

# Annual Report & Accounts

1 April 2024 – 31 March 2025

2025

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# Table of Contents

Contents	1
A letter from our CEO and Chairman	2
About us	4
Our strategy	5
Where we operate	6
PC24 in numbers	7
About our services	8
The value we create	11
Commitment to Quality and Fairness	13
Engagement and Involvement	14
Growth, Investment and Research	15
Recognitions and Partnerships	18
Sustainability Pledges and Green Impact	20
Celebrating Achievements and Inclusivity	21
Supporting Charities and Local Communities	22
Contact us	23



Primary Care 24



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Primary Care 24



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# Reflections from our CEO and Chair


As I reflect on the 2024/25 year, I am immensely proud of the resilience, growth, and compassion demonstrated across our entire organisation. Primary Care 24 has continued to evolve and deliver vital services to our communities, underpinned by an unwavering commitment to quality, fairness, and innovation.

This year has marked major milestones, from launching our new Paediatric Primary Care Streaming Service at Alder Hey, to expanding nursing provision into care homes, and embedding our centralised Primary Care Hub in Litherland. Each of these developments reflects our ability to identify community needs and respond with agility and compassion.


In addition to these developments, I want to highlight our rapid and effective response in supporting the wider healthcare system during the winter months. Through the deployment of clinical streaming services at both Whiston and the Royal Liverpool Hospital Emergency Departments, PC24 played a crucial role in easing pressures on local acute trusts. These services helped improve patient flow, ensured timely clinical assessments, and reduced avoidable admissions, demonstrating our agility, professionalism, and strong system-wide partnerships during a time of significant operational demand.

We also celebrated the opening of research hubs, welcomed new academic collaborations, and were recognised nationally for our rapid achievements in healthcare research and innovation.

Our “One Team One Organisation” People Strategy began to take root this year, helping to nurture an inclusive and values-led culture across all levels of PC24. Through colleague forums, development programmes, and meaningful engagement, we are actively co-creating a better working environment. Our Executive Team’s participation in “Back to the Floor” activities reminded us that the voices and experiences of our colleagues are central to sustainable improvement.



**Whether through clinical excellence, community outreach, or pioneering digital solutions, our staff have made a profound impact.**



Sustainability also remained a core pillar of our work, with our participation in the Green Impact programme highlighting our determination to lead environmentally responsible change in primary care.

None of this would be possible without our incredible staff, whose passion and professionalism define what makes PC24 exceptional. Whether through clinical excellence, community outreach, or pioneering digital solutions, they have made a profound impact. I want to thank every individual at PC24 for their dedication during a challenging yet transformative year. Together, we are shaping a healthier, fairer future for the communities we serve.

– **Dave Horsfield, CEO**

The 2024/25 year has been a defining chapter in the continued evolution of Primary Care 24. It has been a period of bold strides forward, strategic growth, and meaningful impact, one that demonstrates the strength of our values and the clarity of our vision as a socially driven organisation.

Throughout this year, I have witnessed firsthand the powerful role PC24 plays across Merseyside and Cheshire. Our expanding portfolio of services, from enhanced primary and urgent care to our increasing role in asylum support and long-term nursing provision, has been both impressive and necessary. In particular, I commend the team for their work establishing the Alder Hey Paediatric Streaming Service and for stepping into care home nursing roles that directly improve outcomes for some of the most vulnerable members of our communities.

The Board was particularly proud of the organisation's bold transition to a consolidated Primary Care Hub model and the successful merger of 12 GP practices into 8. This strategic realignment not only enhanced service accessibility and consistency across South Sefton and Liverpool, but also reinforced our commitment to sustainable, patient-centred care. The operational effectiveness demonstrated through the Hub exemplifies PC24's ability to lead and innovate in the primary care landscape.

Equally inspiring has been our deepening commitment to sustainability, equity, and research. PC24's adoption of the Green Impact toolkit, its compassionate outreach through Health24, and our recognition in national research awards reflect a values-led approach that goes far beyond clinical delivery.

We also made substantial organisational advances. The implementation of the RotaMaster system, acquisition of the NHS Provider Licence, and the design of our inclusive People Strategy position PC24 as a mature, accountable, and progressive healthcare provider. Our leadership continues to set high standards not just operationally, but also ethically and strategically.

As Chair, I remain proud to work alongside our dedicated Board and Executive Team. I am equally humbled by the everyday commitment of our frontline staff, whose professionalism and empathy shape our reputation and drive our mission forward.

Looking ahead, we are well positioned to continue growing responsibly, investing wisely, and serving boldly. This year reaffirms my belief that PC24 is not just a healthcare provider, it is a force for social good.

– Dil Daly, Chair



**DAVE HORSFIELD**  
**CEO**



**DIL DALY**  
**CHAIR**

# About us

## Our Mission

To deliver the best quality healthcare to the population we serve, by being the employer of choice in 24-hour primary care.

## What we provide

Primary Care 24 delivers both urgent and primary care healthcare services ranging from out of hours GP services, to GP Practices in Sefton and Liverpool, and Community Services, including asylum healthcare, medical provision for intermediate care beds, and nursing provision across two large residential care homes. Our services cover a population of 1.6million across the whole of Merseyside and parts of Cheshire.

## Our Values

Our values define who we are, what we believe, how we will work and the way we want our patients to describe the experience they receive.

## Who we are

We are a social enterprise established in 2004 to deliver NHS primary healthcare contracts. As a social enterprise, we commit to reinvesting our surplus to help develop and grow our business in areas to support our colleagues, our community or charities.



### Dignity

We uphold Dignity.



### Respect

We treat everyone with Respect.



### Compassion

We demonstrate Compassion for our colleagues and patients.



### Care

We are Caring in the way we work with each other and our patients.



# Our Strategy

Quality and patient safety always come first, forming the cornerstone of our strategy.

Our purpose drives everything we do, shaping our strategic priorities to ensure we consistently deliver exceptional care, foster a strong workforce, and ensure long-term sustainability.

## Strategy Areas and Our Goals

### Excellent Care

To deliver outstanding healthcare across all our services, prioritising patient safety, quality, and positive outcomes.

### Workforce

To build and nurture a highly skilled, engaged, and sustainable workforce that supports the growth and success of Primary Care 24.

### Growth

To expand and develop the organisation in alignment with our Growth Strategy, ensuring financial stability, organisational resilience, and reputation.

### Sustainability

To achieve greater sustainability by focusing on environmental, economic, and social initiatives that support long-term resilience and community impact.

### Improvement and Innovation

To foster a culture of continuous improvement and innovation, driving efficiencies and enhancing care through new ideas and practices.



# Where We Operate





# PC24 In Numbers

**1.6M**

Population able to access NHS services delivered by Primary Care 24

**292,711**

Clinical consultations

**271,685**

Patients cared for across Primary Care 24

**118,172**

Cases in our GP out of hours service

**8,262**

Patients diverted away from A&E following referral to PC24 A&E Streaming Services (including paediatrics)

**1,413**

Healthcare assessments undertaken for people seeking asylum

**465**

Employees

**77.26%**

Of our patients gave us a positive Friends and Family rating

**£23M**

Annual income (for 2024/25)



# About Our Services



## GP Practices



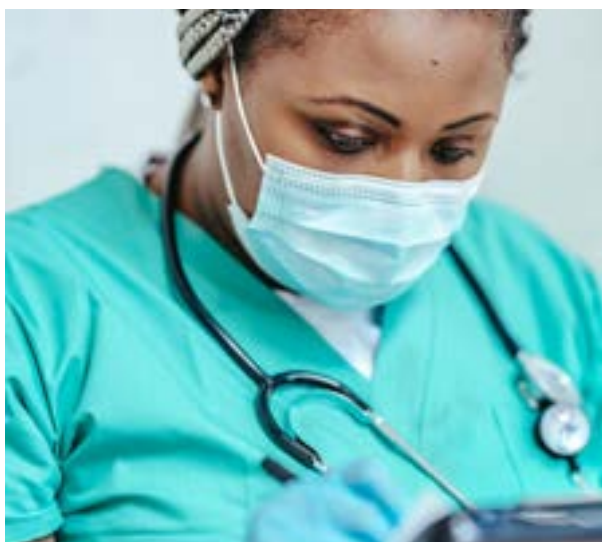
We continue to deliver primary care services to nearly 40,000 patients across our 8 GP Practices in South Sefton and Liverpool. During 2024/25, we made significant progress in embedding our new model of care, with a strong focus on enhancing patient access and streamlining service delivery. A standout achievement this year has been the operational consolidation of our Primary Care Hub in Litherland. Now fully established, the Hub has further improved communication channels and appointment coordination across our practices. Staffed by a skilled and dedicated team, the Hub operates our upgraded telephony system, offering a centralised and efficient approach to patient care. This integrated model continues to strengthen our ability to provide responsive, patient-centred services.



## GP Out of Hours



The service operates outside of regular GP surgery hours, offering telephone triage or face-to-face care for patients with urgent medical needs that cannot wait until their GP practice reopens. Patients requiring urgent attention can contact NHS 111, where their clinical needs are initially assessed. If further evaluation is necessary, the case is promptly transferred to our team for additional clinical input. This ensures timely access to care for patients during out-of-hours periods, helping to manage urgent health concerns effectively while alleviating pressure on emergency services.



In collaboration with our NHS 111 colleagues, we provide 24/7 support for the Clinical Advice Service (CAS). This service ensures that patients contacting NHS 111 with specific pre-defined conditions, who would typically be referred to the Emergency Department, are instead redirected to our team for further assessment. By offering timely clinical evaluations, we help manage cases more efficiently, reduce unnecessary hospital admissions, and ensure patients receive appropriate care in a timely manner.

## Clinical Assessment Service



We provide General Practitioner (GP) support to patients admitted to intermediate care beds at four nursing homes: two in Knowsley and two in Southport and Formby. Our clinicians conduct thorough assessments of these patients and collaborate closely with the nursing home's Multi-Disciplinary Team (MDT). This teamwork ensures that each patient receives the most appropriate care and support tailored to their individual needs, promoting better health outcomes and continuity of care during their stay.

## Intermediate Care Beds



We deliver nurse-led health screenings and GP medical assessments to newly arrived refugees and asylum seekers in Liverpool. We continue to work in partnership across the healthcare system, working collaboratively with Mersey Care Foundation Trust, Liverpool University Foundation Trust, Public Health England, Asylum Link and other various charitable organisations. These efforts have fostered a coordinated approach to care, ensuring that refugees and asylum seekers receive comprehensive medical support and integration into the healthcare system.

## Asylum Service



We provide Paediatric Primary Care Streaming Service at Alder Hey Children's Hospital, which is designed to streamline access to healthcare for children and young people, ensuring they receive timely, appropriate care based on their needs. This service directs patients to the best-suited healthcare professional for their specific concerns, reducing waiting times and improving the overall efficiency of care delivery.

## Paediatric Primary Care Streaming



Millvina House Care Home



We provision dedicated nursing care across two residential dementia nursing homes in Liverpool, supporting at total of 120 beds. Our experienced team ensures high quality, compassionate care tailed to the individual needs of the residents, contributing to safe, well-staffed environments where health and dignity are prioritised.

## Nursing Provision in Care Homes



We work closely with NWAS to provide GP telephone support for paramedics who are treating patients in the community. This service is available to NWAS paramedics 24 hours a day, 7 days a week.

## North West Ambulance Service



# The Value We Create

## Delivering Social Value and Strengthening the Local Economy

Boosting the local economy continues to be a fundamental part of our mission as a social enterprise. Over the course of 2024/25, PC24 has further deepened its commitment to reinvesting in our communities. We have enhanced support for local businesses, contributed to sustainable infrastructure development, and expanded the use of innovative technologies that not only drive productivity but also promote long-term environmental and economic sustainability. Our ongoing alignment with national net-zero goals underlines our ambition to foster a greener, more resilient local economy.



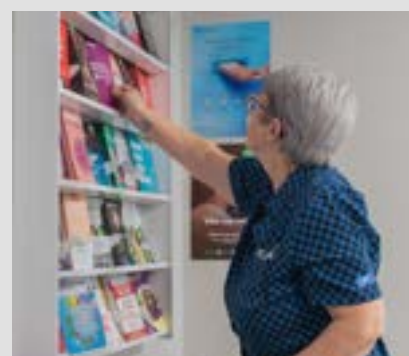
## Investing in Workforce Development

Our people remain central to the social value we deliver. In 2024/25, we made significant investments in workforce development to attract, retain, and nurture local talent. We expanded our recruitment outreach across the Liverpool City Region and surrounding areas, with a continued focus on creating high-quality, long-term employment opportunities.

Comprehensive training programmes and career progression pathways were further developed to empower our workforce with the skills and support they need to thrive in dynamic healthcare settings. These efforts contribute not only to PC24's organisational growth, but also to reducing unemployment and strengthening the region's socioeconomic stability.

## Maximising Social Value Beyond Healthcare Delivery

Our impact extends beyond the provision of healthcare services. As a socially driven organisation, we remain deeply committed to making a meaningful difference across our communities. In 2024/25, we expanded our partnerships with local suppliers, increased investment in community-led initiatives, and launched or supported several projects aimed at tackling health inequalities. These efforts included mental health outreach programmes, community wellness events, and practical support for vulnerable and underserved populations.



## Embedding Sustainability and Community Engagement

Throughout the year, we strengthened our environmental sustainability practices in line with the NHS net-zero agenda. This included improvements in energy efficiency across our sites, greener travel planning for staff, and more sustainable procurement practices. Our work in this area is embedded into day-to-day operations, ensuring that environmental stewardship is not a standalone ambition but an integral part of how we deliver services.

We also continued our proactive community engagement strategy, working closely with schools, voluntary organisations, and grassroots charities to support education, well-being, and inclusivity. By addressing social determinants of health through multi-sector collaboration, we are helping to build healthier, more empowered communities.





## Reflecting on 2024/25

# Commitment to Quality and Fairness

PC24 remains steadfast in its commitment to delivering safe, effective and equitable healthcare services across the communities it serves. In 2024/25, the organisation achieved several strategic milestones that reflect this ethos. A key highlight was the successful implementation of the **RotaMaster** system, which replaced the previous iTrent platform. This upgrade has improved the accuracy, consistency, and efficiency of our People Services and rota management by consolidating essential workforce data in one central platform.

In line with national expectations for governance and accountability, PC24 also secured the **NHS Provider Licence**, a vital regulatory step that confirms our alignment with national quality standards and operational transparency. Additionally, Cheshire and Merseyside Integrated Care Board (ICB) designated our Integrated Urgent Care Services as a **Commissioner Requested Service**, recognising them as essential and non-substitutable provisions in the local health economy.

To support organisational culture and fairness, we launched our three-year People Strategy, “**One Team One Organisation**.” This strategy is designed to nurture a positive and inclusive environment, empower colleagues through shared commitments, and embed our core values across every layer of the organisation. Central to this strategy is a recognition that organisational culture is felt in daily interactions, behaviours and attitudes, and must be consistently reinforced to flourish.

Our focus on fairness and continuous improvement is also reflected in the introduction of the **Personal Development Conversation** programme. This initiative gives colleagues the opportunity to reflect meaningfully on their annual experiences, acknowledging achievements, identifying challenges, and defining personal goals and development needs for the year ahead.



# Engagement and Involvement

Engaging and involving our workforce has been a top priority for PC24 throughout 2024/25. We have continued to strengthen communication channels and foster greater trust by actively listening to colleagues and involving them in shaping organisational improvements. This was evident through the results of our most recent staff survey, which showed marked **increases in satisfaction with communication** and **confidence in line management**. Colleagues also reported greater **belief that concerns would be addressed**, and more of them said they would **recommend PC24 as a place to work**.

Nonetheless, the survey also highlighted ongoing challenges such as recognition for equitable reward structures and time for development. In response, PC24 launched a new **Colleague Engagement Forum** to provide a structured and recurring opportunity for staff voices to be heard. This forum plays a central role in informing our Culture Programme and co-designing improvement and colleague wellbeing plans that reflect the real-world experiences of our teams.

Several of the Executive Directors took part in a range of “**Back to the Floor**” initiatives as part of our Colleague Engagement Programme. These included Jo Twist, Director of People, joining North Park Surgery reception team and our out-of-hours services; Dr Mary Ryan, Medical Director, working alongside the Finance Team to understand key administrative processes; Margaret Swinson, Company Secretary, joining the Medicines Management Team; Steve Evans, Director of Operations, Digital and BI spending the day with the Asylum Team; and Hazel Locker, Director of Finance, being a driver over Christmas. These immersive engagements not only helped our Executives better understand operational realities, but also fostered appreciation and collaboration between departments.

We also hosted two large-scale **recruitment days** for Nurse Practitioners, ANPs and Receptionists, attracting over **300 attendees** and shortlisting 35 for interviews. These efforts are part of our continued investment in developing a resilient, engaged, and future-ready workforce.



# Growth, Investment and Research

2024/25 has been a year of ambitious growth, intelligent investment, and remarkable achievements in research. PC24 continued to expand its service footprint across the Liverpool City Region by successfully securing the contract to deliver a new **primary care streaming service at Alder Hey Children's Hospital**. This new provision allows us to support paediatric emergency care and reduce the burden on secondary services, ensuring timely and appropriate care for children.

During the critical winter months from December to March, PC24 played an essential role in easing hospital pressures by deploying **clinical streaming services at Whiston Hospital and the Royal Liverpool Hospital Emergency Departments**. These initiatives not only enhanced patient flow but reinforced our commitment to responsive, integrated care delivery.

A significant highlight of this year was the successful award of the **nursing provision contract in two Liverpool care homes**, which marks a strategic expansion into community-based long-term care. This development strengthens our role in delivering high-quality nursing services directly to residents in care settings, improving continuity of care, reducing unnecessary hospital admissions, and supporting the wellbeing of some of the most vulnerable individuals in our communities.

Internationally, our team engaged with peers at the **LUSCII Connected Care Health Summit** in Amsterdam. This visit enabled strategic discussions around technology-enabled care and included an observational visit to a hospital in Utrecht. These engagements are part of our broader ambition to innovate service delivery, reduce pressure on local health systems, and bring global best practices to our local context.



During 2024/25, PC24 has made significant strides in establishing a robust and sustainable research infrastructure. Central to this progress has been the strategic investment in funded research roles, including a dedicated [Clinical Lead](#), [Research Nurse](#), [Research Administrator](#), and [Business Relations Lead](#). This structured approach has enabled effective coordination and delivery of research activity while laying a strong foundation for long-term capacity building.

Through the NHS-funded Research Delivery Network, PC24 has actively participated in ten “light-touch” studies. These initiatives have provided valuable opportunities for staff to engage in research while undergoing Good Clinical Practice (GCP) training, enhancing our organisation's research governance and reinforcing a culture of quality and compliance.

To improve accessibility for study participants and reduce the travel burden, we have established two dedicated [research hubs within our GP practices](#). These hubs serve as welcoming and convenient spaces for patients involved in regional clinical trials and studies.

Our commitment to academic collaboration is reflected in our willingness to host PhD students from the University of Central Lancashire (UCLan), with current projects focused on health economics. This partnership strengthens applied research in primary care and deepens our engagement with the academic community.



Internally, we have embedded a culture of research awareness across the organisation. Staff are kept informed and involved through regular communication channels, including a weekly clinical bulletin and a monthly newsletter. These platforms highlight ongoing research projects and invite participation from clinicians with an interest in research.

In 2024/25, we have engaged in collaborative research projects with several leading institutions and research partners:



University of Oxford – PRIMA Study:  
Involving clinicians working in urgent  
and unplanned care.

University of Southampton – AFLOAT  
Study: Focused on patients aged 65+  
with respiratory tract infections  
treated in out-of-hours settings.

Cardiff University – SWELL Study:  
Investigating cognitive behavioural  
therapy (CBT) interventions and the  
impact of parental antidepressant  
treatment on adolescent outcomes.

We have also partnered with **Alder Hey Children's Hospital** and conducted **commercial research** in collaboration with Future Meds, Synexus, and MAC Clinical Research.

Our research activity has identified approximately 8,000 patients with potential eligibility for various studies. This outreach not only enhances recruitment and study delivery but also elevates PC24's standing within the wider research community. As a result, we are now being proactively approached by universities and local authorities seeking to collaborate with us on future research projects.





# Recognitions and Partnerships

This year we proudly celebrated the official opening of the Litherland Primary Care Hub, with Graham Urwin (CEO of Cheshire and Merseyside Integrated Care Board) and Professor Rowan Pritchard-Jones (Medical Director, Cheshire and Merseyside Integrated Care Board) marking the occasion in July 2024. This site will become increasingly central to our delivery model in years to come.



The Finance Director of the Year Awards were hosted at the Crowne Plaza in Liverpool by Accountable Recruitment Limited, covering the Merseyside, Lancashire, Cheshire, North Wales and Warrington regions. The prestigious awards recognise and celebrate the outstanding work done by the region's financial directors. Our Finance Director, Hazel Locker, was honoured as Finance Director of the Year reflecting her strategic leadership and the positive impact she has had across PC24.

At the UHUK Annual Conference, we secured the Gold Award for General Innovation for the collaboration between our Urgent Care Team and the Primary Care Hub, and a Silver Award for Heart Failure in the Community for reducing health inequalities. A major talking point was PACO24, developed with Blinx Healthcare. Our conference stall allowed colleagues to share how PACO24, an electronic patient record system, helps our clinicians get patients the right care quickly and smoothly, connecting everything from the NHS111 call through to the consultation and prescription, while linking directly with their medical records.



Our research portfolio advanced considerably this year. PC24 was nominated for the “Capacity in Building Research Award” at the North West Coast Research and Innovation Awards—a notable achievement given that we have only been involved in research for less than 12 months. Through the establishment of Research Hubs within two GP practices, we created accessible environments for study participants and reduced travel burdens for those engaged in regional trials. We also invested in dedicated research roles, reflecting a long-term commitment to evidence-based practice and innovation. Although we did not win the award, our nomination was recognition of our commitment to clinical research and innovation. We remain incredibly proud of the rapid progress achieved in under 12 months.

# Sustainability Pledges and Green Impact



In 2024/25, we reinforced our environmental responsibilities through a series of sustainability pledges and actions. From encouraging colleagues to grow their own food at home to exploring new purposes for household items, our aim has been to **foster everyday eco-conscious decisions that can scale to organisational change**. We supported the adoption of sustainable wardrobe choices, advocated for thoughtful recycling habits, and shared tips for eco-friendly cleaning during spring refreshes. The promotion of Veganuary inspired many to explore plant-based diets, with vegan recipes offered through our staff networks. We also raised awareness of small changes that can help reduce water consumption and household energy usage, thereby lowering utility costs and environmental impact.

**Digital sustainability** was a key theme as well. Colleagues learned about the carbon footprint of email habits, with practical steps provided to reduce their digital impact through inbox management and reduced attachment usage. By making small, considered choices, every team member can contribute to our broader sustainability goals.

Healthcare itself faces pressing challenges from climate change and biodiversity loss, compounding the already complex pressures in general practice. As part of our response, we embraced the **Green Impact for Health** toolkit, designed specifically for general practice to improve sustainability, reduce expenses, and cut carbon emissions. It provides over 120 evidence-based actions that practices can take, alongside a structured improvement framework that awards points and recognition for positive change.

With the NHS contributing 4-5% of the UK's carbon footprint, collective action is vital. Our participation in the Green Impact programme is a tangible way to move towards a net-zero future. Notably, **Litherland Practice received a Green Impact certificate** this year, an achievement made more significant as this is our largest operational site.



# Celebrating Achievements and Inclusivity



Celebrating the successes and diversity of our people has been an integral theme of 2024/25. The annual PC24 Colleague Awards Night was a standout occasion, recognising inspirational leadership, unsung heroes, sustainability champions and outstanding teams across the organisation. Categories included Living Our Values, Team of the Year, and Newcomer of the Year, with special recognition awards from the CEO and Chair. The Primary Care team, Asylum Service cluster and Communications Team were among the celebrated recipients.

Our commitment to inclusion was clearly demonstrated through active participation in Liverpool's annual Pride March and observance of key dates such as International Women's Day and International Nurses Day. Stories shared by leaders such as Dr Mary Ryan, Clare Lawson and Hazel Locker focused on menopause support for disadvantaged women, safety for female asylum seekers, and addressing leadership gaps, showcasing our dedication to gender equity and compassionate care.



PC24 colleagues also represented the organisation at the NHS North West Games, with members of the Executive Team participating in fitness challenges, highlighting the importance of health and wellbeing in the workplace. Additionally, Dr Deb O'Neil's involvement in the Hyrox World Championship illustrated the powerful connection between lifestyle and clinical practice, inspiring new approaches to patient education.

We continued to present staff stories at Board and recognise individual contributions through various internal campaigns and events, fostering a culture of appreciation and visibility across all roles.

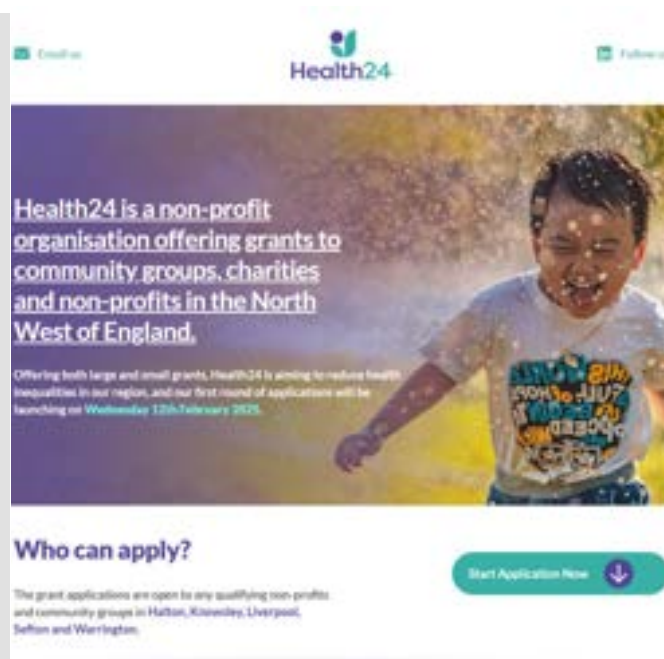
# Supporting Charities and Local Communities

PC24's mission extends well beyond clinical services, as demonstrated by our deep-rooted support for charities and local communities throughout 2024/25. Our teams raised funds for a range of causes, including Macmillan Cancer Support (£220), Children's Cancer and Leukaemia Group (£218), Solving Kids' Cancer UK (£459), and Save the Children (£90). We also ran a successful Christmas Gift Appeal in support of the Bosco Society, donating over 60 gift sets to individuals affected by homelessness.

In a major act of solidarity, we donated £10,000 to Zoe's Place, a children's hospice facing closure, helping ensure continued respite and end-of-life care for families in crisis.

Our "Wear it Green" campaign raised awareness around mental health, reinforcing our belief in whole-person care.

The launch of Health 24, our new non-profit charity, marked a significant development in our commitment to tackling health inequalities. The first round of grant funding focused on refugee and asylum support, child and adolescent mental health, and child poverty, helping grassroots organisations create meaningful change in underserved communities.

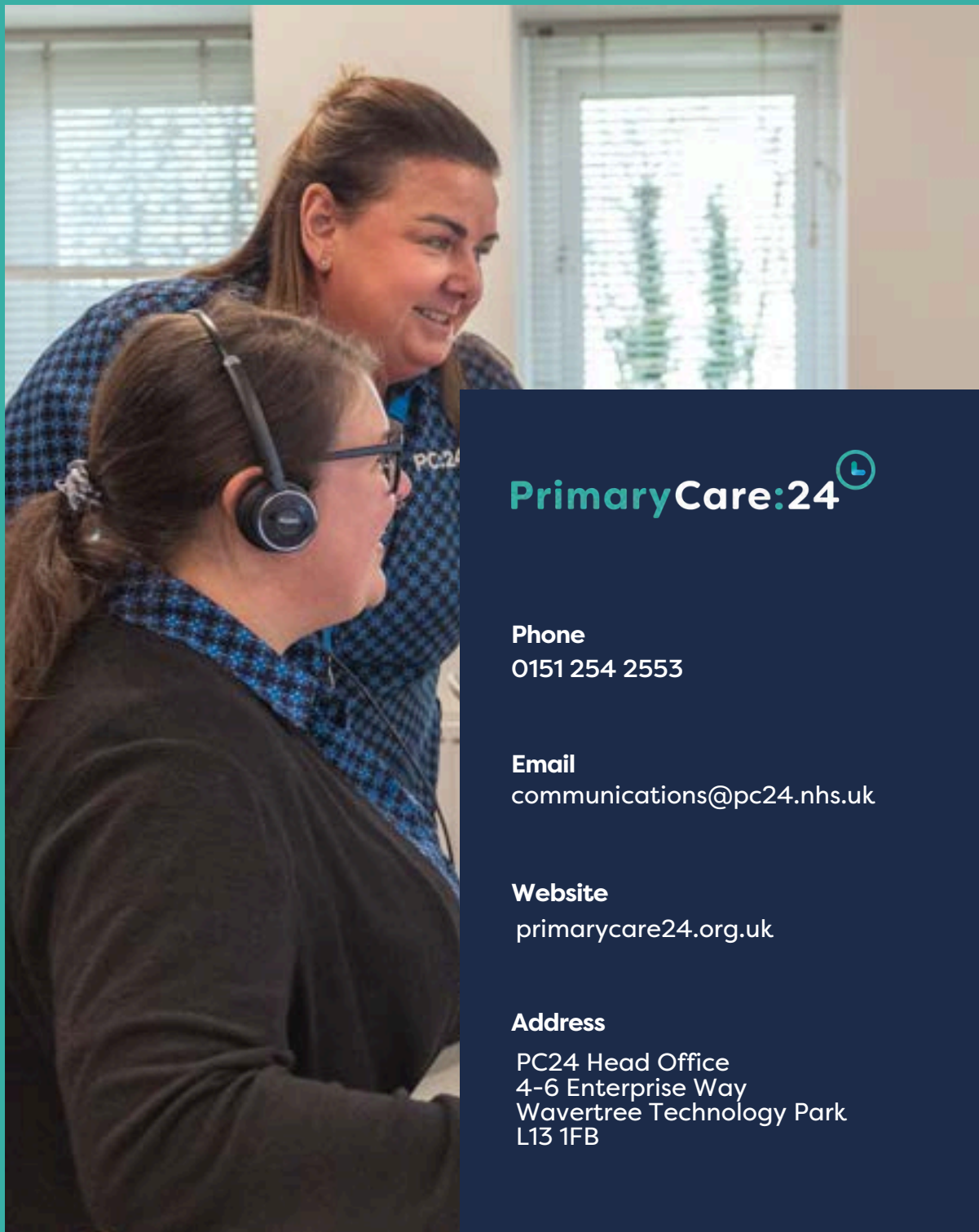


This year, our Asylum Service demonstrated exceptional commitment to inclusive care by organising community-focused events, including an Eid food drop in collaboration with Mersey Care and local restaurants, which provided over 160 meals to residents at Birley Court. We also participated in Refugee Week with Serco and other partners, distributing goodie bags, educational materials and essentials to over 600 visitors. A powerful clinical education session, supported by Liverpool Lighthouse, shed light on the childbirth experiences of female asylum seekers and was described as both moving and urgent.

Our Company Secretary's visit to the Sant'Egidio charity in Rome offered international insight into asylum care, underscoring the value of safe humanitarian corridors and cultural integration. These experiences reinforced the impact of our asylum service and the importance of compassionate, inclusive care for all.



# Contact Us



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