



# Local Care Direct

## Social Impact Report

### 2023–24



# Making a difference

## an introduction from our Chief Executive



I started 2023–24 fully aware that we were approaching our 20th anniversary, and it led to some really important conversations about our work; from our strategic direction and the challenges that we face, to what makes us proud to work at Local Care Direct. I mentioned this in my weekly update to colleagues and I received so many comments back from people sharing why they also feel proud, which was wonderful to read.

One commented that *“We deliver an important service to people who struggle to connect with other health services and may be in pain and upset.”* Being an out-of-hours provider has challenges, but it is also incredibly rewarding.

Currently, we’re having conversations about how our West Yorkshire Urgent Care service will move forward to best support the NHS in the coming years. Providing care to the huge number of patients we see and the support we provide to GP surgeries, Ambulance Services and Hospital Trusts is a key

priority, and I hope that this report gives you some insight into what drives us all here at Local Care Direct.

In the following pages, you will see how we are providing palliative care, taking steps to better support people with essential medication, and how we are listening to colleagues to ensure our services are safe and that we provide a great place to work. All of these are examples of how we impact the people we connect with. We have also included some of the feedback we have received. The positive comments within our survey results show that despite the challenges that we and the NHS face, there are so many patients receiving positive experiences in our services.

For me, a highlight of last year was refreshing our organisational values. This project is one I’m passionate about. Our values support us in doing our roles and caring for our patients and each other, so we needed to get them right. You can read about how we progressed this project on page 13. Over the past 20 years, we have developed a great reputation, and our partners recognise the critical role that we play in the system. I hope that these new values are familiar to you all and that you recognise Local Care Direct within them.

Kind regards,  
Helen Carr  
Chief Executive Officer

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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 continues to mature, 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](mailto:info@lcdwestyorks.nhs.uk)

*"Having nowhere else to go in pain and frightened and travelling from Bradford found the most caring considerate honest and friendly humans I could have hoped for. I am so very grateful to all the staff from clever receptionist to unbelievably wonderful health professional who's kind generosity of time and information I will not forget. Thank you all so very much. "*

Local Care Direct patient feedback



# How we make an impact

## by caring for people

Between 1 April 2023 and 31 March 2024, 726,093 patient cases came through our services, which were available to 8 million people across Yorkshire and the Humber, and the North East.\* We provided 22 services to help people receive the right advice, care and support in the right place and as close to home as possible. The following information details the services we provided.

### 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.

### West Yorkshire Urgent Care service

Last year, 266,688 cases came through this service, which operates when General Practices are closed. We provided care via remote clinical triage and consultations, and face-to-face consultations during home visits and in primary care centres.

### Local walk-in services

We provided the King Street walk-in service in Wakefield, where we saw all patients within our four-hour target. We also provided the Urgent Treatment Centres (UTCs) at St George's and Wharfedale Hospital. A total of 97,372 patients visited all three of these services last year. We also helped deliver the Pontefract UTC.

*\*Level of service varies per location*

### Emergency Department Avoidance Collaborative

For four months last winter, we worked with Yorkshire Ambulance Service (YAS). They sent 502 patients with urgent primary care needs from their 999 queue into our Clinical Assessment Service. The majority of cases we assessed did not need an emergency ambulance, and we helped those patients to access more appropriate services.

### ED support services

We provided on-site support to Emergency Departments (ED) in Bradford, Calderdale and Huddersfield to help them with patients who attended with a primary care need. Last year, we treated 6,190 patients via these streaming services.

### 24/7 Urgent Dental Clinical Assessment and Booking service

Our colleagues provided remote clinical triage to patients with urgent dental issues, and booked them into dental appointments across Yorkshire and the Humber. Last year, we answered 182,739 calls from patients and responded to 104,331 cases from NHS 111.

### Routine primary care

We provided cover to General Practices when they needed support during emergencies and training, helping patients access routine primary care on 8,870 occasions.

## Supporting people with Covid

Our Covid Medicine Delivery Unit (CMDU) services, which we delivered with Trusts across South Yorkshire, West Yorkshire and the North East during 2023–24, proactively supported 5,807 clinically vulnerable people with Covid. After we triaged and assessed their eligibility, patients accessed medication that reduced the need for them to go to hospital.

## Supporting NHS 111 24/7

All 23,649 patients who called NHS 111 and needed to be seen by a GP in one to two hours were sent to our clinicians in 2023–24, helping to relieve pressure in Primary Care. We also ran an ED Validation service for patients who completed an NHS 111 online consultation to confirm if they needed to go to ED, signposting them to a more appropriate service if needed or treating them remotely. Last year, 91% of the 12,563 patients our clinicians triaged did not need to go to ED. This supported our existing service, which enables NHS 111 to directly book patients into our UTCs.

## Urgent Community Response (UCR)

Last year, 12,545 cases were referred into our UCR Hub, which provided advanced clinical triage for patients in Calderdale, Kirklees, Leeds and Wakefield. The service aims to help people at home, rather than attending ED. Our clinicians closed cases remotely, booked face-to-face home visits and directed patients to the most appropriate service for their needs, and last year 91% of people in Kirklees did not attend ED within 24 hours of using the UCR service.

## Working in partnership

In addition to our 22 services, we also supported our partners in the North Kirklees Acute Respiratory Hub at Dewsbury Health Centre. We worked with Curo by providing receptionist cover and room space, to help patients use this service.



# Providing palliative care a cornerstone of compassion

We deliver vital, high-quality palliative care to patients when other services are limited or unavailable. To ensure patients get the best care, we have actively contributed to palliative and end-of-life care initiatives at the West Yorkshire Integrated Care Board and local forums, like the Kirklees Dying Well Board.

Working across five areas in West Yorkshire has its challenges, as each place has different ways of managing palliative care. To overcome this, we have provided tailored training programmes and launched a new comprehensive guide to help colleagues deliver the highest standards of care for our patients during their most vulnerable moments.

We take immense pride in our commitment to palliative care. Our clinicians work tirelessly to coordinate a network of care and compassion around each patient, ensuring that their final stages of life are marked by dignity, comfort and high-quality support.

# 3,865

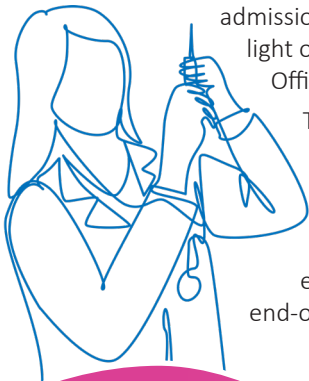
palliative care patients in the Bradford area were referred directly to our GPs during the out-of-hours period via our Goldline service.

# Supplying essential medication including controlled drugs

During 2023–24, Local Care Direct issued a prescription or medication during 77,500 consultations. In particular, we dispensed approximately 14,650 drug items to patients and spent approximately £78,000 to stock our sites and vehicles appropriately. Our ability to provide this level of service has proven essential to support patients who face difficulties accessing pharmacies during out-of-hours periods.

We play a pivotal role in safeguarding patients' wellbeing and preventing hospital admissions by directly supplying essential drug items from our stock. In light of this, we are thrilled to confirm that during 2023–24, the Home Office granted Local Care Direct a Controlled Drug (CD) Licence.

The strict process to gain a Home Office licence proves that we meet the necessary standards, whilst highlighting the commitment of our colleagues. We are dedicated to delivering high-quality patient care and upholding patient safety. With a CD licence, we can now hold controlled drugs and provide essential care to patients (particularly those who are receiving end-of-life care) who rely on vital medicine such as morphine.



# A spotlight on our West Yorkshire Urgent Care service

We have always provided varying levels of care during the out-of-hours period. After eight years of developing our operations, we took on the entire West Yorkshire Urgent Care (WYUC) service in 2012.

The WYUC service helps patients access healthcare when other services are limited or unavailable, such as accessing GPs face-to-face or remotely at the weekend, getting treatment from nurses at Urgent Treatment Centres for minor illnesses and injuries, or getting quicker support for palliative care needs.

Over the years, we have successfully delivered this service, and the feedback we receive from Commissioners is positive. In line with standard Commissioning, the NHS West Yorkshire Integrated Care Board (WY ICB) began reviewing the Urgent Care service contract in May 2023. Due to how well the service has been operating, they decided that the review should focus on service improvements rather than developing a new service specification.

Society, clinical knowledge, and technology are constantly developing. We recognise that we can also develop better services for local people through reviews like these. Therefore, we welcomed the opportunity to work with our partners across the system to ensure the service is fit for the future and well integrated with both West Yorkshire and local health systems.

A paper detailing the WYUC Service Review was prepared for the WY ICB Transformation Committee in April 2024. The submission included a proposed Service Development and Improvement Plan that was co-created with our input. We will continue to work with the WYUC Service Review Task and Finish Group over the coming months to ensure we continue delivering excellent care.



# Reviewing patients' experience through our patient surveys

From April 2023 to March 2024 we surveyed 37% of patients who used our West Yorkshire Urgent Care service and received 2,973 responses. From those responses we know that the majority rate their experience of our service as 'very good' or 'good', and we have captured a small selection of their comments below.

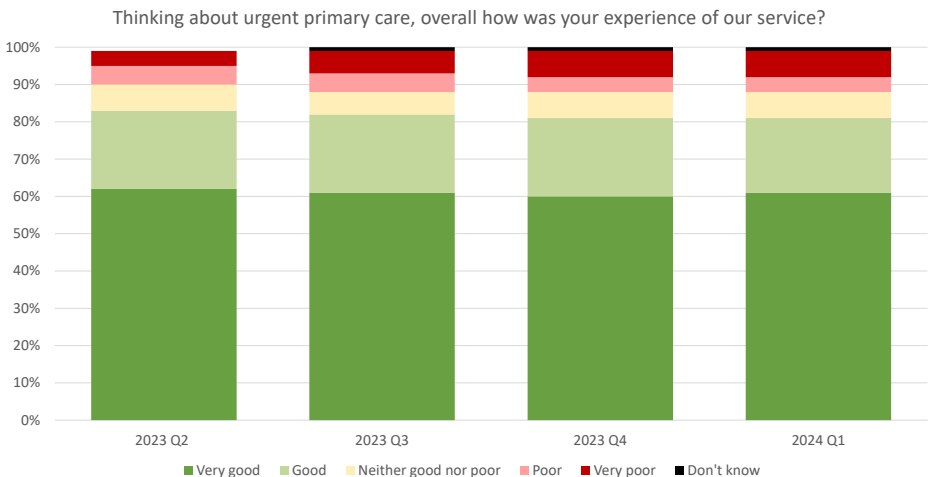
We share our patient feedback with the appropriate teams across Local Care Direct and external groups, so that we can identify and improve where we can.

*"The doctor I saw at Wharfedale at out of hours was amazing and empathetic to my needs. She immediately realised I had severe shingles with related nerve pain. She prescribed me appropriate medication and reassured me that the NHS still very good."*

*"Quick, responsive service. Appointment on time. Especially good as it was a bank holiday."*

*"The person whom treated me was so wonderful. Had sympathy for my life situation which I massively respect. Was wonderful throughout the whole appointment."*

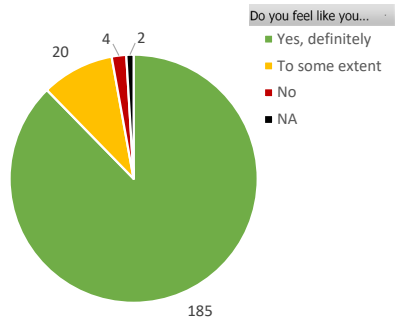
*"The doctor I saw was so kind and straight forward which is what I like because I can be a hypochondriac sometimes and he was so respectful and did an amazing job."*





We share the feedback from all of our patient surveys with our Patient Safety Group. For example, whilst reviewing the feedback from our King Street Walk-In service, the group confirmed that it was mostly positive. The negative comments we received were mainly focused on the waiting times, as patients wanted more information. The group discussed how this could be achieved and a new display screen was added to the waiting area, which is managed in real time by the receptionists. During this meeting, clinical colleagues also confirmed that none of the feedback we received highlighted issues that were clinically dangerous or risky.

*Do you feel like you were treated with dignity and respect whilst using our service?*



*Taken from our 2023 Q4 King Street Walk-In Patient survey results*

People can provide feedback via our website and by emailing our Governance Team directly at [governance@lcdwestyorks.nhs.uk](mailto:governance@lcdwestyorks.nhs.uk). If you would like to know more about our compliments and complaints process, please head to the “Our Policies” page on our website.



## Responding to feedback complaints and compliments

Between 1 April 2023 and 31 March 2024, we responded to 726,093 patient cases. From this number, we received and acted on 161 complaints from patients, which is 0.02% of cases. We also received and acted on 119 service-to-service complaints and 56 compliments.

When we receive complaints, compliments, concerns, claims and incidents, 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. All reports are shared in our monthly clinical governance meeting and reviewed by Local Care Direct’s directors during the monthly business performance meeting to ensure organisational learning is implemented.

# Our safeguarding responsibility

## helping colleagues to keep patients safe

We believe that everyone has the right to be treated with dignity and respect, and that we should always ensure patients 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 Leads and Champions.

145

patients who needed additional support were highlighted to our safeguarding leads by our colleagues.



# Freedom to Speak Up

## listening to our colleagues

At Local Care Direct, we have several ways our colleagues can speak up. We encourage them to speak with their line manager, who should always be available to listen and support them if they have a concern. But we understand that their line manager might not always be the right option – for example, people may have a service, safety or patient concern that needs to be reported on our Datix system so that it can be formally investigated and reviewed.

One channel we also promote across the organisation is our Freedom to Speak Up (FTSU) Guardian. This individual has been specially trained to help colleagues who have a concern.

To support this role, we published a new Freedom to Speak Up Policy in May, which replaced our previous Whistle Blowing Policy. We shared this new document across the organisation, with posters to raise awareness, messages of encouragement from the CEO and Chair of the Board, and new e-learning to help people understand how to speak up. We took this approach because we believe that when colleagues speak up, they are taking a vital step in helping us to improve services for all patients and the working environment for our colleagues.

Last year, Local Care Direct's FTSU Guardian received and actioned 13 cases, some of which were anonymous. These cases have led to changes across the organisation, and our Executive Committee and Board members all received a report that included a thematic overview of the concerns raised by colleagues.

Local Care Direct's Board regularly receives Datix reports (including complaints and incidents), anonymised Freedom to Speak Up reports, actions taken and the lessons learnt.

# 100%

of our senior leaders, including the Executive Committee, have completed the "Follow Up" training, and 95% of our managers have completed the "Listen Up" training.



# Encouraging local communities through fulfilling employment



**Our workforce includes 437 employees and 245 active sessional colleagues\***

We are a proud employer of local people. Between 2023 and 2024, we filled 32,603 shifts and welcomed 56 new employees. People leave us for various reasons (from embarking on a new career path to reaching the significant milestone of retirement) and last year, 62 employees left Local Care Direct.

*“Best place I’ve worked in nearly 15 years in healthcare. We have a challenge, but what organisation doesn’t. We make a difference and I’ve been treated with respect and allowed to be myself.”*

*Anonymous feedback received in our Employee Value Programme survey*

We proactively review and adapt to meet our staffing levels and create a sustainable and diverse workforce. This year, we developed ten new roles and recruited our first Associate Director of People and Resourcing, who is developing our new People Strategy.

Role	Gender*		Grand Total
	Female	Male	
Admin/Corporate	71%	29%	48
Call Handler	79%	21%	73
Controller	60%	40%	20
Director	64%	36%	11
Driver	7%	93%	91
GP	0%	100%	6
Nurse	91%	9%	90
Physician Associate	43%	57%	23
Receptionist	75%	25%	75
<b>Grand Total</b>	<b>61%</b>	<b>39%</b>	<b>437</b>

\* Workforce figures are taken from 6 April 2024

# Understanding our workforce

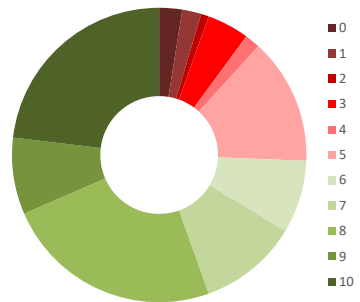
## to foster inclusion and belonging

Last year, we refreshed our organisation’s values. As part of that project, we worked with Mprove to issue an Employee Value Programme survey, which included demographic questions. Overall, 238 employees responded to the survey, which was 53% of the workforce at the time. Below are some key points from those who answered the survey:

- 45 employees are aged between 61 and 80.
- The ethnic split of our workforce mirrors the diversity of the local communities we work in across West Yorkshire.<sup>†</sup>
- 42 employees are providing unpaid care for someone in their life.
- 65 employees have children under the age of 16.

We know our workforce is diverse, and providing tailored support is one way to ensure everyone feels like they are included and belong. For example, we immediately implemented the partial retirement offer when it was introduced by NHS Pensions last October. Providing that flexibility is a great way to support our colleagues, and so far six people who meet the criteria have taken up this opportunity.

During the survey, we also asked colleagues how likely they were to recommend working for Local Care Direct to someone else on a scale of 1–10, with 1 being not at all likely and 10 being extremely likely. The average response was 7, with the breakdown of responses shown in the pie chart. Out of the 55 employees who selected 10, many referenced Local Care Direct’s great work environment, flexibility and their colleagues. We received comments such as *“It’s an amazing place to work”*, *“Everybody is so helpful, friendly and there if needed”*, *“Good progression and flexibility”* and *“shifts that fit around lifestyles”*.



The comments from those who provided a score of 6 or less are being factored into our new People Strategy. We take on board colleagues’ feedback and act where we can. For example, following a previous engagement project with our Member Non-Executive Director, employees presented the case for an unsocial uplift on non-clinical staff’s hourly rate during the out-of-hours period, which we implemented last year.

<sup>†</sup>Calculated using the latest census data



# Our new values created with our people

In February 2023, our Values Champion kicked off the 'LCD Way' project, asking colleagues to complete an internal survey on our values. In total, only 48 people responded. From those responses, we realised that we had made a mistake with our questions. In the survey, we asked how important are our current values and, unsurprisingly, nearly all the responses rated the values as important. On reflection, what we really wanted to know was what is important to our colleagues. One of the leading principles in creating a strong positive culture in an organisation is ensuring that a company's values are reflective of its people's values. So, we asked Mprove, another social enterprise with experience in values development, to help us ask the right questions and increase engagement.

The following September, Mprove launched a new survey to all employees (449 at the time), which included questions such as "What moment or achievement are you most proud of in your life?" and "What values do you relate to most as an individual?". Mprove then called all employees, asking them to provide their feedback. In total, 238 people responded – a brilliant increase from the original 48. Following this, Mprove invited all employees to attend one of four focus groups, which 15 people joined.

At our Annual Awards event in November, Mprove shared the results with over 100 attendees. This was the first time most people had seen the information, including members of our Executive Committee and the Board. Working with an external organisation to help create our new values was so important to us because we wanted the values to be shaped by our colleagues, the people of Local Care Direct. The presentation was well received, as it explained the process, why values are important, the main points that came from both forms of engagement and the proposed values that Local Care Direct should adopt going forward.





Our Values Champion followed Mprove with some further questions for attendees to finalise our values and start thinking about how we can embed them within the organisation. By providing everyone in the room with the opportunity to vote via their phones, we asked what our final values should be. The 64 responses, together with the recommendations from Mprove based on employees' original feedback, led to the following: Kindness, Fairness & Consistency, Respect, and Honesty & Integrity.

As we began developing our approach to embed the values, our CEO wrote to all employees. Helen explained how colleagues' input had shaped the values, and asked one final question on the branding, which received 85 votes and comments such as:

*"I like it, and I'm pleased to see kindness made it in there. Kindness costs nothing and can make a huge, positive impact".*

*"It looks great and very in keeping with LCD"*

*"I think that kindness and respect go together very well and the branding appears to be more balanced with the other two values also having two parts each."*

From this last piece of engagement, our values were finalised into:



*Kindness & Respect*



*Fairness & Consistency*



*Honesty & Integrity*

Each value is essential, but their impact is greater when we use all of them together. Now that they have been set, we are working on embedding them across the organisation, from clearly defining what behaviours are required from everyone at Local Care Direct, to updating our policies and procedures so that 'the way we do things' matches our core values.

# Celebrating our colleagues at our Annual Awards event

In November 2023, nearly 100 colleagues gathered to recognise the amazing people at Local Care Direct. We selected ‘proud’ as the theme for the event and delivered an agenda full of important topics for our organisation.

Mprove joined us to share an update on the engagement activities they were carrying out to help create Local Care Direct’s new organisational values. Kate Hainsworth, the CEO of Leeds Community Foundation at the time, then took to the stage to talk about Local Care Direct’s impact across West Yorkshire via our health and wellbeing community foundation funds. Katie Matthews, a Lived Experience Policy Officer at NHS England, continued the inspirational atmosphere in the room as she spoke from a patient’s perspective about how we approach inclusivity. She recounted her positive experience using the West Yorkshire Urgent Care service while providing support and challenge that left many of us with further ambition to do more. Lastly, we heard from our charity of the year, the Alzheimer’s Society, as voted for by our colleagues. Phil is a volunteer and he attended the day as a representative for the charity. His passionate and engaging presentation reminded us all of the devastating effect dementia can have on those living with the disease, including those who care for them. The charity does such important work. We raised £1,320 to support them with our annual charity raffle.

After hearing from our guest speakers, we moved on to the celebrations. In 2023, our colleagues put forward 223 nominations that recognised the incredible people who work across our organisation. Their words painted a vivid picture of a workforce of caring people, who are passionate about patient service and who are there for one another – a workforce we are all proud to be a part of.





# Congratulations to our winners...

**Employee of the Year Award** for the person whose positive attitude and knowledge helps to inspire others and demonstrate consistent dedication and quality to improve patient experience and outcomes in their work: **Andrew Sharp** in Bradford; **Faizan Dam** in Calderdale and Kirklees; **Ibrar Mohammed** in the Contact Centre; **Andrew Singleton** in Corporate; **Amy Wooler** in Dental; **Fiona Knowles** in Leeds; and **Philippa Hatfield** in Wakefield.

**Sessional of the Year Award** for the person who has demonstrated true commitment to deliver a high-quality service to patients and support fellow colleagues: **Dr Kalpana Pate** in Bradford; **Dr Sadat Sadiq** in Calderdale and Kirklees; **Dr Lee Blackburn** in the Contact Centre; **Dr Annabel Kerr** in Leeds; and **Dr Najeeb Baig** in Wakefield.

**Innovation and Idea Award** for the person who is proactive and seeks to improve services by suggesting and developing new ways of working to improve their area of working and/or patient care, was awarded to **Joanna Harrison**.

**Commitment, Reliability and Support Award** for the colleague who is always there and provides others with care and support was awarded to **Mohammad Zahid**.

**Flexibility Award** for the person who contributes by bringing their various expertise to the company and working across different roles and sites, they always make themselves available at short notice and are willing to help out in times of difficulties was awarded to **Jean Hardman** and **Usman Ali**.

**Outstanding Patient Service Award** for the person who goes that extra mile and has gone over and above their role to provide service to our patients beyond expectations was awarded to **Becky Moorhouse** and **Melanie Young**.

**Team of the Year Award** for the team that has demonstrated excellence in their approach to improving service delivery was awarded to our **Mental Health First Aiders**.



# Supporting our people with their health and wellbeing

Helping our colleagues back into the workplace after long-term sickness is vitally important for their health and wellbeing. Last year, we supported 23 employees via phased return to work, and helped 65 via our Occupational Health provider. We recognise that employers must do more than this, and below are some of the initiatives we have in place to support our workforce with their health and wellbeing.

## Providing our colleagues with vaccinations

We have an employee immunisation programme that is tailored to colleagues' specific roles. We also provide a free flu vaccine and donate to Gavi (the Vaccine Alliance) on behalf of every employee who takes up this opportunity. Last winter, 67% of our colleagues protected themselves and their patients, friends and family from influenza.

## Improving our mental health support

Last year, we worked with a local specialist to train an additional 12 colleagues to increase the number of our Mental Health First Aiders (MHFA). These individuals can now spot some of the early warning signs and help those who may be struggling.

We also provided "Awareness of First Aid for Mental Health" to all managers and supervisors so that they could provide better support to our colleagues. Furthermore, our CEO and Director of Clinical Governance and Quality gained the "Supervising First Aid for Mental Health" qualification to ensure we are putting in place the right level of support across the organisation.

In 2023, we took further steps to increase our offer of support by implementing our first Employee Assistance Programme. Now, our employees can quickly access free confidential support, including counselling, debt advice, legal support and more.

## Wellness visits at our sites

Our workforce is located across 17 sites and operates 24/7. So it is important that our managers creates opportunities to engage with colleagues outside of corporate hours, such as our wellness visits.

Over 70 discussions took place during last year's visits, where colleagues voiced their ideas on what could be improved, which were implemented where possible. Overall, the feedback was mainly positive, with many stating that they like working at Local Care Direct because of what it stands for and who they work with.



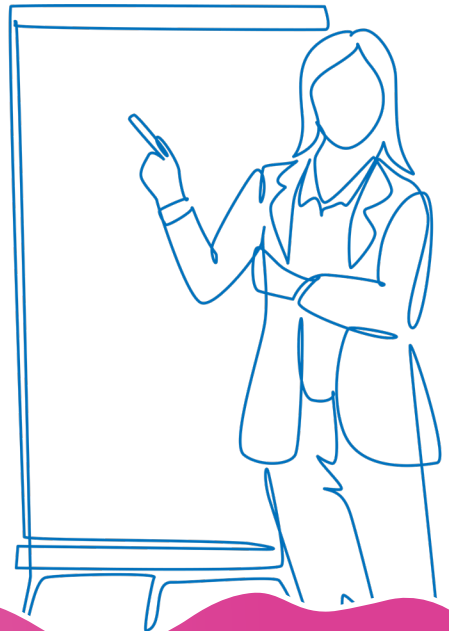
# Upskilling people through training and development

We recognise that engagement in learning and skills development positively impacts our health and wellbeing and creates a sense of fulfilment. Throughout 2023–24, we provided several learning and development opportunities, such as:

- delivering four Leadership days, where everyone responsible for managing people could learn from external specialists to help them support their staff;
- supporting eight apprentices, with five studying at Level 7 which is equivalent to a Master’s degree, Level 7 NVQ, PGCSE or Postgraduate Certificate;
- helping one clinician to gain their ACP qualification and three clinicians to gain their UCP qualifications through our Local Care Direct training programmes, as well as on-boarding four new trainees;
- developing new training packages in suturing, digital nerve block, ECG recording and wound care;
- delivering eight Education Sessions, which count towards Continuing Professional Development (CPD) hours and can be accessed at any time on our intranet;
- hosting monthly clinical discussion forums and case-based learning for our employed and sessional workforce;
- providing clinical supervision and supporting colleagues with their clinical revalidation; and
- adding four new courses to our online learning management platform.

Keeping our knowledge up to date is key to delivering safe, high-quality services in our local communities. For example, we have achieved 100% compliance with teams across the organisation completing the “Essentials in Patient Safety” training course. In total, our employees completed 6,636 mandatory e-learning modules last year, which is a 95.1% compliance rate.

In the spirit of partnership, we also provided a week-long placement for six paramedics in their final year of training at Bradford university, as well as supporting two external clinicians with their minor injury course.



# Supporting local communities with our Health and Wellbeing Fund

Following the success of our work with Community Foundations across West Yorkshire, we provided another round of funding in 2023 to help make a difference in the communities we serve.

Our Health and Wellbeing Fund was designed with input from our colleagues back in 2021 to help local people with dementia, homelessness and mental health issues, as well as reducing health inequalities and isolation in our communities.

The first round of funding was originally allocated to 54 organisations for two-year projects in 2020–21. We already know that nearly 9,000 people have been helped so far, and we're excited to see the final impact reports from the projects.

The Community Foundations we work with include the Community Foundation For Calderdale, Leeds Community Foundation and GiveBradford, and the One Community Foundation for Kirklees.

Community Foundations help us provide the right support in the right areas, as they have local experts who know where funds are most needed. We also allocate funding based on the distribution of the population and split between the five 'places' that we serve – Bradford and Craven, Calderdale, Kirklees, Leeds and Wakefield.

Just like the last round of funding, the response we received in 2023 was overwhelming. So many inspiring organisations are doing incredible work, and we are proud that we can provide some support. The 28 organisations that have received funding this year submitted in-depth applications, underwent rigorous assessments and are committed to meeting their objective to positively impact local people. They are all great causes, and we are excited to work closely with them in the coming months and years.

*We would like to express our gratitude for your support with our 'Welland Youth' project. Your support means we can provide a new arts and health programme for young people in Elland, helping to address the lack of accessible and creative activities available to this age group in the area and supporting their long-term wellbeing... A big thank you from everyone at Curious Motion and from the young people who have inspired this project.*

*Warm wishes*

*Samantha McCormick  
Artistic Director/CEO*



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

- Alpha House Calderdale
- Calderdale Wellbeing Healthy Minds
- Curious Motion CIC
- Get Fit 4 Mental Wellness
- Noah's Ark Centre
- St Augustines Centre

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



- Aspire Creating Communities
- Dalton Together
- DASH Destitute Asylum Seekers Huddersfield
- Empower Leader Of The Future CIC
- Gwennies Getaways
- Huddersfield Live At Home
- Sky Positive Minds

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

**Leeds  
Community  
Foundation GiveBradford**

**Bradford**

- e:merge (UK) Limited
- Highfield Community Association
- Horton Community Farm Co-op Ltd
- Millan Centre
- Scholemoor Beacon

**Leeds**

- IMPACT North Ltd
- Kirkstall Valley Development Trust
- Leeds Music Trust
- Refresh Carers
- Survivors West Yorkshire
- The Conservation Volunteers
- The Highrise Project

**Wakefield**

- Grow Wakefield
- Reflections Yorkshire CIC
- Star Bereavement Support Service



# Focusing on sustainability

## Preparing our new Green Plan

During 2023–24, Local Care Direct’s Green working group created a Green Plan that provides a structured way to set out our carbon reduction initiatives. The plan is set to be approved by our Board and published this year.

Our plan captures our commitment to reduce our environmental impact and promote sustainable healthcare, enabling the NHS to deliver excellent patient care now and in the future. With the NHS contributing 5% of all UK carbon emissions, we recognise that we are a significant part of the problem and that we can also be a part of the solution.

Within our plan, we have also included our prioritised interventions that will enable us to continue improving patient care whilst delivering carbon reductions and improving our wider sustainability performance. Our draft Strategic Objectives (i.e. what we will do to achieve our ambition) are captured below:

- We will analyse our current carbon emissions and baseline footprint to identify opportunities and risks. We will create a plan for the identified carbon hotspots.
- We will provide training to further develop knowledge on emissions and actions that individuals, teams and Local Care Direct can take to make change happen.
- We will create a green culture by providing opportunities to make greener choices and achieve immediate but significant wins within Local Care Direct
- We will influence our communities to make greener choices by sharing information with patients and supporting green organisations through our partnerships with Community Foundations.

Our total yearly emissions are

**1,398 tCO<sub>2</sub>e**

We need to reduce this by c.82 tCO<sub>2</sub>e on average per year to reach our net zero target by 2040.



Please contact Phil Bromage (the Executive Sponsor of our Green Plan) if you would like to support our Green working group, or would like to receive a copy of our Green Plan later this year.

## Developing our new Green Plan

To develop our plan, we sought the views of our colleagues and reviewed our scope 1, 2 and 3 emissions. Further to this (in accordance with Procurement Policy Note [PPN] 06/21, and the associated guidance and reporting standard for Carbon Reduction Plans), we have calculated our baseline emissions footprint. From these calculations, we are able to identify carbon hot-spots and projects with quantifiable reductions in our carbon footprint.

## Reviewing our vehicles

In February 2023, we established a project group to select new cars as the lease arrangement for our fleet of Local Care Direct vehicles would end in March 2024. Following a year of planning, research and extensive testing, a decision was approved to continue using hybrid vehicles for the next three years.

When choosing our vehicles, we had to consider several factors alongside environmental impacts, including reliability, space for medical equipment, patient's accessibility needs and access to charging points across the various locations our cars operate out of, many of which we cannot change.

We know that transport has one of the largest impacts on our environment, and as a service provider that covers over 3000km<sup>2</sup>, we also recognise that our mileage is one of the biggest elements of our carbon footprint. We will always review our options so that we can make the best choice for our patients and our communities.

During 2023–24, we leased 21 hybrid vehicles, which our drivers used to take doctors to patients during

**19,853 visits**





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