

MY LCD



Annual Report

June 2020

'Local Care Direct is at the forefront of the Covid-19 response'

Society AGM

30th June 2020

Make your voice heard!



Report from the Chair



As I write this within the confines of lockdown, I am continually reminded of the positive unforeseen consequences of the Covid-19 pandemic. With limited access to outdoors I think we have all felt a greater appreciation of the World outside of our windows.

Indeed it seems that a virus intent on keeping us apart from one another has in fact brought communities together.

A greater spirit of cooperation with our colleagues within the NHS has led to us help each other out in times of pressure. Last year I wrote about the investment we were making in virtual technology, including video consultation. This has helped us to keep patients safe at home and along with the rapid implementation of more telephone consulting we are now embedding new ways of working.

Our investment in a multidisciplinary workforce is paying dividends and I would like to thank all concerned: this includes our enlarged team of clinical leaders, our operational team and new recruits. A 'can do' mentality has ensured that new ways of working have been successfully implemented and reflects a healthy organisation!

As a social enterprise we continue to share our success with staff, not only financially but also in supporting their working environment. In return our workforce has been loyal and continued to work for us despite the potential risks to them personally. A big Thank You to you all.

Following the launch of our Dental Clinical Assessment and Booking Service (DCAB's) it has become clear how many people do not have access to good quality dental care. Looking forward we are investigating giving back to the community through the development of a charitable dental health education programme to help poorer communities to look after their teeth. The programme is being led by our new Member Non-Executive Director (NED) Zaid Ali and will be implemented as soon as circumstances allow.

This year due to social restrictions we intend to conduct our AGM virtually. Nevertheless we are committed to communicating effectively and continue to value your views, thoughts and questions – please do contact us by email to Paul.dean@lcdwestyorks.nhs.uk. We will respond to all enquiries and publish a summary of views and questions.

In the meantime please stay safe.

Kind Regards

Dr Georgina Haslam
Chairman

2019-20 Annual Review

April 2019

The West Yorkshire Urgent Care Service moved forward to become an independent contract between Local Care Direct and all the Clinical Commissioning Groups (CCGs) across West Yorkshire and Craven. The initiative creates an opportunity to work at scale treating over 350,000 patients each year utilising our evolving multi- disciplinary team working alongside GP colleagues.

May 2019

May provided the opportunity to review the launch of the Dental Clinical Assessment and Booking Service which went live on the 1st April. We received 29,000 calls in April against a predicted 15,000 and we engaged with NHS England to look at alternative models and working practices designed to deliver the intended service to 5 million people across Yorkshire and the Humber.

June 2019

Local Care Direct (LCD) held its Annual General Meeting at Junction 25 Conference Centre in Brighouse. The event was used to unveil the new LCD website which had been the focus of activity for the outgoing Member Non-Executive Director Reema Caddies in conjunction with Bradford University. In addition our members elected a new Non-Executive Director, Dr Zaid Ali.



July 2019

The first recruitment events took place for our newly developed multi-disciplinary hub team. The initiative is an important one for LCD, creating a flexible workforce and maximising the potential of both the clinical and non-clinical workforce. We are excited about the opportunity it brings to further improve our patient care.

August 2019

After the successful launch of the new website, Local Care Direct commenced a project around its communication strategy, both from an internal and external perspective. This includes our approach to digital communications, alongside the most effective ways to reach staff, clinicians and external stakeholders. It will also address important questions about what it means to be a Social Enterprise, and how it impacts our communication approach. The project is intended to run for a year and to feature in our planning for 20/21.

September 2019

As St George's was the first local Urgent Treatment Centre (UTC) in the area, and this was a new type of service, there was a recognition that those who may use it need to understand the services it provides and when it is appropriate to attend. Staff working on the site held a series of educational sessions. In addition



to the core message, each focussed on a different element of Health and Wellbeing. Local Care Direct worked on this project in partnership with Leeds CCG who helped to produce patient leaflets, posters and a short video for us to distribute.

October 2019

Our new Non-Executive Director, Dr Zaid Ali, outlined his plans for the period of his tenure, the first element of this being a project designed to deliver oral health education to vulnerable groups. The project will utilise Zaid's dentistry background and emphasise the social enterprise ethos of Local Care Direct. (There's more from Zaid on page 9).

November 2019

This year our Annual Staff Awards took place at Elland Road, the home of Leeds United, and our chosen charity was Martin House Children's Hospice in Wetherby. As usual individual and team contributions were recognised and over £800 was raised for the Hospice. The photo shows some of the Dental Team Winners with the Chief Executive, Helen Carr.



December 2019

Our Wharfedale site, in Otley, officially became an Urgent Treatment Centre (UTC), the third site in West Yorkshire to do so, joining Pontefract Hospital and St George's Centre in Leeds. As an Urgent Treatment Centre the site will see patients with a full range of minor injuries, 7 days a week and 365 days per year.



January 2020

Kirklees was one of seven sites in England selected as part of a national pilot for a rapid response initiative to support older people in remaining well at home and avoid hospital admission. Local Care Direct will play a key part in this initiative along with other partners. An exciting development for Kirklees which could make a massive difference to older residents in the area.

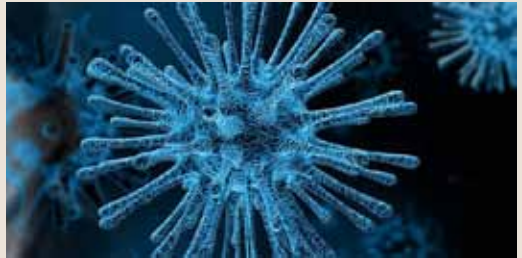
February 2020

From 1st February 2020, the United Kingdom was no longer a member of the European Union. Whilst there weren't any anticipated formal immediate impacts from Brexit, the NHS has experienced some shortages of medicines in key areas due to the European pharmaceutical companies aligning their operations to reflect the new position.

March 2020

The Covid-19 pandemic which had affected other countries across the World impacted the UK in March. This has a continuing effect on the NHS and society in general. At Local Care Direct working practices and protocols were reviewed to ensure care was delivered in the safest way

possible for our patients and staff. As part of our response, a decision was taken internally to focus on core delivery of services and eliminate all non-essential activity to accommodate the impact on the organisation and our people.



The View from the Bridge

HELEN CARR,
CHIEF EXECUTIVE



As I write we are in extraordinary times, with the UK and the World, in the midst of a viral pandemic which has made many countries completely change the way that their citizens live. Freedom of movement is no longer something that we can take for granted, and many people have already died. We are living in uncertain times.

Local Care Direct, as an Urgent Care Healthcare provider is at the forefront of the NHS response to the Covid-19 pandemic – treating patients who need support and collaborating with partners across West Yorkshire and Craven to coordinate the best joined up solutions that are available to us.

Our staff and clinicians have been exceptional in their

devotion to delivering the best possible services that they can. Everyone involved with Local Care Direct has quite rightly been designated a key worker along with NHS colleagues, carers, supermarket workers and providers of other essential services. And the NHS, always a much valued service, is now held even higher in the public's esteem.

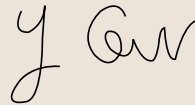
Whilst this has been a difficult time, through necessity comes change and there are some positives in driving forward the way that we engage with others and our patients which I believe will carry on after the current crisis recedes – virtual and remote consultations, collaboration across providers to benefit patient care, and the sharing of data carefully but

more freely where it is in the patients' best interest. We are proud to be part of an initiative to harness this innovation, learning and development so that it can form part of future NHS provision.

In recent years Local Care Direct has built a reputation as a solution provider for the Local Integrated Care System (ICS). Our Contact Centre capacity to provide resilience and clinical expertise at scale whilst offering the ability to tailor services to meet place based needs has been recognised and it is an area that we continue to develop and grow. In April last year we commenced our Dental Clinical Advice and Booking service across the whole of Yorkshire and the Humber and this is now well embedded. During the year we have been successful in using our hub services to support the Kirklees Urgent Response Accelerator site and now take a key role in all three of the new

West Yorkshire Urgent Treatment Centres (UTCs).

We are in discussion with commissioners about the future value that we can bring to our local health economy; how we utilise our unique position and skills to best support the NHS and its patients across West Yorkshire and beyond. We know that our resilience, innovative solutions, virtual hub offering local and regional solutions and fantastic team will ensure that we remain a key healthcare provider in the future.

A handwritten signature in black ink, appearing to read 'J. Q. W.', positioned to the right of the main text block.

Member Non Executive Director

In the 10 months since being appointed as the Member NED for the LCD board I have been quite impressed by the breadth of the LCD offer to the NHS. Having worked for LCD as a sessional dentist for over 10 years I was loosely aware of LCD's medical activities, however the scale of this operation has been quite impressive. The welcome afforded to me by members of the Board has helped me to feel at ease in this new role and feel confident to offer my input to discussions. I should also add that the range of professional backgrounds and skill mix represented on the Board for LCD is very diverse.

In my first year I have been keen to develop a dentally relevant Member NED project and have tabled discussions at Board about various ideas. Prior to the Covid pandemic early discussions had taken place on the potential for dental nurses working in the LCD Dental Clinical Assessment and Booking Service engaging with local charities to offer oral health education activities to their service users and possible development of dental education materials catered to different high need groups. I am keen, once the



service pressures on the Dental CABS service related to the Covid pandemic reduce, to develop this project further.

I am always happy to hear from LCD members about concerns or suggestions they have and I am happy to table these at Board meetings. I can be contacted at Zaid.Ali@lcdwestyorks.nhs.uk

Zaid Ali

Meet the Board &

Dr Georgina Haslam - Role: Chairman of Board

Georgina worked as a GP in Bingley, West Yorkshire until 2013. In addition she enjoyed a portfolio career for over 20 years in both commissioning new health services, and as a provider of intermediate care services which utilised a multidisciplinary clinical workforce.

Whilst Clinical Lead for the former Yorkshire Cancer Network she worked both regionally and nationally to implement improved outcomes for cancer patients. She was chair of the Clinical Executive committees in both Bradford and Airedale PCTs and as Urgent Care lead for Bradford City and District CCGs led the development of clinical governance within the NHS 111 service.

Georgina was acting Clinical Director for Local Care Direct from 2010-11 and was appointed Chairman in 2016. She is also Chair of Trustees of the Shipley based charity HALE which provides services to reduce isolation and poor health in the community, and social prescribing for GP practices in Bradford, Airedale and Craven.



Helen Carr - Role: Chief Executive

Helen has been the Chief Executive of LCD for the past 6 years, previously she was LCD's Director of Finance.

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.



Andrew Nutter - Role: Chief Operating Officer

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 Chief Operating Officer, he has overall responsibility for the delivery of all LCD services utilising a wide and varied portfolio of skills and experience of disciplines including quality and risk management, project and performance management. Andrew plays a key role in maintaining relationships with our commissioners and partners and the mobilisation of new services and is also a CQC Special Advisor supporting the inspection work in primary and urgent care.



Diane Whale - Role: Director of Finance

Diane is responsible for the financial management of the organisation. She is a Chartered Accountant with over 30 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.



Zaid Ali - Role: Non - Executive Director

Zaid qualified from Leeds University in 2006 and has held a number of roles in a varied career including working as a sessional dentist since 2007.

Zaid's experience as a Consultant in Restorative Dentistry specialising in Head and Neck Oncology brings with it valuable insights into service management and clinical governance. Zaid has worked with the Dental Care Direct clinical Board in the past to develop the clinical governance framework which was in place and following the end of that contract he continues to provide advice and guidance to the Local Care Direct team on the Dental Clinical Assessment and Booking Service.

Zaid has worked alongside the Local Care Direct Board to put in place plans to implement a range of initiatives to improve education around oral and dental health particularly amongst vulnerable groups



Management Team

Dawn Harvey - Role: Director of Clinical Governance and Quality

Dawn qualified as a Registered General Nurse in 1987.

She has extensive experience in the acute care setting and Emergency Departments spanning 30 years in roles as an Advanced Nurse Practitioner, Emergency Nurse Practitioner and Clinical Manager. She has worked outside the NHS for Leeds Community Safety Team as a Project Coordinator delivering training to Acute, Primary and Mental Health Trusts on recognition and management of Domestic Abuse in healthcare settings. Dawn has lectured at Leeds and Huddersfield Universities on the Emergency Nurse & Advanced Practitioner course.

She joined LCD in 2011 and now leads the Clinical Governance, Quality & Clinical speciality team and acts as both Caldicott Guardian, Controlled Drugs Accountable Officer and Clinical Safety Officer for DocAbode.



Dr Mutaz Aldawoud - Role: Director of Clinical Innovation

Dr Taz Aldawoud is a General Practitioner and holds an MBA with specialism in Strategic Management in Healthcare. Taz is passionate about creating a safer and more responsive healthcare system through the enabler of digital technologies within the NHS.

Through his role as Director of Clinical Innovation at Local Care Direct, he pioneered the development of a national award-winning Telehealth service for NHS patients.

Taz is the Chief Clinical Information Officer (CCIO) for NHS Bradford District and Craven Clinical Commissioning Group. He is also the founder and CEO of Doc Abode, an award-winning digital workforce platform.



Tim Keenan - Role: Non-Executive Director

Tim is a retired accountant from Ernst and Young and specialist healthcare management consultant. He has advised successive governments on healthcare policy, and statutory regulators, health commissioners and providers on improving care and increasing productivity over many years.

He is committed to helping LCD's social enterprise model succeed in an ever changing health landscape and specifically is helping LCD staff develop their commercial and business development skills, so that they can become a partner of choice for the NHS in co-developing and delivering new models of care.



Dr Sabine Kollment-Scharl - Role: Non-Executive Director – Clinical

Sabine worked as a salaried GP in South Leeds where she was involved in a national project to reduce hospital admissions prior to joining LCD in 2004. She has worked across all LCD sites and since 2010 has covered regular out of hours sessions in the Leeds area.

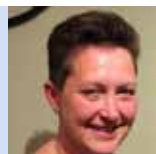
Sabine obtained an MBA with focus in Healthcare Management in Michigan while living in the USA before coming to England. One of her particular interests is palliative care and she is passionate about improving patient care and service development.



Olivia Butterworth - Role: Non-Executive Director

Olivia is Head of Public Participation for NHS England. Her role involves the leadership of policy, strategy and practice on involving people and communities in the design, planning and delivery of health and care services.

She is also a Trustee and Deputy Chair of LGBT Foundation, based in Manchester. They provide services for people from LGBT communities including Improving Access to Psychological Therapies (IAPT), mental health, counselling, drug and alcohol, substance use, HIV and sexual health, wellbeing, etc. Services also include a programme to improve LGBT services provided through General Practice, called Pride in Practice.



Notice of Annual General Meeting of Local Care Direct Limited

THIS IS NOTICE THAT the 15th Annual General Meeting of Local Care Direct will take place on the 30th June with communication voting and approval being completed via e mail with the purpose of transacting the following business

- 1 To approve the minutes of the Annual General Meeting Held on the 10th June 2019
- 2 To receive the Directors Report and Financial Statements together with the Auditors Report thereon for the year ended 30th September 2019.
- 3 To consider and if thought fit re appoint Grant Thornton LLP as LCD auditors and authorise the Directors to fix the remuneration of the Auditors.
- 4 To re- elect Dr Sabine Kollment – Scharl as a Non - Executive Director.
- 5 To approve the following changes to Local Care Direct Rules
 - Remove the rule 11.7 requiring not less than one third of non- executive Board members to retire from office at the AGM . This will allow Non –Executive Directors to complete the full three year term for which they were elected.
 - Rule 11.1.2 – add Chief Operating Officer to the list of roles to be included in the selection of Executive Directors.
 - Rule 13.1.1 – 13.1.3 relating to Board Committees. Amend the rules to reflect the merger of the Nominations and Remuneration Committees
- 6 To transact any other business permitted under the Rules

By order of the Board

Paul Dean
Company Secretary
June 2020

Copies of the Directors' Report and Financial Statements for the year ended 30th September 2019 and can be obtained from E:mail: Paul.dean@lcdwestyorks.nhs.uk.

Extract from the Directors' Report and Strategic Review

For the year ended 30 September 2019

Extract from the Directors' Report and Strategic Review for the year ended 30 September 2019.

The principal activity of Local Care Direct during the year was the provision of healthcare services.

The Board reports the achievement of a surplus before taxation of £937,644 for the year ended 30 September 2019 (2018 - £870,174). This increase reflects the improved funding of the Leeds Minor Injuries (MIU) and Urgent Treatment Centre (UTC) contracts from April 2018 and the discontinuance of certain loss-making Primary Care contracts.

LCD continues to deliver the WYUC contract. To 31 March 2019 this was performed under a sub-contract arrangement with the local NHS 111 provider, Yorkshire Ambulance Service (YAS). With effect from 1 April 2019, the sub-contract with YAS ended and the contract is now held directly by LCD. Together with the Leeds MIU / UTC service, this contract accounts for approximately 69% of Group turnover.

The business has continued to encounter severe cost pressures in the WYUC contract, although the organisation has introduced measures to control clinical costs, which mitigate the issues to some extent. Patient activity to 30 September 2019 was 66% higher than the baseline levels originally envisaged, with contract funding for the year just 34.5% higher than the baseline. This gap between funding of clinical capacity and patient activity, and the fact that approximately 70% of cases passed from the 111 service into the LCD Clinical Hub have acuity levels of 1 and 2 hours, continues to have a consequential detrimental impact on contract performance. In common with other healthcare organisations, LCD has been impacted by the diminishing pool of General Practitioners. LCD sessional GP pay rates, which are a direct function of contractual funding, have remained uncompetitive compared to the market rate. This issue was raised with Commissioners, who have agreed to increase contract funding to allow LCD to raise its standard GP rates from 1 October 2019. To mitigate this increase in cost, LCD is also expanding the use of Multi-Disciplinary Team working (MDT), particularly within the Clinical Hub.

Historically the Leeds MIU / UTC service has been challenging from a financial perspective. With the conversion of the St George's and Wharfedale facilities to UTCs from December 2018 and December 2019 respectively, LCD has negotiated a financially sustainable settlement with Leeds CCG.

During the year, LCD was delighted to be selected as the winning bidder for a new Yorkshire and Humber Dental Clinical Assessment and Booking Service. This contract commenced on 1 April 2019, with an initial term of five years, and an option to extend for a further two years. The Urgent Dental Treatment contract was also recommissioned from 1 April 2019 but unfortunately LCD was not the successful bidder. Whilst this was disappointing from a company perspective, staff employed in the service were eligible to transfer to the new provider under Transfer of Undertakings (Protection of Employment) Regulations (TUPE).

LCD was successful in securing additional transformational funding from the Integrated Care System (ICS), which was used to improve the WYUC service model and infrastructure. We have continued to support individual Clinical Commissioning Groups (CCGs) across West Yorkshire with their plans for enhanced Primary Care provision.

The organisation continues to operate in a rapidly changing NHS landscape in which discrete corporate boundaries are being challenged by whole system initiatives such as Local Strategic Plans to promote effective delivery of health and social care. LCD continues to offer constructive and innovative support to such initiatives to improve pathways of care.

Commissioners have now confirmed that the WYUC and Leeds UTC contracts will be rolled over for a further year to 31 March 2021. Similarly other commissioners have indicated their intention to roll over the King St, Pontefract UTC, Calderdale Care Home Telemonitoring and Extended Access contracts to 31 March 2021.

After reviewing the Society's budget and forecast to 31 March 2021 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: 5 March 2020

Consolidated Financial Summary

BALANCE SHEET	2019 (£)	2018 (£)
Tangible and Intangible Fixed Assets	786,525	871,340
Current Assets	10,232,249	9,446,470
Creditors: Amounts falling due within one year	(4,190,020)	(4,385,443)
Net Current assets / (liabilities)	6,042,229	5,061,027
Total Assets less current liabilities	6,828,754	5,932,367
Creditors: Amounts falling due after more than one year	(96,376)	(127,140)
Net Assets	6,732,378	5,805,227
Reserves	6,732,378	5,805,227

INCOME AND EXPENDITURE	2019 (£)	2018 (£)
Turnover	28,425,275	27,187,283
Cost of Sales	(20,985,493)	(19,745,654)
Gross Surplus	7,439,782	7,441,629
Other operating charges	(6,553,643)	(6,593,582)
Operating surplus	886,139	848,047
Interest receivable	55,225	26,308
Interest payable and similar charges	(3,720)	(4,181)
Surplus on ordinary activities before taxation	937,644	870,174
Tax on surplus on ordinary activities	(10,493)	(4,964)
Surplus for the financial year	927,151	865,210
Reserves brought forward	5,805,227	4,940,017
Reserves carried forward	6,732,378	5,805,227

Extract from Independent Auditor's Report

Opinion

We have audited the financial statements of Local Care Direct (the 'Society') for the year ended 30 September 2019 which comprise the Income and Expenditure Account, the Statement of Financial Position, the Statement of Changes in Equity, Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102; The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Society's affairs as at 30 September 2019 and of its Income and Expenditure for the year then ended;
- have been properly prepared in accordance with the Co-operative and Community Benefit Societies Act 2014.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Board's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Board has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Society's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Board are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Co-operative and Community Benefit Societies 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.

Respective responsibilities of the Board and Auditors

The Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Board is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the Society or to cease operations, or have no realistic alternative but to do so.

The Auditors' objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

A description of the Auditors' responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities.

Grant Thornton UK LLP
Statutory Auditor
Chartered Accountants
Sheffield
5 March 2020



Local Care Direct... We care about people

- ✓ Local Care Direct is a social enterprise founded in 2004
- ✓ 24/7 care 365 days a year
- ✓ Provision of urgent medical and dental services for 5 million people in the Region
- ✓ Delivery of primary care across Yorkshire and the Humber
- ✓ Urgent primary care to 2.3million people across West and North Yorkshire when their GP surgeries are closed
- ✓ Urgent Treatment Centres and Walk In Centres
- ✓ New services implemented utilising virtual technology including video consultation



Some of the staff who work at Wharfedale UTC during a "Clap for the NHS" evening.

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01484 487262

Registered Office:
Sheridan Teal House, Unit 2,
Longbow Close, Pennine Business Park,
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