

Quality Account 2020/21



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“As a social enterprise we believe in supporting people to have better lives by investing all of our resources into local communities”

Locala is proud to be a social enterprise, delivering high quality healthcare services to communities in Kirklees, Calderdale and Bradford. Our colleagues make key decisions about the services we provide and how we support our communities.

Locala services care for, and support people, from before birth to end of life, ranging from health visitors to physiotherapy, and sexual health to district nursing, as well as dental care, school nurses and foot care.

As a social enterprise we are in the good position of having the flexibility to tailor our services to meet the needs of our communities. We work in partnership with our service users, GPs, social services, the voluntary sector other local NHS organisations and local authorities to deliver a co-ordinated approach to care and support.

This document is 2020/21.

We will start to be known as Locala Health and Wellbeing, better reflecting who we are as an organisation.

Why are we producing a Quality Account?

All NHS healthcare providers have been required to produce an annual Quality Account since 2010.

This requirement was set out in the NHS Next Stage Review in 2008. Although Locala is a social enterprise, the majority of the activities Locala undertakes are directly commissioned NHS services, therefore we are obliged and committed to the production of an annual Quality Account.

Just as our annual financial accounts are a public document, our Quality Account is a report about the quality of services provided and is available to the public. Quality Accounts aim to enhance accountability to the public and engage the leaders and clinicians of an organisation in their quality improvement agenda.

The Quality Account looks forward to 2021/22 as well as looking back on 2020/21. We are keen to share information with service users, patients and their carers about the current quality of all our services and our plans to improve even further.



The Quality Account looks forward to 2021/22 as well as looking back on 2020/21.

What are the required elements of a Quality Account?

The National Health Service (Quality Accounts) Regulations 2010 specify the requirements for all Quality Accounts. We have used the requirements as a template around which our account has been built. The Quality Account is therefore laid out as follows:

PART 1

A statement from the Chair and Chief Executive about the Quality Account.

PART 2

Priorities for improvement – this section looks ahead and identifies our three priority areas for improving the quality of our services for 2021/22, why we have chosen these priorities, and how we are going to develop the capacity and capability to achieve them.

Mandatory statements relating to the quality of our services, as set out in the Quality Accounts Regulations 2010.

PART 3

The review of our quality priorities and performance in 2020/21 and examples to illustrate ongoing improvement in our services.

PART 4

Statements from our Commissioners, Kirklees Healthwatch and Kirklees Health and Wellbeing Board.

Whilst every attempt has been made to write this report in accessible language, and most acronyms clarified, inevitably due to the specialist nature of some of the content, clinical and technical terminology has sometimes been used.

Section

1

Statement from our Chief Executive

“ **This has been a year like no other. The impact of Covid 19 has been devastating for communities and been an incredible challenge for healthcare systems. However it has also shown many aspects of the health and care system at its best.**

Locala’s colleagues have responded with outstanding dedication and skill; clinicians and managers have gone above and beyond to rapidly develop new ways of delivering services safely; we have joined forces with system partners to offer each other mutual aid and ensure continued provision of essential services through partnerships and collaboration. Covid-19 has demonstrated to us how critical it is to support communities to stay healthy, well and resilient and has shone a spotlight on health inequalities.

I have been incredibly proud to be Chief Executive of Locala in this unprecedented year. Despite the challenges there have been some highlights, not least Locala being shortlisted for Community Provider of the Year in the Health Service Journal (HSJ) Awards.

I would like to take this opportunity to thank colleagues for all that they have done, and continue to do, and I am excited about the future.

”



Karen Jackson, Chief Executive

A handwritten signature in black ink, appearing to read 'K Jackson', written over a horizontal line.

Statement from our Chair



The content of this Quality Account demonstrates what a fantastic job Locala colleagues have done in an incredibly difficult year.

The amount of progress made against each of the three quality objectives is commendable, and the scale of these achievements with the backdrop of Covid 19 cannot be overstated. I would like to take this opportunity to thank every Locala colleague for their role this year in supporting service users, our wider communities, and each other.

The fact that 97% of service users responding to the Friends and Family Test said that Locala services were very good or good, and that there has again been an increase in the number of colleagues that would recommend Locala as a place to work is great to see. I also enjoy seeing the many patient stories now shared across the organisation – the positive ones, but also those less positive ones that have directly led to improvements being made.



Diane McKerracher, Chair



The information provided in this report is, to the best of our knowledge accurate and a reasonable reflection of our commitment to quality.

Section 2

Priorities for Improvement

In this part of the report we will focus on the year ahead - 2021/22. Locala’s new organisational strategy and business plan sets out our strategic objectives.

The new three year quality strategy identifies our priorities for quality within the organisation which will enable the delivery of exemplary care which meets and exceeds the expectations of people who use our services. The priorities have been informed by consultation with key stakeholders and are framed around the three dimensions of quality. We have chosen three as priorities within this Quality Account.



Clinical Effectiveness

We will empower colleagues to deliver ‘Outstanding’ personalised care through the implementation of our Quality First Accreditation Framework.

The aim of clinical accreditation is to reduce variation by providing an evidence-based, standardised approach to supporting the delivery of care and improving quality. It provides service level assurance to the board on the quality of care, and demonstrates compliance with fundamental standards which enables preparation, and evidence for statutory inspections.

Accreditation enables teams to understand what the expected standards are at service level, by providing a clear set of standards and a measure of how well a service is delivering quality care.

The clinical accreditation framework is a performance assessment which focuses on the delivery of high- quality care and clinical excellence.

The framework is designed to measure the quality of clinical intervention, delivered by individuals and teams. It is aligned to the Care Quality Commission (CQC) fundamental domains, considering Locala values, local and national data, colleague feedback and service user experience.

The process intends to build a culture of continuous improvement and enables strong leadership to improve quality standards.

The process will be supported by robust governance and accountability and provide service to board assurance.

This process can also be utilised for the quality assurance of services that are not ready for the full accreditation process. This factors in a standardised framework and approach to ensuring quality is high in all services.

What this will mean for people who use our services

The people who use our services can be confident that they are being cared for by highly skilled professionals who ensure they understand what matters to people, not just what is the matter with people and work with them to ensure the highest possible standards of care can be achieved.

What this will mean for our colleagues

Colleagues will be involved in the design and co-production of Quality First. Clinical accreditation will be underpinned by local and nationally agreed standards and will enable colleagues to benchmark the services they provide and share learning and best practice from exemplar service.

What this will mean for our partners

Our partners will have assurance that we are driving continuous improvement in patient outcomes, patient satisfaction and colleague experience through our evidence of benchmarking with other organisations and our “Quality First” clinical accreditation framework.

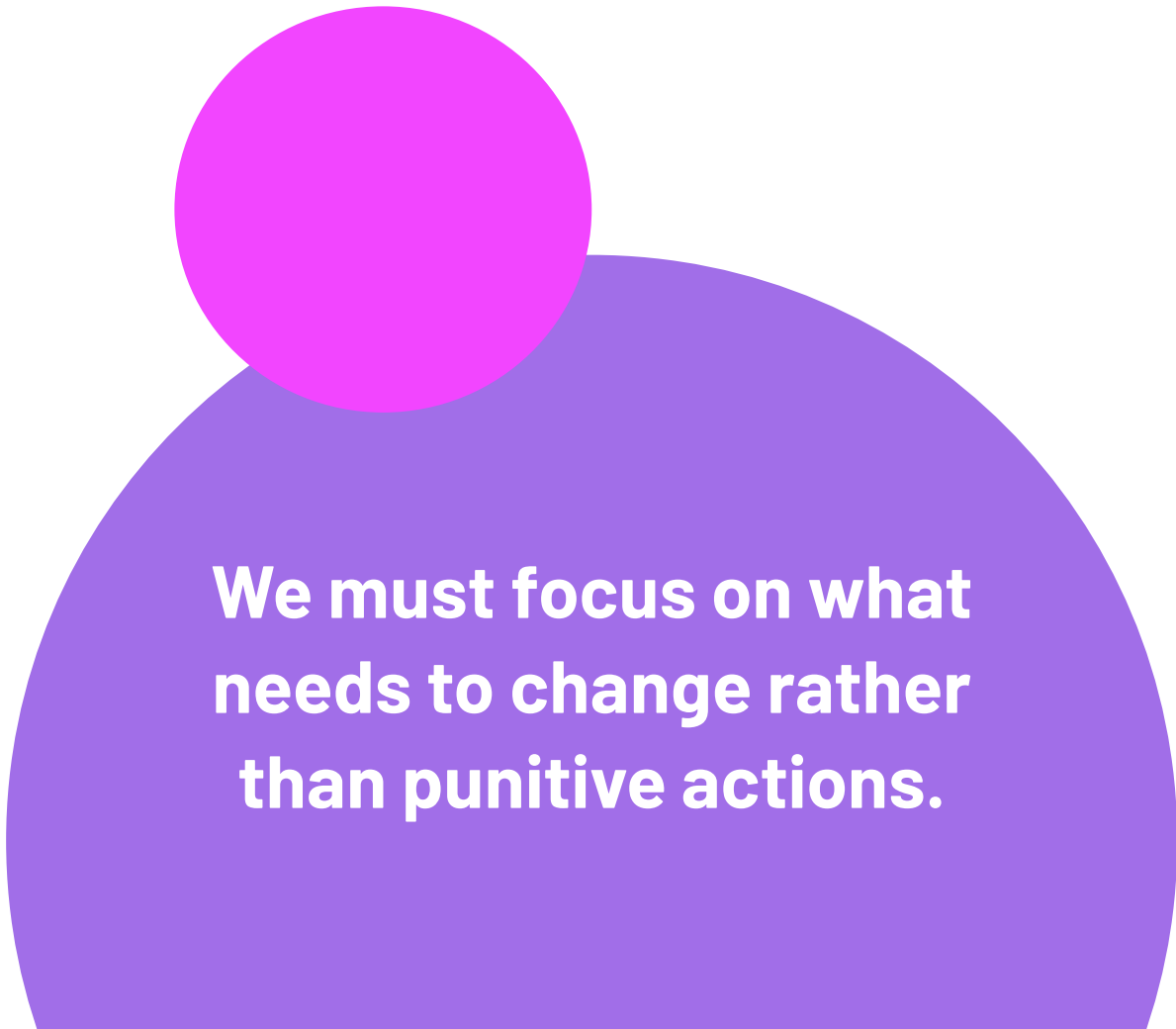
The process intends to build a culture of continuous improvement and enables strong leadership to improve quality standards.

Safe

We will foster a learning and just patient safety culture that ensures internal system learning is embedded to prevent recurrence of incidents.

To work at our best we need to feel supported within a compassionate and inclusive environment. To develop a learning and just patient safety culture, we must focus on what needs to change rather than punitive actions. An organisation that identifies, contains and recovers from errors as quickly as possible will be alert to the possibilities of learning and continuous improvement.

We want to review the various models of healthcare safety culture assessment available, and undertake a thorough review of our organisation’s safety culture to understand our position. We will then formulate improvement plans to improve our safety culture.



What this will mean for people who use our services

People who use our services will be confident to communicate openly and honestly about the safety of their care and will know that we will address their concerns and share examples of safe practice in order to continually improve.

What this will mean for our colleagues

Colleagues will be involved in the continual assessment of our safety culture, be active participants in any improvements and will feel confident to raise concerns, report incidents and progress improvements in a fair and just culture.

What this will mean for our partners

Partners can be assured that, in line with the NHS Patient Safety Strategy, 2019, we assess ourselves against just culture principles and have robust actions in place to improve our safety culture.

Positive Experience

We will involve our service users, carers and members to co-produce high quality services that are personalised, and patient centred, with pathway innovation and a focus on shared decision making.

Co-production will take Locala’s excellent service user engagement work to the next level. Co-production is a practice in the delivery of public services in which people are involved in the creation and development of services. It is contrasted with a transaction based method of service delivery in which people are “done to” and have no say over the service they are given.

Personalised Care is a series of facilitated conversations in which the person, or those who know them well, actively participate to explore the management of their health and well-being within the context of their whole life and family situation. This process recognises the person’s skills and strengths, as well as their experiences and the things that matter the most to them. It addresses the things that aren’t working in the person’s life and identifies outcomes and actions to resolve these. Personalised Care is key for people receiving health and social care services. It is an essential tool to integrate the person’s experience of all the services they access so they have one joined-up plan that covers their health and wellbeing needs.

Valuing people as active participants and experts in the planning and management of their own health and well-being ensures that the outcomes and solutions developed have meaning to the person in the context of their whole life, leading to improved chances of successfully supporting them.

What this will mean for people who use our services

People who use our services and the wider community will be reassured that Locala is a patient centred, quality driven organisation where their opinions matter and are acted upon to improve quality, patient experience and shape the future of healthcare services for their communities.

What this will mean for our colleagues

Colleagues will understand the benefits of fostering a culture where co-production is the norm and by collaborating in co-production projects and quality improvement work will have a better understanding of care from the patient and carer perspective.

What this will mean for our partners

Where appropriate our partners will be involved in co-production giving them assurance that we are a patient centred, quality driven organisation.

Co-production will take Locala’s excellent service user engagement work to the next level.

Evidence of the quality of services provided

In this section of the report we will make several statements relating to the quality of the services we provide. From these, comparisons with similar organisations can be made and we can therefore provide assurance to our service users and commissioners that we are a robust organisation that is actively engaged in a range of initiatives which will enable us to continually improve the quality of services we provide.

Review of services

We deliver services across an area of almost 158 square miles in Kirklees, as well as providing services in Bradford and Calderdale. We deliver services in partnership with more than 150 GP Practices in these areas and provide integrated care with Local Trusts and organisations such as Age UK, Millen Care, Northorpe Hall, Home-Start, South West Yorkshire Mental Health Trust and the Local Authorities.

We deliver services across an area of almost 158 square miles in Kirklees, as well as providing services in Bradford and Calderdale.

Participation in clinical audits

Clinical audit is an important tool for measuring and benchmarking a range of activities against agreed markers of effective professional practice, stimulating changes to improve practice and evaluating the impact of service improvements. Robust audit also contributes to assuring both commissioners and regulators of the quality and effectiveness of services being provided.

An audit programme should reflect priorities for services and organisations and should be informed by the analysis of risk demonstrated through a range of sources of intelligence such as complaints, incidents and patient experience. Locala has a comprehensive audit programme which is reviewed annually and reported on at the Quality Committee.

A total of 70 clinical audits were on the programme for the year, across a range of Locala services. Despite the Covid pandemic, which meant that clinical audit was not a priority activity, Locala saw more clinical audit activity in 2021-22 than in any other year. 15 audits were fully completed and a further 26 are in the report writing phase. The remainder have either been deferred or discontinued following a risk assessment.

Here is some learning from our audit activity

Safeguarding Learning Assurance Audit – Adult Therapies - This audit provides robust assurance that Locala colleagues working in adult therapy services have undertaken appropriate safeguarding children and adult learning activities to acquire the required level of skill, knowledge and competence to identify and address abuse and neglect concerns relating to children and adults at risk in accordance with their role.

Audit to establish whether colleagues from Locala Bradford and Kirklees Sexual Health Services routinely undertake Domestic Abuse screening in line with Locala policy requirements - Patients who access sexual health services can be assured that they will be offered an opportunity to discuss any concerns they may have relating to domestic abuse in a sensitive manner in a safe place.

Audit to establish if Locala colleagues are compliant with Locala Safeguarding Children and Child Protection Policy (2018) in relation to referrals made to Children's Social Care - Children and families can be assured that Locala colleagues are able to holistically assess children's needs to ensure that the right level of service provision and intervention is offered at the right time and that information is shared appropriately in a timely manner to keep children safe.

Audit of Compliance with NICE guidelines for the prevention and management of delirium CG103 -This audit has highlighted the need for Intermediate Care to implement a delirium risk assessment and a prevention and management of delirium care plan. This will help colleagues to identify delirium risk factors and provide appropriate early intervention.

Contribution to National Clinical Audits

During 2020/21 there were 6 National Mandatory Audits in which Locala was eligible to take part. One of the Mandatory National Audits was discontinued as the service was deemed non-essential and suspended by Locala following guidance from Public Health England due to Covid. The remaining four Mandatory National Audits are awaiting the report findings from the external provider.

Table 1: National Clinical Audits

Table 1 demonstrates the result of the National Audit received in 20/21 and compares Locala to the national results.

National Asthma and COPD Audit Programme (NACAP): Pulmonary Rehabilitation (PR)			
KEY FINDINGS			
Areas of good practice:			
National priority 1:		National priority 2:	
Services should endeavour to enrol 85% of those referred for PR with stable COPD within 90 days.		Services should ensure all exercise assessments are performed to accepted technical standards, including ensuring all patients undertake a practice exercise test at their initial PR assessment.	
National average 58%. Locala achieving 83%		National average 41.8% Locala 0%.	
		Currently unable to provide practice test walk due to time / venue and staffing restrictions.	
		National priority 3:	
		Ensure 70% of patients enrolled for PR go on to complete the programme and have a discharge assessment.	
		National Average 69.3%. Locala achieving 71%	
COMMENTS			
Practice exercise tests are recommended in order to achieve accepted technical standards. The service will endeavour to review current practice to determine if inclusion of this measure is possible to achieve within current service provision.			

Audit successes this year

- Awareness raising sessions and audit presentations held for Locala colleagues during national Audit Week in November
- Our Safeguarding Team was shortlisted in the Healthcare Quality Improvement Partnership (HQUIP) “national audit hero awards” and gained entry to the HQUIP “hall of fame”
- Our Bradford and Kirklees Sexual Health Team had five poster presentations accepted at the national conference for the British Association for Sexual Health and HIV (BASHH). One, about treating persistent candida (thrush), was award-winning in the best poster category
- The Medicines Optimisation Team had posters accepted for presentation at UK Clinical Pharmacy Association Annual Conference in March



Our Safeguarding Team was shortlisted in the Healthcare Quality Improvement Partnership.

Research and Development

Participation in research

Strengthening our participation in research continues to be one of our main quality priorities and there has been a growth in our research related activity in 20/21. Locala patients and colleagues are participating in the following research studies:

SERVICE	RESEARCH TITLE	BRIEF DESCRIPTION
End of Life	Research community caring for the dying through Covid 19	A research team from the Universities of Sheffield, Cambridge, Warwick and Edinburgh are undertaking some research to explore and capture learning of community nurses and GP's who have had recent experience of caring for dying patients in the community through the pandemic. This includes care of dying patients in care homes. They are asking community nurses to help by completing a short on-line survey.
Adult Therapy	RECREATE	This research is being undertaken by Bradford Institute for Health Research. A multicentre cluster randomised controlled trial evaluated the clinical and cost-effectiveness of an intervention to reduce sedentary behaviour in stroke survivors, incorporating an internal pilot phase and embedded process evaluation.
Corporate	Research Engagement in Social Enterprise Healthcare Organisations	Research was undertaken as part of a PhD with the University of Huddersfield, exploring Research Engagement in Social Enterprise Healthcare Organisations.
Dietetics	NUTRICIA - A study evaluating a newly designed nutritional tube feeding pouch for bolus feeding in adults	A study evaluating a newly designed nutritional tube feeding pouch for bolus feeding in adults led by Nutricia Ltd. Thirty patients in total are taking part in this study from many different centres around the UK.
Speech and Language Therapy	What is the experience of UK Speech and Language Therapists when working with clients with communication difficulties who require a decision-making capacity assessment?	Research is being undertaken by a MSc Speech and Language Therapy student at Leeds Beckett University. The study will investigate the experiences of Speech and Language Therapists when working with clients who require a decision-making capacity assessment.



Statements from the Care Quality Commission

In November 2019 Locala was rated good in every domain in every service.

	SAFE	EFFECTIVE	CARING	RESPONSIVE	WELL-LED	OVERALL
Community health services for adults	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020
Community health services for children and young people	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020
Community dental services	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020
Community health sexual health services	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020
Overall*	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020

Locala did not have any “must do” actions from our November 2019 inspection. A detailed action plan was developed for the “should do” recommendations which was monitored at Locala’s Quality Committee. The only outstanding actions are within the Workforce Team and are being monitored via the Workforce Strategy Implementation Group.

The outstanding actions are that Locala should:

- **Ensure they develop workforce plans to ensure succession planning can be fully implemented**
- **Ensure that it reviews the organisations equality and diversity policy to reflect the Workforce Race Equality Standard and considers reference to the workforce disability equality standard or other statutory requirements within the policy.**

Data quality

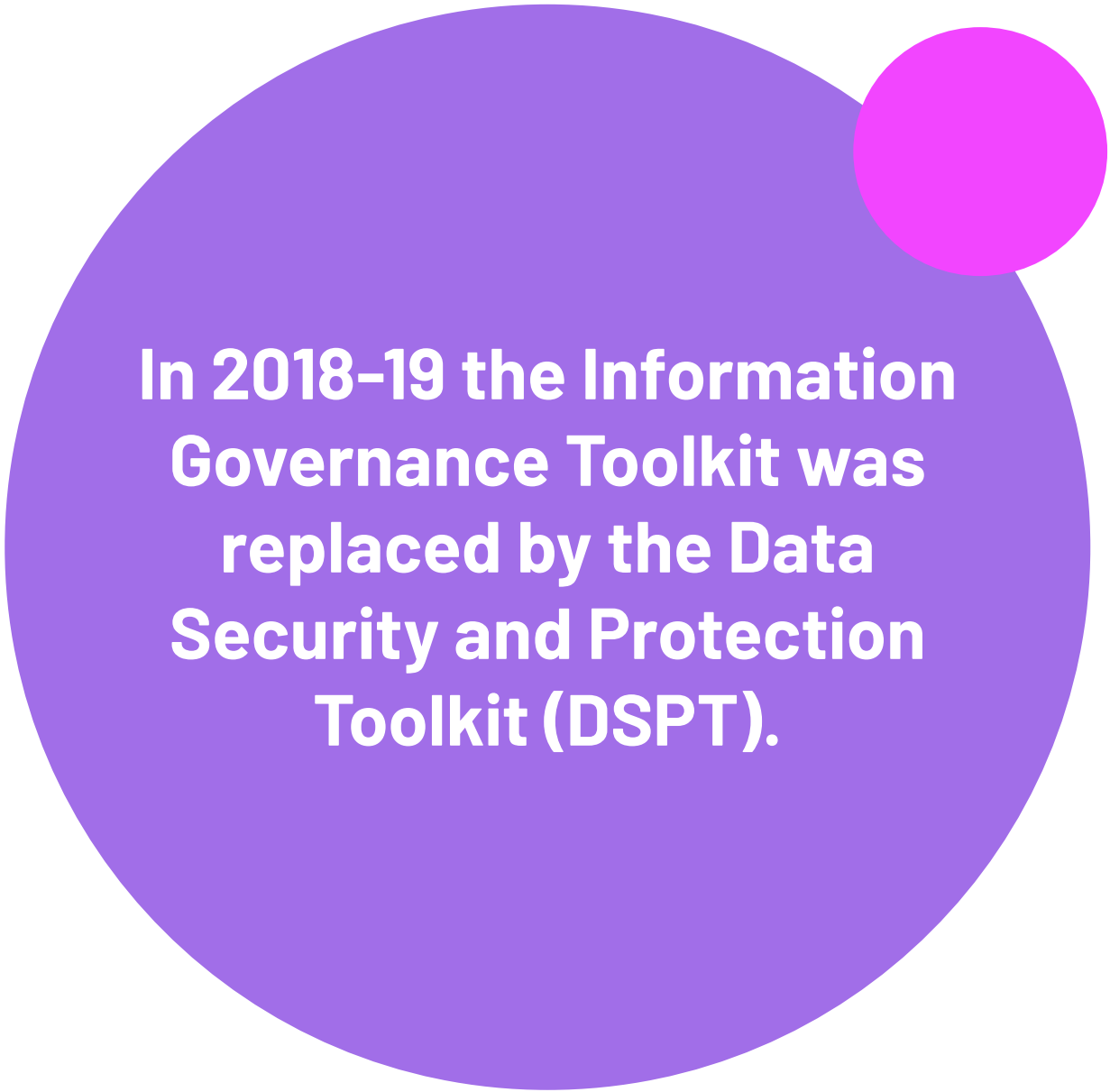
We accept responsibility for providing good quality information to support effective patient care, and therefore comply with the National Data Guardian’s ten standards for good information security and records management. We are supported by our Director of Nursing, Allied Health Professionals and Quality who is our designated Caldicott Guardian, and our Director of Corporate Affairs who is the Senior Information Risk Owner. The vast majority of our services continue to use the electronic record keeping system; SystmOne. This provides a single information and electronic record keeping system and reduces the number of times a patient is required to give personal information, as relevant data can be shared electronically between the clinicians involved in their care. Our dental service uses R4 which is a specialised electronic system. Both these systems are fully encrypted.

Data Security and Protection Toolkit

In 2018-19 the Information Governance Toolkit was replaced by the Data Security and Protection Toolkit (DSPT). The DSPT assesses health and social care organisations’ compliance against the National Data Guardian’s 10 standards for good information security and records management. NHS Digital view this new Toolkit as a process of continuous improvement.

For In 2020/21, our DSPT was completed by our Data Protection Officer and validated by our Strategic Information Risk Owner before submission. Our evidence was also externally reviewed by Audit Yorkshire to ensure that we had fully complied with all the requirements. Our DSPT assessment shows that we have achieved full compliance with all the mandatory standards.

We have an annual data quality improvement plan targeting enhancement of the timeliness, accuracy, validity, reliability, completeness and relevance of data and have begun to assess some of our data using these criteria in the Board’s monthly Integrated Performance Report. This was put on hold due to COVID but will re-commence in 2020/21.



In 2018-19 the Information Governance Toolkit was replaced by the Data Security and Protection Toolkit (DSPT).

Section

3

Our achievements this year

Last year our priorities were:

Research and Development

In 2020/21 we said; “We will develop our clinical governance and quality of care through enhanced clinical effectiveness and clinical research that improves care delivery” and that “We will demonstrate our learning and innovation. We will work with research partners including universities, contributing to research and building evidence based knowledge and practice”

- ✓

Raised awareness of the use of audit and research in the organisation and how colleagues are and can be involved
- ✓

Developed and approved a Locala Clinical Audit Policy
- ✓

Increased research contacts in other organisations
- ✓

Developed a data base of our colleagues undertaking a research project and made contact with these individuals to ensure their research links with service and organisational priorities
- ✓

Written a Research and Effectiveness Plan
- ✓

Established a Research Panel
- ✓

Produced a research feasibility checklist and guidance on the research governance processes
- ✓

Secured seed funding in conjunction with other key stakeholders to develop a research question around Aging Well and Dying Well
- ✓

Developed a relationship with Huddersfield University where Locala provides a teaching contribution in return for support on research and development

Quality Improvement (Qi)

In 2020/21 we said we wanted to create a culture where every colleague felt empowered and confident to improve the service user experience every day and that we would embed a culture of Qi and coaching leadership across Locala, with the aim of giving colleagues at all levels the opportunity, and the confidence to identify and test new ideas. We want to continuously improve our services and have a culture of learning, sharing success and celebrating our improvement journey.

We have

- ✓ Developed a flexible, annual Qi workplan for all areas of Locala, with agreed priorities with teams
- ✓ Ensured the flow of patients through the services happens effectively by applying lean and Qi methodologies in agreed areas
- ✓ A total of 13 Rapid Process Improvement Workshops (RPIWs) were undertaken over a period of 12 months since April 2020 against the target of 6 RPIWs in a year
- ✓ A total of around 300 colleagues (20% colleagues) accessed the Qi training so far
- ✓ Worked closely with members of the Nursing, Quality & Professional Practice Directorate to identify themes from incident reports and risk register where Qi work can support improvement
- ✓ Launched a Qi Toolkit, a collection of practical tools, techniques and resources for all colleagues
- ✓ Embed Qi training into induction and our leadership programme

Infection Prevention and Control (IPC)

In late December 2019 a new (novel) coronavirus was identified in China; Covid 19. The Covid 19 pandemic has brought challenges to Locala with unprecedented demand on the Infection Prevention and Control (IPC) Team. The rapidly changing IPC guidance was a particularly challenging due to the frequency of changes to the type of Personal Protective Equipment (PPE) required. There were also changes to clinical waste disposal in response to a shortage of waste bags and changes to the number of colleagues allowed within healthcare premises in order to maintain social distancing to reduce the risk of spread of Covid 19.

We said we wanted to ensure infection prevention and control standards were upheld and that we would look to ways to enhance our systems and processes.

We have

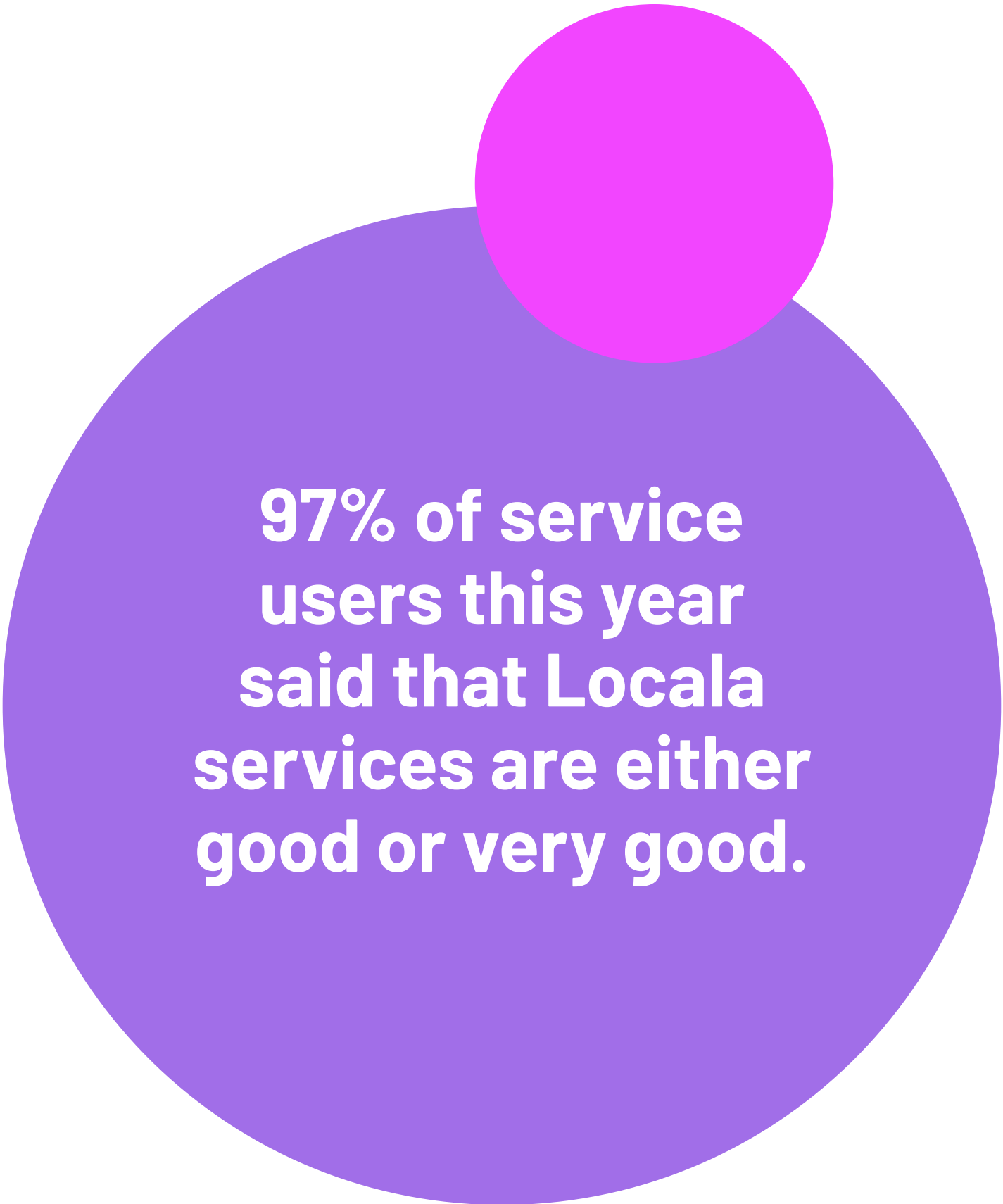
- ✓ Developed an IPC Guardian role to undertake quality assurance checks utilising clinical colleague re-deployed due to Covid 19
- ✓ Appointed a Healthcare Support Worker to continue in the role of IPC Guardian
- ✓ Introduced new methods of auditing hand hygiene during the Covid pandemic, including video calls and video recording
- ✓ Produced a clinical waste pictorial guide and shared with colleagues
- ✓ Shared weekly IPC Covid updates
- ✓ Developed a PPE database developed to monitor the ordering, distribution and stock within teams
- ✓ Trained colleagues in “donning and doffing” (dressing on, and removing PPE appropriately)
- ✓ Delivered the flu immunisation programme and achieved overall uptake of 88.3% of Locala colleagues

Patient Feedback

Our Engagement Team works with patients, carers and families to encourage them to share their experiences and to involve them in how we improve our services. They do this by capturing feedback using the Friends and Family Test, surveys, focus groups, patient stories, Patient Participation Groups and telephone and face to face conversations including ‘Waiting Room Roadshows’ where members of the team visited health centres to speak directly to patients and carers. Whilst Covid has significantly reduced the ability for face to face feedback there has continued to be a focus on the importance of understand the experience people have of Locala services, and level of feedback have remained high. The team has also continually adapted, for example when it has been appropriate ‘Car Park Roadshows’ have been introduced in place of those in waiting rooms.

An average of 97% of service users this year said that Locala services are either good or very good. Despite the restrictions from Covid Locala still gained 10,386 response to the Friends and Family Test, in addition to other forms of feedback.


Each service has continued to have its own Engagement Champion who works with our Engagement Team to ensure feedback is discussed at team meetings and the patient voice is at the heart of everything we do. Although the year 2020 to 2021 was very different, where possible we have continued to capture, and share, improvements made based on feedback.



Examples of changes made based on feedback:

- As a result of COVID, patients and families were struggling with a lack of contact with loved ones in our Intermediate Care bed bases. With the support of Social Services, tablets were provided for patients so that video contact could be had.
- Feedback in the adult speech and language service highlighted that patients required additional information to appropriately prepare for virtual appointments. Therefore, a guide was created and is now sent to patients ahead of an appointment.
- Comments were made by Podiatry patients that they like to know the name of the clinician. The Engagement Champion for the service displayed the name of the Podiatrist, along with “Hello My Name Is” branding in all clinic rooms.
- A patient in an Intermediate Care Unit said that his stay had been good, but the only extra-long bed on the unit was already occupied, so he had been a little uncomfortable. The team have now ordered an additional three bed extensions for taller patients.
- Feedback from a carer has led to a fire alarm poster, written in easy read format, being added to all waiting areas in Princess Royal Community Hospital. A patient they were with had become very distressed when the test alarm sounded on a clinic visit to the Dental clinic. Verbal warnings will also be given when patients enter the Dental department on test days.

This year we captured 29 patient stories from service users, including both audio and video stories. The team have also been working on Easy Read options to ensure we are able to capture feedback from some of our most vulnerable service users.



Tablets were provided for patients so that video contact could be had.

Quotes from some of our service users:

“In this very difficult time, we are all struggling to cope. However, those of us with long-term medical conditions often need a little bit of extra help was feeling in a very vulnerable place. I sent an email to my Occupational Therapist, just to see if she could help. I want to send a massive thank you because she responded to my email immediately with a phone call and that much needed advice. Just having someone there to be able to reach out to when things seem incredibly impossible is the most helpful and valuable thing for an individual in my condition.”

Adult Therapies

“you are great, put my mind at ease talking about a private subject is difficult but you make it easy for me and you listen to my problems with bladder and bowels and help me look at my problems and break them down into smaller ones I can manage.”

Continence

“My Husband died in the middle of April. You have been visiting him three times a week to drain his lung. When Corona Virus struck we were locked down, just the two of us and we knew that he did not have long to live. We could not have managed without the support of your nurses who not only drained his lung but helped and supported us through the most difficult of times. Because of you, my husband was able to die at home with myself and our two sons with him, which is what he wanted. We cannot thank you enough and thank god that your service was there when we needed you.”

Adult Therapies

We could not have managed without the support of your nurses.

“My husband had the best possible care from the Stoma Nurses based at Fartown. This wonderful team managed to make a stressful time a happy experience. We were very grateful for their care and commitment as support was very limited due to COVID Restrictions. Also a big thank you to the evening district nurses who we relied heavily upon for help during a very difficult time.”

Stoma and Integrated Community Care Teams

“The nurse has gone above and beyond for our dad. The service has been invaluable to us, you have helped us to help dad and shown dad how to help himself, you can really tell its more than just a job, it is her vocation and we can’t thank her enough”

START

“I cannot speak highly enough of the fantastic staff in the Podiatry Day Surgery Unit, from the initial contact with the Reception staff to seeing Podiatrists for assessments, and then being put at ease by the Nurses, the Surgeon and team on the day of my big toe fusion operation, I’m certain that I could not have been treat better anywhere. Having attended today for a progress review I was once again impressed by the kindness and understanding of the all the staff. A massive thank you to all involved.”

Day Surgery

“I visited Cleckheaton Health Centre yesterday for my daughter’s immunisations.

All the PPE is so unnatural but the nurse we had made it such a better experience. She was lovely. I just wanted to pass on my thanks to her.”

Immunisations

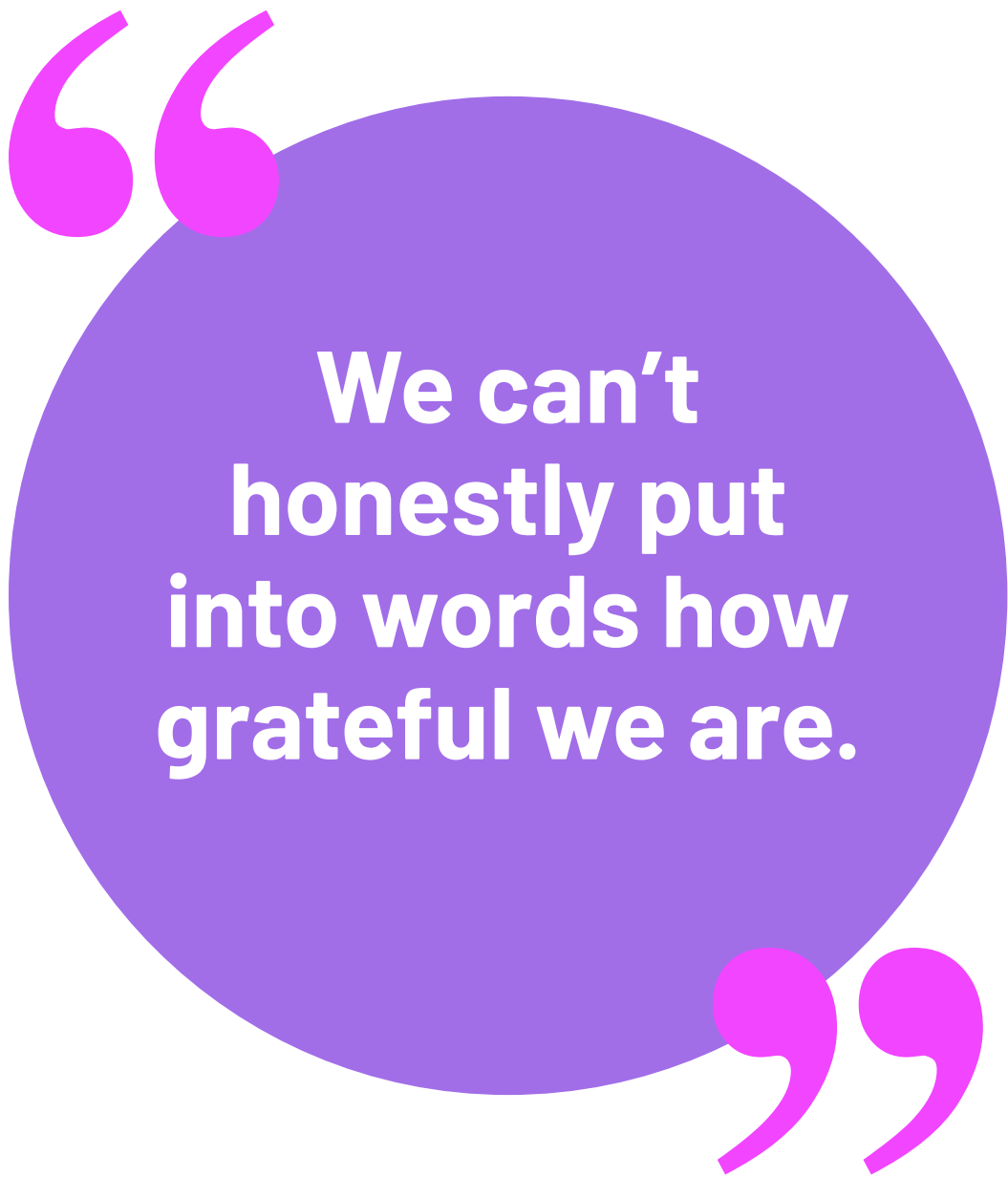


“Back when we had our first contact with you in August/September we were really struggling as a family; a lot of this had been heightened by the implications of covid-19 on already difficult circumstances. We felt like there was nobody listening to us about our concerns and we were just talking to one brick wall after another/ one answer machine after another; there was just no support there at all. You were the first professional that actually sat down and listened to us and we can’t honestly put into words how grateful we are and have been for all the support we have received from you ever since. I’d like to thank you especially for giving me voice back and helping me find myself reigniting my ability to support and fight for the needs of my child and ensure we’re listened to. You have been a true blessing and lifeline for us and you will be missed as a key support while we are eternally grateful for you getting us to where we are now.”

0-19 Team

“Just to say I am finally back at work and am so ever grateful for all your input you were the true shining light to helping our whole family see through the nightmares with mental health and attendance at school. I am not sure how we would have got through it all without you.”

School Nursing Calderdale



Doing things differently survey:

COVID resulted in changes to how some patients receive their healthcare. To enable us to learn from their experiences we created a survey, 'Doing Things Differently'. This was shared with our patients, carers and families.

The survey asked if service users had received care in a different way and how they found that experience, both good and not so good. The survey was texted, sent via email, shared on social media, hard copies were available and an Easy Read version created. It was also shared with our members and partners.

We received a total of 591 responses from users of 44 different services.

The key themes that emerged from the survey were:

- 1. Accessing services
- 2. Digital/Virtual appointments
- 3. Quality of care

Overall feedback was very positive with 89% of those who responded saying their care had been good or very good and 84% of patients saying they would like the virtual options they'd been offered to continue in the future. There were some comments about confidence around using virtual options, difficulty if patients had hearing problems and timing of calls.

The information from the survey is being used as part of the ongoing improvement work as services get back to full capacity after the Covid period.



Colleague feedback

As part of the annual colleague survey, Locala colleagues were asked to give their thoughts on the following statement: “If a friend or relative needed treatment, I would be happy with the standard of care provided by Locala”.

The results of this for the past three years are:

	JULY/AUG 2020	JUNE 2019	JUNE 2018
Strongly agree	23%	16%	14%
Agree	59%	56%	48%
Neither agree nor disagree	14%	20%	25%
Disagree	2%	7%	11%
Strongly disagree	1%	1%	2%

Freedom to Speak Up

2020 was an extraordinarily difficult year for the NHS, for its organisations, colleagues and culture. In the most difficult times, it is more important than ever that everyone working feels they can speak up, and that, when they do, they will be heard.

The act of speaking up should form part of everyday culture. Within Locala we are using the National Guardian’s Office training modules of ‘Speak up’ and ‘Listen up’ to move towards ensuring Speaking Up becomes ‘Business as Usual’ across the organisation.

The growth of the Freedom to Speak Up Associate role here at Locala to include colleagues from some of the protected characteristic groups is aimed at improving inclusivity and diversity and reducing some of the barriers to speaking up. The growth of this network will help to encourage speaking up by having more colleagues on the ground to provide support and reassurance and signpost as appropriate.

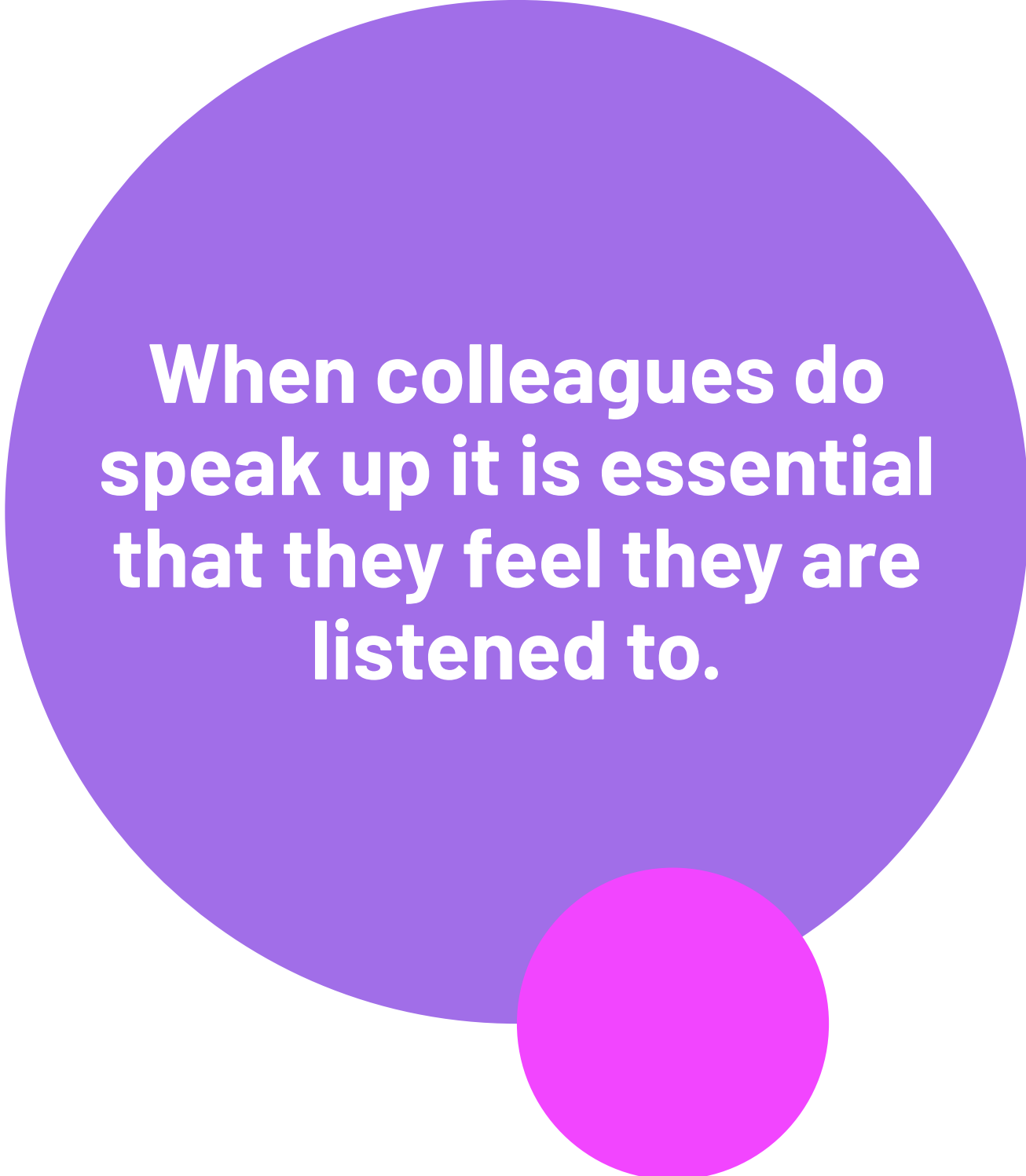


In many circumstances the most appropriate way to raise concerns formally or informally is directly with the line manager or lead clinician/tutor. Where it is not felt to be appropriate to do this, there are a range of other options available to colleagues:

- **Locala Freedom to Speak Up Guardian - An independent and impartial source of advice to colleagues at any stage of raising a concern, the FTSUG has access to anyone in the organisation including the chief executive, or if necessary, outside the organisation**
- **Quality and Patient Safety Team - For concerns relating to patient safety**
- **HR team - For concerns relating to working relationships**
- **Union Representative - For concerns relating to individual terms and conditions or behaviours**
- **Executive director with responsibility for speaking up**
- **Non-executive director with responsibility for speaking up**
- **Colleague board member - colleague feedback log**
- **Locala Speaking Up Associates including Members council representatives**

When colleagues do speak up it is essential that they feel they are listened to, supported and informed throughout. A model for Speaking Up within Locala has been developed which outlines what should happen and ensures welfare checks and feedback forms part of the process.

As a provider of NHS funded services, Locala senior leaders and Board are committed to an open and honest culture. We will not tolerate the harassment or victimisation of anyone raising a concern.



When colleagues do speak up it is essential that they feel they are listened to.

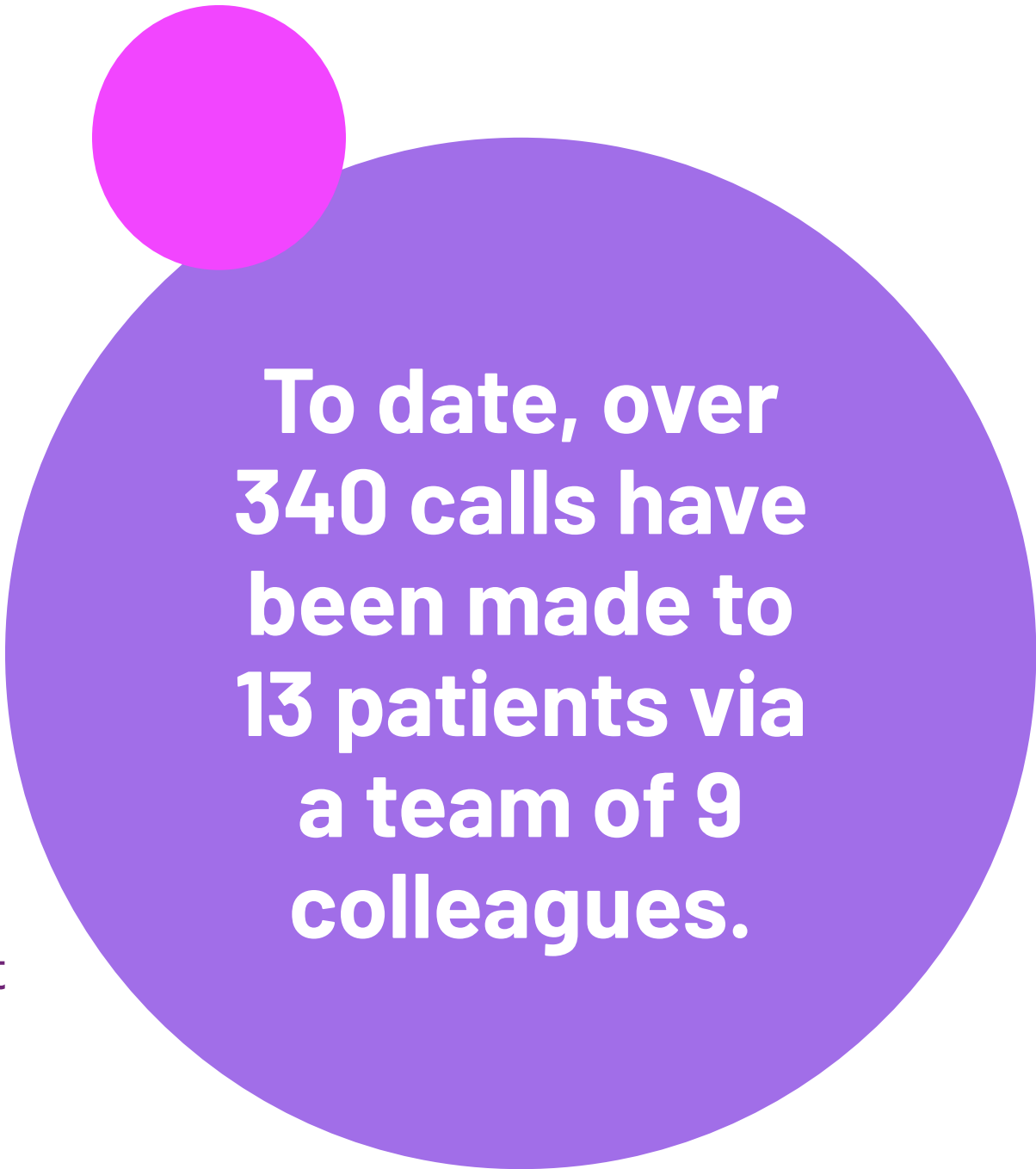
Volunteers

At the start of the government lockdown back in March 2020, all volunteers in face-to-face roles were asked to take a temporary break, with the remaining volunteers able to fulfil their roles either as telephone breastfeeding or maternal low mood peer supporters, or providing peer support through a newly-established private Facebook group.

Despite the temporary suspension of all face-to-face volunteering, we have remained engaged with our volunteers; keeping them updated with service changes throughout the pandemic, offering them virtual refresher training and telephone catch-ups, informing them of wellbeing opportunities as well as alternative volunteer schemes being run nationally by the NHS and locally by Kirklees, Calderdale and Bradford Councils.

The Locala Volunteering Team offered support within the community at the start of the pandemic by delivering shopping to socially isolated and vulnerable patients and instigated regular telephone calls to those volunteers who were living alone, some of which are still taking place. The Team also recognised the need for patients to receive telephone befriending calls, to prevent loneliness during the lockdown period, so established a new Colleague Telephone Befriender role. To date, over 340 calls have been made to 13 patients via a team of 9 colleagues, who act as a listening ear, share activity ideas and resources, make referrals to Locala’s services or signpost to other organisations where appropriate. Both the patients and the colleague volunteers look forward to their calls each week and one patient described the calls as ‘a lifeline’.

The Locala Volunteering Team have also established a partnership with ‘Give...A Few Words’, a brand-new letter writing scheme set up to recruit volunteer letter writers to write a one-off positive, uplifting letter to a care home resident they are matched up with. A number of Locala volunteers and colleagues have signed up to the scheme. Reducing social isolation is a large part of Locala’s strategy, and our colleagues support patients living in care homes, so we are proud to be working in such a partnership.



To date, over 340 calls have been made to 13 patients via a team of 9 colleagues.

Working with Carers

Locala recognises the importance of carers and had has an action plan in place to support both unpaid carers and colleague carers. Over the past year this activity has included ensuring our teams understand how to recognise carers and signpost them to local support networks, capturing and sharing carer’s stories, monitoring feedback from carers to pick up themes that need addressing and creating a package of support for colleague carers. Locala is represented at the Kirklees Carers Consortium and Kirklees Carers Strategy Group and work in partnership organisations such as Carers Count, The Kirkwood and Barnardo’s to ensure the carers voice is heard and listened to.

“At Carers Count we work alongside Locala on a number of joint initiatives. We have always found that Locala are open to working together in partnership to better reach out to and support carers. In 2021, we ran a pilot engagement session for carers in Kirklees with Locala and The Kirkwood and will be working to develop this partnership further. Locala are active supporters of Carers Week to recognise the hard work carers have put in especially this year during the pandemic. It is great to see Locala represented at various different partnership meetings and we value their contribution to the work we do with carers.”

Heather Ellis, Service Manager, Carers Count

She is a credit to the team and the organisation.

“

Feedback from a carer:

“The nurse has been exceptional, she has gone above and beyond for me and my dad. She’s here to look after my dad but one day she just knew I was struggling. I didn’t say anything, she just knew. She took the time to talk to me, gave me information, details about who to contact and what support there is for me out there. I’m a new carer and my dad has got worse over the past four weeks and I needed help. I’d let it build up, now that I’m not working I’ve lost some of the social contact I normally have, sometimes I’m up all night with dad and it all got too much. When she left it was like a weight had been lifted from my shoulders.

She is a credit to the team and the organisation. All the team have been amazing but she has been simply outstanding. She has made a big difference to my life as well as my dad’s with her help he will be able to stay at home which is where he needs to be.”

”

Patient Safety

The total number of clinical incidents (including all pressure ulcer related incidents) reported in 2020/21 was 3506

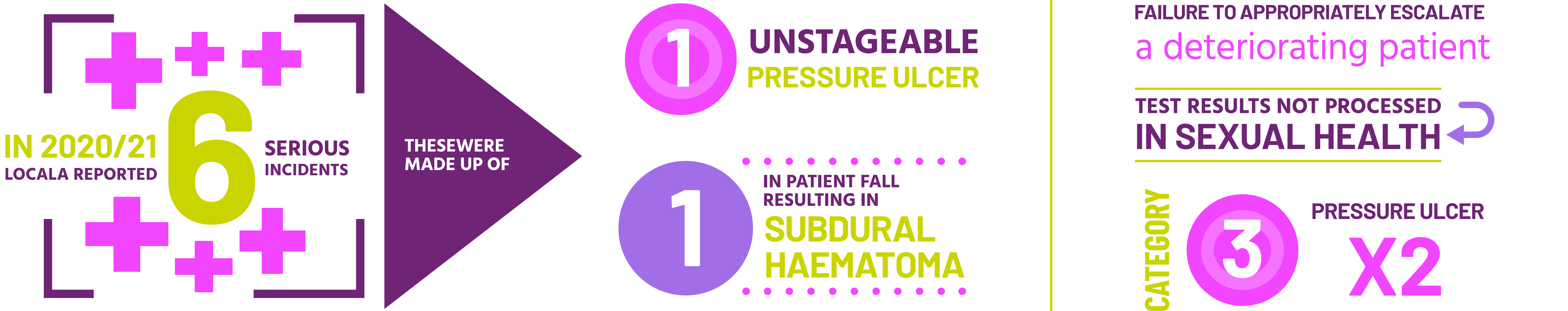
45.4% NO HARM

39.3% LOW HARM

15% MODERATE HARM

0.02% SEVERE HARM

0.02% PATIENT DEATH



0 ✓ THERE HAVE BEEN ZERO NEVER EVENTS SINCE JANUARY 2019

100% COMPLIANCE WITH DUTY OF CANDOUR REQUIREMENTS

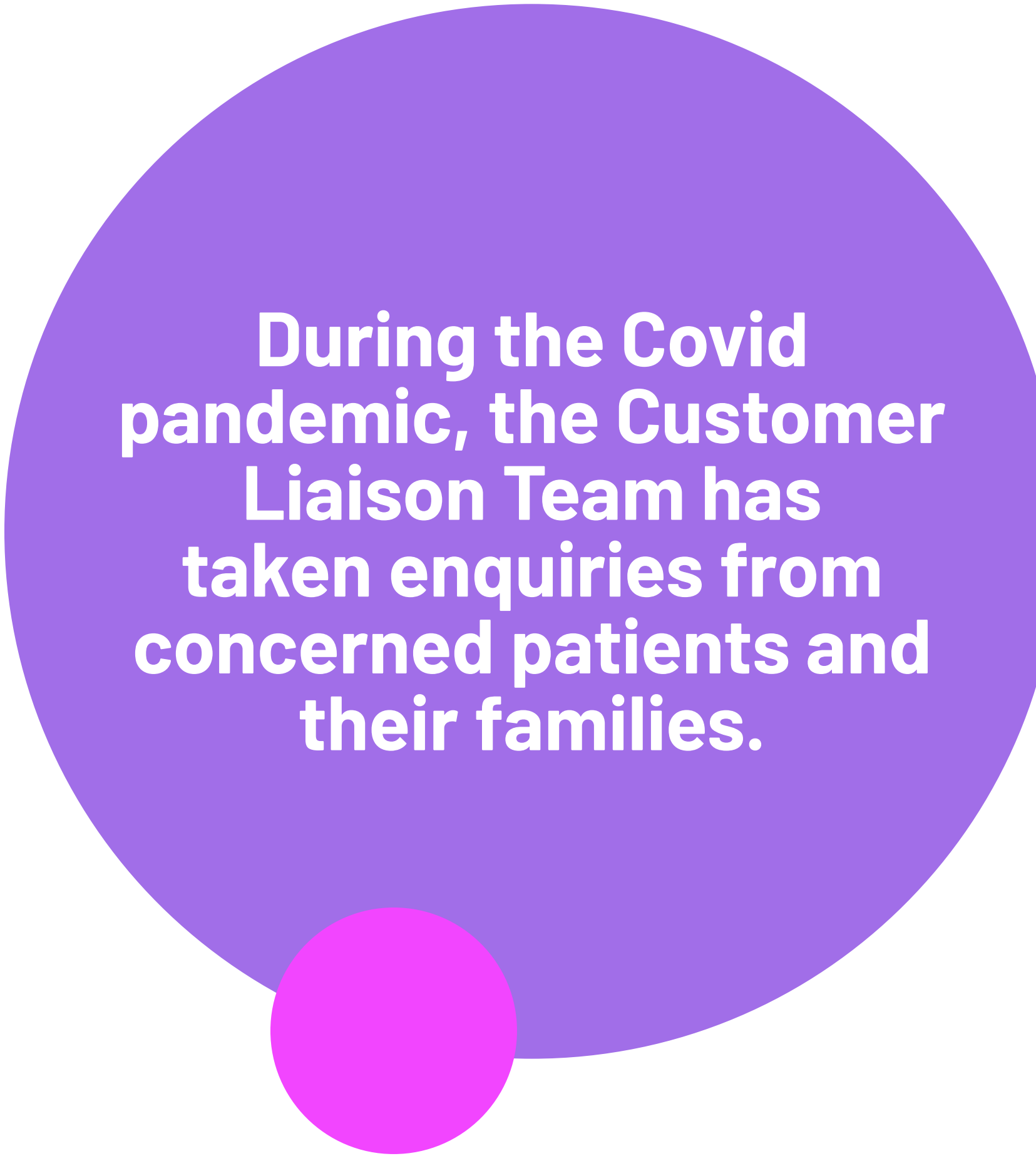
Complaints Comments and Concerns

Locala encourages the early resolution of complaints, undertaking where necessary detailed investigation and conciliation. The first point of contact for patients and families is with Locala’s Customer Liaison Service.

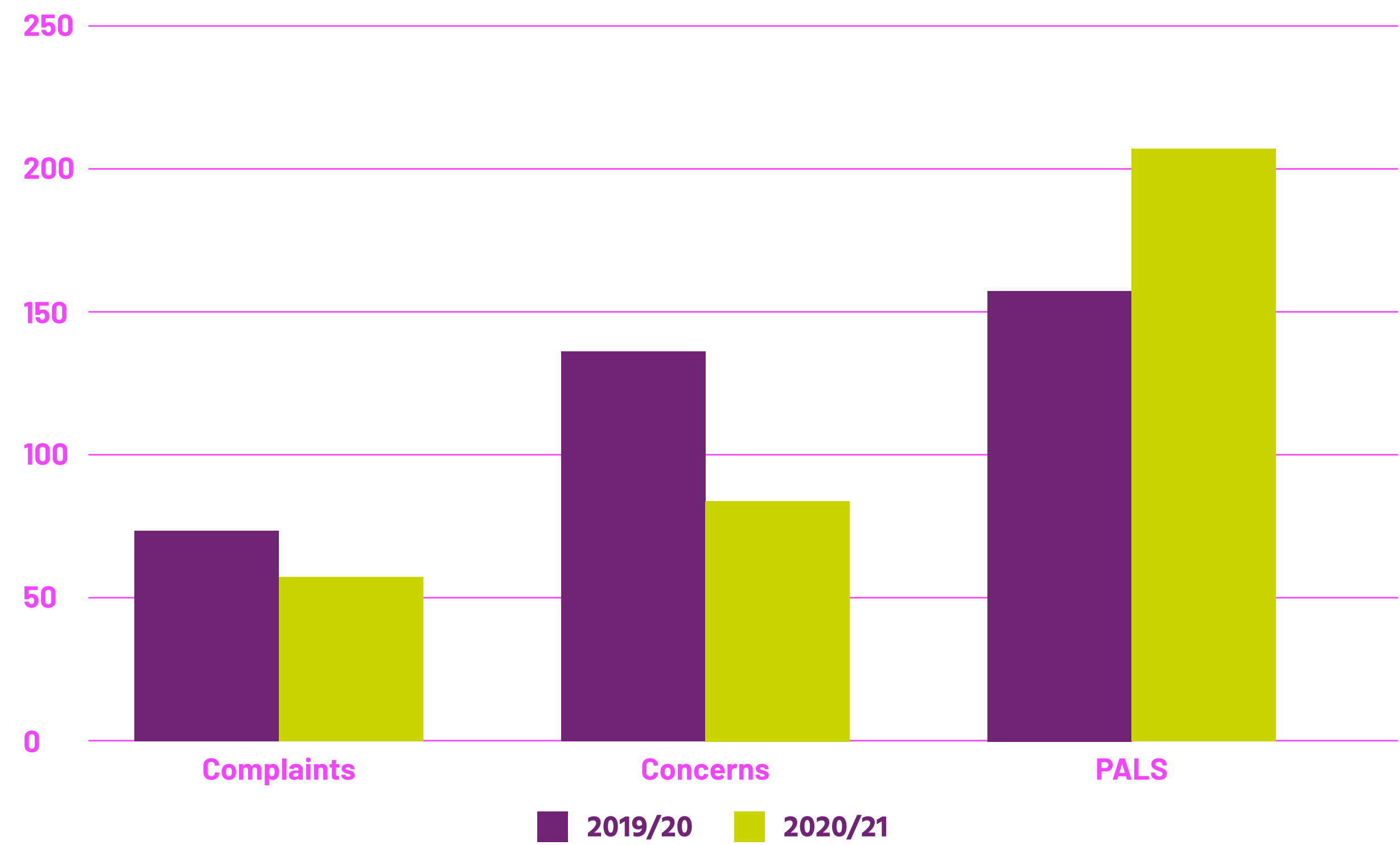
Customer Liaison is an integral part of the Quality and Patient Safety Team and the work of the team continues to be monitored through the Director led “Patient & Carer Experience Group”. Learning from informal concerns or formal complaints are shared through a variety of mechanisms to improve practice across Locala. Examples are Patient and Carer Experience Group, Business Unit meetings, End of Life Steering Group, Medicines Safety Group, Quality Summit and Quality Newsletter.

During the Covid pandemic, the Customer Liaison Team has taken enquiries from concerned patients and their families. This has included calls to find out how Personal Protective Equipment (PPE) may be obtained and requests for community visits for mobile/non-housebound patients who were shielding and/or vulnerable. During quarter 1 and 2 of 2020/21 there were changes made to service provision as part of the NHS response to the pandemic, with some services temporarily closed or offering a reduced service and colleagues redeployed to priority frontline line services. This resulted in a number of enquiries and complaints regarding care and treatment from affected patients.

The graph below shows the number of enquiries received during 2020/21, broken down by complaints, concerns and Patient Advice and Liaison Service (PALS) enquiries. Cases received during 2019/20 are also shown for comparison. PALS cases are general enquiries that can usually be dealt with quickly (within 48 hours), although it should be highlighted that a PALS enquiry can be complex and time consuming regardless of the enquirer not bringing a complaint.



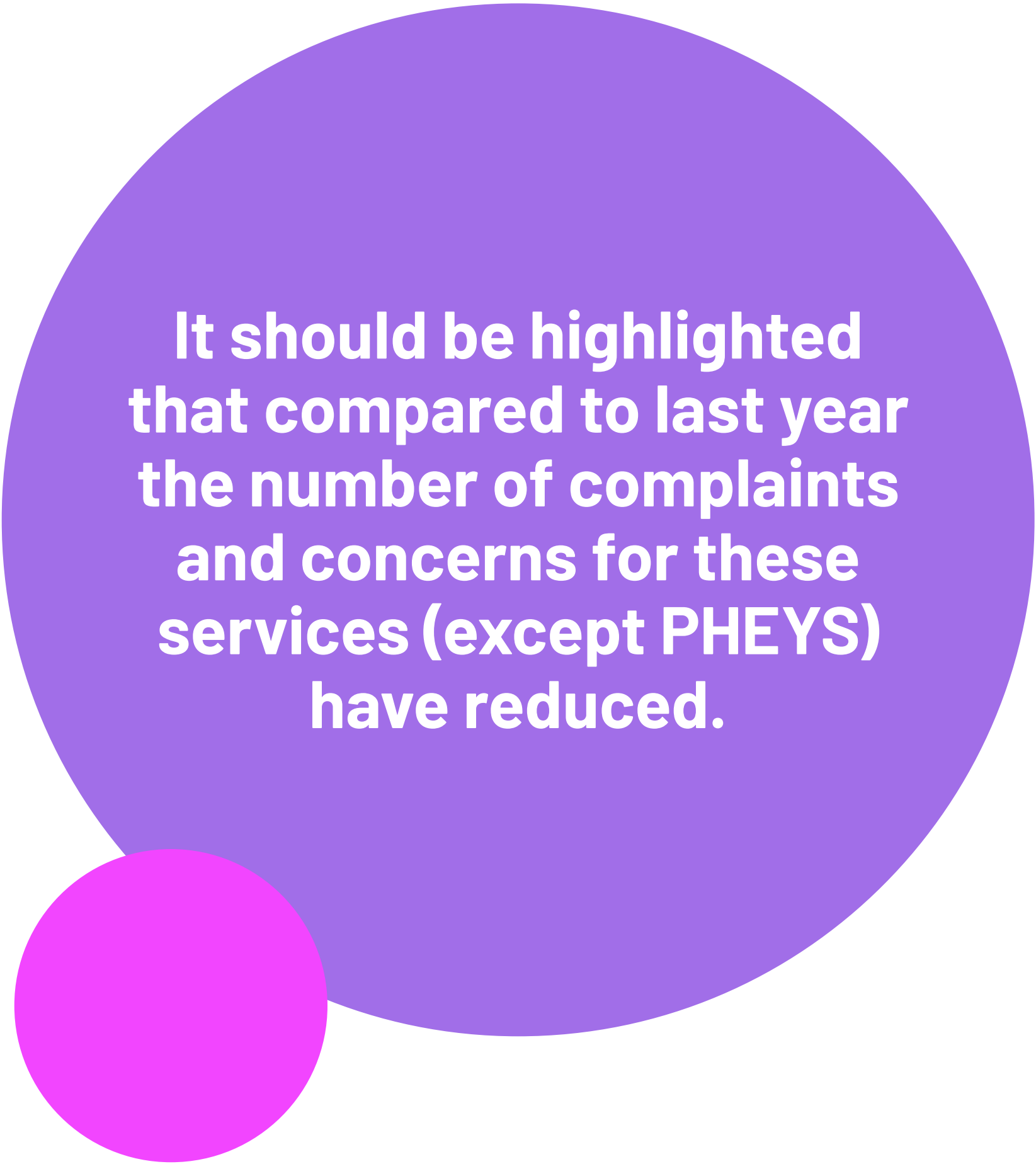
Comparison of types of case by year



There has been a reduction in the number of complaints and concerns cases compared to last year. This is in part due to issues highlighted last year being addressed. The long term absence in the Community Dental Service is resolved, resulting in increased capacity, so enquiries about waiting times have markedly reduced. Both Podiatry and Continence Advisory Service had concerns raised last year relating to service changes and these are now embedded into routine practice and are not resulting in further concerns being raised.

No theme or service issue has been identified for the increase in PALS enquiries. A regular theme during the first two quarters of the year related to enquiries regarding the pandemic, for example questions on what services were available and when temporarily restricted services would fully reopen. On further investigation, 23 enquiries were found to be unrelated to Locala and individuals signposted to other PALS teams.

Of all Locala services, Integrated Community Care Teams, Calder Community Practice, Kirklees Integrated Sexual Health Service (KISH) and Calderdale Public Health Early Years Service (PHEYS) had the highest number of enquiries raised in 2020/21. It should be highlighted that compared to last year the number of complaints and concerns for these services (except PHEYS) have reduced. More detail about these services is provided in the section below.



Integrated Community Care Teams (ICCTs)

ICCTs received the highest number of complaints and concerns during the year, although it is highlighted that they are the largest service in Locala and have the highest number of patient contacts.

ICCTs had a reduction in cases compared to last year; 0.25% of patients made a complaint or concern in 2020/21 and this equates to 0.01% of patient contacts resulting in a complaint or concern being raised.


The majority of concerns related to wound care and not receiving a visit when expected. The concerns raised were across teams and there was no underlying theme or trend identified.

Calder Community Practice

The Practice has seen a reduction in the number of complaints and concerns compared to last year and this may in part be due to the long-term appointment of a GP in order to address the previous lack of GP continuity.

Calderdale Clinical Commissioning Group had been consulting with patients and the public last year about the future of the Practice and confirmation that it will remain open has potentiality reduced patient anxiety.

This year concerns received have included enquiries relating to electronic prescriptions and difficulty getting through on the telephone. In order to address these issues the Practice telephone system is being reviewed and additional colleagues recruited to help improve timely answering of the phone lines. Colleagues have received further training on processing electronic prescriptions.



Colleagues have received further training on processing electronic prescriptions.

Kirklees Integrated Sexual Health

There were no themes or trends in complaints and concerns identified.

Examples of concerns include ongoing sensation felt in scar tissue and side effects of treatment.

Many enquiries were regarding the services available with a number specifically checking what services were available during the coronavirus pandemic. A lower number of enquiries related to waiting times to get through on the phone and a lack of appointments. These last two issues are currently being reviewed by the service in order to identify improvements.

Public Health Early Years Service (PHEYS)

Of the services included in this report, PHEYS is the only one to have an increase in complaints and concerns during 2020/21.

While only a small number of cases, the theme seems to be the withdrawal of childhood assessments during the pandemic or, in a small number of cases, to concerns of missed visits.

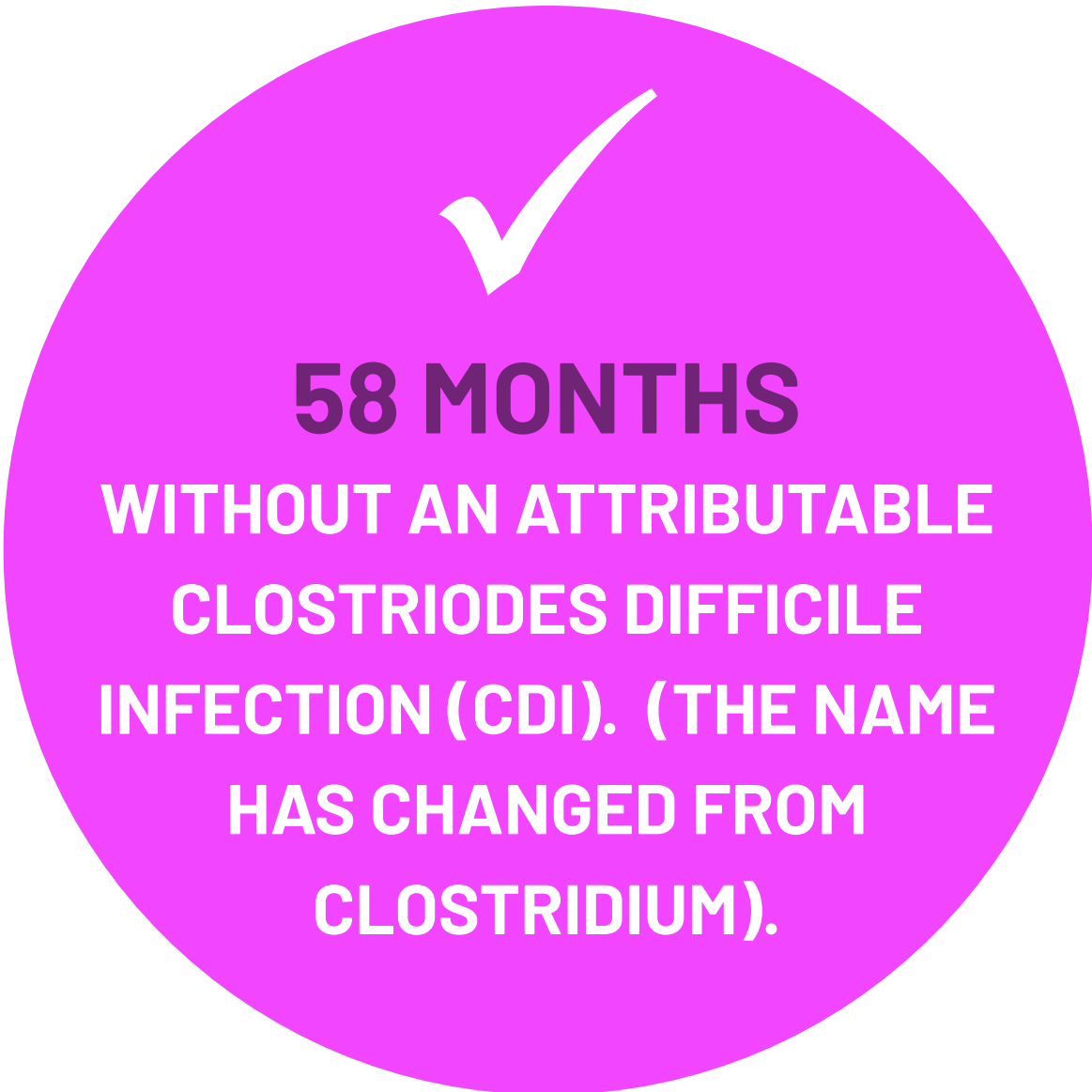
Infection Prevention and Control

Infection Prevention and Control successes for 2020-21

Locala received significant assurance from Internal Audit that our Infection Prevention and Control arrangements ensure that colleagues are aware of, and comply with, safe systems of work to minimise Healthcare Associated Infection (HCAI) to patients, visitors and colleagues.



59 MONTHS
WITHOUT AN
ATTRIBUTABLE MRSA
BACTERAEemia.



58 MONTHS
WITHOUT AN ATTRIBUTABLE
CLOSTRIDES DIFFICILE
INFECTION (CDI). (THE NAME
HAS CHANGED FROM
CLOSTRIDIUM).

Hand Hygiene Compliance

Hand hygiene is widely acknowledged to be the single most important activity for reducing the spread of infection. Hand hygiene audits are undertaken each quarter to give assurance to service users and commissioners that colleagues are decontaminating their hands effectively. For 2020-2021 the Hand Hygiene Quality target is for clinical colleagues to achieve 95% compliance, this will continue to be monitored on a quarterly basis.

Hand Hygiene Audit 2020/2021

ORGANISATION	Q1 2020/2021	Q2 2020/2021	Q3 2020/2021	Q4 2020/2021
Locala Community Partnerships CIC	828/869 95.3%	848/879 96.5%	859/885 97.1%	840/876 95.9%
CORPORATE	8/11 72.7%	11/11 100.0%	10/11 90.9%	12/12 100.0%
INTEGRATED COMMUNITY SERVICES	463/484 95.7%	476/488 97.5%	467/484 96.5%	455/474 96.0%
LIVING WELL	357/374 95.5%	361/380 95.0%	382/390 97.9%	373/390 95.6%

Review of quality performance

Key Success for 2020/21 by Contract

Care Closer to Home

To ensure that patients are seen at the right time by the right person, each month we have ensured that over 82% of patients that are referred via Locala’s Single Point of Contact, who require urgent contact, are contacted by the desired service within 2 hours of their initial call. 97% of these patients were able to remain at home following their assessment and intervention. This continuous achievement throughout the year demonstrates coordinated and seamless care despite an increase of 41% in the number of urgent requests being received in 2020/2021 when compared to 2019/2020.

99% of our patients reported a positive outcome on conclusion of their care episode in 2020/2021.

Throughout 2020/21 we have reported each month that more than 96% of our patients in our Intermediate Care bed bases have a goal orientated management plan in place. The plan aims to avoid unnecessary hospital or residential admissions and ensures that all professionals involved in the care understands the system and work in it effectively.

Each month we have reported that more than 94% of our patients in Intermediate Care and Adult Therapy Services demonstrated improvements on transfer or exit from our service, enabling patients to receive care closer to home and maximising their independence.

Care Home Support Team

87.2% of Greater Huddersfield care home residents registered with the Care Home Support Team either have an advance care plan in place and/ or have had a discussion about advance planning. As outlined by the Gold Standards Framework, this intervention allows for improving care for people nearing the end of their life and for enabling better planning and provision of care, to help them live well and die well in the place and the manner of their choosing. It enables people to discuss and record their future health and care wishes and to appoint someone as an advocate thus making the likelihood of these wishes being known and respected at the end of life.



Phlebotomy

The Community Phlebotomy service has received excellent feedback since it was set up in response to the Covid pandemic, with more than 94% of patients expressing overall satisfaction with the service each month, compared to the target of 80%.

Sexual Health

97% of chlamydia screening results in Kirklees were sent to the patient within 10 days, and 96% of positive patients were treated within 6 weeks of their test date. 91% of contactable partners were traced and received treatment after notification. Partner notification is extremely important to ensure that the spread of infections is limited, especially as some partners may not know they have been infected as they are not experiencing symptoms.

Dewsbury Walk-in Centre

Consistently more than 99.9% of attendances were seen and treated within 4 hours. During the year the longest average waiting time for patients was 42 minutes.

Waiting list management

Due to the Covid-19 pandemic a number of services were closed or partially closed following Government guidance. When restarted clinics were organised to maximise the number of appointments whilst ensuring patient safety through increased measures to prevent the spread of the virus. Due to these closures and subsequent enhanced infection prevention and control requirements on re-opening, a number of waiting lists developed or increased across the organisation. Increased waiting lists are a recognised national issue as a result of the pandemic.

Management of waiting list risks and mitigations are reported to Locala’s Quality Committee. Reports include:

- **What steps have been taken in line with Covid-19 guidance regarding the closure of services**
- **What reformation plans were in place during the restart of services**
- **The current status of the waiting lists**
- **What mitigations are in place to ensure the correct prioritisation of patients on waiting lists and ensure patient safety**

Awards

We are very proud that Locala was shortlisted in the category of Community provider for the Year in the national Health Service Journal Awards in 2020.

In December 2020 Locala was accredited with the Leaders in Safeguarding Award, following a thorough external independent review of our safeguarding arrangements. Feedback from the lead reviewer was “You can be confident that your safeguarding arrangements have been thoroughly examined by the Leaders in Safeguarding Scrutiny and Validation Panel and comply with our exacting standards”. Locala is only the second health provider organisation to be accredited.



**Locala was
accredited with
the Leaders in
Safeguarding
Award.**

Section 4

4.1 Statements from our Stakeholders

NHS Kirklees Clinical Commissioning Group

As commissioners of Locala community services delivered throughout Kirklees we welcome the opportunity to comment on the 2020/21 Locala Quality Account.

The ongoing challenge faced by all healthcare providers because of the changing priorities caused by the coronavirus pandemic has resulted in an extremely difficult year for everyone. We would like to take this opportunity to re-iterate the statements of Locala’s Chief Executive and Chair and thank all Locala colleagues for their hard work and commitment in continuing to provide safe and effective healthcare services to the residents of Kirklees.

To the best of our knowledge we believe that the information provided in the account is accurate and has been fairly interpreted. With the addition of a glossary and illustrations we also feel that the account will be presented in a clear, accessible and engaging format.

We do however feel that there is a missed opportunity within the account by not referencing the positive contribution Locala has made to the effective partnership working undertaken over the last year; both as business as usual, and in response to the pandemic ensuring a cohesive system response to manage available resources and continue to provide safe and effective care.

The 2021/22 quality priorities identified are welcomed and have been encompassed within elements of quality; promoting safe and effective care delivery whilst aiming to provide a positive experience with a clear focus on the personalisation agenda and ‘what matters’ to individuals alongside a commitment to ongoing improvement.

We commend the achievements highlighted within the quality account demonstrating the work undertaken in response to the 2020/21 priorities. The focus on Infection Prevention and Control (IPC) was timely and we look forward to seeing the relationship

with Huddersfield University develop, both in terms of the teaching contribution provided by Locala and the results of further research and development into this important field.

The continued work on local audit and participation in several national clinical audits and research demonstrates Locala’s commitment to improvement, as well as a desire to constantly evaluate the quality and effectiveness of services provided and identify opportunities for improvement. We would welcome the opportunity to review the plans for the next steps, including further actions to be implemented and what the findings mean for Locala, the patients and service users in receipt of care, in the context of our developing Integrated Care partnership.

The patient feedback section within the account demonstrates Locala’s ability to adapt within the national and local restrictions in place and continue to gather experience intelligence, acting where possible on the responses received. The snapshot of feedback provided is extremely positive highlighting the impacts of compassionate care provided.

The adaptations to the role of the volunteers when unable to work within face to face environments is exemplary and we look forward to hearing more about the work ongoing to reduce social isolation as well as the work undertaken to support carers across Kirklees.

We look forward to continuing to work with you across the Kirklees place as you continue your journey from Good to Outstanding in the Care Quality Commission (CQC) ratings.

4.2 How to provide feedback on this Quality Account

If you would like to request a copy of this document in an alternative format or other language, or if you have any queries about its content please contact our Head of Quality and patient Safety:

Tel: **0303 003 4529** or email: **gemma.fowler@locala.org.uk**

This report is also available at www.locala.org.uk

Quality Account 2020/21

Locala Health &
Wellbeing

Locala Health & Wellbeing
Registered in England and Wales. Company no. 07584906.
Registered Office: Beckside Court, Bradford Road, Batley WF17 5PW

