

Virgin Care

East Staffordshire Quality Account

*Services delivered in East Staffordshire by
Virgin Care Services Limited*

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Part one

Important note about this document

Throughout this document we have endeavoured to meet the requirements as a provider to deliver a Quality Account relating to the services we directly deliver in East Staffordshire. However, Virgin Care Services Limited is a prime provider – holding a contract with the CCG to deliver the Improving Lives Programme, developed over several years of consultation with local people to make services work better together.

On request of our commissioner we have, therefore, sought to provide an overview of our achievements both as a provider and, to exceed our obligations, to cover those achievements we have made with others in overseeing services. Much of the achievement of the Improving Lives programme is a result of providers working together to deliver improved services which work well together and we have included these achievements here in that spirit.

It is important to note when reading this document that we would not have been able to deliver many of these improvements without the hard work of our partners who deliver many of the services directly to patients on our behalf in East Staffordshire.

Executive Summary

A Quality Account is an annual report which providers of NHS healthcare services must publish about the quality of services they provide. This quality account covers the services in East Staffordshire we directly provide and those we are responsible for overseeing that are delivered by other providers, ensuring everything works well together and patients have a consistent service focused on keeping them well, and independent.

The services we run in East Staffordshire are delivered on behalf of East Staffordshire CCG , (who co-ordinates on behalf of a number of commissioners in the area).

As well as showing we are committed to providing the best quality community healthcare services to the community in East Staffordshire the Quality Account is also an opportunity for us to take stock, to review what we have achieved in the year and to help us to focus our minds on how we will continue to make improvements.

We have collected a great deal of information on the quality of our services within the three areas of quality defined by the Department of Health: safety, clinical effectiveness and patient experience. We have used this information to examine how well we performed and to allow us to set priorities for the coming year.

To make sure our priorities reflect the needs of people who use services, the public generally and the community we serve we have involved different groups to help us compile this report including people who use services and community representatives, our commissioners and our colleagues.

If you would like:

- A hard copy of this quality account, or a copy in another language please contact our Customer Experience Team on **0300 303 9509*** or email **customerservices@virgincare.co.uk**
- To talk to someone about your experience of our services or would like to know how to find one of our services, our 'Here to help' team will speak with you in confidence on **0300 303 9509*** or by email: **customerservices@virgincare.co.uk**
- To give us feedback on any aspect of this document – please email **communications@virgincare.co.uk**, or speak to our Customer Experience Team on **0300 303 9509***

*030 numbers are charged at the same rate as 01 and 02 numbers and are usually included in free minutes bundles. If you would prefer, please send us an email or a text and we will call you back.

Service profiles

The services we provide in East Staffordshire include:

District Nursing

This 7-day service provides holistic evidence-based care to housebound patients within East Staffordshire, in order to avoid unnecessary hospital admissions and support patients with complex needs in their own home. This includes end of life care, wound care, continence care and support for patients with long term conditions. The service also provides ambulatory wound care and leg ulcer clinics in a number of locations.

East Staffordshire Adult Ability Service

The Adult Ability Team (AAT) is a nationally recognised, community based Specialist Nursing and Neurological Rehabilitation Service, offering therapeutic interventions and 'clinical championship' for people with progressive neurological conditions, supporting people from diagnosis through all stages of their condition.

Types of conditions supported are Parkinsons, Multiple Sclerosis, Motor Neurone Disease, Muscular Dystrophy and other similar conditions which have been formally diagnosed by a medical consultant.

East Staffordshire Adult Community Therapies (Physiotherapy and Occupational Therapy)

The service aims to provide assessment, diagnosis and treatment for those with complex needs that are best met within their home environment. This includes a 'rapid response' element to prevent hospital admissions and facilitate discharge.

East Staffordshire Adult Continence Service

The service is provided by a small team of specialist team of nurses who are available to all patients with a bladder or bowel issue, who are resident and registered with a GP practice in our area. This includes all residential/supported living homes.

East Staffordshire Community Falls Service

The service is a specialist team, comprising of nursing, occupational therapy and physiotherapy, working in the community with people aged 65 years and over, who have had or are at risk of having a fall.

East Staffordshire Improving Lives Programme - Care Coordination

Care Coordination is a new, integrated and person-centred approach to health and social care services that ensures people with long-term and complex needs are fully supported and assisted during every stage of their care. Community matrons support patients identified at high risk of admission with close multi-disciplinary working with primary care, adult social care, mental health services and the third sector (including Age UK South Staffordshire Care Navigators).

A Care Co-ordination Centre provides a single point of access to all services.

Community Dietetics

A community dietician provides support to patients with nutritional needs in Burton and surrounds with a focus on the frail elderly.

East Staffordshire Learning Disability Primary Care Service

A Learning Disability Specialist Nurse provides support to primary care services to meet the needs of people with learning disabilities in East Staffordshire. This includes advice, training and support to identify barriers to accessing health and identifying what reasonable adjustments are required to improve access to health and improve health outcomes. The service also provides support for admission and discharge to Burton Hospital and works closely with their safeguarding team to raise standards in relation to care of their patients with learning disabilities.

East Staffordshire Musculoskeletal Physiotherapy and Orthopaedic Service

The service provides assessment and treatment to people who may have had an injury or have an underlying musculoskeletal (MSK) problem. Service users are provided with a diagnosis and treatment plan to manage their specific needs. The service treats issues relating to muscles, nerves and skeleton. Common problems include pain or discomfort in your joints, muscles, tendons or ligaments. Services are provided in clinics in a variety of locations across East Staffordshire.

East Staffordshire Podiatry Service

The Podiatry Team provides diagnosis and treatment of feet and lower limb problems for people who are registered with a GP in the East Staffs area. Routine podiatry is provided for those who have an increased risk of developing an ulceration or limb threatening condition. For those that do not meet our access criteria we can offer foot health advice about how to self-care. Services are provided in clinics in a variety of locations and in patients own home for those patients who are housebound.

East Staffordshire Rapid Response Service

Our rapid response teams offer acute nursing care and assessment in patients' homes. The service can carry out a variety of advanced acute nursing skills in the home and is designed to avoid admission to hospital and to support discharge. The service works closely with the Community Therapist and Falls Team and in close partnership with Burton Hospital NHS Foundation Trust including providing 'in reach' to identify patients who can be treated in a community setting. The service provides a range of sub-acute nursing interventions including IV antibiotics, sub-cutaneous fluids and support for patients experiencing an exacerbation of a long term condition. The service is developing its range of skills including gluing of wounds. This service also provides all out of hours community nursing (5pm-8am)

Rapid Response Palliative Support Team

This is a team of support workers who are skilled and experienced in supporting patients at the end of their life to prevent hospital admission and to support patients to return to their own home, if this is their choice, at end of life. The service has an 'in reach' element in Burton Hospital to identify patients who can be transferred into community care.

Community Pharmacist

The Community Pharmacist service offers domiciliary medication reviews for patients with the following criteria – Polypharmacy, frail elderly service users and those with significant drug interactions.

Care home reviews with the CCG and geriatrician are also undertaken as well as joint visits with the district nurses and matrons for service users that have been referred to the multi-disciplinary team.

The service also provides clinical advice and support to the teams at Anglesey House and domiciliary medication reviews for patient referrals from SSOTP social services.

Community Geriatrician

The community geriatrician supports the various other community services with clinical advice and visits. GPs can also request advice or domiciliary visits for a consultant opinion. There are also joint visits with the pharmacy teams from both the CCG and VCL to care homes to perform medication optimisation reviews.

East Staffordshire Stroke Supported Discharge Service

The Early Supported Discharge Community Stroke Team offers specialist stroke rehabilitation and nurse support for adults with a new diagnosis of stroke who are registered with an East Staffordshire GP.

The Community Stroke Team is an interdisciplinary team of healthcare professionals made up of specialist stroke occupational therapists, physiotherapists, nurses and integrated support workers. The team works collaboratively to ensure a coordinated service for those affected by stroke living in the community. We attend daily ward rounds at Queens Hospital – Burton and also have links with University Hospital of North Staffordshire, Royal Derby Hospital and Community Hospitals

Management of Provider Contracts (Improving Lives)

From May 2016, Virgin Care has managed the Improving Lives Programme and is responsible for working with all of the partners locally to arrange for services within the remit to be delivered. The contract is outcomes based.

Chief Executive's Introduction

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Bart Johnson

Chief Executive, Virgin Care.

Clinical Director's introduction

As Clinical Director for Virgin Care I am responsible for ensuring that the care we provide is safe, high quality and continuously improving and over the last year I am pleased that we have continued to make such a wide range of improvements for our patients, not just in their experience but also in the quality of our services.

We achieve continuous improvement by having a well-defined and working clinical governance system in place. This means that we have strong clinical leaders working in partnership with managers and holding clear responsibilities, that we have processes and systems to ensure we operate safely and that we monitor the quality of care delivered to our patients.

I would like to thank members of my Clinical Directorate, the local Clinical and Quality Leads and the Heads of Services for their involvement in providing the information which makes up this report. It contains many examples which show how we place an emphasis on quality and safe care, and react to patient and customer feedback.

We continue to work closely with our partners, the Care Quality Commission and other health organisations including NHS providers and the third sector to demonstrate high standards.

We have further improvements planned for next year, and I trust you will enjoy reading this publication and provide us with your feedback on the changes we have planned.

Peter Taylor

Clinical Director, Virgin Care

Managing Director's Introduction

In May 2016 we launched our East Staffordshire Improving Lives work, the culmination of several years of work by East Staffordshire CCG speaking to their community about how they wanted services for people over 65 and those with long term conditions to operate.

The aim of what we do here is simple, and two-fold: in part, we deliver high quality community services to the population – helping to keep people out of hospital, independent and living at home for as long as possible, and supporting people to move onto the next stage of their life in the best way possible.

We also are responsible for overseeing services delivered by other providers, ensuring everything works well together and patients have a consistent service focused on keeping them well, and independent.

Our biggest achievement this year has been the launch of the care co-ordination centre, bringing together all of the services we provide directly and oversee, and working with Age UK to deliver 'care navigation' – aligning appointments and pulling together data from local providers' clinical systems into a single view which, in the near future, patients will be able to access themselves.

We've worked hard to deliver improvements over the first year of our work in East Staffordshire and with the foundations we've built, expect many more significant achievements over the coming years.

Our priority will always be to ensure we deliver on the aims of Improving Lives and that the services we operate directly are safe, high quality and help everyone to feel the difference.

Michelle Lee

Managing Director, East Staffordshire, Virgin Care Limited

Key successes and innovations delivered in 2016-17 – Directly Delivered

We are very proud of what we have achieved over the last 12 months and we would like to draw to your attention the key aspects of what we have achieved in three key areas of quality as defined by the Department of Health.

Safety/Ensuring consistency in care

In our Rapid Response Service, we have developed local pathways surrounding the administration of IV antibiotics and subcutaneous fluids which were previously in place with the previous provider. We have worked closely with Burton Hospital NHS Foundation Trust to improve access to community services to facilitate discharge for patients who no longer need to be in hospital. The service has also worked closely with West Midlands Ambulance Service and NHS 111 to prevent conveyance to hospital where possible .

Clinical Effectiveness

We have developed a programme of training to upskill the workforce, including the training of 'assistant practitioners' to provide enhanced support to the qualified workforce. We are developing and growing the number of Specialist Practice Qualified District Nurses through both an internal programme and links to local university degree programmes. We are increasing the number of non-medical prescribers within our workforce.

Experience of people who use services

All of our services routinely receive feedback through the NHS Friends and Family Test. We listen to the experience of patients through our 'You said, we did' programme which identifies changes each month that we have made following patient feedback.

In relation to all these areas we have begun the roll out of an integrated electronic care record. This allows community nurses, GPs and the acute trust to see an integrated patient record. The use of the electronic record has streamlined the time it takes our nurses to document patient care, freeing up 'time to care'.

Key successes and innovations delivered in 2016-17 – Overseeing Services

Safety/Ensuring consistency in care

Through the management of Provider Contracts and our attendance at trust Clinical Quality Review Meetings we have worked with Burton Hospitals NHS Foundation Trust, Derby Teaching Hospitals NHS Foundation Trust and Staffordshire Doctors Urgent Care (SDUC) to ensure that service user safety and consistency of care have remained a high priority and any safety or consistency issues are dealt with appropriately. Serious incidents and incidents effecting Improving Lives service users are now regularly reviewed and discussed with the trusts and SDUC.

Clinical Effectiveness

Programmes of clinical audit have been reviewed at both trusts and at SDUC and assurance has been met in relation to the on-going programme and the delivery of existing audits. We have also been involved in the review and subsequent assurance of NICE guidance and how they have been reviewed and managed within our providers. Mortality and Morbidity is all within acceptable ranges for our two trusts and we discuss performance on a monthly basis at the Trusts' Clinical Quality Review Meetings.

Experience of people who use services

We have worked hard with providers to ensure robust complaints, PALS and Friend and Family Tests information is always available for review and assurance. Also, within Burton we have worked effectively with the Trust to impact on unnecessary admissions to hospital and this has supported improved ED waiting times and ambulance handover times for our service users.

Part two

Services delivered in partnership

In this section of the document, we will lay out those improvements we've made and have planned for services which are delivered by other organisations but which, as part of the Improving Lives programme, we oversee delivery of. These achievements are a result of partnership working to improve services for patients.

Achievement of priorities for improvement in 2016-17

Our core objective is to be the system influencer to deliver integrated care, ensuring that everyone feels the difference – but each year we also identify themes and goals for specific improvements across our services in East Staffordshire.

Priority 1: Ensuring service quality, safety and enhancing user experience: Providing excellent clinical outcomes, meeting and exceeding relevant standards and regulatory requirements

- We have commissioned a service within Burton Hospital Accident and Emergency Department which helps stream (direct) service users to the most appropriate service and also reduces the impact on the Accident & Emergency Department
- We have worked in partnership with a local hospice, St Giles, to improve End of Life Care for service users living in nursing homes
- We have also commissioned an Alcohol and Drug Liaison Nurse to work within Burton A&E to ensure that patients are adequately supported with the most appropriate care and support
- We have provided training to further enhance the competencies of local residential and nursing home care staff
- We have commissioned a Care Navigation Service from Age UK and successfully embedded this within our Integrated Primary Care Team

Priority 2: Robust governance: fostering safeguarding and quality assurance processes which are standardised across the business.

- During 2016/17 Virgin Care has worked in partnership with a number of CCGs to ensure that the quality of services, including safeguarding, serious incidents, incidents and complaints are all regularly reviewed with each of our providers at monthly quality meetings

Priority 3: Continue to be recognised as an outstanding employer

- As part of the monthly Quality Meetings with providers we regularly review and challenge, where appropriate, quality and workforce information and ensure related actions to improve services are identified and delivered

Priorities going forward in 2017/18

Priority 1: Ensuring service quality, safety and enhancing user experience: Providing excellent clinical outcomes, meeting and exceeding relevant standards and regulatory requirements

- The launch of new models of integrated care services in Primary Care, Community Services and Secondary Care for people with Diabetes, Heart Failure and Respiratory Conditions
- Implementation of an East Staffordshire Frailty Pathway that supports frail service users and allows them to remain safe in their own homes
- Development of an End of Life Strategy
- Development of an Integrated care Homes Service
- Development of an Integrated Care Record for East Staffordshire.

Priority 2: Robust governance: fostering safeguarding and quality assurance processes which are standardised across the business.

- We will continue to play an active part in managing the quality of the services provided to East Staffordshire service users by continuing to work with partners through the existing and developing quality assurance and management frameworks.

Priority 3: Continue to be recognised as an outstanding employer

During 2017-18 we've got plenty more to do to continue to be recognised as an outstanding employer.

- We will continue to work with our service partners to ensure that there is the right staff in the right place delivering the right service to people accessing services in East Staffordshire
- Develop an integrated workforce model across a range of our partners' services.

Directly Delivered Services

Achievement of priorities for improvement in 2016-17

Our core objective is to be the best community-based provider of care, ensuring that everyone feels the difference – but each year we also identify themes and goals for specific improvements across our services in East Staffordshire.

Priority 1: Ensuring service quality, safety and enhancing user experience: Providing excellent clinical outcomes, meeting and exceeding relevant standards and regulatory requirements

- We've achieved month-on-month increases in compliance with safeguarding training, launched a new Safeguarding Adults Level 2 and Safeguarding Children Level 1 eLearning modules via MyLearning, introduced a safeguarding network, launched the 'Safeguarding Information Pack' for new services or colleagues new to the safeguarding role and updated our incident reporting system to enable easy tracking, learning from and closure of safeguarding incidents. The team also began (and continue) a review of national reports and their implications for Virgin Care Services Limited, this includes: Savile, CIIPOLD, Francis and Winterbourne reports. This is in addition to new information sharing tools made available through Jam (our Intranet) which launched this year and easier-to-use guides for colleagues on safeguarding
- We have undertaken a programme of work to reduce pressure area damage for patients living in the community. This has included the production of patient and carer information leaflets, the development of a pathway for staff to follow and the roll out of a Pressure Ulcer Grading Wheel. Whenever a patient has a pressure ulcer that is graded as 3 or 4 (more than superficial damage) we undertake a thorough investigation to identify the cause of the ulcer and feed this learning back to our teams
- We've introduced the "Hello my name is" campaign into our Rapid Response Palliative Support Service, adopting a new 'excellent' communication style to deal with patients and their families at the most sensitive times and we've developed local pathways for the deliverance of care to our patients
- We have developed a Care Co-ordination Centre delivered by nursing and administrative colleagues. The centre acts as a single point of referral for services and means that partners do not have to navigate our many services. The centre takes all referrals for community nursing services from hospitals and co-ordinates the work of our Palliative Support Workers, who support people to die in their preferred place of care. The centre books and schedules our planned care services such as podiatry and physiotherapy. We have plans to further develop the centre in 2017/18.

Priority 2: Robust governance: fostering safeguarding and quality assurance processes which are standardised across the business.

- Jam (our Intranet) launched during 2016-17 and has grown from strength-to-strength since as a crucial part of our governance, safeguarding and assurance process. The platform has had 6,500 unique users since launch, with 1,100 unique visits each week day. More than 700,000 documents have been downloaded from the platform – which acts as a central point for policies and procedures, as well as offering local standard operating procedures for colleagues. The Jam Panel, made up of a variety of stakeholders from the organisation, oversees the governance of the platform and sets the direction for improvements and changes – and includes governance reviews in the day-to-day running of the system
- In our community services, we review our guidelines alongside NICE guidance and ensure we are following latest, evidence-based practice
- We have implemented a robust quality assurance process in East Staffordshire which is in line with National Virgin Care best practice which includes a monthly Clinical Governance scorecard to track progress. We have improved compliance on this scorecard month on month since the safe transfer of services. We monitor, review and learn from incidents, complaints and patient feedback to ensure our services are safe, effective and caring. We hold monthly clinical governance meetings in each service and as a business unit. We have employed a Quality Lead within our provider services who supports teams in monitoring and improving the quality of services we provide
- We have delivered an agreed audit plan which has included both national and local audits.

Priority 3: Continue to be recognised as an outstanding employer

- At our training arm The Learning Enterprise, we launched our new learning and development platform to help our colleagues in East Staffordshire access first class e-learning training using their day-to-day computer logon and support our colleagues to be their very best
- We launched Management Foundations – a programme designed to help our new or inexperienced managers become great managers. We helped managers get off to a great start and overcome new-manager challenges by giving them the essential skills they need to balance relationships with results and understand how things are done in East Staffordshire.

- We launched MindCoach - the two part training programme uses the science behind positive psychology to look at mind set and resilience and what colleagues need to bring their best selves to work. The module is delivered via a 30 minute e-learning course and followed up by a face to face half day event. The first events were delivered to approximately 75 colleagues in early 2017 in Devon, Midlands and Surrey and will be rolled out further in 2017 following train the trainer events scheduled for March 2017
- We continued our TypeCoach courses - this learning and development module forms part of our customer service training and uses the foundations of MyersBriggs (MBTI) to give colleagues insight into their personality type preferences. The module aims to help colleagues understand the person in front of them so they can tailor their communication style to that person's needs. More than 2,000 colleagues have been through TypeCoach already
- We introduced the My Wellness platform giving colleagues access to a wealth of support and advice to help keep them well. Launched in January 2017, within a month the platform had 10% take up among our national colleague cohort. My Wellness is part of Virgin Care's commitment to improving colleagues' health and wellbeing. Designed over the last six months, Virgin Care has worked alongside 200 colleagues to co-design the programme to help keep more than 7,000 colleagues happy and healthy. In the first two weeks after launch more than 400 new users had joined the 200 testers on the platform. More than three quarters (76%) of people surveyed said MyWellness would make Virgin Care a better place to work
- We launched our 'Arrivals Packs' which welcome new colleagues to the business with all of the information they need. We were shortlisted for the Brand of the Year at the Employee Engagement Awards 2016 for the packs
- Arrival Events launched alongside the arrival packs this year, after a trial during 2015-16 noted in last year's QA. The events give a warm welcome to new starters, inform, equip and inspire new joiners to the Virgin Care way. The events take place throughout the year with extras during April and May when we on-board thousands of new colleagues in new services
- Our Big Thanks events were a big success with more than 1,800 colleagues attending this year (our biggest ever) and making up around 37% of eligible employees. 82% said the events made them feel more part of Virgin Care, with 48% wanting us to repeat the event.
- Our Little Big Thanks party pack helped more of our colleagues hold local events. Each pack included a £25 Tesco voucher for food, a selfie-kit and seasonal quiz. More than 500 packs were sent out with around 4,500 colleagues taking part in a Little Big Thanks
- We began rolling out our purpose-designed uniform for colleagues and name badges having consulted with hundreds of our colleagues across the country. The uniform will be rolled out over the coming year.

Priorities going forward in 2017/18

Continuing to demonstrate service quality and safety remains a top priority over the coming year but we have also identified other areas where we can make improvements to the services we deliver to ensure that everyone who uses them and works to provide them feels the difference.

Priority 1: Ensuring service quality, safety and enhancing user experience: Providing excellent clinical outcomes, meeting and exceeding relevant standards and regulatory requirements

- We will further develop our Care Co-ordination Centre to provide a 'one stop shop' for service users, partners, health professionals and the wider public.
- Develop our services to provide responsive services for service users whose needs are urgent to prevent hospital admission
- Further develop our model of place based care working in partnerships with GPs, mental health, social care and the third sector, to provide proactive preventative care as close to people's homes as possible
- To develop integrated models of support to patients who have been admitted to hospital to allow them to be discharged home as soon as possible

Priority 2: Robust governance: fostering safeguarding and quality assurance processes which are standardised across the business.

- Our medicines management team will launch their five year optimisation strategy for 2017-2021, and continue to refine their annual audit so that it includes the latest principles of medicines optimisation strategy
- Build on the existing outcomes we currently measure to continually improve our services.

Priority 3: Continue to be recognised as an outstanding employer

During 2017-18 we've got plenty more to do to continue to be recognised as an outstanding employer

- During 2017-18 we'll extend our Feel the difference awards (see part 3) by encouraging nominations from people who use services. We launched the initiative in Spring 2017 in all of our services, encouraging people who use services to highlight and feedback on occasions where they've seen exceptional service and our senior leadership team will hand out the award monthly.
- We'll hold further Big Thanks parties for colleagues in December, and a revised Little Big Thanks will once again ensure more colleagues can celebrate the good work they've done together locally.
- We'll roll out our purpose-designed uniform covering every type of service we operate and ensuring our colleagues are proud of what they wear, safe and feel the difference.

Over the next year we'll also introduce the BETTER Experience based on analysis of complaints, feedback from people who use services and best practice. We've designed a clear proposition for how people who use services should experience them.

The BETTER map looks at six key stages of the experience of people who use services, from booking an appointment to receiving results or attending a follow-up appointment and identifies the worries people may have before each interaction, what they need from us at each stage and how they want to feel if we do it right.

Initial consultation sessions are running as this report goes to print, but the BETTER programme will be launched through a series of tools and resources in 2017-18.

National Clinical Audit Participation: Community Services

Over the course of the year, Virgin Care took part in a number of national clinical audits in East Staffordshire, including:

The Sentinel Stroke National Audit Programme (SSNAP)

The clinical audit collects a minimum dataset for stroke patients in England, Wales and Northern Ireland in every acute hospital, and follows the pathway through recovery, rehabilitation, and outcomes at the point of six month assessment.

National Safeguarding Audit

Virgin Care completed a safeguarding audit across all of its services in 2016-17 based on the Children's Section 11 and Adult Safeguarding Self -Assessment Tool (Best Practice).

The audit focused on seven areas relating to safeguarding governance :

- Safer recruitment and selection of colleagues
- Management of complaints, allegations and whistleblowing
- Leadership and accountability
- Staff induction, training and development
- Information sharing, communication and confidentiality
- Listening to children, young people and adults
- Equality of opportunity

The national safeguarding audit did not identify any significant concerns or risks across the organisation and locally East Staffordshire Action Plan was fully completed.

Other clinical audit programmes

Across all of our services we also ran a core audit programme internally, which included:

- Leg ulcer management and healing rates.
- Reviewing the use of the 'pressure ulcer wheel', ensuring this has been effective in accurately reporting pressure ulcer issues
- Medicines management
- Infection prevention and control
- Confidentiality
- Health and safety
- Health records

East Staffordshire CCG have also conducted audits of our directly delivered services, including a review of leg ulcer clinics, satisfactory outcomes and safe; and a CCG review of ambulatory clinics.

Learning from deaths

Virgin Care responded to the 'Independent review of deaths of people with a Learning Disability or Mental Health problem in contact with Southern Health NHS Foundation Trust, April 2011 to March 2015' by developing an annual mortality report that is presented at the VC Clinical Governance Committee and to the Board of Directors. In March 2017 the National Quality Board published a framework for NHS Trusts on identifying, reporting, investigating and learning from deaths, VC will adopt and implement the recommendations where applicable.

Statements from CQC

Some of our services are required to register with the Care Quality Commission (CQC) and our current registration status is registered with the CQC with no conditions attached to our registration.

Our services have not participated in any special reviews or investigations by the CQC during the reporting period.

Full copies of CQC reports are available on the CQC's website at www.cqc.org.uk.

Independent Service Reviews (ISR)

Each of our services is required to complete an 'independent service review' twice a year, with no longer than six months between reviews. Each ISR is completed by a manager of another of our services and results logged using our internal platform.

The reviews are designed to cover the same areas as a CQC inspection, and produce a rating based on the same scale as the CQC use. In East Staffordshire reviews were undertaken for the District Nursing Team (Uttoxeter) and the Podiatry Service. The review was carried out early after transfer and reflected the need to embed Virgin Care systems and processes. The reviews resulted in the development of comprehensive action plans.

Safeguarding Statement

Virgin Care is committed to safeguarding and promoting the welfare of adults, children and young people and to protect them from the risks of harm. To achieve this we have dedicated National and Local Safeguarding Adults and Children's Leads and policies, guidance and practices which reflect statutory and national safeguarding requirements.

- National Safeguarding Assurance function working across localities and partnership boundaries to respond to national developments, legislative changes leading to continuous improvement and learning across the organisation
- Our Clinical Governance and Safeguarding Committees provide Board assurance that our services meet statutory requirements
- Named professionals are clear about their roles and have sufficient time and support to undertake them
- Where appropriate, services have submitted a Section 11 Review report and/or Safeguarding Adult Self- Assessment audit tool
- Action plans are monitored across the organisation at committee and board level
- Safeguarding policies and systems for children and vulnerable adults at risk are up to date and robust
- Safeguarding training is included in induction and integral to the organisation's training policy.

Data Quality

Local initiatives to improve data quality

Across our services in East Staffordshire, we have also made local changes to improve data quality, including:

The introduction of Lumira, a new clinical system which works with all the existing clinical systems in the area, which will ensure data accuracy is improved. Clinicians will be involved in designing forms, ensuring only the information that's needed is asked for and ensure priority data is accurate and always filled out.

Information Governance Toolkit Attainment Levels

Our Information Governance Assessment report for this year was scored at 76% and was graded satisfactory and we achieved our target of 95% for IG training. We have an action plan in place to improve compliance and toolkit scores during 2017/18 and further our IG agenda.

This includes:

- Continual review of IG policies and procedures (rolling programme of review);
- Continual review of our Data Flow Mapping review to determine security and confidentiality of information flows and ensure they are all properly risk assessed
- Continual review of Record Inventories to manage records held within service
- Continuation of incident analysis – All IG incidents are reviewed and trends are established and controls in place to manage
- Continuation of Health and Care Record Keeping Audits – Annual review with associated action plans to mitigate any risks
- Quarterly Confidentiality Audits – Audit tool for each service and is benchmarked against incidents and other risks or good practice
- Continual Privacy Impact Assessments – Carried out for a number project initiatives involving personal data and are signed off by SIRO and Caldicott Guardians.
- Continual Site audits – IG will carry out site reviews to review security and confidentiality of information
- IG Training - We achieve our 95% each year with our IG training. We have two modules, with scenarios and tests that are reflective of the HSCIC IG Training modules. These include DPA/FOI/Info Security/Records Management guidance, consent types, disposal of confidential waste, records management and reference to the HSCIC Code of Practice.

Implementing the Duty of Candour

Virgin Care is committed to being open and transparent with service users and (taking into account confidentiality) with their representatives. The organisation encourages its colleagues to being open and honest from the first time the service user comes into contact with services.

Where a notifiable safety incident is recognised, staff members are advised to report this on the Organisation's incident reporting system (CIRIS) and follow the Duty of Candour policy. This includes following the Staff Guide on Duty of Candour. Template letters have been designed to assist the staff to write to the service user or their representative to apologise and to advise that an investigation into the incident is underway within 10 days of the notifiable safety incident occurring.

An appropriate colleague will conduct an investigation to establish the facts of the notifiable safety incident in line with the Management of Incidents Policy, including timescales for external reporting e.g. Strategic Executive Information System (StEIS). For incidents relating to safeguarding, the relevant Safeguarding Policy and safeguarding lead will also be consulted before any disclosure is made to the service user or their representative.

Once the investigation has been concluded, a further letter is sent to the service user advising of the outcome, lessons learnt and how the Organisation will share such lessons and knowledge to reduce the likelihood of a similar incident occurring in the future. A meeting will also be offered as well as any other support that may be required.

Sign up to safety

Virgin Care Ltd is considering signing up to 'Sign up to Safety' in 2017. Improvement plans progressed under this scheme would be agreed and monitored by our Clinical Governance Committee, and add to its existing programme of quality and safety initiatives. Steps already agreed include expanding Clinical Governance Committee meetings to facilitate more detailed incident review and shared learning, and to improve engagement with Patient Experience, Communication, Learning/Training and other teams across the organisation.

NHS Staff Survey

Virgin Care runs its colleague survey 'Have your say' on a bi-annual basis with regular 'pulse checks' covering a random sample of colleagues. This year, 51% of our colleagues across England took part and we saw significant improvements in feedback from colleagues based on tracking data from previous years.

Award winning services in East Staffordshire

Our teams and services are recognised for their hard work and excellence throughout the year, both internally and externally.

Star of the Year awards

Star of the year awards are the primary recognition programme for colleagues with national and regional winners nominated by their peers and the winner selected by our Chief Executive, Bart Johnson, and the wider Executive team.

This year we had more than 700 nominations, with two national winners and regional winners in each of our localities.

Jo Scammell, Commercial Manager and Lucy Wright, Community Nursing Clinical Lead for South West Surrey were our national winners, attending a gala dinner at the Roof Gardens in Kensington, London with Sir Richard Branson.

Local awards were won by the Rapid Response Nursing service, for their close work with Burton Hospitals NHS Foundation Trust to prevent admissions and support rapid discharge and Pam Bostock, Consultant O.T from the Adult Ability Team for recognition of her national work in Neurology.

Feel the difference awards

Created as an additional level to our reward and recognition strategy, in September 2016 our Feel the difference awards launched as our 'every month' award.

The awards were designed to celebrate colleagues who demonstrate our values and go above and beyond to improve the customer experience for their service users. These monthly awards are peer nominated with colleagues receiving a certificate presented to them by a member of the Senior Leadership Team. Ten awards have been handed out within the first five months of the awards launching.

Community Dietician, Gillian Rudge has won two awards for a project she undertook last year with East Staffs CCG and Staffordshire County Council. They organised a Dysphagia Training event for care homes and evidenced a reduction in admissions to hospital with aspiration pneumonia.

Their work was recognised by PrescQIPP where they won best interface project and silver award for innovation nationally.

Jo Shadwell an administrator within our Care Co-ordination Centre also won a Feel the Difference Award and was shortlisted for the Heartfelt Service Award.

External awards

- The SEM scanner project won the Enhancing Innovation through Collaboration Award Category at the Kent Surrey Sussex Leadership & Innovation Awards
- Simon Littlefield won the BMJ Nurse of the Year for Pressure Ulcers for his work implementing the SEM Scanner and pressure ulcer pack for use across our hospitals.

Highlights of quality management systems to support staff and services

The Learning Enterprise is our learning and development arm, awarded the Skills for Health Quality Mark in 2016 for delivery of face-to-face training and education to the health sector.

The Learning Enterprise provides a mixture of clinical training for CPD, eLearning (both clinical and non-clinical) and vocational training including Business Administration, Health and Social Care, and providing training for parents/carers of children with continuing care and complex needs and in schools where we deliver training on Asthma, Diabetes and Epi-pen use.

During the past year, The Learning Enterprise has:

- Continually reviewed training materials against business objectives to ensure TLE provides learning outcomes aligned to the requirements of the organisation, legislation and best practice
- Continued to attend Safeguarding Committee Meetings to remain abreast of changes to legislation and best practice, and ensure training case studies are updated appropriately.

Over the coming year, The Learning Enterprise Will:

- Become responsible for design and delivery of apprenticeships nationally for Virgin Care, including in East Staffordshire Improving Lives.

Locally:

- We have produced and started to implement a development programme for community nurses
- We have developed a Competency Passport for Community Nurses
- We provide training for nursing staff and other non-medical staff to enable them to prescribe
- We are developing Assistant Practitioners to support our qualified nurses.
- We worked with a local hospice (St Giles) to provide our nursing staff with End of Life training
- We provided community nurses with additional training to enhance their care of service users with catheters.

Highlights of initiatives to improve the experience of using services

Across our services we have a number of national initiatives to improve experience. This includes our *You Said, We Did* programme which sees us make more than 1,300 changes a year to our services as a direct result of patient feedback.

Each service has also set a 'feel the difference goal' to improve one further aspect of service. In the past year, 100% of services had an audited, valid 'feel the difference goal' in place. Examples of improvements made as a result of these initiatives include:

- In our District Nursing Service, we've begun offering a new 'Out of Hours Bladder Maintenance Pathway' helping to avoid unnecessary hospital admissions. Clinicians now attempt one 'bladder washout' to avoid unnecessary admissions to hospital for the same procedure
- In our Matron Service, we've introduced a "discharge leaflet" allowing patients more information about who to contact and what to do after their time with the service has come to an end, if they need further support
- In District Nursing Service, we've developed a pressure ulcer leaflet aiming to provide service users with information about pressure ulcers and avoiding them.

Feel the difference

Aligned with our purpose, we are giving all of our colleagues in East Staffordshire the opportunity to pledge how they will support their patients to feel the difference. The Feel the difference fund is a £100,000 centrally-held ring fenced fund dedicated to supporting projects which improve the experience of service users.

Applications can be made by all colleagues and submissions are considered by a monthly peer panel each with funding being made immediately after approval. Since launching in September 2016, 50 applications have been reviewed, 23 projects supported with £44,130 of funding handed out.

This year, the following projects received funding to help transform and improve services in East Staffordshire:

Service	Summary of improvement project
District Nursing	We were awarded funding to distribute 100 pressure ulcer wheels.

Citizens' Panel

Our Citizens' Panel is free and open to anyone to join. Members can be involved as much or as little as they would like and can select which level of membership they would like - Informed, Asked or Involved. The panel currently has about 120 members who receive a quarterly newsletter, surveys and invites to workshop and events in line with their level of membership. Their feedback has helped us to develop new pathways for long term conditions, care plan documentation and patient information relating to a new diabetes service for example. For more information or to become a member visit - www.eaststaffscitizenspanel.co.uk/signup

Part three

Review of quality performance

We continue to work with East Staffordshire CCG and local providers to support the delivery of CQUINN targets.

Community Services Performance Reporting

As part of our quality and governance arrangements we provide a monthly service report to East Staffordshire CCG and meet with CCG colleagues monthly at the Clinical Quality Review Meeting.

Medicines Optimisation Statement

To ensure the safe use and handling of medicines within all our services there is an up to date, evidence based suite of Medicine Policies which have been reviewed and refreshed this year. The implementation of these policies within the services is supported by locally service standard operating procedures.

Each service site has undertaken an annual Medicines Safety Audit comprising of 240 questions. As a result each service site has received their own improvement plan for 2017-18. This ensures that each service site is continually monitoring and improving adherence to our Medicines Policies year on year. Each service has access to a pharmacist who can give advice and support on all medicine management matters.

The competency of staff handling and using medicines is paramount and to achieve this goal we have a medicines management training programme which is a work based blended programme and is accredited by the Royal Pharmaceutical Society and the University of Surrey. Colleagues are required to take a test on completion of each training module.

All medicine incidents across the organisation are reviewed at service level, business unit level and corporate level. The lessons learnt are shared with the each service and shared across services at a national level.

Customer Experience Team

Since 2014-15, Virgin Care has operated a central Customer Experience Team working with people who use services across England and handling all queries, concerns and formal complaints on behalf of all services across England.

As well as providing training for anyone across the organisation who meets with people who use services, the team are responsible for providing insight into complaints and themes to operational managers, regional managers, the executive team and to the Board on a monthly basis.

Across the organisation, everyone with internet access is able to see reporting on the number of complaints, their current status, and the themes they cover – as well as viewing whether an action plan is yet to be completed or where improvements have got to.

Our approach is to encourage patients and colleagues to attempt to resolve complaints ‘on the spot’ but offer our ‘Here to help’ service as service-independent option to resolve concerns and as a signposting service for the fastest and most appropriate resolution of issues.

The Customer Experience Team also regularly manages face to face meetings between complainants and operational managers and ensures that complaints are handled in line with the NHS constitution.

All complaints received are reported and discussed in full on a monthly basis with East Staffordshire CCG as part of our Quality Governance Meetings.

Friends and Family Test

The Friends and Family Test (FFT) is mandated by NHS England for all providers of NHS services and is now fully in place across all of our services. All patients who use our services have the opportunity to provide anonymous feedback on their experience and a chance to provide comments on how their experience could have been improved.

Comments are collected from people who use services, using paper and SMS systems provided by Optimum Healthcare and using the Meridian Technology Platform. This system allows us to capture comments by SMS, online using a feedback survey or via paper in one of our services but also allows us to introduce tablet computers or kiosks and other collection methods where this best suits a service or will enable more people who use services to give us their comments.

Percentage of Service Users who would recommend our services:

Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17
98	98	97	96	98	100	95	99

Submission of FFT data to NHS England

Our Information Management Team submit FFT response data to NHS England each month, and services receive a copy of the data submitted by people who use our services at this point. This is important not only to see how their services will be reflected when published on the NHS England website, but is also a chance to pick up key themes from the feedback that can be used to identify changes that can be introduced to improve the experience of people who use services.

Comments by co-ordinating Clinical Commissioning Group

The draft quality account was submitted to the [commissioner name] on [date] and their comments were used to improve the document prior to publication.

Appendices

1: Glossary of terms

Care Quality Commission

Also known as CQC

Independent regulator of health and social care in England.

Replaced the Healthcare Commission, Mental Health Act Commission and the Commission for Social Care Inspection in April 2009.

Clinical audit

Quality improvement tool, comparing current care with evidence-based practice to identify areas with potential to be improved.

Clinical Commissioning Group

Local organisations which seek and buy healthcare on behalf of local populations, led by GPs.

Commissioning for Quality and innovation

Also known as CQUIN

System to make a proportion of healthcare providers' income conditional on demonstrating improvements in quality and innovation in specified areas of care.

Community Services

Health services provided in the community (not in an acute hospital)

Includes health visiting, school nursing, district nursing, special dental services and others

CP-IS

Child Protection Information System

A computerised way of sharing data about child protection securely between organisations.

Did Not Attend

Also known as DNA

An appointment which is not attended without prior warning by a patient

Healthcare

Care relating to physical or mental health

Healthcare Quality Improvement Partnership

Also known as HQIP

Organisation responsible for enhancing the effectiveness of clinical audits, and engaging clinicians in reflective practice

National Institute for Health and Clinical Excellence

Independent organisation responsible for providing national guidance on promoting good health and preventing and treating ill health

Net Promoter Score

Also known as NPS

A customer loyalty metric often used for customer experience. Records a score for each respondent between 0 and 10, and returns an overall score in the range -100 to +100.

NHS Outcomes Framework

Document setting the outcomes and indicators used to hold providers of healthcare to account, providing financial planning and business rules to support the delivery of NHS priorities.

Patient-reported outcome measures

Self-reporting by patients on outcomes following treatment and satisfaction with treatment received

Here to help/PALS

Informal complaint, concern and query service which gives advice and helps patients with problems relating to the access to healthcare services

You Said, We did

Feedback system used for making changes to services directly in relation to feedback from patients.

Emotion Gym

Workshop intended to appeal predominantly to males, run anonymously and without registration by First Steps in Surrey

2: Statement from East Staffordshire Clinical Commissioning Group

Virgin Care Quality Account 2016/17

Statement from East Staffordshire Clinical Commissioning Group

Services Delivered in Partnership and Directly Delivered Services

Achievement of Priorities for 2016/17

The CCG is pleased to see the positive improvements already achieved across the priority areas for last year as detailed in the Quality Account and welcomes plans for next steps

Priorities for 2017/18 – Services Delivered in Partnership

Priority 1 – Launch of new models of integrated services and implementation of Frailty pathway are welcomed, as well as the development of an integrated Care Homes Strategy.

Priority 2 – The provider will play an active part in managing the quality of services provided to East Staffordshire. The CCG looks forward to continuing the positive relationships already established in respect of quality assurance.

Priority 3 – To work with partners to ensure there is the right staff in the right place delivering the right service is welcomed as a priority.

The CCG looks forward to seeing progress in all of the above priority areas in the coming year.

Priorities for 2017/18 - Directly Delivered Services

Priority 1 - The CCG welcomes the intention to further develop the Care Co-ordination Centre to provide a 'one stop shop' for service users, partners, health professionals and the wider public.

- Developing services to provide responsive services for people whose needs are urgent to prevent hospital admission is a key priority and the CCG looks forward to seeing the outcomes from this work.
- Linked to the above priority is the development of integrated models of support to patients who have been admitted to hospital to allow them to be discharged home as soon as possible, again this is welcomed by the CCG.

Priority 2 – Noted is the priority to launch the Medicines Optimisation strategy for 2017-2021.

Priority 3 - The CCG notes the intention to extend the 'Feel the Difference Awards' by encouraging nominations from people who use services.

- Also welcome is the initiative to introduce the BETTER Experience based on analysis of complaints, feedback from people who use services and best practice. This is an important aspect of quality improvement and ensures that actions are taken as a result of direct feedback from patients.

Quality Overview

- The provider is to be commended for its commitment to clinical audit, both meeting the requirements of Virgin Healthcare and participation in national audit programmes. The CCG has been apprised of the plans the provider has in place and will receive update reports on a regular basis.
- To date the provider has not been able to participate in clinical research locally, but it is anticipated that this will change over the coming year.
- The CCG notes the provider is registered with Care Quality Commission (CQC) and has no conditions attached to its registration. No CQC reviews have been carried out locally to date.
- The CCG notes that the provider carries out 'independent service reviews' twice a year and looks forward to receiving assurances in due course in respect of findings and any action taken.
- The CCG notes the approach taken by Virgin Care in respect of Safeguarding. Work is underway jointly between Virgin Care and the CCG to ensure Virgin Care is included in relevant safeguarding work locally in collaboration with the Staffordshire Safeguarding Boards.
- Virgin Care has a data warehouse sharing agreement with Burton Hospital which is currently being implemented and will give Virgin Care the ability to view Burton Hospital's data in almost real time. However data is still not being disaggregated to enable Virgin Care to provide acute Improving Lives specific data. Virgin Care has developed an Integrated Governance process to enable safer sharing of patient records between stakeholders and they are developing a Performance Management Dashboard for both community and provider services.
- The CCG recognises the score for the Information Governance Assessment was 76% for the year, and that information governance training achieved 95%.
- The provider has a process for implementing the Duty of Candour requirements and it is noted that the process meets the obligations.
- The CCG particularly welcomes the consideration of 'Sign up to Safety'. In addition the intention to carry out more detailed incident review and sharing learning will be a particular asset to improving patient safety. Future Quality Accounts will benefit from the inclusion of this information.
- The results of the staff survey reflected in the report does not provide detail of the actual findings, this aspect of the Quality Account would benefit from providing data specific to East Staffordshire in future reports.
- The local awards for staff in East Staffordshire are commendable and it is a pleasure to see staff being recognised for innovative work.
- The CCG notes the work of The Learning Enterprise and in particular the development programmes introduced in East Staffordshire.
- The CCG notes the 'You said, we did' programme but is not able to determine if the examples included in the Quality Account apply to East Staffordshire. Future reports should include local examples to ensure local service users and stakeholders are clear on the local initiatives that have been introduced.
- The initiative to distribute Pressure Ulcer Wheels in East Staffordshire is welcomed.

- The CCG welcomes the safety and quality developments in regards to Medicines Optimisation. The Virgin Care Pharmacist is now a core member of the South Staffordshire Area Prescribing Group and regularly attends the CCG Medicines Optimisation Team meetings to facilitate collaborative working and joint targets and outcomes. The Medicines Optimisation team welcome the clinical support and leadership provided by the Virgin Care Community Geriatrician in the Care Homes Project. The CCG Medicines Optimisation Team has a positive working relationship with other teams within Virgin Care and is working collaboratively on a number of issues including Dietetics, Diabetes, Continence and Wound Care.
- The CCG notes the approach to Customer Experience as described and can confirm that all complaints received are discussed in the monthly Clinical Quality Review meetings between the CCG and the provider. The numbers of complaints received in respect of East Staffordshire community services are very low.
- The CCG is aware of low sickness absence rates within the East Staffordshire service and that proactive action is taken to recruit to vacancies where they arise.
- The report on Friends and Family Test shows a high level of satisfaction for East Staffordshire.
- The Provider has been subjected to a number of Contract Performance Notices where they have failed both national and local quality measures. Remedial Action Plans have been submitted to the Commissioner and both organisations have worked together to achieve a satisfactory resolution.
- The Quality Account does not provide details of the number of incidents reported during 2016/17 however the CCG recognises that the provider has a robust process for logging and investigating incidents, which are reported to the monthly Clinical Quality Review Meetings.
- The Quality Account does not provide details on the changes to the 'as is' transfer of the Pulmonary Rehabilitation Service during the year and does not state what is being done to rectify this; however the CCG recognises that the VCL are currently undertaking a marketing options appraisal.

Virgin Care delivers more than 400 NHS and social care services with a difference across England. For more information on our services or to find out more about the difference we've made visit www.virginicare.co.uk.

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