

Virgin Care

Surrey Quality Account

Services delivered in Surrey by Virgin Care Services Limited

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Part one

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:

Adult community services

3 community hospitals, outpatients, 24 hour district nursing, community matrons, specialist nursing, rapid response, Diagnostic assessment and treatment centres and community therapy

Specialist services

Community dental service, This is a specialist referral service for children and adults who due to a variety of special needs have been unable to have those needs met in a General Dental Practice.

Rehabilitation and therapies

Physiotherapy, occupational therapy, podiatry and speech and language therapy and Wheelchair Services

Managing Director's Introduction

We began providing these services in 2012 and we have worked hard since then to lay the foundations of the improvements we will make.

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

Over the past year I am particularly proud of the achievements we have made in supporting the integrated care systems in Surrey Heath and Farnham enabling more people to be cared for in their own homes. I am also very proud of the way the teams have embraced the Virgin Care Feel the Difference fund and worked with local Charities to enable the purchase of a new occupational therapy van.

Over the next 12 months we will continue to work with local partners in care to ensure people remain in their own homes through the local integrated care models.

I would like to thank our colleagues who have demonstrated in this document the work we have done and for the work they will do over the coming year.

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 reflect both success and the areas that we have identified for improvement over the next 12 months, and I am happy with the accuracy of the data reported.

Sarah Wardle

Managing Director – Surrey
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 Surrey. 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

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 Surrey. 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

Adult community services

Introduction of 'Red Bags' into Care Homes in Farnham and Surrey Heath. These clearly identify the patients as care home residents and contain standardised information about the residents' general health, any existing medical conditions, medication they are taking and highlight the current health concern. This means that ambulance and hospital crews can determine the treatment needs more effectively

Wheelchair services

Introduction and Implementation of ongoing and emergency clinics for paediatrics

Dental

Patient Group Directive's implemented to allow dental therapists to administer medication in an emergency situation and the administration of local anaesthesia

Podiatry

The service has set up a joint Physio and Podiatry Foot clinic which sees patients that will benefit from both therapies and enables them to be seen at one appointment. The clinic also benefits the therapists as it increases their knowledge set. It reduces return appointments and the need for a subsequent referral. The clinic was piloted in Farnham hospital and now has started in Haslemere. If at the appointment it's identified that a patient requires insoles, they are seen by the Podiatrist on the same day or re-booked and seen within three weeks.

Clinical Effectiveness

Adult community services

A Task and Finish Group established with commissioners has reviewed, and evaluated the Day Assessment and Treatment Centre leading to an increasing service delivery portfolio and more patient throughput

Wheelchair services

Improved National Data Set reporting, monthly contract review meetings with the Lead CCG and mobilisation of an improved Approved Repairer contract with KPIs.

Dental

Introduction of Adrenaline auto-injectors for the emergency kit for all clinics so that emergency action can be taken for patients that have an Anaphylactic reaction. The general public are also permitted to administer in a medical emergency.

Podiatry

Reduced waiting lists into the service by implementing speed clinics in which a podiatrist assesses &/or treats the patient and a podiatry assistant is present to write up patient notes and prepare clinic between patients, which enables the podiatrist to see a higher volume of patients. In the the 3 month period between the end of July and the end of October, the service reduced the waiting list of North East Hants and Farnham patients from 615 to 414. For Surrey Heath patients the waiting list reduced from 328 to 251 patients waiting. Whilst this work was going on the service continued to prioritise urgent cases with 90% seen in 7 days and 100% seen in 10 days.

Experience of people who use services

Adult community services

Introduction of John's campaign in two Community Hospitals in Surrey.

John's campaign enables carers of patients with dementia to stay with them at all times.

We have implemented a Carer's Passport to facilitate this and have two fold down beds so that carers may sleep in the same room.

We have had one carer on Runfold Ward at Farnham Hospital who found it invaluable, and currently have a patient on Bentley who has his own live in carers and we have been able to facilitate their presence through the Carer's Passport and beds.

Wheelchair services

To replace the previous arrangements, the service has introduced a new standardised competency framework which gives National accreditation, so that service users can be confident in the quality of the assessment and provision.

Dental

Music licences approved for all clinics to enhance the patient experience when having dental treatment

Podiatry

The service has been proactively engaging with patients who have been waiting a long time, and discussing their on-going needs.

By doing this the service is made aware of patients who no longer require an appointment. Those still requiring an appointment are booked into clinic.

This approach has reduced the number of DNA appointments, in Basingstoke where the rate has reduced from 14% to 6%. We've also reduced the number of people on the waiting list that no longer require an appointment. Data and reporting is more accurate.

Part two

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.

PATIENT SAFETY

Priority 1:

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

Adult community services

Virgin Care introduced an Organisational Falls Group known as 'Staying Steady Striving for Better Falls Care' to reduce the number of falls in community inpatient settings and implement and share innovative best practice into Surrey. While simple falls may seem relatively harmless, they can actually lead to severe injury, particularly in older people. The aims of the group were to:

- Review and update the current Surrey falls prevention plan and develop this further into a Virgin Care national strategy
- Review and benchmark analysis of our inpatient falls in Surrey and benchmark against other similar community hospitals
- Identify, review and pilot additional best practice, innovation and learning from colleagues internationally
- Reduce unwarranted variation in best practice across the organisation
- Lead change, add value and improve patient safety, outcomes and experience communications in order to better reflect the needs and priorities of our patients.

The 'Staying Steady Striving for Better Falls Care' meets on a monthly basis led by the Virgin Care Chief Nurse. Virgin Care in Surrey is participating in this national Virgin Care initiative. The group comprises of key subject matter experts from across the company including OTs, pharmacist and key nursing colleagues.

The Surrey Inpatient Therapy Lead has been regularly attending the Falls Task and Finish Group and has specifically helped to draft, produce and design posters and postcards which will be provided to the inpatient community hospitals for patient/ carer education and information on ways to help reduce the risk of falls. The Therapy Lead has also worked with the group in getting the Virgin Care logo/ branding put onto the agreed 'Get up and go- a guide to Staying Steady' booklet, which is provided to patients as written guidance to help reduce their risk of falls.

Other work achieved in 2017/18 includes:

- Development of a draft Bed rails guidance for all inpatient wards, taking into account national guidance and best practice from across existing inpatient services
- Developed a standardised patient leaflet
- Developed a national falls policy

Wheelchair services

VCSL has introduced ongoing and emergency clinics for paediatrics with qualified occupational therapists, physiotherapists, engineers and technicians, to reduce waiting times and allow users to be fast tracked into clinic slots for urgent assessments and modifications. This has led to a reduction in complaints regarding waiting times for paediatrics and has reduced the waiting list from 19 weeks to 15 weeks.

Dental

The Virgin Care Services Dental service has reviewed the local Standard Operating Procedures (SOPS) to ensure they are in line with National Safety Standards and ensure colleagues are fully aware of the process to follow in relation to Invasive Procedures and Wrong Site Extraction Prevention.

Podiatry

The team has started working closely with acute providers FPH and RSCH to ensure that patient pathway into MDT teams as part of NICE guidelines is more robust. Pathways and local guidance documents are being drafted.

CLINICAL EFFECTIVENESS

Priority 2:

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

Adult community services

Virgin care services in Surrey continued to build on innovative and integrated care close to home through the Farnham Vanguard project, and the Surrey Heath Integrated care teams. Reports on the Farnham Vanguard and Surrey Heath Integrated Care teams are available at the following addresses:

w: <http://www.northeasthampshireandfarnhamccg.nhs.uk/>

w: <http://www.surreyheathccg.nhs.uk/services/integration-of-care2>

Wheelchair services

Reporting on Wheelchair services using the National Data Set has proved challenging in terms of accessing information from the IT system. However, by working with the software company, Virgin Care Services can now report more comprehensively in monthly CCG contract meetings. The Approved Repairer have a new service specification which includes monthly monitoring meetings with operational leads to review the KPI's and discuss all issues arising in the month. This includes a colleague feedback operational log system that is reviewed at this meeting to look at feedback from people who use services and colleague feedback on the Approved Repairer Service.

Dental

Across the Dental service we have many variations of patient record folders and their contents. We are standardising these records so that we only have one version, which will include various inserts for medical histories, radiographs and consent forms. Each insert will now have instructions as to what information needs to be held.

Podiatry

The podiatry administration team have completed webinar 'Subject Access Request' (SARs) training and the service has reviewed its processes in line with policy. The team is more robust in its knowledge and processes around SARs requests, which are now dealt with in an appropriate way, following policy and adhering to information governance. Training in 'Safeguarding' has been updated and Multi Agency Safeguarding Hub (MASH) guidance circulated, to ensure colleagues are aware of the process; it's now a standard agenda item at colleague meetings.

Virgin Care's **Medicines Optimisation** team have completed their five year strategy and have refined their national audit (see 'Medicines Optimisation statement' in Part 3).

PATIENT EXPERIENCE

Priority 3: Patient engagement

Throughout 2017/18 all services have worked hard to increase patient engagement and feedback including:

Adult community services

John's campaign was introduced in two Community Hospitals in Surrey. John's campaign enables carers of patients with dementia to stay with them at all times. A Carer's Passport was implemented to facilitate this along with a carers badge. Feedback from a carer on Runfold Ward at Farnham Hospital said she found it invaluable. A patient on Bentley ward, Farnham hospital, was facilitated to have his live in carer stay for the duration of his stay in hospital.

Wheelchair services

Wheelchair services continued to hold regular meeting with their service users to get feedback on their services

Dental

Dental services carried out a patient feedback survey in all of 9 clinics, separate from the FFT as it was felt this was not always the most appropriate way of collecting feedback from patients. A selection of patients were canvassed with specific questions on how well they thought our service was delivering or not and any improvements.

Podiatry

Podiatry patient experience has been improved by our joint physio and podiatry clinic as people who use the service have both therapists at their appointment –thus benefiting from the joint clinical knowledge. Patient questionnaires were completed in all clinics to gain feedback on how well the service performs and identify what improvements we could make to the patient experience.

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OUTSTANDING EMPLOYER

Priority 4: Continue to be recognised as an outstanding employer

Wheelchair services

Introduction of an improved competency framework and training matrix for colleagues to ensure they have opportunity and access to appropriate training for their banding and personal development. This has included bench marking at a National level using a National framework and competency matrix published by the National Wheelchair Managers Forum.

Dental

Where the service previously had a very basic induction in place, they have now developed a role specific induction. For example – Dental Officers have a 3 week programme that includes working with colleagues, shadowing on General Anaesthetics, and training on local policies and procedures, to ensure they have sufficient exposure to our service and service processes.

Podiatry

We have updated diabetes skills of colleagues by sending two colleagues on an accredited diabetes foot module. This module is highly regarded within our profession, so that offering our colleagues the support and funding to do this is a good incentive for joining us as an employer as well as being good for patient care.

In addition, up skilling colleagues by doing this course and supporting their on-going development helps to make Virgin Care Services an employer of choice for a lot of people and shows that Virgin Care Services are continually trying to develop and improve service provision.

Nationally

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 Surrey. 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.

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 Surrey were then able to set their own priorities. In Surrey patient surveys and feedback was used to identify the key priorities for 2018-19. This included during initiative such as 'Tea with Matron', feedback from carers during the implementation of John's Campaign and through a number of service level questionnaires.

PATIENT SAFETY

Priority 1:

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

Adult community services

Falls will remain a priority in 2018/19 to ensure harm from falls does not increase and to build on the success of the 'Staying Steady Striving' falls strategy group.

Falls will continued to be monitored with an expected overall reduction in falls per bed days and a continued reduction in harms that result in serious injury.

In addition carers are going to be invited to therapy sessions so they can support rehabilitation when the patient goes to ensure that they understand the risks in living and caring for people who are susceptible to falls. The effectiveness of this will be measured through patient reported outcome measures and carer surveys.

Wheelchair services

Rolling clinics, previously introduced for paediatrics, have now been implemented for adults and children, with standard equipment which improves the waiting times for clients who can be seen in clinic. Virgin Care Services have increased the use of Technical Instructor posts to complete standard tasks under qualified colleague direction, and take responsibility for consignment stock control and management, which has previously been completed by qualified colleague. This allows qualified colleagues to see new clients on the waiting list, which reduces the waiting time for clients for both assessment and provision of equipment, as equipment is now managed more efficiently.

Dental

Standardisation of Emergency Kit to ensure every clinic has the same format and contents. At the moment all clinics have the correct equipment but it is all from different companies and packed in different ways. We are trying to ensure every clinic has the same kit and packed the same to ensure it is identifiable to all staff should they work across different clinics

Podiatry

The North East Hants and Farnham Podiatry service will be smaller and as a result more patient focussed and more personal. Patient follow up will be with the same clinician, improving continuity of care. We have reviewed the diabetes foot pathway into the acute hospital (Frimley Park Hospital NHS Foundation Trust), to ensure compliance with the National Institute for Clinical Excellence (NICE) guidelines, and multi-disciplinary team focused care when required.

CLINICAL EFFECTIVENESS

Priority 2:

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

Adult community services

Virgin Care in Surrey will continue to build on innovative and integrated care close to home which supports and improves health, wellbeing and independent living. Following involvement in the Farnham Vanguard project and the Surrey Heath Integrated care system, Virgin Care Services will:

- Share the learning across partnerships
- Transform into localised models developed with people locally
- Ensure self-sustainability of new models post Vanguard funding and develop STP/ACS resourcing opportunities
- Continue to transform where we can do more
- Work with local partnerships to meet the expected outcomes.

Wheelchair services

Wheelchair services will introduce Personal Wheelchair Budgets as part of the personal budgets system which will encourage improved collaboration and quality assurance with Education/Social Care/Continuing Health Care and other organisations.

Attendance at Specialist forums in the community i.e. MND to improve quality assurance processes and foster safeguarding.

Dental

Standardisation of collection, recording and monitoring of data for GA wait lists. We have several waiting lists across the service for the GA's we do, they are not compatible and not easy to read. We are going to standardise the GA list into one list only and this will hold all information for patients waiting for GA's, it will also allow better visibility of how long patients are waiting

Podiatry

The Podiatry team now work from less clinical locations with a more static caseload, which means colleagues will be more familiar with their caseload and clinical risk management will be subsequently improved.

PATIENT EXPERIENCE

Priority 3: Patient engagement

Adult community services - Supporting unpaid carers

Supporting unpaid carers will also remain a priority for 2018/19. Virgin Care have the opportunity to make a real difference for carers and therefore help to keep communities safe and healthy. Therefore the following initiatives are planned for 2018/19.

- Guest beds will be provided in the community hospitals to allow carers to stay overnight.
- Carers will be encouraged to be part of the 'life of the ward' by participating in therapy sessions so they know how to support patients with their rehabilitation goals once discharged.
- Building on the success of the Carers champions on the wards, colleagues will be identified to be Carers champions in all other services.
- Virgin Care Services will deliver a Carers' Charter to demonstrate our commitment to carers in all settings
- Continue to support the carers agenda locally
- Survey patients and carers about visiting times

Success of the projects will be measured through patient and carer feedback.

OUTSTANDING EMPLOYER

Priority 4: Continue to be recognised as an outstanding employer

Wheelchair services

Continue work with competency framework and training matrix allied to National Standards. Colleagues to self-evaluate as frameworks are published and discuss in supervision any gaps in competency. National and local training opportunities to be organised and apprenticeships offered.

Dental

Standardisation of specific dental materials catalogue, we currently do not have a complete dental materials catalogue and we working towards a standard catalogue for materials to ensure patients are receiving the same care as well as reducing budget on materials

Podiatry

Working in a smaller team will mean close team working and support; Local team manager more available

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 including:

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 & selection of colleagues and the management of complaints, allegations and whistleblowing. Additions were made this year to include a further 6 questions to gauge application of the Mental Capacity Act to practice.

The annual national safeguarding audit evidences that we continue to manage safeguarding well across our 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

Dental audits include:

- Dental records audit
- Safeguarding - management of DNA's
- Audit of clinic waiting areas and offices for confidentiality
- Patient experience audit carried out in all clinics
- Radiography quality audit
- NICE Oral Care plans audit

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

- Medicines Safety Audit (see Part 3)

Podiatry audits include:

An annual Clinical audit of outcomes for patients is carried out and looks at patient satisfaction with life style improvements as a result of intervention by Podiatry service.

Wheelchair services audits include:

- National Data Set Report for Wheelchair Services from DOH. Quarterly audit. National audits on voucher scheme provision and personal health budgets from NHS England. National audit on criteria for Wheelchair Service provision.
- Contribution to NICE guidance through Surrey Collaborative for Long Term Conditions.
- Contribution to MNDA Best Practice guidelines.

Research statements

Participation in clinical research demonstrates an organisation's commitment to improving the quality of care it offers and represents part of its contribution to wider health improvement in the United Kingdom.

Virgin Care's clinical colleagues are kept up-to-date with the latest treatment possibilities and by taking part in research, Virgin Care believes it can improve outcomes for people who use services it provides as well as services operated by other providers.

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 active projects included on our Research Database.

Wheelchair services

- Contributions to National Wheelchair Services Standards published and updated by National Wheelchair Managers Forum.
- Contribution to NICE guidance through Surrey Collaborative for Long Term Conditions.
- Contribution to MNDA Best Practice guidelines.

Publications

None

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.

Mortality reviews occur following every death in community hospitals. Learning from recent mortality reviews include:

- Ensuring DNACPR reviews of all patients take place on admission and review dates are checked.
- Ensuring Advance Care Plans are reviewed on admission to ensure end of life care wishes and preferences are known.
- Ensuring the needs of carers and relatives are met.
- A review of end of life care training provision to be undertaken to ensure colleagues have the knowledge and skills to manage symptoms effectively.

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's 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.

Registered provider	Service Name	Full Compliance	Action Plan and Status
Virgin Care Services Limited	Surrey Adult Community Services	Yes	Yes – Fully complete.

Internal Service Reviews (ISR)

Virgin Care operates a programme of 'Internal Service Reviews' (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 in Surrey is completed by a team of subject matter experts, managers and colleagues with results logged, analysed and reported using our internal reporting platform 'Tableau'.

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

In Surrey, Virgin Care undertook a number of ISRs and the findings are outlined below.

Service name	Outcome of ISR	Comments
Adult community services	Good	Yes – Fully complete
Specialist services	Good	Yes – Fully complete
Rehabilitation and therapies	Good	Yes – Fully complete

Learning and actions from the CQC feedback and ISRs included:

- Embedding our dementia strategy into practice and providing colleagues with additional education via eLearning and face to face training.
- Ensuring Do Not Attempt Cardiopulmonary Resuscitation forms are always completed in accordance with the full national guidance. .
- EOLC shared care documentation has been implemented into the community hospitals
- Documentation around mental capacity has been reviewed to ensure it is always consistent, detailed and clear.
- Business continuity has been reviewed to ensure that when electronic systems fail colleagues will have access to appropriate back-ups systems and documentation.
- Sepsis training is now mandatory for MIU colleagues.

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

Statement on the accuracy of our patient data

N/A

Errors introduced into patient notes

N/A

Local initiatives to improve data quality

Wheelchair services

- Standard Operating Procedure (SOP) for BEST database updated.
- Caseload reports updated and reported weekly.
- Assessments not locked or written up within 48 hours report reported weekly
- National Data cleansing ongoing with alignment to National Spine.
- Reports for the current contract designed and used in contract meetings with CCGs.

Dental

Introduction of an in-house medical records tracker spread sheet to track medical records being moved from clinic to clinic; Request form for electronic version of radiographs or to be able to take photos of radiographs on patient's mobiles in place to reduce the Subject Access Request (SAR) time frame - approved by IG team.

Podiatry

The data quality has been improved by cleansing the data for accuracy of caseload in the last 3 months.

Information Governance Toolkit Attainment Levels

Virgin Care's Information Governance 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.

Virgin Care have an action plan in place to improve compliance and toolkit scores during 2018/19 and further our IG agenda in line with the current legislation and under the new GDPR.

This includes:

- Continual review of IG policies and procedures (rolling programme of review) and updating them in line with GDPR;
- Review of all contracts and agreements in line with GDPR and include the appropriate clauses and legal basis;
- Roll out of our new online privacy management system to staff which will involve;
 - o Completion of Data Mapping and Records of Processing activities online which will form privacy notices
 - o Introduction of Data Subject Requests for opting out, rectification, erasure, portability etc.
 - o Introduction of Data Subject Access Request portal;
 - o Introduction of Vendor Due diligence modules for security reviews;
 - o Introduction of Data Protection Impact Assessments; Virgin Care's Information Governance Assessment report for this year was scored at xx% and was graded satisfactory.

Community Hospital PLACE Reviews

Patient-led assessments of the care environment (PLACE) assessments put the views of people who use services at the centre of the assessment process. This information is gleaned directly from assessors who have used Virgin Care services to report how well a hospital is performing in the areas assessed. These areas included privacy and dignity, cleanliness, food and general building maintenance. The reviews focus on the care environment and do not cover the clinical care provision or colleagues behaviours. Following receipt of the results, an action plan was put together with Hotel Services, Matrons and Service leads.

Final overview of PLACE site audits 2017

Site	Cleanliness	Food	Organisational food	Ward food	Privacy, dignity and wellbeing	Condition, appearance and maintenance	Dementia	Disability	Overall site average	National overall average
Farnham Hospital	99.72%	95.19%	92.76%	97.38%	79.29%	98.80%	87.97%	87.27%	92.30%	
Haslemere District Hospital	99.59%	90.62%	89.73%	91.69%	76.57%	73.89%	78.01%	69.23%	83.67%	
Milford Hospital	99.83%	94.86%	90.44%	98.84%	79.51%	75.84%	71.62%	83.23%	86.77%	
Category average of sites	99.71%	93.56%	90.98%	95.97%	78.46%	82.84%	79.20%	72.91%	87.58%	
National category average	93.38%	89.68%	88.80%	90.19%	83.68%	94.02%	76.71%	82.56%		87.34%

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 Colleagues 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 RCA panel action plans.

Sign up to safety Statement

Last year, Virgin Care committed to signing up to safety during 2017-18. This has been investigated at a national level this year and individual business units, such as Surrey, were provided with a framework in order to sign up. This approach, rather than a national approach, was seen by the organisation as the most appropriate way to reflect the varied range of services which Virgin Care operates across the country.

The five Sign up to Safety pledges for Surrey are:

1. Put safety first. Commit to reduce avoidable harm and make public our goals and plans developed locally.

We will:

- Understand the requirements for CQC registration and maintain full compliance with the regulations

2. Continually learn. Make our organisation more resilient to risks, by acting on the feedback from patients and by constantly measuring and monitoring how safe our services are.

We will

- Deliver clinical excellence across all services for all patients without exception
- We will Attract and retain best in class clinicians who are trained, qualified and capable of delivering great care

3. Honesty

We will:

- Be transparent with people about our progress to tackle patient safety issues and support colleagues to be open and honest with patients and their families if something goes wrong.

4. Collaborate

We will:

- Take a leading role in supporting local collaborative learning, so that improvements are made across all of the local services that patients use.

5. Support

We will:

- Help people understand why things go wrong and how to put them right.
- We will continuously improve by responding to feedback from service users, commissioners and other key stakeholders, and incorporating learning from risk management activity
- Develop a culture of wellness where all colleagues have the opportunity to focus on their own wellbeing

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 60% of colleagues in Surrey took part and we saw significant improvements in feedback from colleagues based on tracking data from previous years.

National NHS Colleagues Survey results

KF26

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

10% 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 colleagues for an award online at any point throughout the year online, with monthly winners and a yearly award ceremony in West London.

Wendy Thomas the Quality and Clinical Effectiveness Lead for Surrey was chosen as one of the Virgin Care Stars of the Year. Wendy attended the Virgin Group awards night in October. A number of colleagues from Surrey were also nominated for feel the difference awards and attended the FTD award night in Pinewood Studios in January.

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



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

Adult community services

Following the successful MindCoach facilitator training in July, the first facilitator-led session took place in August by a local Clinical Services Manager, training a group of colleagues in positive psychology in Farnham.

MindCoach is part of the Virgin Care Feel the difference development programme and uses positive psychology to look at the mind-set and resilience you need to bring your best self to work every day. It's fun, engaging and gives you an insight into yourself and the way you see things.



A healthy mind-set includes optimism, flexibility and believing that you have control over your own actions and responses to events. Resilience involves the ability to bounce back following setbacks, with a view to a better future ahead. MindCoach offers information around these topics, along with group activities that test the chance to practise.

Wheelchair services

- Attendance by several colleagues at National Training events in Leeds and Birmingham run by Posture and Mobility Group and OT Skills Network.
- Attendance at study days by the Surrey Learning collaborative.
- Attendance at study days for Motor Neurone Disease clinical skills.
- Attendance at product updates training and development with several manufacturers.
- Prescriber's courses run for acute hospital colleagues and social care colleagues ongoing.
- Involvement in the British Standards Committee in London for the development and revision of British, European and International Standards relating to Wheelchairs, pressure and postural equipment.

Dental

- MSc in Paediatric Dentistry • BSC Oral Health Science • NCAS Investigation Training

Podiatry

- 2 colleagues diabetes foot module - accredited
- Society podiatry conference
- Internal training days Doppler training
- Kings training
- Primary Care conference
- Podopaediatric conference
- Kings wound course
- Injection training
- IC training
- Tri counties diabetes symposium

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.

Podiatry

YOU SAID	WE DID
Patient identified confusion at reception desk at Farnham regarding whether to check in or not	Reception process reviewed and improved signage

Community therapies

YOU SAID	WE DID
We need motivation to complete our rehabilitation therapy	The band 6 and 7 OT and PTs have undertaken training in Motivational Interviewing to support their clinical practice

Speech and Language Therapy

YOU SAID	WE DID
I received a waiting list letter and don't understand why Speech and Language Therapy are writing to me when I have difficulties swallowing	We adapted the waiting list letter to include details as to whether the patient has communication and/or swallowing difficulties so patient understands why Speech and Language are contacting them

Wheelchair services

- User Forum now running 6 monthly with Surrey Coalition Group
- Approved Repairer has introduced customer feedback system
- Friends and Family test feedback has helped redesign appointment times and innovated on-going rolling clinics and off site clinics.
- Yearly patient survey has expanded the Technical Instructor role to reduce the waiting times for clients.

Dental

- Standardised medical records folders
- Adrenaline auto-injectors now available in emergency drugs kits in all clinics
- Medicines Management - Patient Group Directions
- FFT Forms – adapted for patients with special needs
- Relocation of reception to downstairs at Buryfields Clinic - patients commented that the reception was on the 1st floor which made it difficult to access for wheelchair users

- Leaflet detailing parking facilities at each clinic - patients new to the service commented that they could always find parking facilities
- Bariatric chair installed at Buryfields

Podiatry

Improved communication further with community nursing regarding joint treatments/visits. shared care; Design and quality for disposable instruments -easier for colleagues to use and no repetitive stress cases reported; We have increased the number of patients we send appointments to without request as part of AIS standards and improvement.

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.

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 Surrey:

Service

Summary of improvement project

Wheelchair services

Pressure Mapping System funded and implement-ed.

Inpatient wards – Farnham Hospital

Fans for patient's rooms

Inpatient wards – Farnham Hospital

Guest beds for carers, in support of our commit-ment to John's Campaign (see part 2).

Carers week merchandise

Trolley tokens with the carers club web address were given out during the carers week event to promote the Virgin Care Carers Club

Dental

Tooth shaped clip boards for Buryfields clinic for patients to use for completing forms, it makes the experience a little less clinical.

Dental

A magnetic board for Farnham to allow patients to record their comments on their experience when visiting the dentist (see photos attached), this is greatly received as many of our patients are children and this is very child friendly.

Dental

Speakers, headphones and DAB radios for our clinics. There are working very well as many of our patients have disabilities and complex medical needs as well as patients in general who are apprehensive about having dental treatment. We now have a PPL licence so speakers, headphones and radios allow us to play music of the patient's choice whilst having dental treatment to help them relax.

Dental

Relocated the dental reception from the 1st floor to the ground floor at Buryfields. The clinic is on 2 floors and is often very difficult for patients to navi-gate, especially those in wheelchairs or those that arrive with Carers or on hospital transport. We have received a lot of positive feedback from pa-tients as the reception is now better situated at the very front of the clinic at the 1st point of contact when entering the clinic for the first time

Dental

Fans were purchased for Buryfields Clinic. It gets extremely hot over the summer months, and is un-bearable for patients who are required to sit in the dental chair for long periods of time for treatment . It is also uncomfortable for colleagues.

Dental

Going to the dentist books

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

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.

Virgin Care's 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

There were **43** complaints during 2017/18

Dental	3
Community services	8
Hampshire MSK	2
Haslemere MIU	2
Inpatient services	11
North Hampshire Physiotherapy	2
Podiatry	2
Wheelchairs	3
Exited services	10
Total	43

28% of the complaints were around clinical care, 19% were around communication.

Learning from the complaints was shared with teams and the following actions completed:

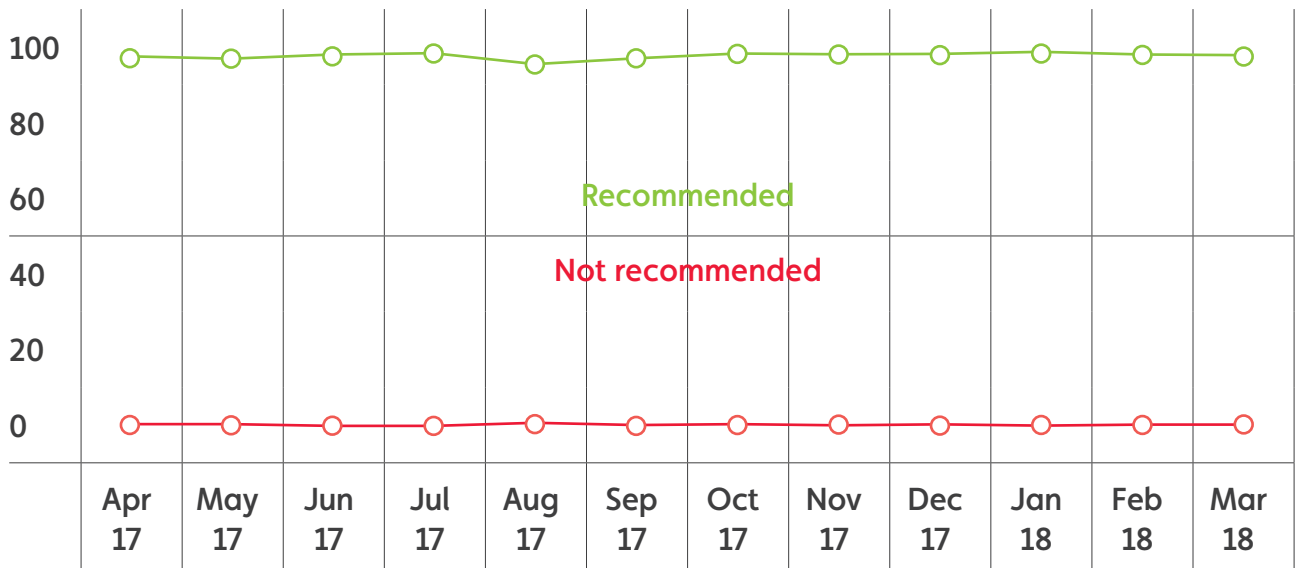
- Colleagues involved in complaints where there was a communication issue were given either communication skills training or customer services training
- Treatment plans were reviewed to ensure the appropriate care is given at all times

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.



Submission of FFT data to NHS England

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

Compliments include:

"I think the Farnham District Nurses are an example of the very best care that the NHS has to offer. They genuinely care and go above and beyond for the wellbeing and development of their patients. I would consider myself incredibly lucky if my relative was to be looked after by the DN team"
A student nurse who had a placement with the Farnham team

"To all Bentley Ward Staff. A big thank you from us all for all the wonderful care you have taken of our mother over the last few weeks. The physios have been amazing in rebuilding her confidence to walk and the other staff have all been very kind."

Therapist rang to triage a patient who had been referred following an inpatient stay. He no longer needed SLT input, but said "how wonderful that the NHS follows these things up". His wife was in the background and shouted "Thank you Speech and Language Therapy!"

Part three

Indicators of quality performance

Prescribed information

12	(a) The value and banding of the summary hospital-level mortality indicator ("SHMI") for the trust for the reporting period (b) The percentage of patient deaths with palliative care coded at either diagnosis or specialty level for the trust for the reporting period.	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	The trust's patient reported outcome measures scores for: (i) groin hernia surgery, (ii) varicose vein surgery, (iii) hip replacement surgery, and (iv) knee replacement surgery, during the reporting period.	Not applicable
19	The percentage of patients aged: (i) 0 to 14; and (ii) 15 or over, 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.	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.	

Virgin Care works with its commissioner and other local providers to support the delivery of CQUIN targets.

The **Hampshire Podiatry service** undertook a 'Sign up to Safety' project as part of a national commissioning for quality and innovation (CQUIN) goal. As part of this they looked at colleagues safety and all admin colleagues undertook display screen assessments (DSE) followed by an ergonomic assessment with one of the MSK physiotherapists . A larger monitor was purchased, foot rests, wrist supports and screen raisers as part of our actions. Colleagues were given exercises to ensure they were moving around and stretching. An application known as 'Eyeleo', was also installed on computers which is a pop up reminder to take a break.

Team leads were trained on risk assessments and Root Cause Analysis (RCA) training - subsequently the risk assessments around health and safety were all reviewed.

The unit had an inspection from experts- fire and infection control and subsequent actions -as well as Health & Safety risk assessment.

Health and safety was on agenda all year and colleagues became more aware - posters in the colleagues and patient areas and had examples of spilt coffee on the floor being reported and cleared appropriately, and issues around a convection heater were also raised by colleagues.

Undertaking this CQUIN has focused the service on H&S from patient well-being and colleagues well-being- and the team are definitely more focused on this area. The services in Surrey Podiatry and MSK have also learnt from this focus, joined the training and shared learning and changes .

In 2017/18 Virgin Care community hospitals in Surrey reported:

- No breaches against admissions to single sex accommodation
- 1 MRSA Bacteraemia –non attributable
- 3 C Difficile Infections– non attributable

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	N/A – VCSL doesn't treat children
16 or over	This information is not collected for Community Hospitals

Community Services Performance Report

N/A

Medicines Optimisation Statement

Within Virgin Care we have a medicines optimisation strategy. Launched in 2017, this is a five-year forward view to improve medicines optimisation across six principles. Principle 3 of this strategy is to have robust systems and processes in place for the safe handling and use of medicines throughout Virgin Care. One implementation tool is the annual comprehensive organisation-wide 'medicines safety audit', completed by all services down to delivery level (e.g. ward, clinic or department).

The audit has over 200 questions and collected data is used to develop individualised action plans for each respondent, and identify key organisation-level and regional-level improvement plans.

In 2017-18 the audit achieved transparency in medicines safety metrics across established services through the development of a real-time on-line dashboard. This enabled identification of, and direct action on, the top areas for improvement at service, regional and national level. This will be rolled out to all services during 2018. 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 we are working with the IT development team to convert it from web-based to an app for 2018-19.

Comments by co-ordinating Clinical Commissioning Group

The draft quality account was submitted to the Surrey Heath CCG, Farnham and North East Hampshire CCG and Guildford and Waverley CCG on 1/6/18 and their comments were used to improve the document prior to publication.

Appendices

1: Glossary of terms

Care Quality Commission

Also known as CQC

Independent regulator of health and social care in England.

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

Clinical audit

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

Clinical Commissioning Group

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

Commissioning for Quality and innovation

Also known as CQUIN

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

Community Services

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

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

CP-IS

Child Protection Information System

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

Did Not Attend

Also known as DNA

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

Healthcare

Care relating to physical or mental health

Healthcare Quality Improvement Partnership

Also known as HQIP

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

National Institute for Health and Clinical Excellence

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

Net Promoter Score

Also known as NPS

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

NHS Outcomes Framework

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

Patient-reported outcome measures

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

Here to help/PALS

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

You Said, We did

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

Emotion Gym

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

2: Service profiles

The services we provide in East Staffordshire include:

Adult Community hospitals Services

Inpatient services (inclusive of inpatient therapy services) – Farnham, Milford, Haslemere, Community hospitals
Virgin Care Inpatient rehabilitation units provide rehabilitation services to local populations. The In-Patient service provides clinical intervention and rehabilitation for adults and older people. The designated stroke unit is in Farnham but stroke patients are admitted into all other hospitals except Walton.

Patient care is managed by multi-disciplinary teams which include social care and community services. The aim of the Inpatient service is to provide an effective and efficient episode of care to enable patients to return to their own home wherever possible.

Outpatients services – Farnham, Haslemere, Cranleigh, hospitals

Virgin Care Outpatient services provide gateway consultations and assessments for the Acute Trusts in Surrey. The aim is to provide high quality accessible services in a friendly and supportive community setting.

Adult Community Nursing Service

The Adult Community Nursing Service provides nursing care, support, treatment and advice for patients, families and carers in patients' homes. The service operates 24 hours a day, 7 days a week and includes District Nursing, Community Matrons and Specialist Nursing services.

The Community Nursing service aims to ensure that people regain, retain or maximise their independence and supports patients nearing the end of life in their preferred place of care. The service works with GPs, Social Workers and Hospitals in partnership with patients, families and carers to ensure high quality, safe and effective care.

Dental services

The Surrey Community Dental Service is a specialist referral-only service for children and adults who, due to a variety of special needs and complex medical histories, have been unable to have those needs met in a General Dental Practice.

The service provides oral hygiene and dietary advice, scaling and polishing, examination, fillings, extractions, fissure sealants, root canal treatment, dentures, crowns and bridges and sedation as well as provision of dental extractions under general anaesthetic and home visits for patients certified as housebound by their GP.

The service also provides out of hours appointments and treatments at weekends and bank holidays which are coordinated by the NHS 111 service, the Dental Alveolar Service (triage and provider services), Dental Access Centres for patients requiring one course of dentistry who are not registered with a dentist elsewhere and services in 4 prisons in Surrey.

Physiotherapy service

The Physiotherapy GP Direct Access Service aims to provide high quality physiotherapeutic and rehabilitative care to adults and children of school age within the localities of South West Surrey. The GP direct access service provides physiotherapy assessment and care for orthopaedic, trauma care, chronic pain and children of school age with a musculoskeletal problem and continence and obstetric care for women in the SW Surrey locality.

The Physiotherapy Service provides a high quality, comprehensive outpatient service providing assessment, treatment, advice and education for patient. The service aims to achieve, promote and maintain maximum independence and quality of life working in partnership with individual patients, whilst also working in established partnerships within primary, secondary, social and voluntary services to provide a joined-up service.

Community Rehabilitation Therapy

The Virgin Care Community Rehabilitation Teams provide a service to patients with long term conditions requiring timed, goal-orientated rehabilitation. This is undertaken in a number of locations, including residential settings.

The service aims to empower and enable patients to manage their condition themselves, ensuring that their self-identified goals and treatment plans are met, they are able to self-manage their condition and experience improved function and quality of life once their episode of care has ended and that they and their family or carer feel satisfied with the service and better informed.

Diagnostic Assessment and Treatment Centre (DATC)

The purpose of Virgin Care Diagnostic Assessment and Treatment Centre (DATC) is to provide timely access to comprehensive medical assessment and diagnostics for older people who live in Surrey and North East Hampshire. The service provides a multi-disciplinary approach to patient care.

The service aims to reduce unavoidable hospital admissions by providing them with timely access to geriatric assessment, diagnostics and treatment, providing individual care planning, using a holistic approach and a multi-disciplinary team and providing patients with the equipment they need to go about their daily life. The service is then responsible for ensuring a seamless transfer of care back to GP or community-based teams once their episode of care with the DATC is complete.

Rapid Response

The Virgin Care Rapid Response service provides high quality short term rehabilitation services for adults in a number of locations, including residential settings.

A multi-disciplinary team of Nurses, Therapists, Senior Rehabilitation Assistants and Rehabilitation Assistants provide personalised packages of care and advice to support the avoidance of unnecessary hospital admission (including Falls), timely and appropriate discharge from hospital and support primary care colleagues to enable patients at the end of life to remain in, or return to, their own home as part of a Palliative care package.

Wheelchair Services

The Virgin Care Wheelchair service assesses people with long term mobility needs for the provision of powered and manual wheeled equipment and other medically-necessary items such as pressure cushions or postural equipment.

The service offers assessment and provision which takes into account the needs of clients and their family or carers alongside environmental constraints, provided by senior practitioners where complex needs require prescription of bespoke equipment.

Patients are seen in a clinical, home, school or work environment depending on their preference and needs and provides basic training in wheelchair prescription to colleagues from Virgin Care's other services in Surrey, and to prescribers from the acute and social care services.

In addition, therapists from the Wheelchair Service work closely with rehabilitation engineers and manufacturers to further product development and enhance future wheelchair designs.

Podiatry

The purpose of the Surrey Podiatry service is to provide a comprehensive foot service to children and adults living within the localities of South West Surrey.

The service provides a comprehensive range of evidence-based podiatry treatments which are delivered within the demands expected by a strict clinical governance framework. The service is patient-centred and aims to empower patients encourage self-care and instil individualised foot health awareness.

The service operates through four strands: MSK podiatry, routine and maintenance care, wound and diabetes care and the nail surgery service. It provides robust treatment plans and works in partnership with other agencies including primary and secondary care teams and the voluntary sector.

Adult Speech and Language Therapy (SALT)

The West Surrey Adult Speech and Language Therapy service assesses diagnoses and provides therapeutic treatment and support for clients and their families and carers.

Patients include those who have swallowing or communication difficulties as a result of acquired or progressive neurological conditions. The service can be offered to adults in West Surrey and aims to provide rehabilitation and support for people with long term conditions from a number of locations including Community hospitals and residential settings.

The service also provides advice and training on swallowing and communication difficulties for other community services, voluntary and acute services in Surrey. Speech and Language Therapists treat their patients within a goal-setting framework with regular review and measurement of outcomes. Clinicians work closely with other members of the multi-disciplinary Team and third sector agencies.

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.virgincare.co.uk.

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