



## SOCIAL IMPACT ANNUAL REPORT

1 July 2017 - 30 June 2018

## Chief Executive's Introduction

Welcome to our first social impact annual report, which is intended to set out the difference we make as a social enterprise for our people and the communities we serve. This year's report covers the period of 1 July 2017 – 30 June 2018.

### We are proud of our social enterprise status.

Social enterprise is a business model that reinvests any surpluses made back into the organisation for the benefits of our service users and our people. A key facet of being a social enterprise is that we are 'mission driven', not profit driven.

We are driven by our social mission to add value to the communities we serve through patient care, employment opportunities, and support for disadvantaged groups through charitable work.

We are proud to be a member of Social Enterprise UK, and a holder of the Social Enterprise Gold Mark.

We hope you find our report interesting.

*Yvonne Taylor*

Chief Executive

## Our Values

We have three core values that set out how we work and how we deliver our services.



## About IC24



Social Enterprise UK

We provide integrated urgent care services across the South and East of England



### Our Services

Our services are delivered to a geographic population of over 7 million people and are registered with and inspected by the Care Quality Commission.

All services have been rated as 'Good' in our latest inspections.

### Our Organisation

Our organisation was formed in the South East over 20 years ago and we now employ over 1,400 people.

As a social enterprise we have members instead of shareholders. Historically our membership was made up of GPs, but in 2017 we amended our Articles of Association to open up membership of our organisation to our people, which gives them a greater influence in how the organisation is run.

In the first year 16% of our people have signed up to be a member, and we have plans in place to increase this in the coming year.

Our Values in Practice engagement forum has representatives from each of our localities.

## The Year in Numbers

In 2017-2018 we have:



## Supporting Charity

We are proud to support many charities through direct fundraising and also through giving our colleagues time to give to their charitable endeavours.

Each year we nominate a Charity of the Year. We choose a charity whose work is relevant to the services we provide and the aim is that we will raise money for them whilst they support us to improve our knowledge, awareness and operational performance in respect of that area.

For the year of 2017 we chose the UK Sepsis Trust as our Charity of the Year and during the course of our partnership we raised over £7,000, which was matched by Lord Michael Ashcroft as part of a fundraising campaign.

For 2018 we partnered with the mental health charity SANE. As part of our focus on mental health we secured funding from Health Education England to provide Mental Health First Aid training for key roles, and even gifted some spaces on the training to another social enterprise provider of urgent care.

Our charitable work isn't confined to just working with our charity of the year. We have worked closely with homeless charities to provide food, sanitary products and even flu vaccinations, and support our people who work on a voluntary basis with homeless charities.



## Our donations

We regularly sponsor colleagues who are taking part in charitable events, and have contributed more than £4,500 in donations to charities including Sport Relief, Pilgrim's Hospice, Marie Curie, Macmillan Cancer Support, Cancer Research UK, Children with Cancer UK, The Little Princess Trust, Prostate Cancer and Shoeboxes for Strangers.

**£900**  
to MacMillan Cancer Support raised by hosting coffee mornings across our localities

**£1,000**  
to The Little Princess Trust to support our Ipswich Contact Centre Team Manager Roisin Broad, who donated her hair to the charity, which makes real hair wigs for children

**£220**  
to Sport Relief raised through a 'wear sportswear to work' day

**£200**  
to provide football kits for a local youth football team in Ashford



## Developing Our People

Investing in our people is key to creating a sustainable organisation.

We are committed to helping our people fulfil their potential and to support this we introduced a new Learning and Development Manager to the HR structure this year to reflect our aim to improve and develop as a learning organisation. The introduction of this role has enabled us to review our learning programmes to improve our people's experiences.

We launched a bursary scheme this year to provide financial support to two colleagues per year for a period of three years through clinical training or other further education to ensure that finances are not a barrier to development.

Following a successful trial, we have made apprenticeships available to our people across the whole organisation in a range of levels and subjects that are relevant to their roles, ranging from Level 2 Business Administration to Level 5 Operations/Departmental Manager.

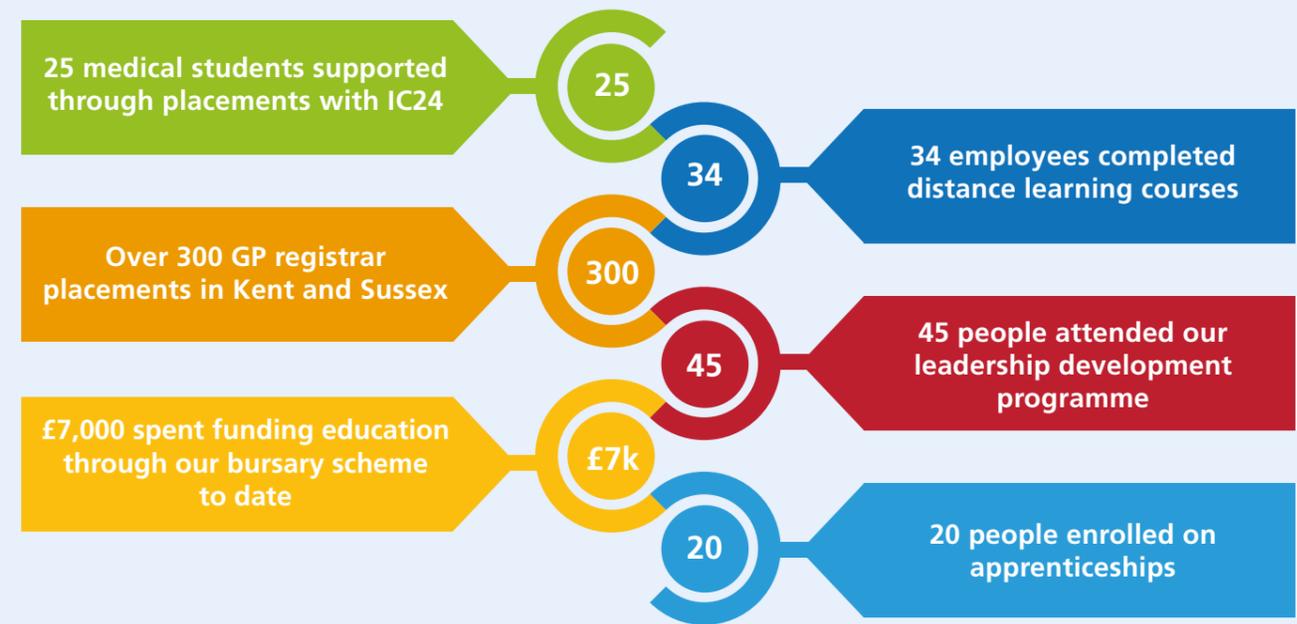
We also support the NHS to develop medical and healthcare professionals of the future through placements within our urgent care services.



We want to harness the skills, knowledge and innovation of our employees and so this year we have launched a **QUALITY CHAMPIONS PROGRAMME**, which is the first to be delivered in an urgent care setting.

Our first 20 students are currently taking part in the programme, which gives them the tools and the time to implement a quality improvement project that will benefit patients and patient care.

## Investing in People



## Systems Investment

Investing in technology is enabling us to make best use of our resources to meet the needs of an ever increasing number of patients in a sector whose biggest challenge is workforce.

We also use technology to make sure that all our front line teams can access support and supervision when they need it from the senior clinician on shift.

In the past year we have reinvested surpluses to provide enhanced technological solutions to help us be more efficient and provide a better service for our patients.



## Pay and Reward

We value the contribution that all our people bring to our organisation and want to reward them and take seriously our role in leading the organisation as a responsible employer. This is over-seen by our Well-Led Committee which reports into our Board of Directors and is chaired by one of our non-executive directors.

We don't use zero-hour contracts and, although we do offer a bank agreement, colleagues report that this is how they prefer to work with us.

We always keep up with legislation to pay the national living wage for our base rates, although the out of hours nature of our work also attracts a premium.

This year we have developed a new Personal Development Review Programme which will be live in 2018/19 and for the first time links pay, performance and reward.

**In the coming year we are implementing the Perkbox benefits platform for all permanent colleagues. This online platform will provide great savings on high street goods, as well as access to a host of health and wellbeing tools such as fitness classes and free counselling services.**

## Examples of systems that we have invested in include:



**A DIGITAL COMMUNICATIONS AND TECHNOLOGY SUITE** which includes a new telephony system and will deliver efficiency savings through improved auditing capabilities, and better collaboration and internal communications.



**NEW FINANCE AND PAYROLL SYSTEMS** to allow our localities to become more self-sufficient, as well as reducing the transactional work of the Finance Team and moving to a business partnering approach.



**A COMPLETE LEARNING MANAGEMENT SYSTEM** to support our people in taking a proactive approach to learning and providing a more bespoke and role-specific learning experience, which is tailored to the needs of our people.

## Our Patients

As an organisation providing urgent care, we often only have contact with our patients in a single episode of care. Satisfaction rates remain over 90% and many of them take the time to write to us about their experiences.

The swift actions of the call handler literally saved my daughter's life

Your professional expertise and knowledge I will remember for a long time

The people skills are excellent – to me that is the most important thing

The approach to my concerns and sensitivity in the service is second to none

I was very worried when I phoned you but afterwards I felt much better, as someone was there for me





## We hope you found our report interesting

If you would like to find out more you can connect with us  
using one of the following ways below

Integrated Care 24  
Kingston House  
The Long Barrow  
Orbital Business Park  
Ashford, Kent TN24 0GP

**Tel** 01233 505450

**Email** [info@ic24.nhs.uk](mailto:info@ic24.nhs.uk)

**Website** [www.ic24.org.uk](http://www.ic24.org.uk)

**Facebook** [Facebook.com/integratedcare24](https://www.facebook.com/integratedcare24)

**Twitter** @IC24uk

**LinkedIn** [linkedin.com/company/integratedcare24](https://www.linkedin.com/company/integratedcare24)