

Virgin Care

East Staffordshire Quality Account

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

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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 meaning we provide some services but also sub-contract with others to provide some services.

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, cover those achievements we have made with others in overseeing services too. Much of the achievement of the 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 provided by Virgin Care.

Virgin Care delivers services on behalf of East Staffordshire CCG in East Staffordshire, and is one of a number of providers of health and care services locally.

This document is a demonstration of Virgin Care's commitment to providing the best quality community healthcare services to citizens in East Staffordshire. Quality Accounts are an opportunity for the organisation to take stock of what has been achieved and what is planned for the coming year as well as focusing the mind of the dedicated, hard-working colleagues who deliver services every day, on continuing to improve services.

This document contains a great deal of information on the quality of Virgin Care services, and the information has been arranged into the three areas of quality defined by the Department of Health and Social Care: safety, clinical effectiveness and patient experience.

Virgin Care has used this information to examine its performance and set priorities for the coming year and to make sure our priorities reflect the needs of people who use services, the public generally, and the community. Virgin Care has involved different groups to help compile this report including people who use services and community representatives, commissioners and frontline 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.

Review of the services provided

The services we provide in East Staffordshire include:

East Staffordshire District Nursing

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

East Staffordshire Community Matrons

The Community Matrons support people identified at high risk of admission to hospital due to their presenting health needs through close multi-disciplinary working with primary care, adult social care, mental health services, acute care and the third sector such as Age UK South. The Community Matrons form part of the frailty team in AandE at Burton Hospital Foundation Trust team to support safe discharge of patients home.

East Staffordshire Rapid Response Service

The Rapid Response service offers acute nursing care and assessment in peoples own 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 to support the safe transfer of care to the community. The service provides a range of nursing interventions and also provides all out of hours community nursing (5pm-8am).

East Staffordshire Rapid Response Palliative Support Team

This is a team of support workers, supported by a registered nurse, who are skilled and experienced in supporting people at the end of their life to prevent hospital admission and to support people 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 people who can be transferred into community care.

East Staffordshire Adult Continence Service

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

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.

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 Care
Coordination Centre
(CCC)**

The Care Coordination Centre (CCC) provides a single point of access for all services. The Virgin Care CCC is a dedicated place staffed by health and social care professionals, who are focused to remotely improve the efficiency and quality of our pathways for the local population.

**East Staffordshire
Long Term Conditions
Service**

Virgin Care provide Heart Failure and Diabetes specialist nursing within the community. The service supports primary care to manage patient's needs in the community, providing a 'step up' service where needs become too complex for primary care but where secondary care is not required, and providing 'step down' care when patients no longer need consultant input. The specialist nurses also provide education and support to community colleagues, such as Matrons and District Nurses managing people with long term conditions.

**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 include Parkinson's, 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 provides assessment 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
Community Falls
Service**

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

**East Staffordshire
Community Dietetics-
Nutrition Support
Service**

A community dietitian provides support to housebound people identified as high nutritional risk in Burton and surrounds.

**East Staffordshire
Musculoskeletal
Integrated Service**

The service provides assessment and treatment to people who may have had an injury or have an underlying musculoskeletal (MSK) problem. People who use the service 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.

**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 Staffordshire area. Routine podiatry is provided for those who have an increased risk of developing an ulceration or limb threatening condition.

**East Staffordshire
Early Supported
Discharge Community
Stroke Service**

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

**Community
Pharmacist**

The Community Pharmacist service offers domiciliary medication reviews for people with the following criteria – polypharmacy, frail elderly people who use services 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 Community Matrons for people who use the service that have been referred to the multidisciplinary team. The service also provides clinical advice and support to the teams at Anglesey House and domiciliary medication reviews for referrals from SSOTP social services.

**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.

Managing Director's Introduction

We began providing these services in 2016 and I am very proud of the improvements that we have already made, we have worked hard to lay the foundation of the improvements we will make.

We have already achieved much in the short time we've been providing these services and in this document we will present the projects we've worked on so far and the outcomes that they have achieved. Primarily, though, we will tell you about what we'll be working on in the year to come.

Over the past year I am particularly proud of the achievement we've made in our Care Coordination Centre. We moved into Anglesey House in 2017 and the new space gave us the freedom to ensure that we built space around our own needs - facilitating closer working between our teams which has resulted in us offering a more seamless service to those people who use our service, and provided an excellent base for the rapid response service which has been so crucial to many of our achievements this year.

I am also very proud of the work that we have done in regards to our Palliative Care service ensuring people have the support they need to die in their preferred place, a national aim and something we have made great progress on in East Staffordshire this year. Finally I am very proud of the Frailty Integrated Care team that we have developed in partnership with Burton Hospitals Foundation Trust. This team are working hard at the 'front door' of Accident and Emergency, identifying frail and elderly patients and ensuring they are treated in the most appropriate place, improving outcomes and helping them stay as independent as possible for as long as possible – the key aim of the Improving Lives programme. Over the next 12 months we will continue to build and develop our Long Term Condition services to ensure that we can provide high quality care to our patients with one or more long term conditions closer to their home.

I would like to thank our colleagues for their hard work this year in achieving so much – as you will see from the contents of this document – and in advance for their efforts in the coming 12 months.

In putting together this publication we have sought feedback from colleagues and people who use services and I would like to take this opportunity to thank them for their input into the process.

I can confirm that, to the best of my knowledge, the data and information in Parts Two and Three of this report reflects both success and the areas that we have identified for improvement over the next 12 months.

Michelle Lee

Managing Director – East Staffordshire
Virgin Care Services Limited

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 continuing to improve the safety and 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, 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 the voluntary and faith sectors to demonstrate high standards.

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

Peter Taylor

Clinical Director, Virgin Care

About Virgin Care

Since 2006, Virgin Care has been on a journey to improve health and care services in England. Focused on delivering high quality care, good value and the fantastic customer service you'd expect from Virgin.

Virgin Care only provides services where it believes it can make a difference, with the vast majority of its services funded by the tax payer and free-to-use for local people.

Using innovative technology and investing in new models of care, Virgin Care delivers improvements and innovations to community and primary care services all across England. Part of the Virgin Group and ultimately owned by Sir Richard Branson, Virgin Care has saved the NHS millions of pounds and improved services all across the country. 93% of people rating services run by the company say they'd recommend them to someone else needing a similar service.

Virgin Group has invested more than £30m in Virgin Care since 2010 and in January 2018, Sir Richard Branson confirmed that as and when Virgin Care makes a profit (over and above his original investment) all of that money will be re-invested back into NHS and Local Authority health and care services.

Virgin Care Services Limited and Virgin Care Limited are both rated 'good' by the CQC for community services they deliver, following inspections in 2017.

Which part of Virgin Care does this document cover?

Throughout this document the term 'Virgin Care' refers to services operated by Virgin Care Limited or a subsidiary company in East Staffordshire. As a national company, Virgin Care operates services in many areas and each area produces its own Quality Account. National achievements, where relevant, are included within the Quality Account for each area. Find out more about Virgin Care at www.virgincare.co.uk.

Key successes and innovations delivered in 2017-18 – Directly Delivered

Virgin Care has achieved much over the last 12 months and colleagues have reported a great deal of pride in what has been achieved.

This section of the document includes highlights identified by Virgin Care's Quality Team and colleagues working in services in East Staffordshire. These items have been split into the three key areas identified by the Department of Health and Social Care for all providers to focus on.

Safety/Ensuring consistency in care

Virgin Care in East Staffordshire has continued to strive to reduce pressure area damage. The organisation continues to review all pressure area damage for people receiving care from services. The Tissue Viability Review Panel has been revised to ensure participation from a wider range of health professionals including community therapists.

Virgin Care has striven to improve the safety of prescribing and administration of medication. A dedicated pharmacist within the service has facilitated access to training for colleagues. The pharmacist has led on making improvements to non-medical prescribing through providing enhanced support to prescribers.

Virgin Care has improved the way shared learning is cascaded for incidents reported by colleagues in relation to the transfer of people who use our services from acute settings into Virgin Care services with partners. A shared learning process has been established to ensure that improvements are made across the interface of hospitals and community services.

Clinical Effectiveness

The East Staffordshire Learning Disability Primary Care Service has maintained a resource of advice to colleagues around raising awareness of the Mental Capacity Act, ensuring those people with a Learning Disability and those with issues around capacity have the same rights and are as valued as other people.

Colleagues in the Virgin Care Adult Ability Service provided training to other teams within East Staffordshire on assessment of seated posture. This led to the creation of a new assessment form and a plan to extend the training further around posture when lying down.

Virgin Care has continued to support the training and development of colleagues through an internal programme to develop Specialist Practice Qualified District Nurses and Assistant Practitioners in conjunction with local universities.

Experience of people who use services

People in East Staffordshire who have been referred to Virgin Care's Nutrition Support Service due to malnutrition, are now being offered the opportunity to have a food preparation demonstration in the comfort of their own home. The aim of this new initiative is to help people take back some control of their own wellbeing and enjoy the experience of eating once more.

The Virgin Care Palliative Team developed a booklet for families of those people supported to End of Life. The booklet contains useful contact details and advice on next steps following the loss of a loved one.

The East Staffordshire Learning Disability Primary Care Service has continued to develop materials to ensure they comply with 'easy read' rules, and reflect the voice of people who use services.

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 2017-18 – Overseeing Services

Safety/Ensuring consistency in care

Virgin Care has continued to manage the Provider Contracts and attend trust Clinical Quality Review Meetings. Through working with Burton Hospitals NHS Foundation Trust, Derby Teaching Hospitals NHS Foundation Trust and Staffordshire Doctors Urgent Care (SDUC) Virgin Care has prioritised the safety and continuity of care of people who use services; any safety or consistency issues are dealt with appropriately. Serious incidents and incidents affecting people who use Improving Lives services continue to be regularly reviewed and discussed with the relevant service.

Clinical Effectiveness

An ongoing clinical audit programme review is embedded at both trusts and at SDUC. Quality assurance visits, undertaken to assess the quality of care provided and ensure staff understand their responsibilities to those people being cared for, have been completed to key areas such as Ward 8 at Burton Hospitals NHS Foundation Trust to gain assurance and assess clinical provision.

Experience of people who use services

Virgin Care has continued to work hard with providers to ensure robust complaints, PALS and Friend and Family Tests information is readily available for review and assurance. Virgin Care has continued to work with Burton Hospitals NHS Foundation Trust to reduce unnecessary hospital admission and supported the Emergency Department waiting times and ambulance handover times for people using Improving Lives services.

In addition Virgin Care has introduced Virgin Care key rings clearly displaying contact information for the Care Coordination Centre which are now held by all paramedics as a reminder that if a person does not clinically require transfer to the Emergency Department a Rapid Response Nurse can be contacted and provide support through Virgin Care's care co-ordination centre.

The Virgin Care Improving Lives programme granted an award to enable St Giles Hospice to extend the Holly Road Supportive Care centre's offer to the community, increasing awareness of the centre's aims and vision within the community and exploring new ways to ensure the sustainability of the centre. The grant award was to further develop the role of volunteers within the service and to enable those in later life and at end of life to access a wider range of supportive care.

Achievement of priorities for improvement in 2017-18

Virgin Care's core objective is to be the best community-based provider of care in England, with its stated purpose being *Everyone feels the difference*.

Each year, Virgin Care also identifies themes and goals for specific improvements to services. The below achievements reflect the work Virgin Care has completed against both its local objectives identified in last year's Quality Account and the work towards Virgin Care's overall objectives.

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

Directly Delivered Services

- The Care Coordination Centre, which acts as the single point of referral for all Virgin Care services has undergone major development since 2016-2017 to ensure rapid access to the services. Virgin Care has increased provision over a seven day period, providing one contact number which is available 24/7 to ensure a seamless service. Virgin Care has worked with the main referrers to raise awareness of the Care Coordination Centre and to ensure Virgin Care services receive all the information needed to provide high quality care for people who use services.
- The programme of work to reduce pressure area damage for people using Virgin Care services in the community has continued to develop from 2016-2017. Participation has been widened in the reviews of pressure area damage to ensure a more multi-disciplinary approach. More training has been provided to a wider variety of colleagues on the importance of pressure area care to ensure that every contact with the services counts.
- The Virgin Care Community Geriatrician and Community Matrons further developed working relationships with the team at Burton Hospitals NHS Foundation Trust to develop the frailty service which supports the safe and timely discharge of frail people who present as an emergency admission. The pilot scheme, which is running until the end of March 2018, has already had a positive impact, helping to avoid unnecessary admissions to hospital and enable people to be cared for at home with the right support from community services.
- Virgin Care organised The '8 to hydrate' event, with Burton Hospitals NHS Foundation Trust alongside partners South Staffordshire Water, East Staffordshire CCG, Staffordshire County Council and Age UK South Staffordshire; this helped raise awareness of the early symptoms and signs of dehydration, particularly among older people or those living in care homes, and provided attendees with the knowledge they needed to help people stay well. Members of the public and health professionals heard how the importance of staying hydrated – particularly for older people – cannot be underestimated. The event also offered information, advice and materials designed to encourage people to stay hydrated. There were presentations on what to drink to stay hydrated and techniques such as the best posture for older people to help fluid intake if they have swallowing difficulties.

- Virgin Care has worked in partnership with Burton Hospitals Foundation NHS Trust to develop pathways of care for people with Heart Failure and Diabetes with the aim of reducing duplication across services and ensuring a seamless journey for people who use these services. Virgin Care has begun to directly deliver the community elements of these pathways in 2017-18. Virgin Care is already seeing evidence that this approach has enabled more people to remain safe at home.
- In 2016-2017 Virgin Care said services would be developed to be responsive to people who use services whose needs are urgent to prevent hospital admission. The range of care provided has been enhanced within our Rapid Response service to include the ability to glue simple wounds and support people who have had a minor head injury at home. Virgin Care has offered pathways directly from the ambulance service into to this service to avoid the need for people to go to hospital. The Community Matron team has also been supported to access further extended training to better support high risk people who use Virgin Care services. Virgin Care has a dedicated Community Matron in the Care Coordination Centre who can be rapidly deployed to assess people, for example those who are experiencing a sudden worsening in their long term condition, which may result in a hospital admission if not addressed rapidly.
- In 2016-2017 Virgin Care identified a priority to also develop integrated models of support for people using the services who have been admitted to hospital to allow them to be discharged home as soon as possible. The Community Matrons now form part of the Frailty team at Burton Hospitals NHS Foundation Trust. This means if a person who is known to the Virgin Care services, or could benefit from the services, is admitted to Burton Hospital Virgin Care are able to quickly intervene to ensure the right support is provided in the community. The Community Matron is able to coordinate with the wider community teams to ensure people can be discharged home safely at the earliest opportunity. In addition Virgin Care therapists hold a weekly meeting with Burton Hospital therapists to coordinate care and discharge arrangements for people with ongoing rehabilitation needs. Virgin Care have worked closely with partners at Staffordshire and Stoke on Trent Partnership Trust, Burton Hospitals NHS Foundation Trust and Staffordshire County Council to develop and begin to deliver a 'home first' model of care to facilitate discharge of people for further assessment to take place in the community.
- The Virgin Care Pharmacist has provided an enhanced service to people who have been referred to the community falls service. People referred to the service have had a detailed medication review to identify medicines that may be contributing to falls and prioritised for a trial of medication discontinuation. The pharmacist has ensured that the person's GP is fully informed of any changes and all people who were seen received a follow-up appointment to ensure the changes had been positive.
- Virgin Care has made a number of positive changes within the Musculoskeletal Physiotherapy Service. The Service reviewed its care using the Virgin Care 'BETTER' care map (as detailed in part 3). As a result the service is piloting a 'quick access' pathway in Uttoxeter; this pilot has changed the way it triages referrals to ensure people using services receive quick access to the right care; has improved the frequency and variety of information; and has introduced an evidenced-based pathway for people with lower back pain.

Services delivered in partnership

- Continued the work on developing and introducing the new models of integrated care services in Primary Care, Community Services and Secondary Care for people with Diabetes, Heart Failure and Respiratory Conditions which Virgin Care planned as a priority for 2017-2018.
- In 2016-2017 Virgin Care said that through partnership working an East Staffordshire Frailty Pathway would be implemented that supports frail service users and allows them to remain safe in their own homes. This has been achieved.
- Virgin care has continued to work in partnership with St Giles Hospice and Burton Hospitals Foundation Trust to improve quality of care at the end of people's lives. This has included funding an innovative project with St Giles Hospice which seeks to ensure people living in care homes have their care needs planned to support them to be able to remain in the care home at end of life if that is their wish. This includes supporting care home providers to be able to manage the needs of these patients.
- Virgin Care has developed pathways with West Midlands Ambulance service to provide access to alternatives to hospital where people's care can be delivered in the community.
- Virgin care has worked with the out of hour's doctor's service to improve access and quality. This has included providing Burton Hospital's Emergency Department access to out of hours GP slots where a person's needs could be better met by a GP.

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

Directly Delivered Services

- Virgin Care's Medicines Management team have completed their five year strategy and have refined their national audit (see 'Medicines management statement' in Part 3).
- Virgin Care services have had a programme of internal and external quality reviews during 2017-2018 to ensure services are safe, effective, caring, responsive and well-led. Each internal review has generated an action plan to ensure services continue to strive for a rating of outstanding. East Staffordshire CCG completed announced quality visits within Virgin Care Community Nursing Service, the Dietetics-Nutrition Support Service and the Podiatry Service, and each service was pleased to be judged as good and compliant within these key areas.
- All the services within Virgin Care have introduced a cycle of safeguarding supervision for all colleagues; this complements supervision at team meetings, individual meetings and multi-disciplinary meetings.

- Virgin Care during 2017-2018 became an established member of the Staffordshire Learning Disabilities Mortality Review Programme (LeDeR) Steering Group. People with learning disabilities are four times as likely to die of preventable causes compared with the general population (Disability Rights Commission, 2006). Following the Confidential Inquiry into Premature Deaths of People with Learning Disabilities (CIPOLD, 2013) one of the key recommendations was the establishment of a national learning disability mortality review to understand the circumstances leading to a death and whether such deaths could potentially be avoided in the future through improvements to health and care services. The LeDeR programme was subsequently established and has very clear aims to help reduce these health inequalities. The LeDeR programme is supported nationally by Bristol University and is being delivered in local areas across the country by NHS Clinical Commissioning Groups, on behalf of NHS England. For Staffordshire NHS East Staffordshire CCG is the responsible organisation.
- Virgin Care's Community Services have continued to benchmark and review quality against NICE guidance through 2017-2018 where applicable. For example NICE clinical guidance for 'Intermediate care including reablement-NG74' was part of a recent group project resulting in compliance of 82%, with the group now working on to attain 100%. Intermediate care is a multidisciplinary service that helps people to be as independent as possible, providing support and rehabilitation to people at risk of hospital admission or who have been in hospital.
- A focus over 2017-2018 has been to review infection control monitoring and this is being supported with the creation of colleagues acting as champions for their teams and the development of forum meetings and links with external partners. This then links into the wider Virgin Care infection control process providing the services an extra level of support. During 2018-2019, Virgin Care will deliver a roadshow to assess colleagues practice alongside the implementation of monthly hand hygiene assessments.

Services delivered in partnership

- Virgin Care has continued to play an active part in managing the quality of the services provided to East Staffordshire Improving Lives service users working with partners with existing and developing quality assurance and management frameworks.
- Virgin Care has completed a number of quality visits to our main sub-contractor Burton Hospitals Foundation Trust.
- Virgin Care has developed local quality assurance meetings with the out of hour's doctor's service in addition to participating in the Staffordshire Wide quality review meeting for out of hour's doctors.

Priority 3: Continue to be recognised as an outstanding employer

Directly Delivered Services

- During 2017-18, Virgin Care has focused on engaging all new colleagues joining directly or via a service transfer so that they had a great induction and are clear about what values-driven leadership looks like within the organisation. The events equip colleagues with the knowledge and tools they need to hit the ground running from day one.

The project which Virgin Care ran has reviewed the arrivals events process (induction event process), the induction platform, welcome packs, line manager guidance and a new blueprint for the induction process when bringing new services on board.

- Virgin Care's Leadership Development programme Leading the VC Way has produced a suite of leadership learning tools, supporting colleagues to make their next move at each level in the organisation. Linked to the 'behaviours framework' and focused on Level 3 Apprenticeship in Team Leadership, the content is delivered as an apprenticeship with the first cohort due to join the modules in 2018-19.
- As an organisation grown through acquisition, taking on large numbers of new colleagues overnight at the point of transfer, a focus for the year was to move to a simplified payroll and people system and Virgin Care is very pleased that this work has been completed. All colleagues are now using a single payroll solution, providing a single source of trusted 'people' data on which projects in 2018-19 (below) will be based. This solution, using the iTrent People Portal, allows managers easy access to annual leave and sickness administration and does away with insecure paper-based systems for tracking. The new system will go live on 31 March 2018, as the organisation progresses into the new financial year.
- Virgin Care has refreshed its Employer Brand during the year, producing a suite of materials which support efficient recruitment to our services in East Staffordshire. Including a suite of videos, paper and online materials as well as a new Careers Portal the Feel the Difference branding has been incorporated into the new employer brand.
- Virgin Care has extended its Feel the difference awards (see Part 3) with colleagues, people who use services and others now able to nominate colleagues for three awards each month linked to the organisation's values.
- The organisation made the difficult decision not to hold Big Thanks parties for our colleagues in December and to prioritise investment elsewhere within the organisation. Virgin Care instead launched 'Little Big Thanks' for Christmas, with each team receiving vouchers for food and activities for a team party.
- Virgin Care has introduced the 'BETTER Map' (see part 3) as promised in Quality Account 2016-17 with new tools and resources for colleagues.
- Within all of Virgin Care services a 'People Plan' has been developed with key actions to ensure generation of an environment for colleagues to bring their best selves to work so everyone feels the difference.

- Virgin Care has invested in leadership training and development from team leader upwards, including a formal leadership award and local leadership development sessions. Virgin Care has also developed a bi-monthly Leadership Forum lead by the Managing Director to bring together senior clinical and managerial colleagues to shape how services are delivered locally.
- Virgin Care is offering apprenticeships at a number of levels including Business Administration, Customer Services, Health Care Support Workers and Team Leadership. Within East Staffordshire a number of colleagues have been able to access these opportunities.
- All colleagues have two formal appraisal conversations per year. East Staffordshire has exceeded the national organisation's target for appraisal and mid-year review at 81%.
- Virgin Care has undertaken a local talent review of colleagues to identify development opportunities and where there are colleagues ready for progression.
- A monthly colleague newsletter has been introduced and 'star of the month' award to recognise the contributions made by the teams.
- Virgin Care has focussed on ensuring colleagues have a voice within services. In October 2017 a 'listening week' ran which included Executive and Senior Manager visits to a number of Virgin Care services. The colleague feedback received from these sessions formed an action plan. This has included regular 'drink and chat' sessions with the Managing Director for colleagues to be able to discuss any issues.
- Teams within Virgin Care East Staffordshire Community Services have held a variety of 'Love your Lunch' sessions, this has included a Christmas lunch time gathering across a number of bases; within the central hub and on the initiative of colleagues Virgin Care have run lunch time mindfulness sessions.

Services delivered in partnership

- Virgin Care has continued to develop an integrated workforce model across the range of partner services to ensure that there are the right colleagues, in the right place, delivering the right service to people accessing services in East Staffordshire.
- West Midlands Ambulance Service have reviewed their workforce model, with some paramedics now supporting the work of the Staffordshire Doctors Urgent Care (SDUC), who also now have access to emergency care plans for East Staffs Community Services as appropriate.

Priorities going forward in 2018-19

Continuing to demonstrate service quality and safety remains a top priority for Virgin Care over the coming year. Virgin Care has also identified other areas where improvements can be made to the services it delivers to ensure everyone feels the difference.

How Virgin Care identified its priorities for 2018-19

Virgin Care's national priorities were identified by its board as part of an annual process, having reflected upon the feedback provided by people who use services and other stakeholders throughout the year in a variety of methods.

Individual business units, including East Staffordshire were then able to set their own priorities.

The Citizen's Panel members for East Staffordshire Community Services supported identification of East Staffordshire's priorities through the formation of a survey.

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

Directly Delivered Services

Local Priorities:

1a. Develop Safety Huddles within Community Nursing Services

Within 2018-2019 Virgin Care plan to roll out 'Safety Huddles' across the Community Nursing Services

The Safety Huddle Principle has been advocated by the Queens Nursing Institute as best practice within Community Nursing, to ensure all key harms are addressed on a daily basis and to ensure people who use services and staff safety is formally documented.

District Nursing Teams within Burton-upon-Trent have recently been co-located to a purpose designed office. Virgin Care plan to commence the roll out of this approach in Burton Town District Nursing Team with a view to rolling out to other teams once embedded.

1b. Skin Care

Virgin Care will continue to build on the work to ensure that people who are at risk of pressure damage have their care delivered in a way which consistently meets best practice guidance.

During 2018-2019 Virgin Care will continue to embed a more multi-disciplinary approach to skin care ensuring that lessons learnt are shared across services.

Virgin Care plan to review our Tissue Viability services to ensure they meet local needs. Virgin Care in East Staffordshire will implement the Virgin Care National Policy for Pressure Area Prevention due for publication in 2018/19.

1c. Information Technology to improve care

Virgin Care has chosen this priority as it will offer direct, positive benefits to colleagues and therefore to the provision of the high quality care they deliver to people who use services. In 2018-2019 Virgin Care will commence use of a new clinical system for all of the services. This will have the benefit that the Care Coordination Centre will quickly and easily be able to identify the services involved in a person's care. The system will facilitate improved messaging between services to enhance communication between disciplines. The system will facilitate electronic record keeping which will mean that health professionals will be able to see the clinical records kept by other services. This system will allow colleagues to document care electronically at the point of delivery which should free up time to provide more care.

Services delivered in partnership

- Neurology - Virgin Care are working in partnership with Acute Trust colleagues, undertaking learning from Walton Centre – Vanguard to develop a sustainable neurology service for the people of East Staffordshire.
- Virgin Care are working in partnership with Burton Hospitals Foundation Trust to develop integrated care pathways for Diabetes, Heart Failure and respiratory services. These are currently at various stages of implementation with heart failure being the most advanced. The aim is to develop sustainable services, provide support to primary care and ensure care is delivered in the most appropriate setting. This has taken the experience from the Portsmouth 'super six model' for Diabetes, and is looking to apply the same principles across all long term conditions.

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

Directly Delivered Services

Local Priorities:

2a. Medicines Optimisation

All services will continue to support Virgin Care's Medicine's Teams five year strategy. This includes developing the medication error review process and providing support to colleagues to improve clinical outcomes.

2b. Further develop programme of internal service review

Virgin Care will deliver a programme of internal service review for 2018-2019 which includes an element of peer review of practice and ensures learning is shared across teams to further improve services provided.

Services delivered in partnership

- Virgin Care will deliver a programme of external service review for 2018-2019 which includes monthly announced and unannounced visits to assure ourselves of the quality of care given to our patients by our partners delivering the care and ensuring learning across teams.

Priority 3: Continue to be recognised as an outstanding employer

Directly Delivered Services

Local Priorities:

3a. Provision of High Quality Training and Education

All Virgin Care services in East Staffordshire will continue to support and develop colleagues through participation in apprenticeship schemes, higher education opportunities and the newly implemented assistant practitioner training.

Services delivered in partnership

- Virgin Care is going to build upon the vision of integrated working and shared posts across appropriate services.

Creating a clear workforce plan

During 2017-18 Virgin Care developed and implemented a new toolkit to enable all of its services to create a comprehensive Workforce plan, ensuring people's needs for the services were met.

The plan is based on five pillars:

- Leaders who lead
- Great people in the right place at the right time
- Best selves
- Happy People
- Future Read

These are underpinned by the CQC domains and the Workforce Plans allow Virgin Care's services to translate local people issues into tangible action plans and ensure recruitment activity is target-driven building high performing, highly engaged teams to deliver exceptional services to people who use services.

Virgin Care's Workforce Plans remain live and working documents, adapting and evolving as services do. Over the coming year, Virgin Care will review its workforce plan and make tactical recruitment decisions but in the coming years Virgin Care expects the plans to support transformation and provide long-term people solutions.

The plans feed into Virgin Care's organisational people strategy. Virgin Care considers this action to be industry-leading and the approach has been praised by our partners at the Royal College of Nursing who consider this level of Workforce Planning to be best practice.

Taking part in national, local and clinical audits

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)

This 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 the six month assessment. The stroke team continue to take part in this.

More information: <https://www.strokeaudit.org/>

Safety Thermometer

This is an NHS point of care survey instrument and provides a 'temperature check' on harm that can be used alongside other measures of harm to measure local and system progress in providing a care environment free of harm for people using services.

w: <https://www.safetythermometer.nhs.uk/>

Motor Neurone Disease (MND) audit

Developed by the MND Association this audit supports the implementation of recommendations in the NICE guideline on MND (NG42) as well as statements 1, 2, 3 and 5 in the NICE quality standard for Motor Neurone Disease.

w: <https://www.mndassociation.org/forprofessionals/transforming-mnd-care/>

National Safeguarding Audit

The 2017 Safeguarding annual audit was based on a combined Children's Section 11 and Adult Safeguarding Self- Assessment Tool (Best Practice). The audit focused on seven areas relating to safeguarding governance for example; safer recruitment and selection of colleagues and the management of complaints, allegations and whistleblowing. Additions were made this year to include a further six questions to gauge application of the Mental Capacity Act to practice.

The annual national safeguarding audit evidences that Virgin Care continues to manage safeguarding well across services. The areas that require improvement overall include access to safeguarding supervision and knowledge of the Mental Capacity Act, and the safeguarding sub-committee are taking steps to address these.

Other clinical audit programmes

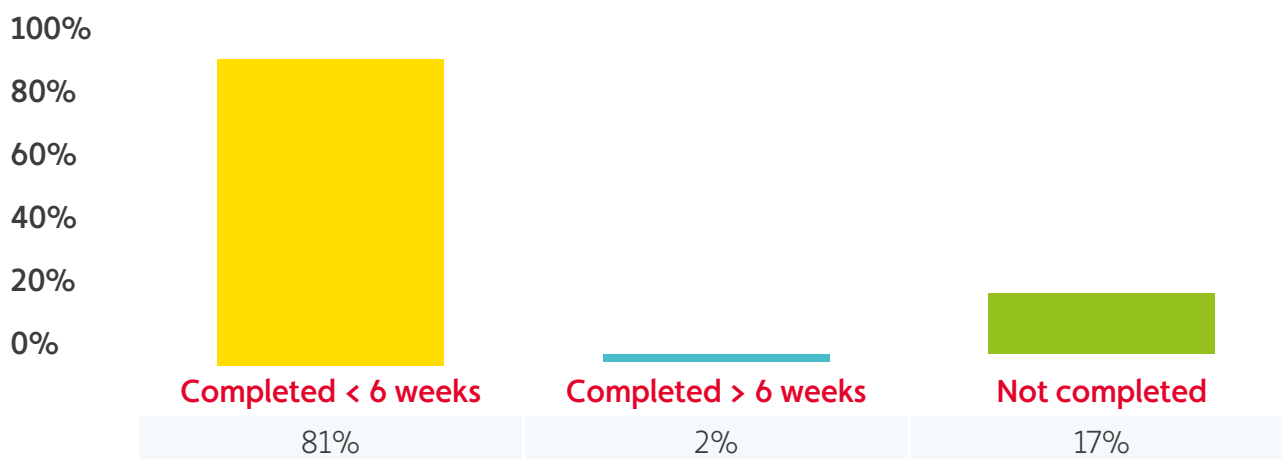
Across all its services Virgin Care runs a core audit programme, including the following core audit programmes:

- Medicines Safety Audit (see Part 3)
- Health Records Audit
- Health and Safety Audits
- Confidentiality Audits
- Infection Prevention and Control Audit

Across all the services an internal core clinical audit programme was also run, which included:

The Early Supported Discharge Community Stroke Team conducted a clinical audit based on cognitive screening post stroke, and that this is being completed within a 6 week timeframe (NICE Quality Standard 2-Stroke in Adults). This was compared to a previous audit undertaken in 2015 and found that 81% of people using the service had a cognitive screen completed within six weeks of diagnosis, an improvement from 65% in 2015.

What cognitive screening completed within six weeks of diagnosis (n=54)



The Rapid Response Team audited intravenous cannula care using NICE guidance (CG139). This found that all cannulas were in situ less than 72 hours in line with the guidance.

The Community Nursing Service, in conjunction with Convatec, undertook a clinical audit in the leg ulcer clinics, which aimed to look at the quality of care the people using services received, infection rates and formulary compliance that were benchmarked against best practice to ensure the delivery of optimal care.

Virgin Care was not subject to audits of its directly delivered community services by its commissioners during 2017-2018.

Research statements

Proper research governance is essential to ensure that customers, colleagues and members of the public can have confidence in, and benefit from, quality research in health and social care. We support high scientific, ethical and financial standards, transparent decision-making processes, clear allocation of responsibilities and robust monitoring arrangements. The dignity, rights, safety and wellbeing of participants must be the primary consideration in any research study.

A core standard for health care organisations is that they have systems to ensure the principles and requirements of the research governance framework are consistently applied. At Virgin care we achieve this through our Research Governance Committee that meets quarterly and has a membership made up of clinical expertise. Virgin Care is a proud participant in research to help improve care for people who use NHS and Local Authority services and the organisation plans to continue to develop this area over the coming year.

Current research activity

No local active projects are included on our Research Database.

Learning from deaths

Virgin Care responded to the 'National Guidance on Learning from Deaths' issued by the National Quality Board in March 2017 by developing an annual mortality report that is presented at the Virgin Care Clinical Governance Committee and to the Board of Directors. Virgin Care complies with the Framework for NHS Trusts and NHS Foundation Trusts on Identifying, Reporting, Investigating and Learning from Deaths in Care where applicable.

Statements from CQC

Some services operated by Virgin Care are required to register with the Care Quality Commission (CQC).

As part of this document, it can be confirmed that Virgin Care Services Limited is registered with the CQC and has no conditions attached to its registration. Virgin Care Services Limited 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.

Overview of CQC inspections this year

In 2017-2018 CQC inspectors travelled across England to inspect Virgin Care Community Services sites as part of a new, comprehensive programme of independent sector inspections to look at whether services are safe, effective, caring, responsive to people's needs and well-led. Virgin Care Services were rated 'good' overall.

Internal Service Reviews (ISR)

Virgin Care operates a programme of 'Internal Service Review' (ISR), with each of its clinical services required to complete such assessment twice during each calendar year, with no longer than 6 months elapsing between reviews.

Each ISR is completed by a manager of another Virgin Care service and results are logged, analysed and reported using our internal reporting platform 'Tableau'.

The ISR programme covers the same domains as a CQC inspection, and produces a rating based on a similar scale to the CQC's reports.

In East Staffordshire, Virgin Care undertook a number of ISRs, exceeding the target of one every six months. Service leads use the information from these towards an ongoing programme to improve the quality of their services.

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 polices, 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
- The Clinical Governance and Safeguarding Committees provide Board assurance that 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

The organisation continues to deliver on the recommendations from the CQC, "Not seen, not heard" report (July 2016) to ensure that services new to Virgin Care are included. Virgin Care has started the implementation and a planned roll out of the Child Protection Information-Sharing project (CP-IS) across the scheduled care services and ensures the Mental Capacity Act, DoLS and Prevent are fully embedded within safeguarding processes across all services within Virgin Care.

Errors introduced into patient notes

During 2017-2018 there were no reports relating to errors introduced into patients notes

Local initiatives to improve data quality

Across service in East Staffordshire local changes to improve data quality include:

- Introduction of a new clinical system (EMISweb)
- Continued implementation of Lumira mobile working solution across all services.

Information Governance Toolkit Attainment Levels

Virgin Care's Information Governance (IG) Assessment report for this year was scored at 74% and was graded satisfactory.

More than 95% of staff completed their induction or annual refresher IG modules during the year.

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).

Duty of Candour Statement

Virgin Care is committed to being open and transparent with people who use services and (taking into account confidentiality) their representatives. The organisation encourages its colleagues to be open and honest from the first time people who use services come into contact with services.

Where a notifiable safety incident is recognised, colleagues are advised to report this via 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 colleagues to write to the person using the service or their representatives 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, in line with timescales for external reporting including STEIS. For incidents relating to safeguarding, the relevant Safeguarding Policy and safeguarding lead will also be consulted before any disclosure is made to the person using the service or their representative.

Once the investigation has been concluded, a further letter is sent to the person who uses the service 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.

Compliance is monitored through the local Root Cause Analysis (RCA) panel action plans.

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 62% of colleagues across England took part and we saw significant improvements in feedback from colleagues based on tracking data from previous years.

A summary of key results are included below.

KF26

Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months)

6% of colleagues said they had experienced harassment, bullying or abuse at work from staff.

(White colleagues 5%, BME 9%)

KF21

(Percentage believing that the organisation provides equal opportunities for career progression or promotion for the WRES)

67% of colleagues believe that the organisation provides equal opportunities for career progression.

(White colleagues 66%, BME 67%)

Delivering high quality services

Virgin Care's teams and its services are recognised for their hard work and excellence throughout the year, both internally and externally. This is a summary of some of those awards.

Star of the Year awards

Virgin's Star of the Year Awards are the national recognition programme for colleagues in Virgin companies. Each year we have several hundred nominations with two national winners invited to dinner with Sir Richard Branson at the award ceremony.

Feel the Difference Awards

Virgin Care's primary recognition programme for colleagues is the 'Feel the Difference' awards, with colleagues eligible for an award in three categories: Strive for better, Heartfelt service, Team spirit, based around the values of Virgin Care.

Colleagues and the public can nominate Virgin Care staff for an award online at any point throughout the year online, with monthly winners and a yearly award ceremony in West London.

More information about the awards is at www.virginicare.co.uk/awards/

External awards

Pam Bostock, Adult Ability Team Lead previously received an award from the QuDoS in MS Recognition Programme (recognises innovation and excellence in multiple sclerosis care) for her person centred approach to Multiple Sclerosis care, and is also a former Feel the Difference award winner, and has now been given an Extra Mile Award by the Motor Neurone Disease (MND) Association in East Staffordshire.

Training and Development by The Learning Enterprise (TLE)

The Learning Enterprise is the training and development arm of Virgin Care, and has been awarded the Skills for Health Quality Mark for delivery of face-to-face training and education for the health and care sector.

The Learning Enterprise provides a mixture of clinical training for Continued Professional Development, 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:

- Implemented a Nurse Revalidation platform, providing a central point for Virgin Care's nurses to collate their data for revalidation and provide a convenient way of uploading the information to the Nursing and Midwifery Council
- Been accredited to provide the Leadership ILM Apprenticeship for first time Team Leaders and where appropriate experienced leaders can participate to support their role
- Launched a new Appraisal platform for Virgin Care, designed around the Behaviours Framework and ensuring all colleagues received a mid-year and end year appraisal which is pertinent to them and relevant to the organisation.
- Launched an external-facing training platform, allowing volunteers to access additional training funded by Virgin Care.
- Access on JAM (Virgin Care's intranet) to the Assessed and Support First Year of Employment (ASYE) Framework for Newly Qualified Social Workers (NQSW) to ensure delivery for all NQSW within VC
- TLE have developed and Launched 12 month a Preceptorship programme for all new registrants in Virgin Care
- E- Learning Packages for Mental Capacity Act & Deprivation of Liberty Safeguards have now been developed in-house for all staff and launched on MyLearning
- Reviewed internal Quality Assurance process within TLE to ensure all training packages are quality assured and signed off at senior level. Ensuring all Training packages are standardised across Virgin Care nationally
- Embedded Governance structure across TLE ensuring all areas of the business have robust reporting mechanisms and clear accountability
- The Learning Enterprise won the Student Nursing Times Award for student placement of the year: community 2017, for its work with Virgin Care.
- Virgin care has been delivering a Foundation Degree in Health and Social care leading to the qualification of assistant practitioner. The first cohort started in Surrey with 20 students in June 2017. The award is accredited and delivered in partnership with the University of Derby. Recruitment to the course is jointly shared between the University and TLE.

Over the coming year, The Learning Enterprise will:

- Re-launch Virgin Care's Arrivals process for new starters
- Launch the Level 3 Apprenticeship for Team Leaders
- Receive Royal College of Nursing approval of its Preceptorship programme
- Develop an in-house Looked after Children eLearning Programme

Locally:

- The development programme for community nurses detailed in 2016/2017 is now underway with two student specialist practitioner colleagues in post.
- Further development of training for non-medical nursing staff to prescribe.
- Continued development of End of Life training in conjunction with the local hospice.
- Physical assessment training provided to Community Matrons and Nurses in the Rapid Response Team.
- National leadership training opportunities designed to improve colleagues' leadership skills and support them to raise the profile of the services locally.
- Review of the Tissue Viability Training provided externally to ensure that it meets the needs of colleagues and promotes best practice.
- Provision of various cross-disciplinary programmes to enhance in-house resources, skills and knowledge. For example use of tissue viability assessment tools to therapy staff.
- Learning Disability awareness through the Learning Disability Nurse, incorporating safeguarding topics.
- The development of a 'roadshow' of Aseptic Non-Touch Technique assessment for clinical staff.

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 feedback from people using services. 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:

You said - Person who uses services needed help to remember appointments;
We did - Provided easy read information and a diary.

You said - A person using services with significant difficulties asked for help to go to a Cliff Richard concert
We did - Helped support the person obtain tickets and attend the concert with a friend. This was described as a dream come true.

You said - A person using the continence services preferred a telephone call as follow-up instead of a clinic appointment
We did - Now offer people who use services the choice.

The BETTER map

Over the course of the year, Virgin Care introduced the BETTER principles to support a high quality experience in the journey through its services (see over). This map provides a focus for services, managers, colleagues and Virgin Care's Service Design Team when reviewing the performance of services and the experience of people who use services when something goes wrong.

What if I can't get an appointment?

Will the environment be clean and safe?

Will they be too busy and will I have to wait?

Will they listen and understand what the problem is?

What will happen next?

What if it gets worse and who can I talk to?

The setting in which we provide care may change but our commitment remains the same

We'll make it quick and easy to get an appointment

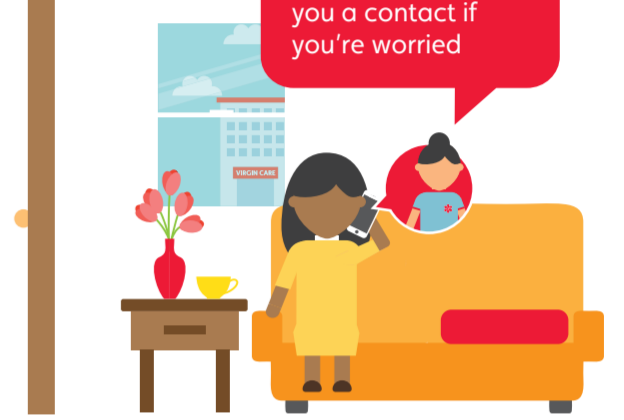
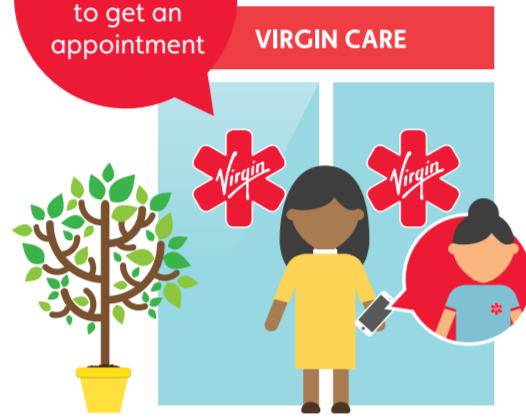
Our environments are welcoming, clean, comfortable and uncluttered

We will say hello with a smile, introduce ourselves and let you know what to expect

We'll give you our full attention and explain as we go

We'll check you have understood everything and tell you what's going to happen

We'll stick to what we promise and give you a contact if you're worried



The Booking

The Environment/setting

The Welcome

The Consultation/your stay

The GoodbyE

The Result/follow up

Worries you may have

- Will I get through?
- Will I have to explain everything twice?
- What if I can't get an appointment?
- Will they understand?
- What if I cry?
- What should I have with me?

Our commitment to you

- We'll give you options on how to book
- We'll make it quick and easy to get an appointment
- We'll make you feel like we're here to help you and to listen to you

Your commitment to us

- You let us know if you can't turn up to an appointment in good time

So you feel... [the difference]

- We're efficient and competent
- We've removed barriers to help you
- Nothing's too much trouble
- You are being listened to
- Your needs are being met

And say...



'The appointments are readily available and sufficiently supplied.'
East Staffordshire Care Co-ordination Centre



'Friendly staff, clean environment and toys to keep my child entertained'
Barnstaple Health Visiting service



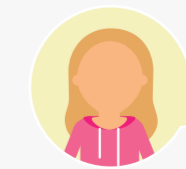
'Very helpful, remembered me from last time and made me feel welcome.'
Melksham Health Visiting Service



'Excellent consultation - unrushed and felt understood and listened to.'
Community Paediatrics, Wiltshire



'Good advice given to my husband to help with his mobility'
Falls service, North Kent



'Fast friendly communication and a lovely follow up call explaining the results.'
Paediatric Speech and Language Therapy, Devon

- Can I park?
- Will I find you OK?
- How will they know I am here?
- How long will I wait?
- Will there be hundreds of people waiting?
- Will I hear my name called?
- Will they find my house?

- We'll make it easy to identify us as a Virgin Care service
- We'll make it easy to access the service with clear signposting
- We'll make our environments welcoming, clean, comfortable and uncluttered
- We'll provide you with information that's relevant and easy to understand
- We will respect your home environment

- You take care of the environment and let us know what we can improve

- We're working together as one team
- You are in the right place
- Comfortable and confident we will take care of you
- You are informed

- Will they ask me questions in front of everyone?
- Will they be too busy?
- How do I know where to wait?
- What if I need the loo?
- Will I need to complete any forms?

- We know you are coming
- We will say hello with a smile and introduce ourselves
- We'll check with you what you like to be called
- We'll tell you what's going to happen (including how long you may have to wait)
- If we are running late we will let you know

- You treat us as you'd like to be treated, with courtesy and respect

- We're welcoming
- You are genuinely cared for a respected
- You can relax because you can trust us
- You know what it going to happen

- Who are they?
- Will they listen?
- Will I understand what the problem is?
- Will this hurt?
- How long will it take to recover?
- Is it serious?

- We'll introduce ourselves by our first name
- We'll make sure we've got your name right
- We'll listen to your story and explain as we go
- We'll ensure the consultation is thorough
- We'll signpost you to other community support available to you
- We'll be open and honest with what can and can't be done

- You give us all the information we ask for in order to make an informed diagnosis
- You will work with us to agree next steps

- We're committed to you
- You are a person and not a number
- You are in expert hands
- You are confident in the diagnosis
- You can trust us
- You only have to tell your story once

- What do I have to do next?
- What will they do now?
- When will I hear back?
- What about the other thing I forgot to mention?
- Will I need to come back again?

- We'll check you have understood everything
- We'll explain what will happen next and any literature to help you remember
- We'll be open about the ongoing support available to you
- We'll give you a timescale when we can
- We'll ensure you have support at home and involve others if you need us to

- You let us know if there is anyone we need to involve and if you are worried and don't understand anything

- You understand what the problem might be
- You feel prepared and better able to cope
- You are in good hands
- You would recommend the service

- What if it gets worse?
- When should I expect a call?
- Can I get an appointment in time?
- What if I don't hear back - who can I talk to?

- We'll keep you safe
- We'll tell you the results when we promise we will
- We will give you contact details if you are worried
- We'll listen to your feedback and take onboard suggestions

- You will give us the time we agreed to get back to you but get in touch if you feel worse

- We provide a seamless, joined up, service
- We keep our promises
- Surprised and delighted with the service
- You are safe and have peace of mind

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 people using services 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 people who use services.

Applications can be made by all colleagues and submissions are considered by a monthly peer panel each with funding being made immediately after approval.

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

Service

Summary of improvement project

Community Matron Team

The team successfully applied for funding to purchase keyrings for people using the Community Matron service. The keyring has a message saying 'I am known to a Community Matron, please call'. If the person finds themselves in A&E, the keyring will alert hospital staff that the person is known to the team and the team will be able to facilitate a discharge home or prevent a hospital admission.

East Staffordshire Improving Lives, Transformation team

Funding was approved to provide key rings for the local ambulance service to encourage use of Rapid Response/Care Coordination Centre. This initiative had the full support of West Midlands Ambulance Service who will ensure the keyrings are attached to all frontline vehicle keys in Staffordshire.

East Staffs Community Nursing Service

The panel approved funding for passport documents which are now used to ensure colleagues are supported to obtain the right training and support. Colleagues carry the passport with them and add notes to record learnings. The passport is also aligned to Virgin Care values and link in with colleagues' revalidation.

In addition, other services completed their Feel the Difference goal without further funding.

Improvements made over the last 12 months include:

- In March 2017 the Musculoskeletal (MSK) and Orthopaedic Service helped people who used the service feel the difference by reducing the time people waited initially for MSK physiotherapy assessment. Despite the retirement of two of the team's clinicians they were able to bring two locum physiotherapists on board and this increased capacity a little. They also changed their access arrangements so that people could opt into the service for an appointment. Previously they were giving every referred person an appointment. By asking people to opt in, this reduced the numbers of non-attendance at appointments. This initiative almost halved the waiting list time.

- The Adult Ability Team, for every new episode of routine care, began asking a person using the service 'What matters most to you?' This then supported a goal being identified and documented and reviewed at the end of that episode of care.
- The Community Nursing Service working with the Adult Continence Service aimed to improve the experience of people who use services when referred to the service for a continence assessment by providing information to inform and guide people through the assessment process to ensure individualised, timely care. By improving the quality of the initial information provided by nurses and subsequently by people using services regarding their individual needs the process from referral/assessment to appropriate treatment has improved.
- The Musculoskeletal (MSK) and Orthopaedic Service decided to improve people's information both to enable people using the services to access clinics in a timelier and less stressful way, and to support the verbal advice and education given and so develop a better clinical outcome. This was following receiving verbal feedback that further information and signage was needed.
- The Rapid Response Palliative Support Team identified the need to improve the visual support offered by the team, to all people whilst using the service, and in the following early days of bereavement. This has been achieved by creating a service leaflet and a support bereavement booklet entitled 'When someone dies'. This has supported people experiencing a difficult time and supported promotion of the service.
- The Rapid Response Team identified that people using services receiving intravenous antibiotics were anxious if colleagues did not attend at the time expected. They are now given a leaflet that clearly states the timeframe for visits, information to reduce anxiety if colleagues are delayed, reasons why colleagues may be late, and what to do if they are concerned about their cannula between visits with relevant contact numbers.

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. This year, Virgin Care improved and refreshed its complaints policy to enhance the experience of those people who wish to complain and seek an early resolution.

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, and the executive team and to 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. This year, Virgin Care improved its Tableau reporting of complaints allowing colleagues to see the stages of the journey (according to the BETTER Map) where the improvement

could be made. In 2017-2018 Virgin care received 9 formal complaints for services within East Staffordshire. All complaints are investigated and action plans put in place. The complaints received were across a range of clinical services, which have not identified any emerging themes.

The organisations approach is to encourage people who use services 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.

Improvements in 2018-19

During the coming year, Virgin Care will:

- Develop learning and development to support colleagues to be their best selves and provide the best customer service
- Focus on action plans following complaints and better understand the complaints and lessons learned across the whole of the organisation
- Improve the exportable versions of reports in Tableau, allowing easier 'offline' access to complaint reporting
- Map You Said, We Did to the BETTER map allowing these to feed more efficiently into transformation plans

NHS Friends and Family Test

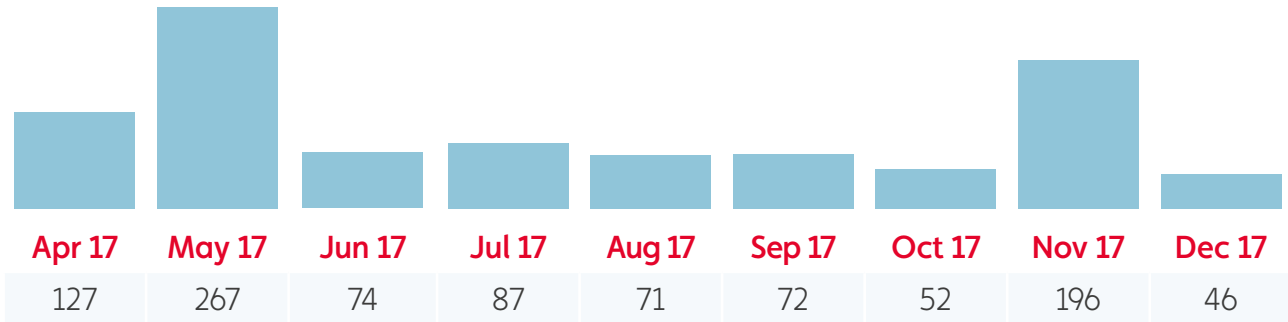
The Friends and Family Test (FFT) is mandated by NHS England for all providers of NHS services and is now fully in place across all services. Everyone who uses Virgin Care's services has the opportunity to provide anonymous feedback on their experience and a chance to provide comments on how their experience could've 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.

Virgin Care's teams can access information about their service using our in-house data reporting system powered by Tableau. This powerful reporting tool allows actionable insights for managers. Virgin Care encourages staff to discuss their FFT and other feedback, accessible through Tableau, at team meetings and to make actionable change in response to the feedback provided by the people who use services.

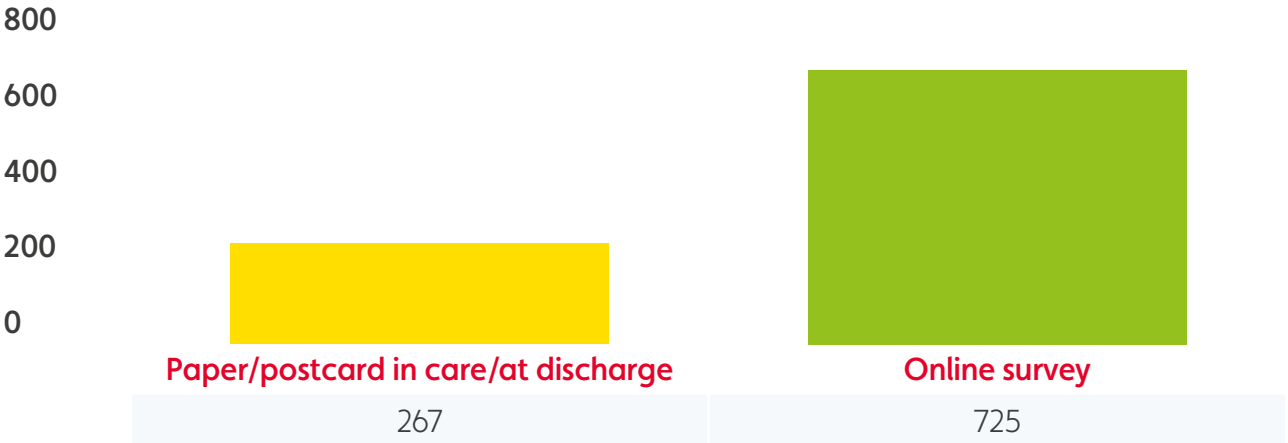
FFT statistics for East Staffordshire Community Services

Questionnaires completed

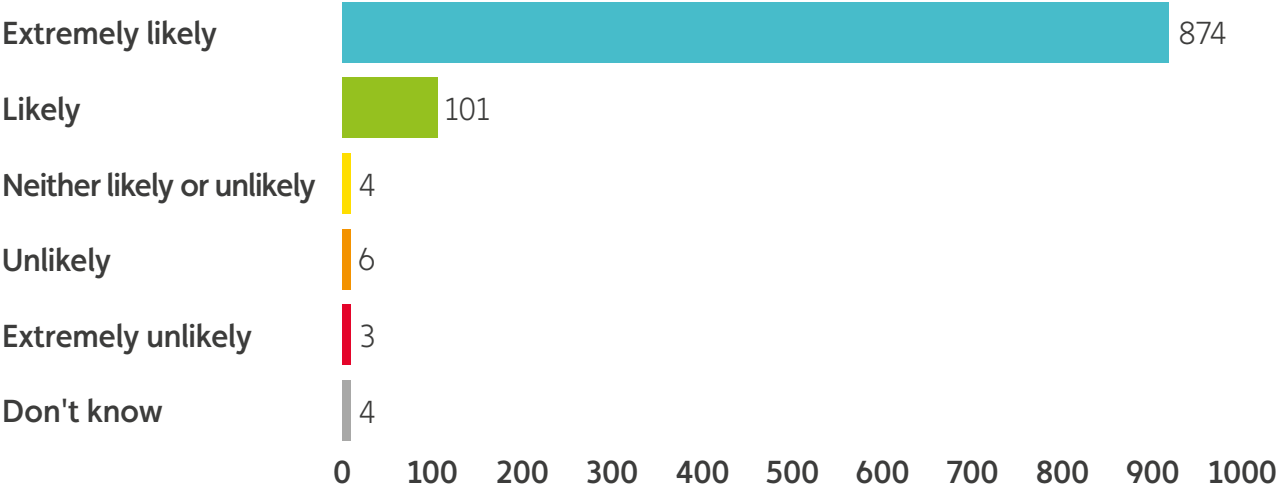


The graph above demonstrates where we have held themed census days within that month to improve the numbers of responses from people who use our services. Staff remain focused on gathering feedback, but many of the people who use our services do so for a long period of time and decline completion as they feel they have already done so.

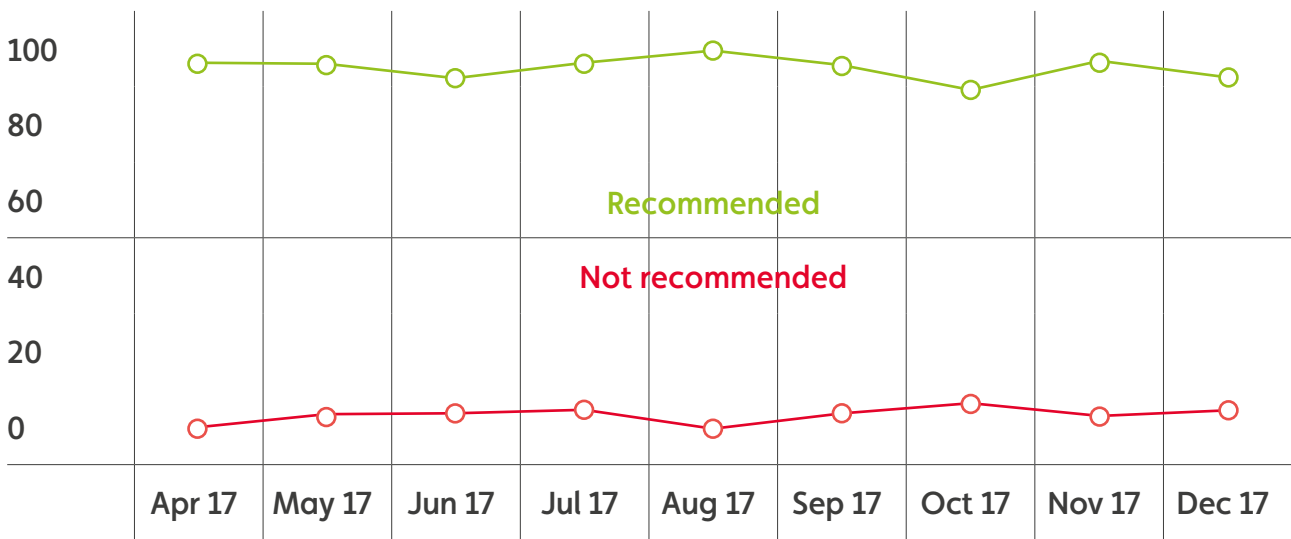
Completion source



Feedback response to main question



Recommendation graph



Feedback from FFT has been overwhelmingly positive. The small number of comments that were not positive have received increased team focus and actions taken to ensure an improved service, based on feedback.

During 2017-2018 a further Patient Reported Experience Measure (PREM) was introduced based on five key questions: questions answered, involved in care, enough privacy, medication explained, and treated respectfully. This has proven to also be overwhelmingly positive in terms of feedback and is closely monitored to identify any future negative trends, which have not as yet emerged.

Submission of FFT data to NHS England

Our Information Management Team submits FFT response data to NHS England each month, and services receive a copy of the data submitted by people who use 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.

Part three

Indicators of quality performance

Prescribed information

12	<p>(a) The value and banding of the summary hospital-level mortality indicator ("SHMI") for the trust for the reporting period</p> <p>(b) The percentage of patient deaths with palliative care coded at either diagnosis or specialty level for the trust for the reporting period.</p>	Not applicable
13	The percentage of patients on Care Programme Approach who were followed up within 7 days after discharge from psychiatric in-patient care during the reporting period	
14	The percentage of Category A telephone calls (Red 1 and Red 2 calls) resulting in an emergency response by the trust at the scene of the emergency within 8 minutes of receipt of that call during the reporting period.	Not applicable
14.1	The percentage of Category A telephone calls resulting in an ambulance response by the trust at the scene of the emergency within 19 minutes of receipt of that call during the reporting period.	Not applicable
15	The percentage of patients with a pre-existing diagnosis of suspected ST elevation myocardial infarction who received an appropriate care bundle from the trust during the reporting period.	Not applicable
16	The percentage of patients with suspected stroke assessed face to face who received an appropriate care bundle from the trust during the reporting period.	Not applicable
17	The percentage of admissions to acute wards for which the Crisis Resolution Home Treatment Team acted as a gatekeeper during the reporting period.	Not applicable
18	<p>The trust's patient reported outcome measures scores for:</p> <p>(i) groin hernia surgery,</p> <p>(ii) varicose vein surgery,</p> <p>(iii) hip replacement surgery, and</p> <p>(iv) knee replacement surgery,</p> <p>during the reporting period.</p>	Not applicable
19	<p>The percentage of patients aged:</p> <p>(i) 0 to 14; and</p> <p>(ii) 15 or over,</p> <p>readmitted to a hospital which forms part of the trust within 28 days of being discharged from a hospital which forms part of the trust during the reporting period.</p>	Not applicable

20	The trust's responsiveness to the personal needs of its patients during the reporting period.	Not applicable
21	The percentage of staff employed by, or under contract to, the trust during the reporting period who would recommend the trust as a provider of care to their family or friends.	Not applicable
21.1	This indicator is not a statutory requirement. The trust's score from a single question survey which asks patients whether they would recommend the NHS service they have received to friends and family who need similar treatment or care.	Not applicable
22	The trust's "Patient experience of community mental health services" indicator score with regard to a patient's experience of contact with a health or social care worker during the reporting period.	Not applicable
23	The percentage of patients who were admitted to hospital and who were risk assessed for venous thromboembolism during the reporting period.	Not applicable
24	The rate per 100,000 bed days of cases of C. Difficile infection reported within the trust amongst patients aged 2 or over during the reporting period.	Not applicable
25	The number and, where available, rate of patient safety incidents reported within the trust during the reporting period, and the number and percentage of such patient safety incidents that resulted in severe harm or death.	

Patients readmitted to hospital within 28 days

During the past year, the following number of people who use services were re-admitted within 28 days of being discharged from a hospital operated by Virgin Care Services Limited.

Age	% Re-admitted within 28 days
0 to 15	Not applicable
16 or over	Not applicable

Community Services Performance Report

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

Medicines Optimisation Statement

Quality Account: national statement for medicines optimisation (2017-18)

Virgin Care has a medicines optimisation strategy, which it launched in 2017. The strategy is a five year forward view to improve medicines optimisation across six principles:

Principle 3 of this strategy is for Virgin Care to have robust systems and processes in place for the safe handling and use of medicines throughout the organisation. Implementation of this is through the annual comprehensive organisation-wide 'medicines safety audit' which is completed by all services at every level.

This audit has more than 200 questions and Virgin Care uses the data it collects through this to develop individualised action plans for each service and identify key organisation-level and regional-level improvement plans.

In 2017-18 through this audit Virgin Care achieved transparency in medicines safety metrics across all of its services in East Staffordshire nationally through the development of a real-time on-line dashboard.

This dashboard has enabled Virgin Care to identify and take direct action on the top areas for improvement at service, regional and national levels. Subsequent internal benchmarking between services and regions has driven the sharing of best practice and resources.

This audit is updated each year to include user feedback and Virgin Care is working to simplify the process for 2018-19.

Comments by co-ordinating Clinical Commissioning Group

The draft quality account was submitted to the East Staffordshire Clinical Commissioning Group on 27 March 2018 and any comments provided 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

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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