

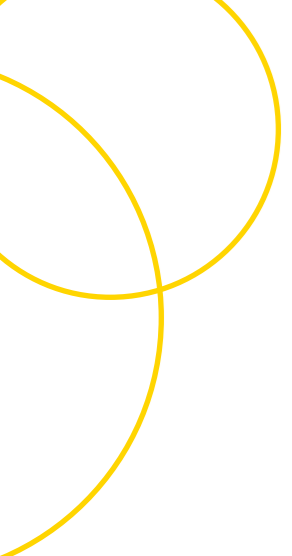


Herefordshire General Practice

Taurus Healthcare

Annual Report 2022/23

To support our drive for excellence in General Practice, we utilise standards set by the Care Quality Commission (CQC) as part of our Quality Framework for monitoring clinical services and our organisational leadership and culture.



Are we effective?

People and communities have the best possible outcomes because their needs are assessed. Their care, support and treatment reflects these needs and any protected equality characteristics.



KEY
What does good General Practice look like?

Are we responsive?

People and communities are always at the centre of how care is planned and delivered. The health and care needs of people and communities are understood and they are actively involved in planning care that meets these needs.



Are we well led?

There is an inclusive and positive culture of continuous learning and improvement. This is based on meeting the needs of people who use services and wider communities, and all leaders and staff share this.



Are we caring?

People are always treated with kindness, empathy and compassion. They understand that they matter and that their experience of how they are treated and supported matters.



Are we safe?

Safety is a priority for everyone and leaders embed a culture of openness and collaboration. People are always safe and protected from bullying, harassment, avoidable harm, neglect, abuse and discrimination.



Throughout this report we have used this colour coding system to highlight examples of how we work and where this aligns to CQC standard questions.



Contents

- What does good General Practice look like? 2
- Introduction..... 4
- Who are Herefordshire General Practice5-6
 - Why is working collaboratively so important?
 - What are we trying to achieve and how are we unique?
- Some facts about Herefordshire General Practice 7
- A year in review - key highlights 9
- Patients - Highlights of the past year.....10-11
- Patients - The right care when you need it - Right Person, Right Time, Right Place.....12-13
- People - A great place to work14-15
- Partnerships - Working well together.....16-17
- Financial Report..... 18
- Strategic Report..... 19
- The year ahead..... 20
- Our Board 22





Introduction

Welcome to our Annual Report for 2022/23.

We focus our work around three Ps:

- **Patients** - our registered population
- **People** - our workforce
- **Partnerships** - joining forces to achieve better outcomes



Herefordshire General Practice (HGP) has rightly earned a reputation for innovation, not only within our local community but also at regional and national levels.

The past year has brought a mix of excitement and challenges. We are proud of how we have worked with and as part of Herefordshire General Practice to tackle these challenges amidst the consistently high demand for our services. Through this work, Herefordshire General Practice (HGP) has rightly earned a reputation for innovation not only within our local community but also at regional and national levels.

Our ambition is to ensure that patients receive high quality care from

the most suitable clinicians, when they need it, and in the most fitting location. To achieve this, we have embraced technologies and innovative operational approaches and utilised data and intelligence to make best use of our teams' time, expertise and capacity.

We recognise the pivotal role General Practice can play in enhancing the well-being of individuals within their communities, particularly for those managing chronic health conditions. A key focus this year has been prevention

and wellbeing and through effective partnerships, we have started the development of a community health offer that supports the adoption of healthier lifestyles and recognises the importance of the wider factors that impact on a person's wellbeing.

This year we have also established Herefordshire General Practice Collaborative. This new operating model has successfully united representatives from all 19 Herefordshire practices, the Local Medical Committee (LMC), Primary

Care Networks (PCNs) and Federation (Taurus Healthcare) to strengthen our working partnerships. The aim of the changes is to improve the delivery of 24/7 General Practice, create greater resilience for practices, provide variety and development for our workforce and to amplify the voice of General Practice in our local health and wellbeing system.

Dr Nigel Fraser
Chairman

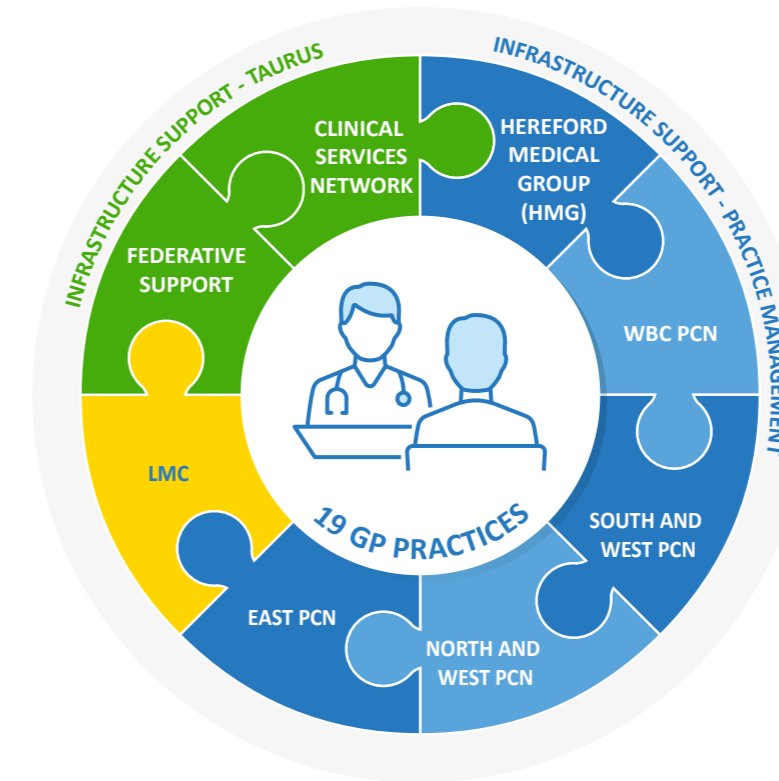
Who are Herefordshire General Practice (HGP)



HGP is a collaboration of General Practice providers coming together to provide single, unified infrastructure to enable a stronger, independent General Practice for the future.

The collaboration consists of:

- 19 GP practices across Herefordshire organised and supporting 5 Primary Care Networks (PCNs)
- Taurus Healthcare Ltd - the GP federation that delivers countywide, at scale clinical services and provides infrastructure support and federative services to GP practices
- The Local Medical Committee (LMC) - the professional organisation that represents GP interests



The details contained in this annual report for 22/23 are primarily focused on the delivery of services, support and infrastructure provided to HGP from Taurus Healthcare Ltd (identified in green left). Taurus Healthcare is the GP federation, owned and run by all the practices in Herefordshire where any surplus monies are reinvested into local services. The aim is to support practices to improve healthcare for the people of Herefordshire through the delivery of services at scale when it makes sense to do so, and to provide resilience for General Practice across the system.

The HGP executive team (also called the GP Leadership Team) is the docking point for communication with the system and makes decisions on behalf of general practice, where the clinical director executives consult and feed in the thoughts from PCNs and practices. All general practice leadership and representation reports to this group so that we enable a joined-up approach to decision making, albeit practices and PCNs maintain their autonomy within the framework.

Herefordshire General Practice (HGP) – Delivery September 2022 – September 2023

Working together, Herefordshire General Practice delivers a 24/7 service across 19 practices and 5 networks. An at scale element, effectively the 6th Primary Care Network, delivers a number of services at scale on behalf of the PCNs and practices.

The dashboard opposite highlights the activity across our services bringing together core provision delivered at GP practices and appointments delivered out of hours.



“ Herefordshire is very fortunate that General Practice works effectively together. As a partner organisation we can work efficiently together to create solutions and agree pathways for patients that can then be implemented at scale across the county. **Jane Ives, Managing Director, Wye Valley NHS Trust** ”

Key Information - HGP

738,400

Routine appointments delivered

548,326

Book on the day appointments delivered

263 Patients supported through Talk Wellbeing (started July 2023)

2,218 NHS

Health Checks delivered

Supported by at scale services/ 6th PCN

COVID-19

96,873

Total covid vaccinations delivered - Top 3 in UK comprising:

- ✓ **63,604** Autumn Booster 2022
- ✓ **23,178** Spring Booster 2023
- ✓ **10,091** Autumn Booster 2023

36,293

Appointments provided through our remote consultation service Herefordshire Remote Health (HRH)

956

Appointments through our Advanced Respiratory Infection Hub (winter only)

115

Colleagues employed through the additional roles reimbursement scheme, supporting practices across 5 PCNs and their patients. **85** of those colleagues are employed by the Federation on behalf of the PCNs, the remaining employed directly by HMG PCN

2,581

Attendances through our Overnight Nursing Service

19,675

Appointments delivered through our Out of Hours urgent care service

26,071

Additional evening and weekend appointments

Lowest in UK for A&E attendances that should have been seen in Primary Care

NHS



3,254

NHS Health Checks delivered



3rd best across region for numbers of appointments provided per head of population despite fewer GPs than across region



Herefordshire General Practice is working hard to build trust with communities, which has started with listening. They have demonstrated that they are considering more outreach and adaptations in their approach to meeting community needs, which has been made much easier at scale and at PCN level. The work on designing the specifications in each PCN to deliver enhanced access was rooted in hearing the views of the local residents through working with Healthwatch.

Christine Price, Healthwatch Chief Executive.

A year in review – key highlights

(October 2022 – end of September 23)

- **October 2022** - Expansion of evening and weekend appointments to 9 Hubs (from 6 previously).
- **November - December 2022** - Autumn covid vaccination programme delivery.
- **December 2022 - January 2023** - Acute Respiratory Hub established and running.
- **January 2023** - Herefordshire Remote Hub expanded to support all practices, providing additional capacity to meet patient demand and improve access to care.
- **February 2023** - First new All Practice event takes place.
- **February - March 2023** - Spring covid vaccination programme delivery.
- **April 2023** - New workforce service is developed, bringing together a range of professional skills into a single service to support workforce development and portfolio working.
- **May 2023** - Development of new video to support improved working across primary and secondary care.
- **May 2023** - Expansion of virtual GP service with Wye Valley Trust Community Integrated Response Hub to include face to face GP.
- **June 2023** - Re-launch of HGP nurse forum.
- **July 2023** - New model of working for Herefordshire General Practice is approved and new Non-Executive Directors are appointed, bringing a range of new skills and experience to General Practice.
- **July 2023** - Launch of HGP practice manager forum.
- **July 2023** - New Talk Wellbeing service is launched.
- **August 2023** - Established Primary Care Analytics (a new subsidiary of Taurus Healthcare) to provide business intelligence as a commercial opportunity.
- **September 2023** - Interest grown in HRH service – now have greater demand for roles than current capacity to offer.
- **September 2023** - New online booking platform is launched enabling patients to book directly for certain appointments, reducing burden on reception staff and improving the offer to patients.

Highlights of the past year



Patients - Helping you stay well

Covid Vaccination Programme



Continued delivery of covid vaccination booster programmes, delivering more than 28,000 vaccinations through our Elgar site, home visits and outreach mobile clinics.

✓ **Awarded Midlands NHS Parliamentary Award for Health Equalities as part of the Herefordshire and Worcestershire team and Highly Commended for our covid vaccination programme in last year's healthcare excellence awards.**

Health Checks



Herefordshire General Practice delivered 2,218 NHS Health Checks as one of Herefordshire's key prevention programmes. This work is key in identifying those who are between 40 to

74 years old who are at risk of heart disease, diabetes, kidney disease and stroke.

✓ **Recognised by the Office for Health Improvement and Disparities with the largest percentage increase in the number of people having a check in 2023-24 (Q1), compared with the same period in 2022-23, and the county that has recovered most in terms of the number of checks carried out compared with pre-covid levels.**

Talk Wellbeing Service



A new service implemented in July 2023, delivering preventative and wellbeing support at the heart of communities. The service has helped those facing barriers to accessing healthcare by identifying early those at risk of cardiovascular disease, signposting to services that are available and by registering patients who

aren't currently registered at a GP Practice. For example, unregistered populations, agricultural workers, non-English as a first language speakers and those living in areas of greater social deprivation. Pop-up venues include community halls, workplaces, food banks and drop-in centres, complemented by a mobile unit that visits locations such as the livestock market in Hereford, major employers and festival sites

✓ **We are still in the early months of this programme, but already the team are making a positive difference. 224 people supported to date, of which 58 were referred on to other services.**



CASE STUDY - TALK WELLBEING



To be able to be with people makes such a difference to my life...

Tackling Inequalities



All PCNs are considering how they can take steps to support carers, including pro-active identification of carers, building a bespoke offer to support their health and wellbeing and the training of staff working in general practice. They are also reviewing data from different organisational sources to explore where there are health inequalities within their network. PCNs are using this information to develop projects and connect resources to support better delivery of services and inclusivity.

✓ **Health literacy champions are now in place across the county and improvements are being made with an initial focus on improving communication and engagement with patients with learning disabilities and those in pulmonary rehabilitation programmes.**

PCN Wellbeing Teams



Each PCN now has an established PCN Wellbeing Team. These teams include Care Coordinators, Social Prescribers, Health and Wellbeing Coaches, and in some PCNs, Occupational Therapists, Dietitians and Mental Health Practitioners. These teams focus on delivering personalised care, focused on 'what matters to me'.

✓ **Patients receive a range of support from signposting to community groups and support, to lifestyle behaviour change support to managing long term conditions and becoming empowered to manage their own health and wellbeing.**

Enhanced Health in Care Homes (EHCH)



PCNs have employed care home care coordinators and clinical leads who work alongside care home teams to ensure that residents are receiving a review of their personalised care and support plans within seven days of a hospital admission. In addition to this, the teams can register new residents at practices, undertake regular ward rounds and support with education of care homes teams. PCN pharmacy teams also support homes, undertaking structured medication reviews and supporting safe medicines protocols.

✓ **Through working together with care home teams, we have delivered a continued reduction in emergency admissions, falls and Emergency Department attendances. We have increased the number of residents with personalised care and support plans, increased the number of structured medication reviews undertaken and reduced prescribing in care homes since the team has been in place.**

EHCH Dashboards



The dashboard (example below) developed locally to help us monitor the impact of work has been recognised as an exemplar of best practice nationally and is helping our teams to identify further areas for improvement.





Patients - The right care when you need it Right Person, Right Time, Right Place

Our ethos is 'supporting patients across 24/7' where all our practices and our at scale services, including Out of Hours, use the Emis software platform. This gives patients the choice to be seen at the weekend, in the evening or remotely, freeing up our GP practices' capacity to maximise continuity and appropriate face-to-face contact with patients.

Herefordshire Remote Health Service

Now used by all practices in Herefordshire (and by Tenbury Wells Surgery) and very much seen as 'business as usual'. Patients have welcomed the flexibility the service gives them with 77% stating they would recommend the service to friends and family (from 5,271 responses)

✓ The flexible nature of the service is helping to meet the NHS workforce challenge with the service now attracting more new clinicians to Herefordshire than we have availability to offer (GPs, Advanced Nurse Practitioners and Physician Associates). Patients and practices choose whether an individual's care can be managed remotely. The success of the service is now attracting national attention from NHS chiefs/leaders.

Evening and Weekend Appointments

In October 2022, our Enhanced Access (EA) service, which offers routine evening and weekend appointments, was recommissioned and expanded. Over 45,000 face-to-face appointments a week are now offered across nine hubs throughout the county. Appointments are offered with GPs, Advanced Practitioners, Nurses, Health Care Assistants and Phlebotomists.

✓ Improved access to General Practice appointments through extended opening hours within a variety of countywide venues. Appointment links are generated specifically for Enhanced Access activity and sent directly to the patient, allowing them independently to book and manage appointments.

Acute Respiratory Infections (ARI) Hub

December 2022 saw a huge surge in reported cases of Strep A/Scarlet Fever in children resulting in an equally huge surge in demand for GP Services. NHSE response was to set up ARI hubs. Ours was established following two weeks of intensive planning.

✓ ARI Hub set up and running within 2 weeks of request. More than 900 appointments were delivered during the period the Hub was operating.



“ Great way to access advice and services without unnecessary visits to surgery and possibly wasting doctors time

Additional Roles

In the past year, Herefordshire General Practice has continued to recruit additional roles within practices. These include roles such as Social Prescribers, Clinical Pharmacists, First Contact Physiotherapists, Paramedics, Wellbeing Coaches and Mental Health professionals.

✓ Herefordshire now has 138 additional roles supporting GP practices across 5 PCNs deepening and enriching the range of care options available to patients.

Prescribing Treatment for Covid

Nationally, General Practice has been asked to provide support to those at highest risk of hospital admission. Across Herefordshire and Worcestershire, we worked with our ICB (Integrated Care Board) colleagues to provide this as a specialised GP-led service.

✓ Improved efficiency due to clinicians being familiar with the complex medications and a service able to flex at times of covid surge. More than 850 patients of highest risk of complications due to covid assessed by this service, avoiding hospital admission.

Urgent Care Community Response

This year, we have worked with our colleagues in the Community Integrated Response Hub (CIRH) on their urgent community response service. Through this collaboration we have ensured increasing general practice presence within the hub and developed a collective response that supports our patients to get the right care quickly and avoid unnecessary hospital attendance.

✓ Improved patient outcomes and development of the workforce offering 1:1 training and support to the team, as well as an additional clinician in the team providing patient care.



“ Reception staff were friendly and helpful. The nurse who took my blood was very professional and friendly, explained everything to me and was competent and efficient





People - A Great Place to Work

Our services rely on the great people who work for us and our culture centres on valuing all our teams. Herefordshire General Practice works collaboratively to support flexible working, career development across general practice and opportunities to learn and develop.



Portfolio Roles

Due to running services across 24-7, we can support our staff through their 1:1 meetings and annual appraisal to trial new services and utilise and develop their skills and particular areas of interest.

✔ *Having a broad range of opportunities to offer and a flexible approach to how people are employed enables HGP to attract and retain an excellent workforce in Herefordshire.*

HGP Board

Following an extensive recruitment process, we were delighted to appoint very high calibre individuals to the role of Non-Executive Director for the new HGP Board.

✔ *Access to a wealth of skills and experience supporting HGP to deliver its objectives across legal, commercial, local authority, finance, governance, community development, social care and integration.*



They care about their staff just as much as they care about the services they provide to patients.

Agne, Programme Management Office

Staff Wellbeing

Recognising the value of a healthy and happy workforce and the significant impact the rising cost of living can have on mental health, in 2022 Taurus Healthcare launched the Taurus Financial Support Fund.

✔ *23 applications for support received and approved making a real difference to those most in need.*

Supportive Learning


We have conducted regular audits with feedback individually and to teams. We have offered regular evening training and created a weekly peer support drop-in session on MS Teams to keep staff involved and part of changes to the services and to share findings from audits, incidents and complaints.

✔ *Improved practice and innovation through collaboration and sharing of incidents to drive a learning and continuous improvement culture.*

Training and Development

A popular Health Care Support Worker course that is bespoke to the needs of Primary Care and is now on its 3rd cohort. We have developed new training videos and recorded live events for staff to watch at a time that suits them 'On-Demand'. This year we have delivered an innovative optometry project on behalf of NHSE which includes reviewing pathways aimed at improving access for patients to optometry/ophthalmology services.

✔ *Training and development opportunities designed and developed to suit different working patterns and made available on demand. Improved access to optometry/ ophthalmology services.*

 [CASE STUDY - DAISY](#)
[CASE STUDY - HANNAH](#)
[CASE STUDY - FRANKIE](#)



“
I have felt as though Taurus has always looked after their staff well, in particular the cost-of-living grant which truly made a difference to me





Partnerships - Working well together

Herefordshire General Practice Collaborative



This year we have implemented a new operating model that brings together representatives from all 19 Herefordshire practices, the Local Medical Committee (LMC), Primary Care Networks (PCNs) and our Federation (Taurus Healthcare). The model formalises how we deliver against our collective ambitions and enables decision making across HGP that continually improves services for our patients.

✔ Provides a seamless 24/7 general practice for patients, provides greater resilience to General Practice and the wider health and wellbeing system.

One Herefordshire Partnership



A collaboration between Herefordshire General Practice, Herefordshire Council, Herefordshire and Worcestershire Health and Care Trust and Wye Valley NHS Trust was shortlisted in the

Click to view a video we developed to improve the patient pathways between primary and secondary care.

Place-based Partnership and Integrated Care Award category of the prestigious annual Health Service Journal Awards.

✔ Recognition of the excellent partnership working within Herefordshire: 1,456 entries received with 223 projects and individuals reaching the final shortlist.

All Practice Events



In support of the new model of working, all practice events have been introduced this year. They are held quarterly and provide a regular half-day event, which are attended by representatives from each of our 19 practices.

✔ Tackling issues together to provide innovative solutions across several areas including patient access, reducing inequalities, integrated neighbourhood teams.

Patient Engagement



Our relationship with Healthwatch has been instrumental this year. We have engaged across a range of topics such as our evening and weekend appointments and understanding the barriers for people with learning disabilities to access health checks and vaccinations. Through this engagement we can understand how to improve the way we deliver services.

✔ Improved design of services through understanding the lived experience of patients.



Herefordshire is very fortunate that General Practice works effectively together. As a partner organisation we can work efficiently together to create solutions and agree pathways for patients that can then be implemented at scale across the county



Shared Learning Culture



Over the last 12 months we have continued to promote a just culture of shared learning within Herefordshire General Practice. This remains an important step in our ongoing development of embedding a patient safety culture across Herefordshire.

A key enabler to our developing culture has been the reconfiguration of our Incident Management System (IMS) to streamline reporting and feedback functions. This has led to an increase in the number of incidents reported over the year, most notably by HGP.

In 2021-22 68% of practices shared an incident for system learning or escalation whereas in 2022-23 we are pleased to note that the number of practices sharing an incident has reached 100%.

We have collated data and identified themes to work in collaboration with One Herefordshire partners to implement system-wide changes with the aim of improving safety for patients and the wider workforce.

We continue to share any learning via our HGP Quarterly Newsletter 'Learning together from Incidents' and through the monthly Place based shared learning forum: Safety in Sync.



Financial Report

The HGP collaborative is evolving and as such provides representation at place (Herefordshire) and Integrated Care System (ICS) finance forums (covering Herefordshire and Worcestershire). Budgets for wider general practice sit with the Integrated Care Board (ICB) and NHS England which will continue. However, given that financial pressures are increasingly owned across the system, the HGP collaborative will aim to support the financial understanding across PCNs and practices, to ensure there is an appropriate shift of resources associated with increased working in the community.

The following report outlines the finances for the at scale services, Taurus Healthcare Ltd

£m	2021-22	2022-23	Budget 2023-24
Income for Services Provided	11.5	15.9	16.6
Cost of delivering federative, strategic and contracted services	11.7	16.1	16.7
Funds retained for future developments	(0.2)	(0.2)	(0.1)

An additional £300k from reserves is being used to support strategic and federative activities in 2022-23 and 2023-24.

Taurus Healthcare Ltd (as part of HGP)

In line with our aim to deliver a small surplus from our contracted service each year to enable us to support our federative and strategic leadership functions, a summary of our financial functions is shown opposite:

Strategic Report for the period ended March 31, 2023

The Directors present their strategic report for the year ended 31 March 2023. The purpose of this strategic report is to highlight areas of importance reported in the accounts and provide a summary of the overall strategic position. The accounts have been prepared in line with the UK Generally Accepted Accounting Practice (UKGAAP) under the going concern concept that an entity will remain in business for the foreseeable future.

Review of the business

Taurus Healthcare Ltd (Taurus) was established in 2012 to support Herefordshire General Practices to work together, supporting delivery of better and more resilient services for patients in Herefordshire. Taurus has since grown significantly into a medium sized company, with a turnover of £15.9 million and expenditure of £16.1 million for the financial year ended 31 March 2023.

This growth is set to continue in the coming years, with the aim of increasing financial stability and resilience across the wider Herefordshire General Practice collaboration. Taurus will continue

to expand the scope and type of services offered, with advanced plans in place to develop new, diversified and profitable products.

There are two significant areas of new growth for Taurus, which are on course to be realised the coming financial year:

1. Formation of a commercial subsidiary - expected by the end of Sept 2023
2. Novation of a GP Practice during the 2023-24 financial year.

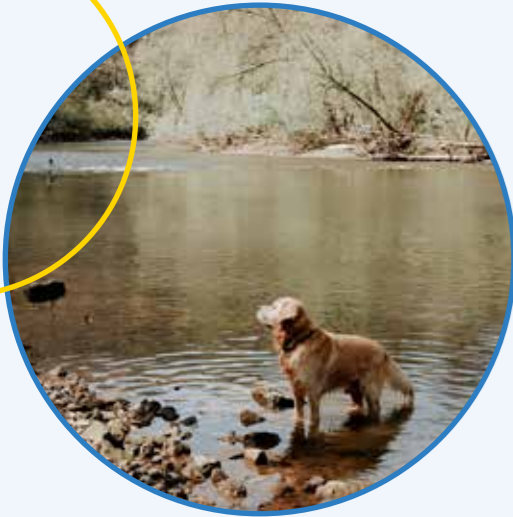
The nature and operational model of Taurus necessitates balancing levels of

profit made with providing services to patients in support of the wider health economy.

Taurus' cash reserves are strong, and the current five-year Financial Plan has us returning to year-on-year surplus. The five-year Financial Plan will be refreshed during 2023/24.

Taurus has a balanced and experienced team of Executive and Non-Executive Directors. The Directors have specialist areas of expertise and are appraised on their responsibilities to ensure the company remains sustainable as a going concern. With the governance structure in place, supported by close scrutiny, Taurus is expected to remain in a strong position for the foreseeable future.

“
Taurus has since grown significantly into a medium sized company, with a turnover of £15.9 million and expenditure of £16.1 million for the financial year ended 31 March 2023.”



The year ahead

With pressures in the NHS set to continue, and political change potentially ahead, the resilience of general practice within the evolving Integrated Care System will continue to be the main theme for the next year.

“

Herefordshire General Practice structures will continue to develop as we look towards our collaboration becoming more autonomous.

As part of this, access to general practice will see increasing use of digital, with more integration between general practice and other parts of the system. There may be opportunities around localising NHS111 and aligning with the care navigation systems of practices. Implementation of the Fuller report will see our integrated neighbourhood teams evolve to become more population focused and less organisation centric, with the prevention and inequalities agenda promoted through Talk Wellbeing and PCN based activities.

Herefordshire General Practice structures will continue to develop as we look towards our collaboration becoming more autonomous. Improved communications and decision making between practices, PCNs and GP Leadership Team/ Herefordshire General Practice Board will prepare us for potential contractual changes and support the resilience of our infrastructure as we look to support each other across practices.

Finally, it is our workforce that we will be looking to support, bringing together our general practice workforce plans, attracting new staff and retaining our teams through realistic workloads, career development, education and wellbeing initiatives.

So, if you're already working in Herefordshire General Practice, keep up the fantastic work. And if you're thinking of joining us, we hope you will see us as forward-thinking, innovative and transformative, underpinned by high quality general practice and being an exemplar within the NHS.



Our Board



Dr Nigel Fraser
Chairman



Dr Mike Hearne
Managing Director



Dr Lauren Parry
Medical Director



Dr Edward Conquest
Executive Director



Dr Sion Gibby
Executive Director



Dr John Stevenson
Executive Director



Dr Verity Wilkins
Executive Director



Nikki Marriott
Director of Nursing



Kerry Mills
Executive Director



Andrew Lee
Director of Finance



Graeme Walker
Chair of Integrated
Governance Committee



Nisha Sankey
PCN Director of Strategy and
Partnerships – Herefordshire



Donna Vickers
Director of Transformation



Michael Imperato
Non-Executive Director



Jill Pritchard
Non-Executive Director



Professor Tamar Thompson
Non-Executive Director



Stephen Vickers
Non-Executive Director



Dr Richard Warner
Non-Executive Director





Herefordshire General Practice

Taurus Healthcare



Providing NHS services

Proud to be part of



**Herefordshire
and Worcestershire**
Integrated Care System

Taurus Healthcare

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

www.taurushealthcare.co.uk

01432 270636

enquiries@taurushealthcare.co.uk

