

Local Care Direct **Social Impact Report** 2021-22



Making a difference

an introduction from our Chief Executive



At Local Care Direct, we are motivated by making a difference, and being able to capture and tell the story about how we are helping others is so important. Seeing our impact helps us understand the difference we're making and encourages us to keep going when things are challenging. It helps us feel a part of something larger and gain that feeling of connection and fulfilment.

Last year, we had 726,574 patient cases. That's 726,574 instances where someone in our local communities asked for help. We can only respond to those requests

for help because of our colleagues, and their caring natures and commitment to continuous development and professionalism.

As a social enterprise delivering health care services, we are aware that our responsibility to care for people starts with supporting each other and providing an environment where our colleagues can thrive. We have been operational for almost 18 years, and during this time, we have developed our robust protocols, training initiatives, and accessible engagement methods with both patients and colleagues. These developments have helped us grow, and we are now supporting our local communities through more than just our services.

I hope our members and colleagues feel as proud and inspired reading this booklet as I did.

Best wishes
Helen Carr
Chief Executive

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What is social impact reporting

We've created this report to share information about how our actions, services and performance impact the people affected by Local Care Direct, from our colleagues to the communities we serve. As our organisation matures, we will look to develop robust Social Impact Assessments. If you would like to know more about Local Care Direct, please email our communications and engagement team at info@lcdwestyorks.nhs.uk



Our purpose and values

how we work within our communities

Local Care Direct's mission is to Care for People. As an organisation within the health care system, we take on a significant role in urgent primary care, providing services 24 hours per day, 365 days per year.

Our vision is to work together with our Urgent and Emergency Care partners to make high-quality, easy to access, equitable services which meet the needs of everyone in our communities.

It would not be possible to build such strong relationships with our partners and deliver such high-quality services without our employees' commitment, professionalism and caring nature.

Whilst we celebrate our colleagues throughout the year, we hold an annual recognition event in November. This event is an opportunity for colleagues to nominate each other for awards in categories such as innovation, commitment, and outstanding patient service. We want to take this opportunity to recognise our employees (highlighted below) who won an award in 2021, including our Hub team.

DeanAuty
KiranShakeel
DeniseGibson
ColinBrown
FirdousDastgir
MohammedHussain
NaheedArshad
WilliamMcKelvie
RoyBurnett
ChloePeel
MelanieRyan
CarolHood
VerityKolin

We come to work everyday because we care about people, which we do whilst following our core values:

We do what we say will we do

We inform, involve and listen

We are open and honest

We support each other

We respect each other

We are professional



Supporting our people with fulfilling employment



**Our workforce includes 454 employees
and 225 active sessional colleagues**

Our workforce is largely made up of local people based throughout Yorkshire, and as of April 2022, 61% of our employees identified as female. Whilst we are proud of our gender split in our leadership team, we are aware that some areas of our workforce is not gender-balanced, such as our driver and nurse roles. We also understand that equality is much larger than gender.

Whilst we have processes to support diversity and inclusion (such as blind hiring to help us limit unconscious biases in our recruitment), we are taking further action to ensure we operate in the most appropriate and inclusive way, such as developing our knowledge of our workforce demographics so that we can provide tailored support.

Role	Count of Gender		Grand Total
	Female	Male	
Admin/Corporate	65%	35%	51
Call Handlers	83%	17%	77
Controller	65%	35%	17
Director	60%	40%	5
Driver	5%	95%	95
GP	17%	83%	6
Nurse	85%	15%	99
Physician Associate	43%	57%	21
Receptionist	81%	19%	83
Grand Total	277	177	454

Understanding our employee turnover

Between 1st April 2021 and 31st March 2022, we developed 12 new roles in Local Care Direct and welcomed 105 new employees. 93 employees left the organisation to take up opportunities elsewhere or retired.

We pro-actively review and take action to meet our staffing levels and create a sustainable workforce. One of the actions we are taking is the development of a multidisciplinary workforce and supporting colleagues to take up new roles, for instance, last year, we helped six employees gain a new prescribing qualification through a six-month course.

Training and development within Local Care Direct

We recognise that engagement in learning and skills development positively impacts our health and wellbeing and creates a sense of fulfilment at work. Throughout 2021-2022, we provided several learning and development opportunities, such as:

- funding 31 external Continuing Professional Development courses for 23 employees,
- supporting four apprentices,
- developing a new partnership with Leeds University, with two colleagues embarking on a four-year Chartered Manager Degree,
- hosting clinical discussion forums and case based learning for our employeeed and sessional workforce,
- supporting colleagues with their clinical revalidation,
- launching a new online learning management platform to support our colleagues.

We also recognise that keeping our knowledge up to date is key to delivering safe, high-quality services in our local communities. In light of this, our employees completed 4,603 mandatory e-learning modules last year.



Our purpose: why the Health and Wellbeing Group is active

We care about our colleagues and want to support them with their health and wellbeing

Our ambition: what we want to achieve

We want to create a great place to work where colleagues feel empowered to improve their health and wellbeing before, during and after their work, by developing LCD's culture and environment so that they feel supported, valued and part of one team

Our strategic objectives: what we will do to achieve our ambition

4. We will create a culture of supporting each other by running campaigns, competitions and skills development sessions.

1. We will increase awareness of health and wellbeing issues including how LCD and colleagues can take action to tackle them.

3. We will provide support, encouragement, opportunities and tools for colleagues to improve their health and wellbeing.

2. We will review all areas where LCD colleagues operate and if needed, take action to ensure everyone can access the support available.

LCDs values: how we will deliver our objectives

We are open and honest | We are professional | We respect each other
We inform, involve and listen | We do what we say we will do | We support each other

Focusing on health and wellbeing

The health and wellbeing of our workforce is vitally important. Our mission statement is "we care about people", and supporting our colleagues with their health and wellbeing is one of the ways we can take real action to achieve it.

When creating the Health and Wellbeing Strategy (which we published this year on our website) our Health and Wellbeing Group strived to create something that will help us to really look after our colleagues, to make sure that the actions taken are done so in their best interest, and that we are able to become partners in their health, especially since we operate out of hours and often in demanding environments.

The new strategy has clear targets and goals for Local Care Direct and we will report on our progress against it each year. A simple, one page description of the strategy has been included on the previous page.

Last year, we launched an annual LCD Health Assessment, asking colleagues to rate their level of wellbeing against different factors. 117 colleagues took part and a large number of people rated their quantity and quality of sleep, and levels of physical activity as terrible or poor. In light of this, we have created a tailored engagement plan to raise awareness, provide support and encourage change.

Supporting our colleagues and those in need with their vaccinations

Working with our Occupational Health providers, we have an effective employee immunisation programme in place that is tailored to colleagues' specific roles.

Internally, we also provide a free flu vaccine to colleagues and donate ten vaccines to UNICEF for everyone who takes up this opportunity. Over the last winter period, 74% of our colleagues received their flu vaccine to protect themselves, patients, family and friends from Influenza.

This year, we donated 700 Diphtheria Tetanus & Whooping Cough vaccines, 400 Measles vaccines and 600 Tuberculosis (TB) vaccines to UNICEF.

unicef 



How we make an impact supporting people with our services

Throughout 2021-2022, we provided 24 health care services across Yorkshire and the Humber*. These services are in place to ensure everyone in our communities can receive the right advice, care and support in the right place, first time and as close to home as possible.

24/7 Same-Day Urgent Primary Care

Our West Yorkshire Urgent Care services deliver daytime and out of hours care. We provide this care via a network of local primary care centres, our mobile fleet of hybrid cars, and our telephone contact centres in Bradley and Leeds. Our services currently include remote clinical triage and consultations, home visits, urgent dental assessment and booking, face to face consultations in centres, and local support for the regional 111 service. We also support healthcare professionals such as paramedics, district nurses and 17 care homes.

Supporting people with Covid

We have recently been working alongside Covid Medicine Delivery Units across the region, to pro-actively support clinically vulnerable people testing positive for Covid. After triaging and assessing their eligibility, patients can access either a new antibody infusion or a course of antiviral tablets to reduce their chance of needing hospital care. This service sat alongside our very successful Covid Pulse Oximetry service which thankfully, is no longer needed as we learn to live with Covid.

What is Urgent Primary Care?

Urgent primary care helps patients who have an illness or injury that requires urgent attention but is not a life-threatening situation.

Emergency Departments (ED) Support Services

We provide on-site support to Emergency Departments to help them with patients who attend with a non-life threatening primary care need. This is currently delivered at the hospitals in Bradford, Calderdale and Huddersfield. Our support for Leeds hospitals has also grown, so that their Emergency Departments can refer people to us for a remote assessment, and if necessary, a face-to-face appointment with one of our clinicians.

Urgent Community Response

Working with health and care providers across Calderdale and Kirklees we help deliver Urgent Community Response services. Through our hub, we provide a single point of access for patients by offering clinical triage and assessment, signposting and appropriate referral to community, primary care or council services.

Local Walk-In Services

We provide walk-in services at King Street in Wakefield, Pontefract General Infirmary, and at the St Georges and Wharfedale Hospital Urgent Treatment Centres in Leeds. These are nurse-led services treating a wide range of illness and minor injuries.

Supporting NHS111

We've grown our support for NHS111 by providing 24/7 clinical assessment, consultation and, where required, onward referral of patients aged under 11. We have also started a new Emergency Department Validation service for patients who complete an NHS111 online consultation to confirm if they need to go to A&E or signpost them to a more appropriate service. In three months, 80% of the patients our clinicians spoke to did not need to go to A&E. This supports our existing service which enables NHS111 to direct book patients into our Urgent Treatment Centres.

Routine Primary Care

We help patients access routine primary care by working in partnership with colleagues in General Practices. We do this by helping them deliver their extended access in the evenings and weekends, as well as providing daytime cover during emergencies and training.



What our patients tell us complaints and compliments

Between the 1st April 2021 to 31st March 2022, we responded to 726,574 patient cases. From this number, we received and acted on 240 complaints and 29 compliments from patients. That's a rate of 0.33 complaints per every 1000 patient contacts.

When we receive complaints, our Governance Team reviews the information and identifies the right people to carry out an investigation. Once the investigation is completed, the Governance Team will respond to the individual who provided the feedback to highlight what has happened and what action we will take going forwards. All feedback (from both complaints and compliments) is shared in our monthly Quality Management Meeting so that any organisational learning can be implemented.

People can provide feedback to us via our [website](#) and by emailing our Governance Team directly at governance@lcdwestyorks.nhs.uk

Our safeguarding responsibility supporting colleagues to support patients

We believe that everyone has the right to be treated with dignity and respect, and that we should always ensure they feel safe and empowered to make choices and decisions about their own care when using our services.

In line with this, everyone at Local Care Direct has the responsibility to report any safeguarding concerns if they believe an individual is being subjected to harm. All colleagues complete yearly mandatory training to do this and are supported by our Safeguarding Lead. Last year, our colleagues raise 126 safeguarding incidents which were sent to our Safeguarding Lead to review and action.

This year, we launched a new Safeguarding Champions role within Local Care Direct to offer safeguarding supervision to colleagues. This provides our people with a safe and supportive environment to reflect on any challenging and emotive cases that they may have experienced. So far, eight colleagues have completed the training to become a safe guarding champion.

On the 22nd December, a dad walked into our St George's Urgent Treatment Centre (UTC) with a child who was blue and struggling to breathe. One of our Emergency Nurse Practitioners (ENP) acted quickly and called for an ambulance.

Whilst they waited for the ambulance to arrive, the child began to deteriorate. With the receptionist comforting the distraught family, the ENP provided emergency treatment with the help of another clinician.

Our colleagues' quick thinking and professionalism resulted in the child being taken to hospital in a timely manner and discharged home in time for Christmas day. The family returned to St George's UTC and told us:

"We just wanted to say a big thank you for everything you did to help our child that night. Honestly don't want to think what could have happened if you were not there. We cannot thank you enough".

Through our patient feedback surveys, we regularly receive information about the quality of our services and how we can improve them. In our last survey, 49% of patients rated our services as 'excellent' and 28% rated them as 'good'.

"Staff went to great lengths to make sure they had checked everything with my injury to make sure there wasn't any additional damage and ensured I had a follow up appointment. Couldn't have asked for better service."

"Had a consult over the phone with a nurse who quickly organised a GP appointment with a really nice doctor. Both of them treated me with such kindness and professionalism... I felt looked after."

"The Dr listen to what I was saying, and together we came up with the best option of how to treat my symptoms I didn't feel rushed. I did not have to wait to long for an appointment and the appointment was local to me. Thank you"





Supporting local communities with help from community foundations

In 2020-2021, Local Care Direct contributed health and wellbeing funds to community foundations to help make a difference in the communities we serve.

Our funds were allocated for two-year projects in West Yorkshire. The allocations were based on the distribution of the population and split between the five “places” that we serve – Bradford and Craven, Calderdale, Kirklees, Leeds and Wakefield.

To ensure our support would have the maximum impact, we engaged with the experts. We worked closely with the local community foundations to learn more about the organisations looking for help, and we also engaged with our colleagues who provide health care in our local areas. Based on this input, we focused the funds on the following areas:

- Dementia
- Homelessness
- Mental health
- Reducing health inequalities
- Tackling isolation

The funds opened and the support was allocated in 2021-2022, and the response was overwhelming. Leeds Community Foundation and GiveBradford received 92 applications, One Community Foundation for Kirklees received 51 applications, and the Community Foundation For Calderdale received 46 applications - the biggest response they’ve had to a fund apart from emergencies like flooding. These high numbers demonstrate just how many inspiring organisations are doing incredible work in our local areas.

This response also confirms that we have done the right thing by supporting those around us. All the organisations we have supported submitted in-depth applications, underwent rigorous assessments, and are committed to meeting their objectives to positively impact the people they are trying to support.

This year we began visiting these organisations to experience first-hand the amazing work they are carrying out. They are all great causes, and we are excited to work closely with them in the coming months and years.

Through Community Foundation For Calderdale we supported the following organisations in Calderdale:

- Creative Minds
- CREW Heart Support Group
- Disability Support Calderdale
- EdShift CIC
- Focus4Hope
- Get Fit4Mental Wellness
- Himmat
- Mums on a Mission
- Noah's Ark Centre
- Piecemakers
- Project Colt
- St Augustine's Centre
- The Brunswick Centre
- Together We Grow
- Turning Point Counselling Service

**COMMUNITY
FOUNDATION
FOR CALDERDALE**



Through One Community Foundation we supported the following organisations in Kirklees:

- Absolute Specialists Wellbeing (ASW)
- Cruse Bereavement Centre, Kirklees
- DASH (Destitute Asylum Seekers Huddersfield)
- Dewsbury Memories
- Freedom Personal Safety
- Gwennie's Getaways
- Healthy Hearts (Women's Wellbeing) CIC
- Kirklees Disabled Sports Club
- One Off A Kind CIC
- Paddock Community Trust
- Platform 1
- Roberttown Lane Preschool
- ROKT Foundation
- Shabang Inclusive Learning
- TALKTHRU
- The Brunswick Centre
- Training Cave Club Ltd
- Umbrella Yoga CIC
- United Churches Healing Ministry



Through Leeds Community Foundation and GiveBradford we supported the following organisations in

Bradford:

- African Caribbean Achievement Project (ACAP)
- Artworks Creative Communities
- Bradford Cyrenians Ltd
- Bridge Project
- Keighley Association for Women and Children's Centre
- Keighley Healthy Living
- Missing Peace Wellbeing + Support Community Interest Company
- Sandale Community Development Trust

Leeds:

- Artlink West Yorkshire
- Cloth Cat Studios
- Creative Frame CIC
- DIAL Leeds Ltd
- Home-Start Leeds
- Humans Being (Yorkshire) CIC
- Leeds Action to Create Homes (LATCH)
- Leeds Baby Bank
- Simon on the Streets
- The Apple Box Company Leeds
- Zarach

Wakefield:

- Dream Time Creative CIC
- Inspiring Community CIC
- Words for Wellbeing
- The Saviour Trust

**Leeds
Community
Foundation GiveBradford**

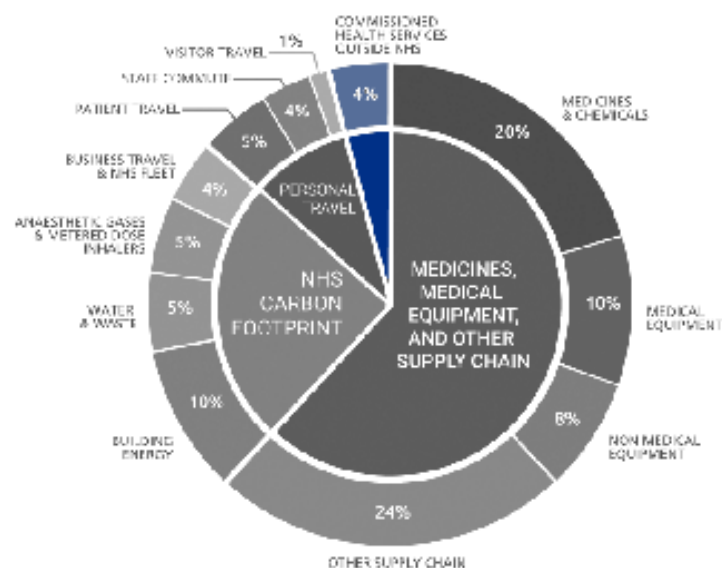
Focusing on our impact

a start to reducing our carbon emissions

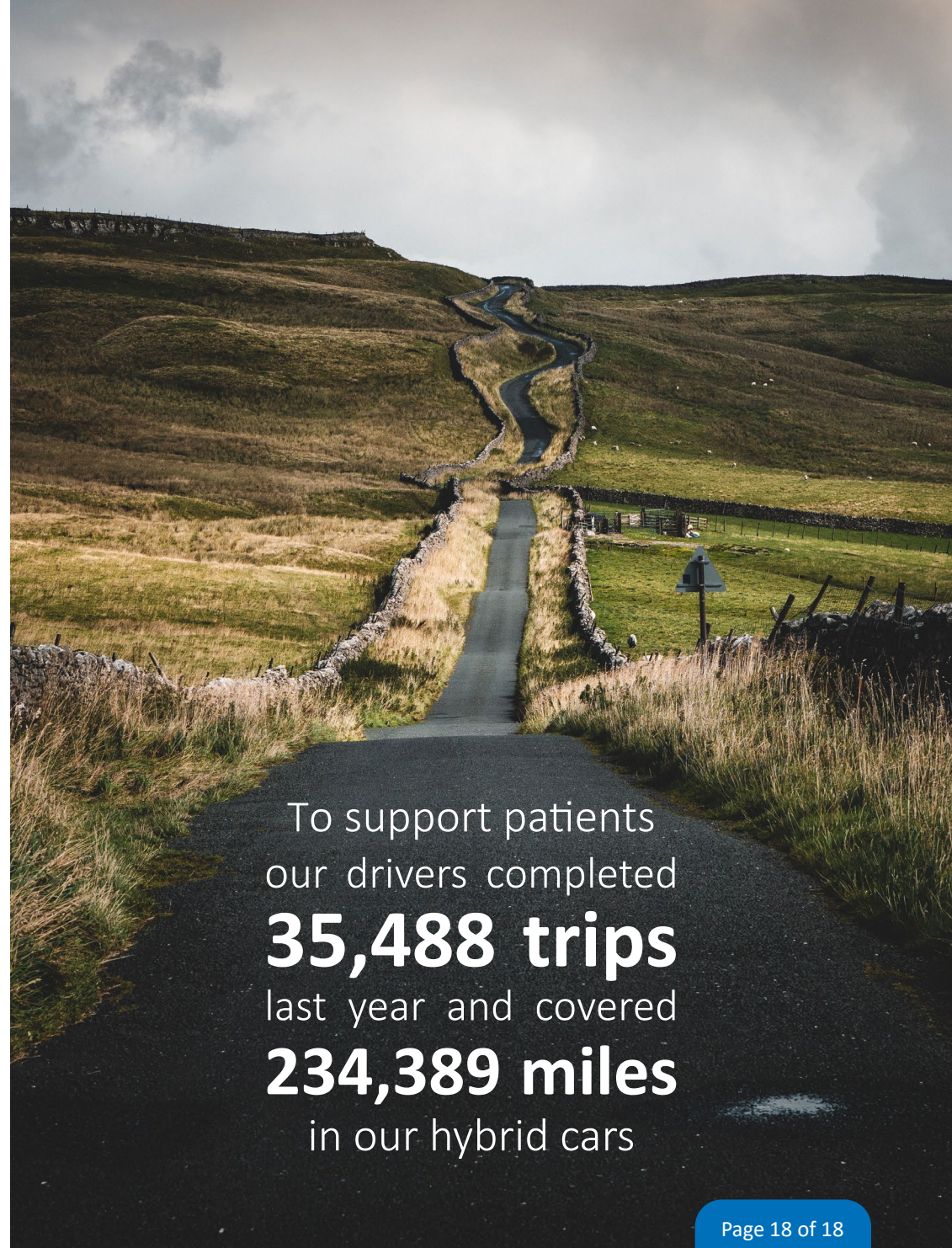
West Yorkshire and Craven is over 3000km². Providing services across such a large footprint means our drivers can cover hundreds of miles to visit patients. Considering the environmental impact of our mileage, we replaced our fleet of cars with hybrid vehicles back in 2019.

Since then, we have begun reviewing our sustainability goals so that we can do the right thing for our communities and the world around us.

We are also aware that as a commissioned health service outside of the NHS, we contribute to their sources of carbon emissions. To support our health care partners, we will take action to help NHS England with its objective to meet its Net Zero carbon targets.¹



Sources of carbon emissions by proportion of NHS Carbon Footprint Plus¹



To support patients
our drivers completed
35,488 trips
last year and covered
234,389 miles
in our hybrid cars

1. <https://www.england.nhs.uk/greenernhs/wp-content/uploads/sites/51/2020/10/delivering-a-net-zero-national-health-service.pdf>



More information can be found on our website.

If you need this booklet in braille, audio, large print or another language, please email info@lcdwestyorks.nhs.uk

You can also contact us on:



01484 487262



@LocalCareDirect



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