



Herefordshire General Practice

Taurus Healthcare

Nelson House

PATIENT
ENTRANCE

Annual Report 24/25

NHS
Providing NHS services

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.



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Who are we?

Taurus Healthcare is a Herefordshire based primary care organisation set up by all local GP practices to support the resilience, effectiveness and efficiency of general practice and deliver clinical services at scale that individual GP practices might struggle to provide on their own. Although set up as a limited company, it is owned jointly by all of Herefordshire's GP practices, operating similarly to a Community Interest Company where any surplus income is reinvested into improving healthcare locally, not paid out as dividends.

Established in 2012, the Taurus journey has centered on representing general practice, providing clinical services to patients on a larger scale, and supporting the infrastructure of all practices.

Taurus has championed working across 24/7 access to ensure seamless general practice, with patient care at the heart of our ethos. Working in collaboration with all practices and local health and care organisations, Taurus aligns its services with those delivered by the practices to maximise continuity of care, ensuring patients can access the right care at the right time.

Services currently delivered include Much Birch GP surgery, GP Out of Hours, overnight community nursing and an in-hours remote and face-to-face GP hub which works with NHS 111 and the local system.

In addition, Taurus addresses local health inequalities by supporting access to healthcare, delivered in the community with our mobile clinic, as well as at our collaborative hub, Nelson House. We also provide the Herefordshire and Worcestershire Primary Care Training Hub, an experienced data and analytics team and support practices directly with management expertise, HR, finance and transformation.

During 2025-2026, in conjunction with the local practices, the Herefordshire general practice collaborative (HGP) was formed. This includes all practices, the LMC (Local Medical Committee) and PCNs (Primary Care Networks), and Taurus, acting as the delivery arm for the HGP collaborative.





Introduction



This year has been one of transformation, innovation, and collective achievement. As we reflect on the past 12 months, I am proud to share how Taurus Healthcare has continued to evolve in response to the changing needs of our communities and the wider NHS landscape.

In a challenging year for the NHS, Taurus has worked with local practices to ensure general practice is clearly represented, decision making is clearer, whilst delivering a financial plan that underpins

our Herefordshire general practice collaborative.

Our work continues to be shaped by three key themes: Delivering community health, Digital innovation, and shifting the focus to prevention. This includes delivering 24/7 services that align with service delivery at practice, PCN, place and ICS level. These priorities have guided our service development, our partnerships, and our investment in infrastructure and people. In many ways it feels like the recently published NHS 10-year plan was written for Taurus and the delivery of a general practice collaborative and our vision of 24/7 patient care.

Prevention has remained at the heart of our approach, whether through menopause clinics, cardiovascular disease outreach, or the growing WorkWell service, we are working together to keep people well.

We've also made significant strides in our digital transformation. From expanding our social media presence and launching QR code access points, to improving patient feedback systems and supporting NHS App uptake. We are working to ensure our services are accessible,

one roof, fostering collaboration and enabling us to deliver more integrated care closer to home. Collaboration extends to co-location of Wye Valley Trust's Community Referral Hub and Urgent Care Response team, Healthwatch, diabetic retinopathy screening and cataract surgical service delivery.

The ideas, energy, and compassion have driven our progress; we thank both Taurus staff, our GP Leadership Team, and wider general practice for everything they have contributed this year.

Dr Nigel Fraser
GP Partner (Waggrave House Surgery)
Chair, Taurus Healthcare Ltd

“The ideas, energy, and compassion [from our teams] have driven our progress, we thank both Taurus staff, our GP Leadership Team, and wider general practice for everything they have contributed this year.”

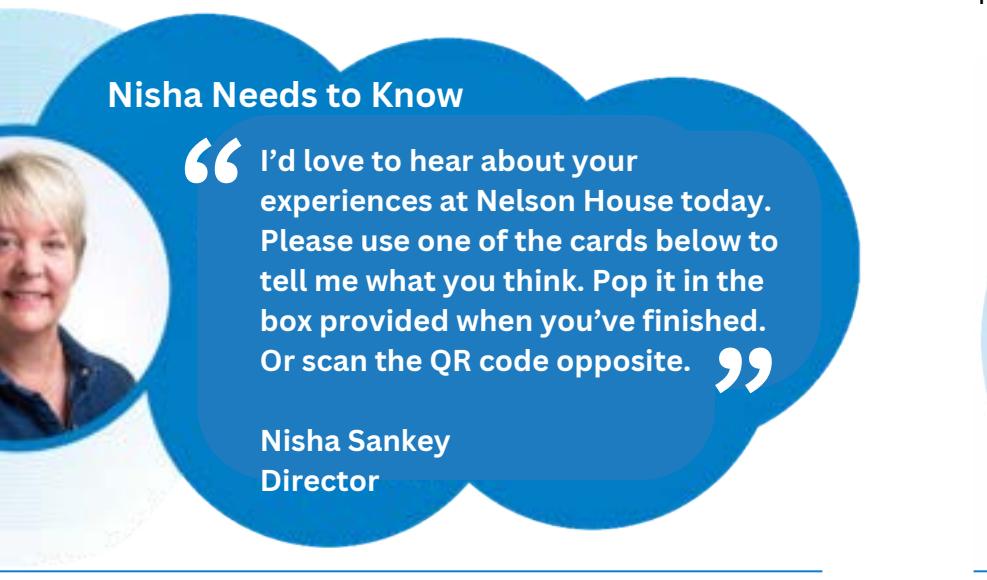
How have we delivered to patients this year?



Highlights 1st October 2024 to 30th September 2025

The ethos of right place and right time across 24/7 general practice, continues to define how our services evolve. We work closely with GP practices, PCNs and other health services to make it easier for patients to get care, avoid repeating the same steps, and make every appointment count. Taurus provides the parts of services that work best when done at scale, and we also step in to help when there are gaps. The impact of this work can be seen in the 2025 GP Patient Survey, where people in Herefordshire & Worcestershire were rated the best in the country for access and patient experience.

Taurus urgent care services include the GP Out of Hours Service, the Herefordshire General Practice Hub at Nelson House, and a remote service that helps practices with same day appointments. The Nelson House Hub gives face to face daytime appointments for people signposted by NHS 111, the Emergency Department, or local GP practices. Patient surveys show that over 96% of people would recommend these services to friends and family.



How have we delivered to patients this year?

We host the overnight community nursing team supporting people in their homes at night who are on the District Nursing caseload. In addition to the current service, in 2025 we also commenced support to the Falls Service in the overnight period. These services are delivered in a seamless way with Wye Valley Trust – each provider covers different hours to ensure the service runs 24-7.

In June, we started a much-needed local service for adult ADHD assessments and reviews. We work closely with GP practices through shared care arrangements, offering face to face appointments, and building strong links with local voluntary and community sector support.

Taurus also directly runs the services at Much Birch Surgery. We have helped make the workforce more stable and supported this rural dispensing practice so it can meet the needs of its local community.



This year also saw the procurement for the new GP Out of Hours service. Practices were invited to support Taurus delivering this contract – with our commitment to seamless care with in-hours services and ethos of making every contact count. After an extraordinary amount of work, our bid to hold the Urgent Access Primary Care Service (UAPC) was successful and we look forward to launching this service in July 2026.

Across all Taurus clinical services, access to the patient record via the One Herefordshire shared care agreement ensures that patient contacts are consistently meaningful, holistic and able to promote safe patient care.

How have we delivered to patients this year?

Prevention



This year, Taurus Healthcare has strengthened its commitment to prevention and early intervention, ensuring that patients across Herefordshire have access to services that help them stay healthy and reduce the risk of serious illness. Our approach has focused on making health checks and well being support more accessible, convenient, and tailored to individual needs. Our focus has centered on key work streams:

- **Health checks** Looking for cardiovascular disease risk factors with point of care testing.
- **NHS Workplace Health Checks**, enabling staff to access health checks at their workplace to ensure a healthier workforce with reduced risk of illness.
- **WorkWell**: offers early intervention for individuals at risk of leaving work due to health conditions. By providing tailored support and signposting to local services, WorkWell helps people manage their health and remain in employment, reducing the impact of sickness absence on individuals and employers.
- **Vaccination**: Working with practices, Taurus has supported covid and flu vaccination to improve access and target those who may struggle to access services at their practice, ensuring Herefordshire has one of the highest vaccination rates in the country.
- **Inequalities**: Providing services and support to homelessness (in collaboration with Lee's Place) and targeting communities and geographies around the county with a mobile service such as farms and farmers markets, with a successful dermatology outreach day that addressed skin lesion concerns proactively with a high-risk group.



How have we delivered to patients this year?

Prevention



1,876
Workplace health checks were delivered across 67+ different workplaces

1635
Talk Wellbeing provided CVD health checks across the county at different outreach locations.



NHS
3,342

To date we have worked with practices to provide NHS Health Checks.

We are working with public health to develop a new targeted NHS Health Check approach to ensure we are reaching those in most need and facing the poorest outcomes.

We've been to over **133** different events and communities across the year.

We have also been welcomed by Gypsy Roma Travelling communities across the County.

We continue to support our farming and rural communities by attending livestock markets and farming events.



WorkWell has supported **179** patients over the last few months

Demonstrating the ethos of the NHS 10 year plan, we are data driven to build on these services across pathways so that the necessary shift of services from acute to community, goes one step further by expanding prevention activities.

Key impacts:

- Thousands of residents engaged through community and workplace health checks
- Farmers markets attended with a successful dermatology service offered by an integrated hospital and general practice team
- Homeless patients supported to both get registered for healthcare, plus supporting any health needs
- Increased uptake of NHS Health Checks by offering flexible, accessible locations
- Proactive support for cardiovascular health, reducing long-term risks
- Innovative partnerships with employers to improve workforce wellbeing
- Early intervention services helping individuals stay healthy and economically active. ‘One in five of all people of working age report having a work limiting health condition. The challenge of tackling economic inactivity is therefore as much within the workplace as it is in the benefits system.’*

*taken from the Keep Britain Working Review from Charlie Mayfield

How have we delivered to patients this year?

Prevention - Case Study



The Talk Wellbeing initiative engages with people experiencing homelessness across the county, including rough sleepers and sofa surfers. Initial contact focuses on building trust, providing a supportive presence, and explaining available health support.

Key observations

- High levels of visible wounds, untreated conditions, and complex health needs
- Low engagement with routine healthcare, with health checks often not seen as a priority
- Fear or uncertainty about accessing NHS services, particularly among non-British nationals. While GP services and A&E treatment are free at the point of use, eligibility for some secondary care (hospital treatment) depends on whether a person is ordinarily resident in the UK (living lawfully and permanently) or has paid the Immigration Health Surcharge. Individuals not meeting these criteria may be charged, which can deter timely care. Improving education for this group about which NHS services are free and available could help reduce this barrier.

One individual presented with an infected burn, tachycardia, and signs of acute illness. No ambulance was available due to system pressures, and the patient walked to hospital with peer support, expressing concern about potential charges for care. This highlighted a significant gap between initial engagement at Taurus Prevention Team sessions in community venues (e.g., Lee's Place homeless café) and ongoing access to GP services. Local practices confirmed that there is currently no commissioned pathway to bridge this gap

What We Did

We strengthened partnership working with Lee's Place and the Local Authority. Our Social Prescriber is working with the Outreach Support team to help individuals attend appointments and maintain engagement. Working alongside the Local authority, we are making appointments available at Hereford GP hub, for people experiencing homelessness. This work is ongoing.

Impact

Improved collaboration has increased access to in hours GP appointments for people with complex needs. Individuals previously disengaged from healthcare are now being supported into the Herefordshire General Practice Hub at Nelson House, enabling earlier intervention and reducing escalation risk.



“ I saw a doctor at Nelson House, Hereford in the evening of 10th April. I wish all doctors were like him. He seemed to genuinely care and took time to discuss what options I could consider avoiding future infections. An excellent experience. Thank you. ”

How have we delivered to patients this year?

Delivering Community health



Taurus Healthcare is passionate about integration – recognising that holistic person-centred care can rarely be delivered by a single organisation or individual. Why does this matter? We want people to experience joined up healthcare.

Case study demonstrating the interoperability of our existing system

85-year-old woman with dementia and end-stage heart failure presented to GP out of hours with breathlessness. Using digital access to shared information, our clinician reviewed and implemented her existing care Plan (from her GP practice), contacted her daughter (details recorded by the hospice team), coordinated a follow-up blood pressure check with the district nursing team already scheduled to visit, and arranged follow-up with the long-term conditions team.

Although five teams from four organisations were involved, the patient experienced seamless, personalised care with no duplication or delay—enabled by real-time shared records and a joined-up digital infrastructure.

First and foremost, our partnership is with practices – shareholders in Taurus Healthcare. The support for our recent procurement of GP out of hours service, was testament to this.

“Taurus provides an exceptional OOH service that has taken years to develop. It integrates seamlessly with in hour general practice provision, with shared access to notes. Having a stable pool of local doctors and nurses providing the service carries real benefit, with detailed knowledge of local services and patients. This undoubtedly allows the service to keep more patients at home, avoiding unnecessary admissions. The same applies to the provision of in hours support via the CIRH - a rapid response by that service to referrals of patients at risk of admission allows introduction of same day urgent care and health provision, allowing many patients to remain at home. Close working, and sharing records, with the GP practice allows safe integrated provision of care”

• Partner at Ryeland surgery

Our People



Herefordshire General Practice Hub at Nelson provides face to face GP and nurse appointments for the system – with appointments directly bookable by General Practice, Hereford Emergency Department, the Community Referral Hub and NHS 111, providing flexible system capacity.

We have also continued to provide doctors in the Community Referral Hub (CRH) and Urgent Community response service; supporting the expansion of the Herefordshire Single Point of Access to include referrals from NHS 111, increasingly well-utilised ‘call before convey’ service for paramedics and stepping down unnecessary ambulances to support patients to receive the right care at the right time in the right service.

We recognise the importance and contribution of every member of the team to promote participation and ownership, a key skillset across general practice.

This year we have introduced additional benefits to our teams through the Vivup platform, with access to salary sacrifice cars and bikes, mental health support and many other wellbeing initiatives. We have also introduced a popular pension support scheme allowing one

As we evolve our approach to neighbourhoods, we have

to one advice on all aspects of the NHS pension which all our employees can access.

Our training hub supports

Herefordshire and

Worcestershire and continues

to be recognised as one of the highest achievers across the region on all its contractual responsibilities. Activities

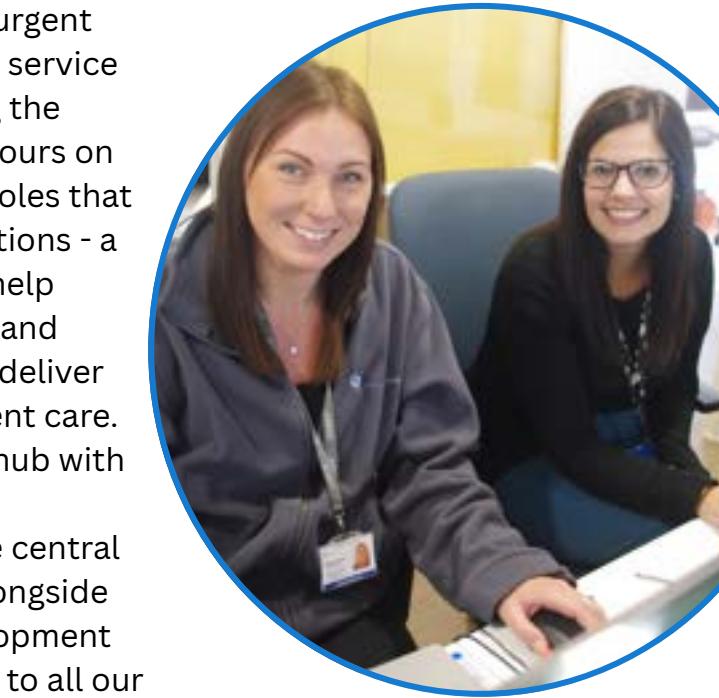
include workforce planning across general practice and CPD for all workforce groups with an extensive range of

learning activities such as our popular series on dementia, menopause and care co-ordinators delivered by our formally qualified team.

Our workforce is supported through apprenticeships (e.g. practice managers), first five and GP training placements, with expansion to wider

primary care through our regional optometry and pharmacy first programmes.

As we evolve our approach to neighbourhoods, we have

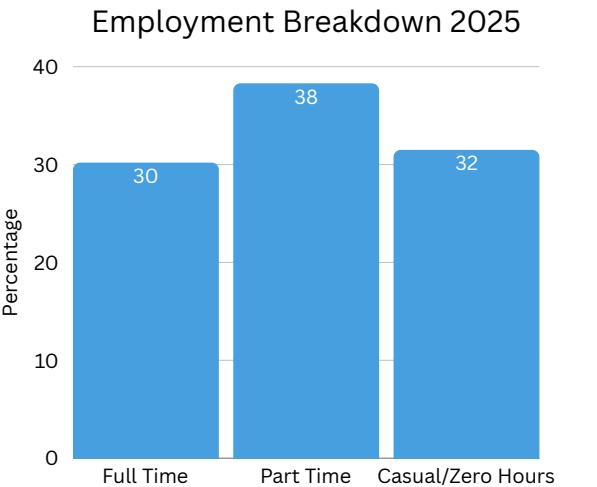


Workforce Data



Employment Breakdown

Our employee mix reflects a flexible service model, with significant part time and casual utilisation.



Turnover of staff

- In 2025 we welcomed 83 New Starters
- We saw 65 Leavers (of this number 30 were on a casual contract)
- Voluntary Turnover = 18.3% (Employed & Casual, count of 65)
- Employed only = 9.8%

*Does not include involuntary turnover

NHS, General Practice Staff Survey Results (Results Published April 2025)

Taurus Healthcare's NHS Staff Survey results provide overall sentiment profile of:

- 69.4% positive
- 16.5% neutral
- 13.5% negative.

Taurus performed strongly against benchmarks, scoring higher than national averages in 8 of 9 themes, with the greatest strength in Flexible working (7.40).

Staff reported strong purpose, trust, and flexible working support.

"My role makes a difference to patients/service users" scored 8.6

"I am trusted to do my job" scored 7.4

Flexibility access: "I can approach my manager openly to talk about flexible working" scored 7.4.

Actions for 2026 include a refreshed appraisal approach, review of recognition, and expanded listening channels through pulse surveys and life cycle feedback.

Length of Service

- Less than 1 year: 79
- 1-3 years: 140
- More than 3 years: 133

We have a strong balance of retained experience (approx. 133 colleagues with 3+ years' service) alongside a healthy intake of newer staff.

Engagement

Our focus on strengthening staff engagement has included:

- Relaunch of Your Voice Matters:** to provide clearer, more accessible routes for colleagues to share ideas, concerns and suggestions, supporting real-time insight into staff experience.
- Monthly all-staff sessions:** increasing visibility, transparency and opportunities for two-way dialogue.
- Pulse survey and focus groups:** to explore themes in depth and inform immediate actions on communication, wellbeing and team dynamics.

How have we delivered for our people this year?

Digital



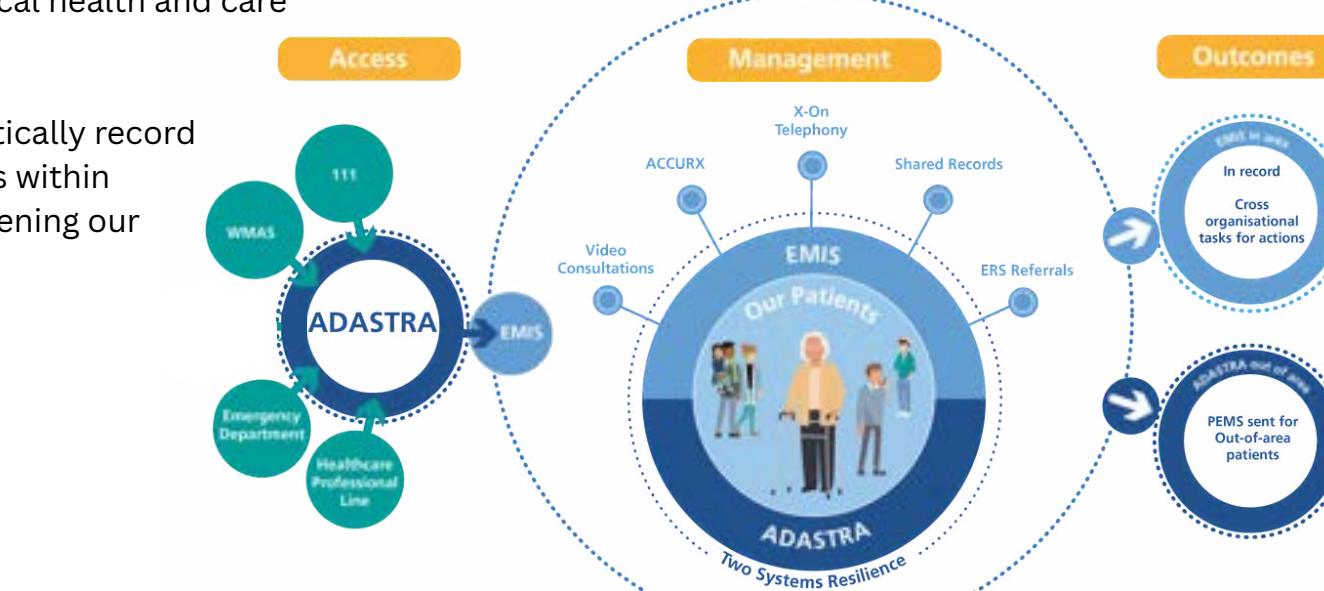
Analogue to digital is one of the three ambitions of the NHS 10-Year Plan.

We want to support our teams to work efficiently. The Business Intelligence team have delivered a programme of efficiencies through smarter use of technology platforms such as Microsoft planner and copilot. In the first quarter of 2026, the benefits of this programme will be spread to other colleagues and form part of an offer for Herefordshire General Practice. Safe use of AI has enhanced our reporting.

Our Business Intelligence team are experts in power BI and EMIS and have developed dynamic modelling programmes to enable smarter planning, instrumental in our success in winning the Herefordshire Urgent Access Primary Care contract.

Tools including Capacity and Access Dashboards, KPI trackers and a sophisticated Population Health Management tool developed with public health, have been utilised by local PCNs and by local health and care partners in 'OneHerefordshire' for planning.

Our quality team uses a digital system to systematically record and monitor incident and complaint investigations within Taurus and between other organisations, strengthening our learning culture and improving patient safety.



Financial Report



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



£m	2024/25			2025/26 Budget			
	2023/24	Taurus	PCA	Group	Taurus	PCA	Group
Income for services provided	18.1	20.6	0.3	20.9	21.3	0.6	21.9
Cost of delivering, federative, strategic and contracted services	18.2	20.5	0.6	21.1	21.1	0.6	21.7
Funds retained for future developments	-0.1	0.1	-0.3	-0.2	0.2	0.0	0.2

Strategic Report for 2024/2025 Financial Year



Taurus Healthcare Limited continues to provide valuable healthcare services to the population of Herefordshire, in a challenging financial environment.

Nevertheless, 2024/25 has seen a notable improvement in the financial performance of Taurus, with a profit (surplus) before tax of almost £108,000. This is a significant turnaround from the loss of just over £197,000 for 2023/24.

This improvement has been primarily driven by a substantial increase in income, which rose by just over £2.5 million compared to the previous year. While expenses also increased by just over £2.2 million during the same period, reflecting the rising costs of service delivery and continued investment in patient care, the overall financial outcome demonstrates effective cost management and the positive impact of strategic decisions made by the Board in recent years.

The financial performance of our recently created subsidiary – Primary Care Analytics (PCA) – was not as expected, with a loss incurred. This resulted in a temporary scaling back of the operations of PCA, and for 2025/26, PCA is on target to deliver a small profit (surplus). The Taurus Board also believe the integrated neighbourhood working model outlined in the recently published NHS10 year plan, provides real opportunity for PCA to grow again at the appropriate time.

The consolidated position for Taurus and PCA as a whole for 2024/25 is, therefore, a loss of just under £233,000.



System Feedback

Taurus Healthcare are a valued and respected system partner working closely with us in Public Health to improve the health and wellbeing as well as reduce inequalities for our population in Herefordshire.

Zoe Clifford
Director of Public Health, Herefordshire Council

Strategic Report for 2024/2025 Financial Year

During 2024/25 the Board made further strategic decisions to build on the improved financial position in 2024/25, and seek to further improve this position in 2025/26 and future years.

These can be grouped under the following headings:

Financial resilience

- The successful running of the Much Birch Practice in southern Herefordshire that was novated in February 2024.
- The rationalisation of our estate. Taurus had already outgrown its rented headquarters and renting three different premises was not cost effective.
- To take advantage of cost savings from having only one property, Nelson House in central Hereford was acquired, with completion reached in early May 2024 and the OOH service moving over in November 2024.
- In a full year, Nelson House is expected to reduce running costs by at least £120,000 over the previous rental costs, with a part year benefit already seen in 2024/25.
- The early work up of a significant savings plan for 2025/26 of just over £1,300,000.
- The savings plan looked at all areas of delivery, and sought to reduce costs without reducing the quality of service delivery. Costs have been reduced at Board level, within the delivery of corporate and back office services, plus within direct service delivery which has become more effectively and efficiently delivered.
- The savings plan has also enabled the organisation to cope with external cost pressures, such as the imposition by government in the 2024 Budget of the significant increase in employer national insurance contributions (which has cost in excess of £200,000), plus the significantly higher wage awards given to NHS employees.
- To date in 2025/26, in excess of 95% of this savings plan is being delivered, with plans in place to deliver the balance.



Governance

- Strengthening the operation of our Integrated Governance Committee via the inclusion of Heads of Functions to provide greater clarity and transparency of reporting and decision making.
- Expanding the Audit Committee to become a Finance and Audit Committee, plus increasing the frequency of meetings of this Committee from the autumn of 2025.
- Returning to monthly Board meetings.
- Increasing Board level leadership into and scrutiny of PCA.

- The 10 year NHS plan envisages neighbourhood hubs providing integrated services, and sets out plans for multi neighbourhood service providers (to cover a whole place, eg Herefordshire) or single neighbourhood service providers (to cover an area equivalent to a single Primary Care Network or PCN). Nelson House is ideal as a multi neighbourhood community hub, and Herefordshire has been selected by NHS England in wave 1 of the neighbourhood health initiative. NHS England are also very interested in the Nelson House funding and costing model as it is much cheaper than a traditional NHS build or refurbishment, and have visited us to understand more about how this has been achieved. This is expected to lead to investment in developing Nelson House further.

These decisions are expected to have a further positive impact both financially and operationally upon Taurus.



Taurus is moving forward with excellent, high quality and hard working employees, a strong governance framework, reduced infrastructure and support costs, a well structured and deliverable savings plan, plus a building fit for purpose and offering excellent clinical facilities to deliver services and attract further services. As a result of these factors plus the financial resilience actions set out above, Taurus looks forward with confidence to a financially sustainable and profitable future.

Some headline financial comparators between 2024/25 and 2023/24 are:

- Taurus (excluding PCA) returned a profit of £108,000 in 2024/25, compared to a loss of £19,000 in 2023/24.
- Income increased by 14% while expenditure increased by 12%, with both now sitting at just over £20,000,000.
- The main factors giving rise to the income and expenditure increases were the full year effect of having the Much Birch Practice, the impact of providing some new services (eg Workforce Health Checks, Work Well Services and the Menopause Project), plus wage award payments.
- Director costs reduced by just over £93,000 (0.7%).
- Wages, social security and pensions costs (excluding Directors) increased by just under £1,173,000 (5.9%), as a result of wage award costs plus increased employee numbers overall (up from 339 to 353).
- GP locum costs reduced by just over £47,000 (22.1%), due to moving more towards a salaried workforce.
- Fixed assets significantly increased, due to the purchase of Nelson House.
- Drug stock levels at Much Birch remained at a very similar level.
- Cash balance is significantly reduced, due to the purchase and refurbishment/upgrade of Nelson House.
- Taurus is now more highly geared, given the mortgage and loan relating to Nelson House.

The year ahead



As we look ahead to the upcoming year, Taurus Healthcare is poised for significant growth and innovation, building on a year of reflection on the evolving relationships and role Taurus plays as part of Herefordshire General Practice. This development aligns seamlessly with the NHS 10-Year Plan, which emphasises integrated care, improved patient outcomes, and the expansion of community-based services, such as the expansion of our new hub at Nelson House.

Key highlights

Development of Nelson House Hub:

- The new hub at Nelson House will serve as a central point for delivering enhanced healthcare services, fostering collaboration among multidisciplinary teams.
- Designed to support the local community's needs, the hub will focus on accessibility, ensuring all patients receive timely and effective care.
- Becoming the template for an integrated hub that can be rolled out across our PCNs/ neighbourhoods, and indeed across the country.

Alignment with NHS 10-Year Plan:

- Our initiatives will directly support the NHS's goals of transforming primary care and promoting preventative health measures.
- Supporting the shift of services into the community in an integrated approach that ensures there is a balance between at scale and locally available services, all working as one.
- Supporting the implementation of the multi-neighbourhood provider model, building on the 24/7 ethos approach to patient care.

Focus on Patient-Centred Care:

- Taurus Healthcare is committed to enhancing patient engagement and satisfaction through tailored services and community outreach.
- We will implement feedback mechanisms to continuously adapt and improve our offerings based on patient needs.
- Investment in Technology and Innovation:
- We plan to leverage digital solutions to streamline operations and enhance patient access to care.
- Training programs for staff will be initiated to ensure they are equipped to utilize new technologies effectively.

Collaborative Partnerships:

- Building on existing relationships with local health organisations and stakeholders will be vital to our strategy.
- We aim to foster partnerships that align with our vision of comprehensive and coordinated care delivery.

Conclusion

The year ahead presents exciting opportunities for Taurus Healthcare as we further develop the Nelson House hub and align our strategies with the NHS 10-Year Plan. By focusing on integrated, patient-centred care and leveraging technology, we are committed to making a positive impact on the health and wellbeing of our community.



Dr Mike Hearne
GP Partner (Fownhope Medical Centre)
Managing Director, Taurus Healthcare Ltd





Our Board



Dr Nigel Fraser
Chairman



Dr Mike Hearne
Managing Director



Dr Lauren Parry
Director of Quality & Clinical Integration (inc Medical Director)



Nisha Sakkey
Director of Integrated Community Services



Andrew Lee
Director of Finance



Donna Vickers
Director of Planning & Delivery



Jill Pritchard
Non-Executive Director



Graeme Walker
Non-Executive Director



Dr Richard Warner
Non-Executive Director



Herefordshire General Practice

Taurus Healthcare



Providing NHS services

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