



# SOCIAL IMPACT ANNUAL REPORT

2019



## WELCOME TO OUR SOCIAL IMPACT REPORT, WHICH GIVES YOU A SNAPSHOT OF OUR ACTIVITY DURING 2019.

It has been another successful year for IC24, as we further our working relationship with Social Enterprise UK, and develop greater opportunities to influence the sector, and people's understanding of what we can offer.

*Yvonne Taylor*

Chief Executive

## OUR MISSION IS TO BE THE LEADING SOCIAL ENTERPRISE PROVIDING HIGH QUALITY INTEGRATED URGENT CARE.

Our mission is to be the leading social enterprise providing high quality integrated urgent care. We demonstrate this through the way in which we make our NHS urgent primary care services available for our communities on a 24/7 basis. We are an integrator of healthcare, ensuring that the many arms of the healthcare service are working together seamlessly to ensure that patients get the best service. We do this through our innovative approach to developing technology and having the courage to test out new ways of working, and through developing our people to ensure that they strive to be the best in all they do, and in how they care for our patients and their colleagues.





**Social Enterprise UK**



**SOCIAL ENTERPRISE GOLD MARK**  
ACCREDITED FOR BUSINESS EXCELLENCE

## WHAT IS A SOCIAL ENTERPRISE?

The social enterprise model is all about putting the mission before profit. In our case, that is our patients.

We provide our services for the benefit of our patients and we do not make a profit. Any surplus funding that we have is reinvested back into the business for the benefit of our patients and our people, rather than being handed out to shareholders in the form of dividends. Social enterprises are heavily involved in the delivery of health services. Two thirds of out of hours services across the country are provided by social enterprises – ourselves included – and are together delivering around 1.5bn worth of health and social care services. The social enterprise model has been a great success within the delivery of NHS services, and we continue to work with Social Enterprise UK to ensure that policymakers are fully aware of the contribution the sector is making.

## DEVELOPING OUR PEOPLE

Our people are central to our organisation and by providing opportunities to develop we will be able to provide a better service to our patients. Throughout 2019 we have introduced a number of initiatives to support our people, and encourage new people to join us. We also continue to support healthcare professionals of the future through work placements within our integrated urgent care services to help them understand how urgent care fits into the wider healthcare landscape. In April 2019 we rolled out three important new training programmes to develop our people.

446 of our driver/receptionists completed our Patient Experience Workshop

35 people in their first management role signed up to our Management Development Programme

20 health advisors began the new Emergency Call Handler apprenticeship standard

## OUR YEAR IN NUMBERS

In 2019 we have:

Around 45% of cases we receive are managed without the need to refer the patient onwards. Only around 14% of the cases we deal with require an ambulance, and if NHS Pathways indicates the patient needs a C3 or C4 ambulance then we validate those calls to see if an alternative to ambulance dispatch can be found to reduce pressure on the ambulance services.

We received **1,060,127** calls into our three NHS 111 contact centres

We handled **565,016** cases in our out of hours services

Our fleet of vehicles provided **56,445** home visits to our most vulnerable patients

We saw **267,130** patients at our out of hours bases



We continue to fund two colleagues per year towards clinical or non clinical further education via our bursary scheme – providing funding of up to £10,500 each over three years – and many of our people are working through a range of apprenticeship topics to help improve the service they offer our patients.

We're the first organisation to run a programme of this nature in an urgent care setting, and it is going from strength to strength. The programme was a finalist at the UK Social Enterprise Awards for the way it empowers our people to embrace quality improvement and use their skills and knowledge to improve the service we provide our patients and our people's working environment. This year we partnered with Norfolk Community Health and Care NHS Trust to deliver a joint programme across both organisations.

## QUALITY CHAMPIONS PROGRAMME



**CASE STUDY** The QCP is helping us identify the great ideas that our front line people have, and turn their quality improvement ideas into reality. Tiffany Smith and Charlotte Mitchell, who were working in our NHS 111 audit team, saw an opportunity to improve the quality of CPR advice that we give. They identified a year on year increase in the number of calls where CPR advice was needed, but from a sample of those calls only a few delivered the required number of beats per minute. They developed the idea of a CPR metronome, built into our clinical system by our developers, to ensure that all call handlers can deliver the correct number of beats per minute, and help us deliver life-saving support.



## GENERAL PRACTITIONER REGISTRARS

We continue to support GP registrars through their training with placements and mentorship within our out of hours services. In 2019 we supported 440 registrars through their training across Kent and Sussex.

As part of his registrar training, **DR. SAMUEL HALL**

completed out of hours shifts with IC24, and continued to work at IC24 following the completion of his training. He said: "I've been a clinician for over 30 years, but was a late comer to GP training. I had done my fair share of out of hours work in my previous roles, so I felt I was done with working irregular hours/out of hours. However, I had to complete a number of out of hours shifts as part of my registrar training, which I did with IC24, and it changed my perspective. I saw a breadth of need out there that I'd never really known about before. I have done the full spectrum of telephone triage, working in a base, and home visiting, and I really enjoy going out in the car and doing home visits. I felt really well supported during my registrar training with IC24. I got regular positive feedback and that's something that gave me confidence in my abilities, and now I'm an accredited GP I continue to work out of hours shifts out of choice. Working with IC24 made me realise the patient need for GP services at a variety of times and now within my practice I work extended hours shifts too because I feel that GP access shouldn't be just something that is available 9-5."

**"I FELT REALLY WELL SUPPORTED DURING MY REGISTRAR TRAINING WITH IC24. I GOT REGULAR POSITIVE FEEDBACK AND THAT'S SOMETHING THAT GAVE ME CONFIDENCE IN MY ABILITIES"**



## OUR WORK FOR CHARITY

As a social enterprise, we promote charitable work, and support our people who are taking part in charity work. This year we sponsored Lucy from our Kent Operations Team and Bella from our Health and Justice service to shave their heads for their respective good causes. Lucy raised £1,800 for MacMillan Cancer Support and Bella raised £1,500 for Breast Cancer Now.

Our Learning and Experience Manager James raised over £200 for SANE by running the Brighton Marathon, and in March 2020 our Director of Digital Technology and Performance David will be running the London Landmarks half marathon on behalf of Tommy's baby charity.



**CASE STUDY** In December 2019 we partnered with fellow social enterprise WildHearts to provide our stationery and off-site filing services. Our projections suggest that in the first year of our partnership we will make savings of around 60%, which equates to thousands of pounds saved that can be reinvested elsewhere in the service. An important benefit of partnering with another social enterprise is the contribution that we will make to their social impact programmes. WildHearts reinvest 100% of their profit into transforming lives through their work. Every £5,000 we spend with WildHearts will support 20 people through their social impact programmes, giving young people access to unique and essential employability and enterprise skills. This means that through our partnership we can turn everyday spend into an investment in the future.

## ENVIRONMENTAL IMPACT

Organisations across the world are becoming more environmentally aware, and we are no different. This year we have:



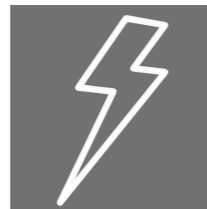
Replaced all the fluorescent tube ceiling lights at our head office with low energy LED equivalents. This should see a reduction of 67% of electricity that we use for lighting.



Become ESOS (energy saving opportunity scheme) compliant.



Rolled out mixed recycling bins to reduce the amount of waste we send to landfill.



Installed electricity monitors to reduce unnecessary electricity use.



Provided all our people with reusable drinks bottles, and in turn phased out the sale of single use plastic bottles in our tuck shops.



Begun the process of producing a Sustainable Development Management Plan to help identify opportunities in areas such as waste and carbon reduction.



Entered into a partnership with a social enterprise stationery supplier, which will give anticipated savings of 65%. More importantly, they are a social enterprise who reinvest 100% of their profits and run a variety of social impact programmes.

As well as being a leading urgent care provider, we are also continuing to proactively develop technological solutions that not only help us provide a better service for our patients, but also present commercial opportunities for us to generate revenue to fund our social enterprise. A key benefit that we bring in respect of being a system supplier is that it is not our sole venture, and we are actually using the systems we develop in the live environment which enables us to fully understand how they need to work and to make changes accordingly.

## TECHNOLOGY

Successes this year include:

### Interoperability

We have taken huge strides in developing systems interoperability. Advances this year include; GP Connect, clinician to clinician remote video consultation, Child Protection Information System and electronic prescribing. In East Kent we've collaborated with clinical leads to create an advanced integrated urgent care digital capability for the area's urgent treatment centres. Our CLEO platform will be the 'glue' that connects various systems to give patients the best, most seamless service.

### Direct Appointment Booking

To allow us to direct book a caller to NHS 111 into an appointment at their registered GP practice.

### Automated Courtesy Calling

To help ensure patient safety, quality and service expectations are met during times of peak demand. Automating the process removes the need for a member of the team to manually make the call, which frees up their time but ensures that our patients are kept updated regarding their experience of using the service.

'In March 2019 we rolled out our electronic prescribing solution within our urgent care services. In 2018 we issued over 224,000 prescriptions, and digitalising this process will make prescribing safer and more efficient, and provide a better service for our patients and a better workplace for our people. Six months after its roll out IC24 was named as an approved IT supplier on the new GP IT Futures framework - a new procurement process - meaning we are now an approved supplier of the electronic prescription service to UK primary care settings. 2020 will see further developments to the service, with the introduction of a tracker to allow our people to track existing prescriptions and review a patient's prescribing history.'





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