequalities in health care provision through increasing our cancer screening rates and improving our COVID vaccination rates in certain cohorts.
- Explore and develop spirometry services in collaboration with community services.
- Develop a referral process for community groups to refer directly to the health and wellbeing team without needing to go through GP surgeries.
- Continue to expand ARRS (Additional Roles) Workforce to reflect the needs of Anticipatory Care.

## Key People



Dr Sion Gibby  
PCN Clinical Director



Su Suehr  
PCN Development Manager



Dr Richard Warner  
Taurus Healthcare  
Non-Executive Director

# Wargrave House, Belmont and Cantilupe PCN

Supporting the patients of 3 practices: Wargrave House, Belmont, Cantilupe and Hampton Dene



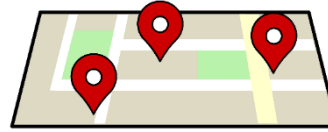
Population: 30,069



...of whom  
16% are  
over 70



Practice Staff: 54.53 wte  
PCN Team: 10.63 wte



Covers: 61 sq miles



Care Homes  
16 homes  
367 beds

## Major Achievements During 2021/22

- Safeguarding coordination: implementation of consistent systems, training, reporting and strategic overview for the network. This has strengthened relationships city wide and improved GP representation.
- Lead Nurse Coordinator: supporting education, professional development and collaborative working.
- Pharmacy: building a strong team of Pharmacists and Pharmacy Technicians working across the network.
- Monthly Care Home Multi-disciplinary team in development to support delivery of Enhanced Health in Care Homes.

## Key Focus for the Forthcoming Year

- Working with network partners to focus on outreach, bringing healthchecks, social prescribing and coaching into community settings. We aim to empower patients to live healthier and more connected lives.
- Expansion of the PCN Wellbeing team including social prescribing, care coordination, mental health and health and wellbeing coaching support – with input from practice teams to provide holistic care.
- Health Inequalities projects - addressing issues associated with food poverty and learning disabilities.
- Implementing group consultation model for long term condition management and other areas.

## Key People



Dr Paul Harris  
Joint PCN Clinical Director  
Taurus Healthcare  
Non-Executive Director



Dr John Stevenson  
Joint PCN Clinical Director



Anna Straker  
PCN Development Manager

# PCN Wellbeing Team Developments

**All five of Herefordshire's PCNs are developing Wellbeing Teams. The teams include Care Coordinators, Social Prescribers and Health & Wellbeing Coaches.**

Some areas also have Occupational Therapists, Dietitians and Mental Health Practitioners within their teams, reflecting the needs of their population. Patients can often feel isolated, lonely and not in control of their own health which impacts on their wellbeing. Our Wellbeing Team members are there to support patients to understand what matters to them and how to feel more confident to manage their own health and wellbeing. This could be anything from:

- Supporting patients to make the right, positive choices about their health and lifestyle
- Linking patients with activities and opportunities that are of interest to them in the neighbourhood
- Support for managing long term health conditions more effectively or helping patients to build personal resilience and confidence to become more independent.

Our team members have personalised care at the heart of each discussion. This person-centred approach empowers patients to take back control of their own wellbeing.

Appointments may be offered face-to-face within the community, at a GP practice or online. They may be one-to-one sessions or part of group consultation. Choice is offered so that we can be flexible to meet the needs of patients.

"I felt very at ease with Michelle, she explained what help was available and how to access it giving me loads of options to explore."

"I feel the support you have given me has brought me out of my dark hole. I am coping with things i couldn't do before. I have a new determination and its all down to you."

"Once I'd accessed the support of my social prescriber it opened the doors for other support that is out there."

**Patient feedback**



# Communities, Personalised Care and Inequalities

PCNs have many priorities from both local and national contracts and initiatives. A focus for the last 12 months has been on developing approaches to tackling neighbourhood inequality, personalised care and embedding early intervention and prevention approaches within our Wellbeing Teams. We are developing our relationships with our communities to work jointly to tackle inequalities and better understand the needs of our population.

## Group Consultations

Video Group Consultations (VGCs) allow multiple patients to gain important clinician input without the need to physically attend their GP surgeries. These are being piloted by Wargrave, Belmont and Cantilupe PCN to run VGC diabetic reviews. This approach has also been adapted by the North and West PCN to fit a health and wellbeing model using a health coaching approach; **empowering** the patients to develop their own solutions and to take ownership of their health and to make positive changes to improve their **health and wellbeing**. This project has been recognised by the National Director of the Experience Led Care programme, Georgina Craig. As a result, two members of The Wellbeing Team were invited to speak about it at this year's Health and Care show, which took place in London on the 19 May. Feedback has been really positive from patients so PCNs are looking to expand these approaches in the next 12 months. The approach is also being widened to include face to face group consultations as a way to deliver **personalised care and tackle inequality**.

“The advice given to me has been very useful, I no longer feel trapped I now feel I have a choice.”  
(Patient feedback)



Alisha Jenkins speaking at the Health and Care Show, London, May 2022

# Communities, Personalised Care and Inequalities (2)

## Community Action Network Meetings and Community Partnership

Our Social Prescribers have been working closely with Talk Community to develop Community Action Network Meetings. These bring together third sector and statutory services to connect with peers, share ideas and experiences within the local PCN area. Communities can flag concerns or areas of inequality as well as sharing good news stories and opportunities for partnership working. They provide a forum for information sharing. This enables the community and statutory sector to collectively address needs, connect community activity and build community infrastructure and resilience.

## Simple Activation Question Pilot

Our Social Prescribers have piloted the use of two simple activation questions to help to understand how confident patients are to manage their own wellbeing.

By using these simple questions, it empowers patients to be at the centre of the discussion about their health and wellbeing as well as introducing a common language across all Wellbeing team members to understand the level of support needed by a patient. This ensures that we can provide **personalised care** and quickly identify the right team member to support patients. This is now being rolled out across wider General Practice teams to support our priority to **tackle neighbourhood inequalities**.



Learn more: [www.healthwatchherefordshire.co.uk/community-partnership](http://www.healthwatchherefordshire.co.uk/community-partnership)

"Helps patients to lead decision making"

"Provides a structured way to uncover patient needs and address them"



# Safeguarding Care Coordination

Wargrave, Belmont and Cantilupe Primary Care Network (PCN) has this year pioneered the use of a new role - **Safeguarding Care Coordinator**. The aim is to have safe and efficient systems, reduce pressure on GPs and maintain strong connections with system partners.

**A network approach ensures partner agencies have a single point of contact, safeguarding referrals are made in a timely way, and GP input is represented at strategy level. Data reported on a regular basis has resulted in more responsive patient care, and improved practice resilience.**

The innovation received national attention when it was featured on an Ockham Health podcast in July. WBC PCN Development Manager, Anna Straker, was interviewed with Clinical Director, Dr John Stevenson, alongside the post holder, Sam Beaumont.

The team answered questions on how the Safeguarding Care Coordinator position came about, how the role was developed and became 'bedded in', plus the benefits it has brought to individual services and the PCN.

Sam added her own experiences since taking up the role in August 2021, particularly her day-to-day responsibilities and how she has developed trusted relationships with system partners.

The team shared their thoughts on lessons learned. Uppermost was the need for the Safeguarding Care Coordinator to fully understand the nature and culture of the surgeries in the PCN and the importance of effective and regular communication.



*Sam Beaumont, Safeguarding Care Coordinator – WBC PCN*

In September 2022, Sam's work was recognised when she was shortlisted for 'The Extended Practice Team Member' category of the national General Practice Awards 2022



© Martyn Bennett

# Strategic Representation and Leadership



During the last year, **Herefordshire GP Leadership Team** has become established as the main representative body for Herefordshire General Practice at system and place level.

Herefordshire General Practice Leadership Team was initially set up to provide a joined-up place-based approach to tackling the Coronavirus crisis. Since then, it has developed to become an effective approach for GP representation within the local health and care system. It comprises the Clinical Directors of all five Herefordshire PCNs, Leaders from Herefordshire's GP Federation, the LMC's Secretary and Director of Primary Care from the ICS.



**Pictured**

Top row: Dr Nigel Fraser, Dr Mike Hearne, Mrs Nisha Sankey, Dr Lauren Parry  
Middle row: Dr Sarah Newey, Dr Verity Wilkins, Dr Sion Gibby, Dr Erica Sibley, ANP Kerry Mills  
Bottom row: Dr John Stevenson, Dr Paul Harris, Dr Silvana McCaffrey, Lynda Dando

Traditionally, General Practice has been well placed to provide insight into how services can deliver efficient patient-centred care. However, obtaining a collective and collaborative opinion from General Practice has sometimes been challenging. In creating and developing Herefordshire GP Leadership Team, we have removed any confusion as to whether a true collective point of view is being put forward. We provide one unified, credible and clear Herefordshire General Practice response that has led to us becoming a genuine peer in the development of the ICS at place.

A unified General Practice voice is the jewel in the crown of any ICS. Through our experiences to date, we have demonstrated coordination of GP strategic thinking and operational delivery that has helped deliver projects rapidly with all providers, whilst retaining the positives of holistic General Practice.

“Wye Valley NHS Trust really welcomes the opportunity to join the GP Leadership Team meetings. Our regular attendance ensures channels of communication between Herefordshire General Practice and the Trust remain open and constructive. We can discuss any issues of concern as well as share and discuss our latest innovations and plans.”

*David Mowbray, Chief Medical Officer, Wye Valley NHS Trust*



# Strength comes from unity in General Practice



**This year, I have written a lot about the need for General practice to be united in order to play a strong and critical part in their local system. Strength comes from unity, and a single general practice group is the first step towards this.**

This is exactly what has been in place in Herefordshire for two years now, bringing together members of the LMC, the Federation and the Primary Care Network Clinical Directors. All have committed voluntarily to this 'collaboration of the willing', understanding the need to provide a single point of access to General Practice for others in the system, valuing the opportunity to share learning and standardise approaches where appropriate and ensuring clear, transparent, and dynamic decision making is possible when needed. Putting a local general practice leadership group in place is important but it is only the first step.

If general practice is going to survive and thrive in the new system, it will then need to develop this group so that it is effective and has real influence in the system. I have had the pleasure of working with the team in Herefordshire in recent months as they start to explore how their structure develops to support a unified Herefordshire General Practice moving forward.

A strong, united general practice infrastructure in Herefordshire could soon be a reality. This will serve local general practice, enable their voice to be heard, and work for the local system as it seeks to partner with general practice. What Herefordshire General Practice is doing right now is a testament to their commitment to unity and to retaining strong, independent general practice, and can act as a template that the rest of the country can use and follow.

**Ben Gowland, Director, Ockham Healthcare**



# The Year Ahead



# The year ahead

**In an uncertain world, the clear constant is that General Practice will face ongoing pressure over the coming year. Access will continue as an area of particular focus as we look collectively to ensure a resilient workforce that can tackle the challenges ahead, whilst demonstrating the value of General Practice through effective data.**



Working together and building relationships with other parts of the system and our communities will optimise opportunities to continue to provide high quality services. Our emphasis will be on the resilience of our workforce, as we increase our focus on prevention and inequalities. The Fuller stocktake will become intrinsic to PCN development, particularly the impact of urgent care hubs, that builds on our remote and face to face offer, to support continuity of care central to good quality general practice, whilst enabling practices to work towards more sustainable levels of activity.

Central to resilience is a collaborative approach across General Practice. We may see structures developing that bring clarity to the roles of the Local Medical Committee, the Federation (Taurus Healthcare), practices and PCNs, strengthening our voice and the role played in the Integrated Care System (ICS). The sustainable role of practice managers in this will be a key success factor. The impact of the ICS continues to evolve, but the need for infrastructure to support Herefordshire General Practice becomes ever more prominent. As a peer, we want to maximise our role in integration strategy and our role in decision making, strengthening our representative role in key areas such as finance and quality, whilst transforming to ensure the model of General Practice is a golden thread through integrated care delivery.

Herefordshire General Practice is well placed to manage these challenges, and I am confident that we have the building blocks in place to continue delivering first class holistic care, as we evolve our autonomy in the ICS environment.

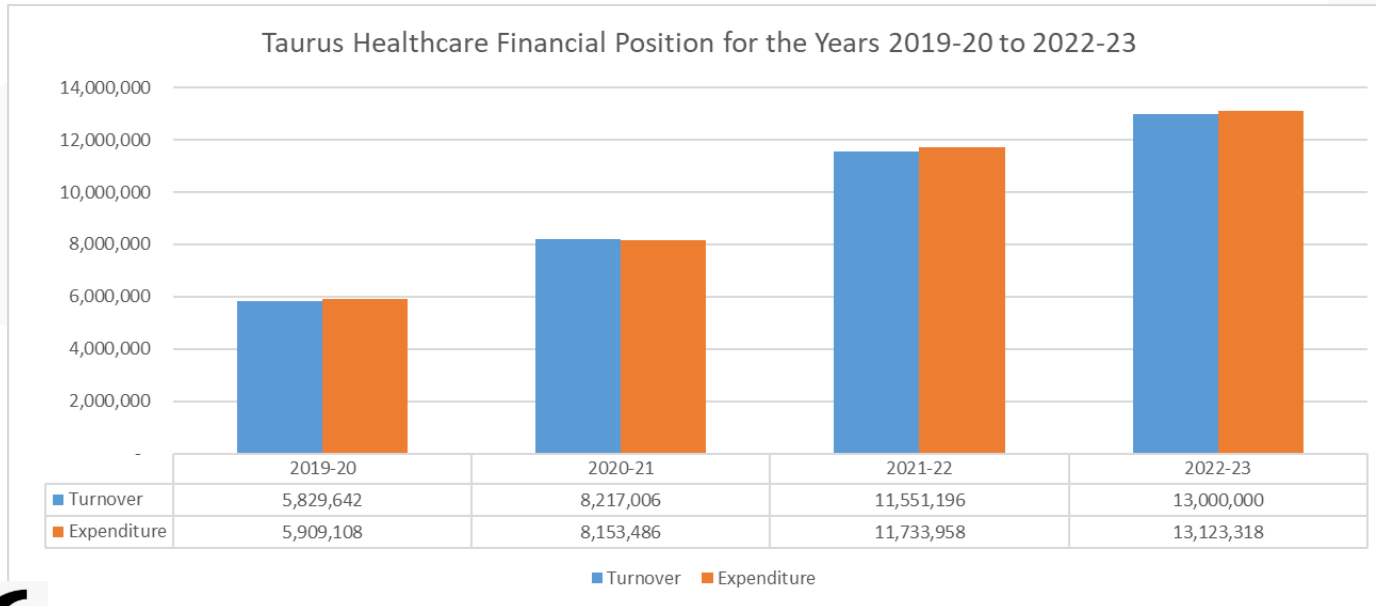
**Dr Mike Hearne, Managing Director**



# Financial Summary 2021-22



# Financial Summary 2021-22



	£M	2020-21	2021-22	Budget 2022-23
Income for services provided		8.2	11.5	13.0
Cost of delivering federative, strategic and contracted services		8.1	11.7	13.1
Funds retained for future developments		0.1	(0.2)	(0.1)

An additional £200k from reserves is being used to support strategic and federative activities in 2021-22 and 2022-23

“

As part of enhancing the service from the finance function, and to assist PCNs within Herefordshire with budgetary control and financial management as PCN income increases, we have recruited Louise O’Hare to provide dedicated financial support to PCNs. This is clearly providing significant benefit as PCN spending plans for 2022/23 are much further developed than this time last year, and we expect the level of benefit to continue to increase (Andrew Lee, Director of Finance)



Louise O’Hare, PCN Senior Finance Officer



**Thank you to our amazing team**

**Supporting practices and their patients for 10 years!**

# Our Board



**Dr Nigel Fraser**  
Chairman



**Dr Mike Hearne**  
Managing Director



**Mr Andrew Lee**  
Director of Finance



**Mrs Nikki Marriott**  
Director of Nursing  
and Quality



**Dr Lauren Parry**  
Medical Director



**Mrs Nisha Sankey**  
PCN Director



**Dr Ritesh Dua**  
North and West PCN



**Dr Paul Harris**  
Wargrave, Belmont  
and Cantilupe PCN



**Dr Cath Laird**  
Hereford Medical  
Group (HMG) PCN



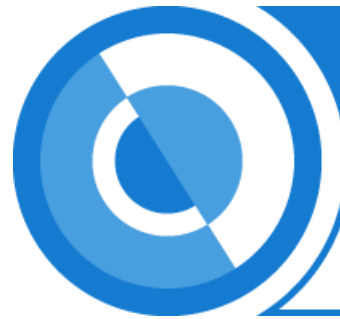
**Dr Louise Mottram**  
East PCN



**Dr Richard Warner**  
South and West PCN



**Mr Graeme Walker**  
Chair of Finance  
Committee



**Herefordshire General Practice**

**Taurus Healthcare**

 **Proud to be a part of**  
Herefordshire and Worcestershire Integrated Care System

Suite 1, Berrows Business Centre, Bath Street, Hereford, HR1 2HE

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

01432 270636 enquiries@taurushealthcare.co.uk

