

MY LCD



Annual Report

June 2016

“Our infrastructure now provides the ideal platform to respond rapidly to GPs, commissioners and Foundation Trust requests for bespoke services across all sectors”

Society AGM

12.30pm - Thursday

23rd June 2016

Make your voice heard!



■ LCD GP Dr Fawzia Hardy

UK WINNER

Chair's Remarks



Welcome to the Local Care Direct Annual Report 2015-16. I am delighted to report another successful trading year during which we continue to deliver high quality, safe, patient care to the people of West Yorkshire. This would not be possible without the commitment and dedication of our staff: frequently the Board learns of individuals who have gone beyond the call of duty to ensure the best possible outcome for patients.

Demand for urgent dental and primary care services remains high, and to maintain service delivery we have continued to develop our operational resilience through the introduction of new systems. This includes enhanced risk management, increasing development opportunities for our multidisciplinary clinical workforce and remaining committed to ongoing investment in technology to support the development of new models of care.

At a time of uncertainty regarding the future model of 24/7 primary care - which has meant contract extensions without a matching funding formula - we have supported commissioners

by maintaining service delivery and managing risk effectively. We currently support over 96% of GP practices and believe that our infrastructure now provides the ideal platform to respond rapidly to GPs, Commissioners and Foundation Trust requests for bespoke services across all sectors. We welcome redesign to improve patient care and we are proactive in the current CCG transformation plans.

As the new Chairman I am keen to progress the work commenced by my predecessor Stan Hardy to develop the involvement of our members in the work of the Board. Over the forthcoming year we will be developing Board days and other events so that members can be more involved in decision-making. All members are welcome - I look forward to meeting you.

Dr Georgina Haslam
Chairman

Our 2015-16 Annual Review

The following pages contain a potted review of some of the key milestones of the LCD year. As always a great deal more has

happened than we can possibly squeeze into the review but it is important to reflect on our achievements.

April EASTER

The year begins with another challenging Easter with new records set for patient activity in a single day and across the weekend. High levels of demand and increasing use of urgent care for more routine care needs has become a feature of the service and efforts to identify possible solutions continue to be made.



May INVESTING FOR THE FUTURE 1

In the first of a series of investments for the future, the company agrees to implement a new web-based management tool to radically change and improve the way employees engage with the company for managing rotas and timesheets, holiday and sick absence monitoring.

June ALL CHANGE FOR THE BOARD

There are developments on the LCD Board when Dr Georgina Haslam steps in as interim Chair (the appointment subsequently made permanent) and Alison Russell takes up her post as the new member-appointed Non-Executive Director.

July BUSY MIUs

Summer is traditionally the busiest time of year for our Minor Injury Units at Otley and Middleton in Leeds. These are important services supporting local communities and easing the burden on the city's A&E departments.



August RENEWAL OF DENTAL CONTRACT



Welcome news as our contract to provide urgent dental care across West Yorkshire including appointment booking and treatment is extended to allow commissioners and providers more time to develop plans for future service provision. This is a service patients value highly and the dental team has seen significant growth in demand over the previous 12 months.

September INTEGRATED CARE IN PONTEFRACT

LCD launches a new integrated approach to care in Pontefract working closely with local commissioners, GP practices and the hospital trust. The scheme integrates extended hours working in local practices with the out of hours service as well as offering support for primary care attendances at the local A&E department.

October NEW FINANCIAL YEAR

LCD has delivered another successful financial performance in challenging trading conditions. There is increasing pressure on urgent care services due to patient demand and continuing uncertainty around plans for primary care services.

November STAFF AWARDS



Elland Road is the venue for LCD's staff awards celebration. The event is another huge success and raised £654 for chosen charity Diabetes UK. The picture shows our 2015 award winners.

December

CHRISTMAS AND FLOODS

A memorable Christmas notable for the extensive, record-breaking flooding across Yorkshire, but this does not deter LCD mobile teams.



January

SAFE HAVEN

Our Safe Haven team secures the contract for patients in the Leeds area meaning that we now provide primary care for patients who have been excluded from mainstream care across most of West Yorkshire. This is deserved recognition for our success in providing specialist care for patients who might otherwise have poor health outcomes.



February

INVESTING FOR THE FUTURE 2



There is further investment in new offices at Bradley which will enable the redevelopment and growth of our clinical hub within the existing premises at Unit 2. Despite significant pressure on budgets it is important we continue to look ahead and ensure we are in the best shape to meet the needs of the NHS in the future.

March

INVESTING FOR THE FUTURE 3

The year ends with the completion of a major overhaul of our telephony system. The new Mitel system represents state of the art internet-based telephony which will support our plans for the development of the clinical hub, provide increased remote working capability service resilience and provide management tools to maximise our effectiveness and efficiency.



The View from the Bridge

HELEN CARR,
CHIEF EXECUTIVE



I'm delighted to be addressing you all again this year. Despite on-going issues in the NHS and associated services placed in our basket we are still thriving and managing to operate in an extremely challenging situation thanks to our fantastic staff and clinicians.

This financial year our team undertook a strategy review for the medium term. Local Care Direct exists to support the residents of West Yorkshire in providing effective, professional and supportive care when they need it. Our mission as a social enterprise means that we aspire to support the local NHS to achieve the best possible outcomes for patients in the localities where we work.

As you will all know, the NHS is under increasing pressure with the same or less funding being used to provide care to a larger population that lives longer and has more complex needs. And whilst we are a small organisation in healthcare terms, we have lots of experience and credibility in our local health economy.

Our market strategy had to combine our strengths and offerings with the necessity to react to an ever-changing environment and to support our commissioners in their decided direction of travel.

As an organisation that grew from and is immersed in the world of Primary Care, we very much see our future as integrating our service into the 24 hour 7 days per week primary care provision; and we hope to work alongside our colleagues in practices, CCGs and Federations to support their efforts. We're keen to expand other services that we offer to Primary Care.

We also intend to develop our dental services across West Yorkshire and beyond. There is an identified need to improve access to dental care in our region and we hope to be part of the solution to this problem and have ideas and plans to share with our commissioning colleagues.

I take great comfort from the fact that everyone I meet in the health sector is genuinely focussed on making the "system" better. There is a real desire to move together forward....and that's certainly a very positive place to start!

A handwritten signature in black ink, appearing to read 'Helen Carr'.

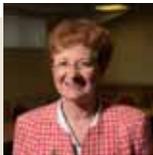
Helen Carr

Meet the Board & M

Dr Georgina Haslam

Role: Chairman of Board

Experience: Georgina has had a portfolio career including working as a GP in Bingley, West Yorkshire until 2013. She was acting Clinical Director for Local Care Direct from 2010 - 11. She has over 20 years' experience of commissioning new patient services which deliver holistic care closer to home. Whilst Clinical Lead for the Yorkshire Cancer Network she worked both regionally and nationally to improve outcomes for cancer patients. She previously chaired Clinical Executive committees in both Bradford and Airedale and as Urgent Care lead for Bradford City and District CCGs led the development of clinical governance within the NHS 111 service. She is a Care Quality Commission GP specialist advisor, an Honorary Tutor for the University of Leeds Medical School and Chair of Trustees of the Shipley based charity Health Action Local Engagement (HALE).



Mike Lockwood

Role: Non-Executive Director; Chair of the Audit & Risk Committee

Experience: Executive and Non-Executive Director roles across several business sectors. Mike currently holds several NED, Company Director and Advisor roles in government, public, commercial, private, professional and regulatory services, and social enterprise organisations.



Kevin Bond

Role: Non-Executive Director

Experience: Full time CEO of NAViGO community interest company, a multi-national award winning social enterprise that runs mental health, social care and associated services in North East Lincolnshire. Held several senior posts within large NHS trusts, PCT as an executive director and other 'third sector' bodies as a non-executive.

Has sat on several inter-departmental government groups and numerous regional and topic based groups. Also chairs the Salford LLP and has contacts with numerous other like organisations.



Major Stan Hardy TD DL

Role: Non Executive Director

Experience: Following a military career which included attending both the UK and NATO Staff Colleges, Stan pursued a career in manufacturing both in the UK and overseas. He took early retirement in 2006 and became the Non-Executive Chair of the West Yorkshire Probation Service, serving the maximum permitted term. He was asked to chair the Victims' Engagement Panel of the National Probation Service in West Yorkshire and remains such, working alongside the Victims' Commissioner and the Police and Crime Commissioner as well as the Judiciary and the Magistracy. He is an elected member of the Yorkshire Ambulance Service Members' Forum, a Board member of, and County Lead for, the Duke of York's Community Initiative (HRH Prince Andrew's personal charity), a member of the MoD's Reserve Forces and Cadets Association for Yorkshire & Humberside, a member of the Leeds Minster Council, and a Deputy Lieutenant for the County of West Yorkshire. He was formally a Fellow of the Institute of Directors and a member of the IoD National Council. He continues to mentor company directors and MBA students.



Alison Russell

Role: Member Non Executive Director

Alison is Local Care Direct's Quality Manager. Alison has worked for the Out of Hours services for 16 years. She has completed several courses in complaint management, risk management, RCA and significant event audit in order to equip her to fulfil her current role, whilst her prior experience gives her an excellent understanding of the patient pathway and the difficulties involved in ensuring consistent quality in such a large organisation. Alison is also LCD's Information Security Officer and Privacy Officer and as part of this role works closely with LCD's SIRO to implement and embed good information governance practice throughout the organisation.



Helen Carr

Role: Chief Executive

Experience: Helen was LCD's Director of Finance until 2010. She is a financial specialist in Internal Control Environments and Procedures and has experience in internal audit, negotiation, organisational set up, acquisitions, and quality assurance. Helen has worked with audit, legal and banking professionals at PLCs, private companies, social enterprises and charitable organisations.



Management Team

Andrew Nutter

Role: Deputy Chief Executive

Experience: Andrew is a founder member of Local Care Direct who joined after a career which spanned roles in journalism, public relations, general management and consultancy in the public and private sectors. As Deputy Chief Executive Andrew plays a key role in maintaining relationships with our commissioners and uses his wide and varied skills and experience to lead a portfolio of disciplines including quality and risk management, information governance and business planning and development. Andrew also supports the work of the Care Quality Commission as a special advisor on inspection panels.



Dr Mutaz Aldawoud

Role: Director of Clinical Innovation & GP

Experience: Mutaz qualified from Leeds University School of Medicine, and holds an MBA with specialism in Strategic Management in Life Sciences and Healthcare. He trained and has worked as a GP in Bradford since 2008 and is passionate about tackling health inequalities and improving patient outcomes, especially through using innovative technologies and digital systems in healthcare.

Through his role as Director of Clinical Innovation for Local Care Direct, he pioneered the development of clinically-managed technology enabled care services, which has won national accolades including the Social Enterprise Awards UK Winner for Innovation.

Taz also has a role as Digital Clinical Champion for NHS England and is on the Digital Health & Wellbeing Board of the Yorkshire & Humber Academic Health Science Network (AHSN).



Dr David Kaushal

Role: Clinical Director

Experience: David works as a General Practitioner in Leeds and Bradford. He joined Local Care Direct in December 2012 as a clinician, and was awarded the best sessional clinician award for LCD 2014. He is passionate about patient care and is also a Medical Tutor with the West Yorkshire Deanery. He holds full registration with the GMC with a current licence to practice and is named on the national performers list as a General Practitioner.

As well as being experienced in drug and alcohol misuse, he is certified RCGP Part 1 in Substance Misuse, incorporating harm reduction, opiate substitute therapy, alcohol dependence, and management of complex psychosocial comorbidity in vulnerable adults.



Denise Stevens

Role: Director of Urgent Care

Experience: Denise has over 31 years' experience of delivering NHS services both as a front line ANP and management roles. Over this time she has worked on transformation projects and was instrumental in improving primary care access to secondary care in Leeds by opening an emergency admission unit for GPs and two clinical decision units which now form part of the Urgent Care Centres.

This year she is working with our Primary care colleagues to integrate LCD services to offer patients better access into primary care across 7 days. This will improve access to routine primary care in a planned way rather than pushing patients through urgent care pathways.



Diane Whale

Role: Director of Finance

Experience: Diane is responsible for the financial management of the organisation. She is a Chartered Accountant with over 25 years' experience in the profession, having previously worked in public practice and industry.

Diane has been involved in acquisitions, business start up and restructures and has worked with audit, banking, legal and pension professionals in both private companies and PLCs.



Tom Colston

Role: Director & Company Secretary

Experience: With a background in operational and project management within the financial services and retail environment, Tom has worked with Local Care Direct since 2006.

Tom's portfolio of responsibilities currently includes Board Governance, Estates, Health & Safety as well as heading up our dental services business arm, Dental Care Direct.



Notice of Annual General Meeting of Local Care Direct Limited

THIS IS NOTICE THAT the 11th Annual General Meeting of Local Care Direct Limited will be held at Junction 25 Conference & Meeting Venue, Kirkdale House, Armytage Road, Brighouse, HD6 1QF on Thursday 23rd June commencing at 12.30pm for the purpose of transacting the following business:

1. To approve the Minutes of the Annual General Meeting held 15th June 2015.
2. To receive the Directors' Report and Financial Statements together with the auditors' report thereon for the year ended 30th September 2015.
3. To consider and if thought fit, reappoint Grant Thornton LLP as Local Care Direct auditors and authorise the directors to fix the remuneration of the auditors.
4. To re-elect Dr Georgina Haslam as a Non-Executive Director.
5. To transact any other business permitted under the Rules.

By order of the Board

Tom Colston
Company Secretary
April 2016

Copies of the Directors' Report and Financial Statements for the year ended 30th September 2015 and LCD Rules will be available at the meeting and can be obtained prior to the meeting from the Company Secretary at Local Care Direct, Sheridan Teal House, Longbow Close, Pennine Business Park, Bradley HD2 1GQ (01484 487262).

My Year as a Board Member

My first year as a Board member has been both interesting and enlightening. I have learnt a lot about how the Board and Executive work together to make decisions and determine a strategy for the organisation and the wide range of issues which have to be taken into account in steering the organisation in the right direction.

I enjoy my role as non-executive member and hope I have contributed to the discussions in a positive way.

That said, I have met with some frustrations along the way! My aim to develop a web forum for members has not progressed for technical reasons, but with the development of a new intranet platform on the horizon I hope to be able to take this forward in the coming months. I am also looking at the possibility of using Twitter or even Facebook as a means of engagement!

In the next year I will be working on attracting corporate membership of Local Care Direct to widen our membership base and to cement the relationships that we already have with other healthcare providers, charities and social care services across the communities we serve.



Alison Russell

I also plan to visit all our sites in the next few months to speak to as many of our staff members as possible, as a key part of my role is to represent and share your views, concerns and ideas with my fellow Board members and then provide you with feedback.

If you wish to contact me you can call me on 0113 2206596 or by email on Alison.russell@lcdwestyorks.nhs.uk.

Alison Russell

Extract from the Directors' Report and Strategic Review

For the year ended 30 September 2015

The principal activity of the Society during the year was the provision of health care services. All dental work is contracted through the wholly-owned subsidiary, Dental Care Direct Limited.

The Board is pleased to report the achievement of a surplus before taxation of £1,032,992 for the year ended 30 September 2015 (2014 - £904,586). This represents a 14% increase over the previous year and further consolidates the performance of the previous four years whilst demonstrating strong management control of costs in challenging trading conditions.

Local Care Direct continues to deliver the West Yorkshire Urgent Care Contract as a sub-contractor to the local NHS 111 provider, Yorkshire Ambulance Service. The business has encountered severe cost pressures in this contract, with patient activity to 30 September 2015 still 60% higher than the baseline levels originally envisaged and a consequential detrimental impact on contract performance. Towards the end of the financial year it became apparent that levels of activity are now stabilising within the contract. Although the business has been successful in securing some additional funding for the West Yorkshire Urgent Care contract, this was not proportionate to the increased activity and has not increased materially from that awarded in 2014. In common with other healthcare organisations, Local Care Direct is finding it increasingly difficult to secure clinical resources within budgeted costs. This problem is compounded by the competing external demands for GPs within the wider healthcare community. To mitigate this diminishing availability of GPs, Local Care Direct now utilises an innovative range of clinical skills to deliver this service.

Dental Care Direct Limited delivered a robust performance in the year due to sustained high patient demand.

Despite the cost and activity pressures encountered within the West Yorkshire Urgent

Care contract, the Group delivered a strong financial performance, which has further boosted reserves and confidence going forward. Additionally the current dental contract has been further extended on current terms until September 2017.

Local Care Direct operates in an environment subject to severe pressures, both in terms of patient demand and cost. Political uncertainty and Government targets for savings within the NHS dictate that the organisation must be receptive to the changing and differing demands of commissioners, whilst remaining at the forefront of technological innovation in the delivery of patient care. Local Care Direct is positioned to facilitate the restructure of healthcare provision, particularly in the areas of Primary and Urgent Care. We have a strong local and national presence and are considered by our local commissioners to be their support organisation of choice, having the knowledge, scale and experience to be a credible partner.

We are actively bidding for contracts locally and nationally in our core areas of business and are also keen to further develop our successes in dental services and technology-based healthcare.

After reviewing the Society's budget for 2015/16 and the facilities currently available, the Board is confident that the Society has sufficient resources to continue trading for the foreseeable future. For this reason the Society has adopted the going concern basis in its financial statements.

A resolution to reappoint Grant Thornton UK LLP as auditors will be put to members at the annual general meeting.

This report was approved by the Board and signed on its behalf.

G Haslam
Chairman

Date: 17 March 2016

Consolidated Financial Summary

BALANCE SHEET	2015 (£)	2014 (£)
Tangible Fixed Assets	1,200,660	1,012,273
Current Assets	7,395,473	6,293,643
Creditors: Amounts falling due within one year	(3,912,772)	(3,623,259)
Net Current assets / (liabilities)	3,482,701	2,670,384
Total Assets less current liabilities	4,683,361	3,682,657
Creditors: Amounts falling due after more than one year	(219,432)	(250,196)
Net Assets	4,463,929	3,432,461
Reserves	4,463,929	3,432,461

INCOME AND EXPENDITURE	2015 (£)	2014 (£)
Turnover	24,347,608	23,810,182
Cost of Sales	(17,966,129)	(17,644,465)
Gross Surplus	6,381,479	6,165,717
Other operating charges	(5,349,392)	(5,260,595)
Operating surplus	1,032,087	905,122
Interest receivable	7,621	6,974
Interest payable and similar charges	(6,716)	(7,510)
Surplus on ordinary activities before taxation	1,032,992	904,586
Tax on surplus on ordinary activities	(1,524)	(1,395)
Surplus for the financial year	1,031,468	903,191
Reserves brought forward	3,432,461	2,529,270
Reserves carried forward	4,463,929	3,432,461

Independent Auditor's Report

We have audited the financial statements of Local Care Direct Limited for the year ended 30 September 2015, which comprise the Consolidated and Society Income and Expenditure accounts, the Consolidated and Society Balance sheets, the consolidated Cash flow statement, the reconciliation of net cash flow to movement in net funds / debt and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the Society's members, as a body, in accordance with regulations made under the Cooperative and Community Benefit Society Act 2014. Our audit work has been undertaken so that we might state to the Society's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the Society's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the Board and auditor

The Board is responsible for the preparation of financial statements which give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/apb/scope/private.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the Society's affairs as at 30 September 2015 and of the Group's and Society's income and expenditure for the year then ended; and
- have been properly prepared in accordance with the Cooperative and Community Benefit Society Act 2014.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Cooperative and Community Benefit Society Act 2014 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained; or
- the Society has not kept proper accounting records; or
- the financial statements are not in agreement with the books of account; or
- we have not received all the information and explanations we need for our audit.

Grant Thornton UK LLP
Statutory Auditor,
Chartered Accountants
Leeds
22 March 2016

Help Us to Make a Difference

Local Care Direct is a social enterprise. For our patients and partners this means we are a values-driven organisation, focused on serving and caring for people.

We value actions above words and this should be evident in what you see and experience when you are in our care.

In our teams we value and recognise professionalism, honesty, openness and, above all, caring. We champion diversity and promote equality and teamwork.

In business, we measure success by our ability to develop sustainable services which care for people, put their interests first and deliver positive health and wellbeing outcomes for each individual.

As a business which is funded by the public we also have a duty to ensure we operate effectively and efficiently, and that we are sustainable, by reinvesting financial surpluses into our services and the community.

Our members are a vital link with the communities we serve, providing views, experience and ideas.

We want to grow our membership with people who can contribute to our mission to improve the experience and outcomes for people using our services. We offer individual and corporate membership and would love to hear from other third sector organisations and special interest groups who can bring knowledge about vulnerable patients and those with specific needs.

If you would like to become a member of Local Care Direct, please complete the tear-off section below and post to Vicky Smith at Local Care Direct, Sheridan Teal House, Unit 2, Longbow Close, Pennine Business Park, Huddersfield HD2 1GQ or you can complete the form online at: www.localcaredirect.org

A welcome pack will be sent to you and we ask you to please tell your friends. Existing members can use this form to let us know about changes of details.



MEMBERSHIP APPLICATION

Name:

E- Mail Address:

Telephone No:





Local Care Direct... We care about people

- ✓ Your local urgent care partner
- ✓ Supporting extended hours in Primary Care and integration with urgent care
- ✓ Award-winning innovations to support long term condition management and care closer to home
- ✓ Specialist clinical health hub offering GP telephone assessment, remote monitoring of patients, telecoaching, call handling and nurse triage
- ✓ 24/7 primary care toolkit including urgent care centres, single point of access, GP out of hours and home visiting
- ✓ Urgent dental care services
- ✓ Range of regular and emergency cover for GP practices
- ✓ Support for Extended Hours in GP practices



Please let us know
if you require this
document
in large print by calling
01484 487262

Registered Office:
Sheridan Teal House, Unit 2,
Longbow Close, Pennine Business Park,
Huddersfield, HD2 1GQ.
Local Care Direct is registered with the
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