

## **West Lancashire Quality Account**

*Services delivered in West Lancashire by Virgin Care Services Limited.*

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## **[FOR PRIME PROVIDER CONTRACTS ONLY]**

### **Important note about this document**

Throughout this document Virgin Care has endeavoured to meet the requirements as a provider to deliver a Quality Account relating to the services directly delivered in West Lancashire. However, Virgin Care Services Limited is a prime provider meaning the company provide some services but also sub-contract with others to provide several services.

Exceeding the request of the commissioner, an overview of achievements is provided here, both as a provider and also covering those achievements made with others in overseeing services. Much of the achievement of the programme is a result of providers working together to deliver improved services which work well together and these achievements are included here in that spirit.

It is important to note when reading this document that many of these improvements would not have been possible to deliver without the hard work of partners who deliver many of the services directly to service users, on behalf of Virgin Care services Limited.

## PART 1

### 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 NHS West Lancashire CCG in West Lancashire, 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 West Lancashire. 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.

Persons wishing:

- To obtain a hard copy of this quality account, or a copy in another language please contact the Customer Experience Team on 0300 303 9509\* or email [customerservices@virgincare.co.uk](mailto:customerservices@virgincare.co.uk)
- To talk to someone about their experience of Virgin Care services or who would like to know how to find Virgin Care services, the organisation's Customer Experience team are available to speak to in confidence on 0300 303 9509\* or by email: [customerservices@virgincare.co.uk](mailto:customerservices@virgincare.co.uk)
- To give feedback on any aspect of this document – please email [communications@virgincare.co.uk](mailto:communications@virgincare.co.uk), or speak to the Customer Experience Team on 0300 303 9509\*

*\*0300 numbers are charged at the same rate as 01 and 02 numbers and are usually included in free minute's bundles.*

## Review of the services provided

The services Virgin Care provide in West Lancashire include:

	<p>Skelmersdale Walk in centre is located in The Concourse Shopping Centre. West Lancashire Urgent Care Centre located within West Lancashire Health Centre, Ormskirk District General Hospital.</p> <p>West Lancashire Health Centre in Ormskirk is an Urgent Treatment Centre which is open every day of the year including public holidays, for people needing urgent help with minor illnesses or injuries. No appointment is necessary. West Lancashire Health Centre can help with:</p> <ul style="list-style-type: none"> <li>•Sore throats</li> <li>•Ear problems</li> <li>•Coughs and colds</li> <li>•Chest infections</li> <li>•Cystitis and urinary infections</li> <li>•Skin rashes</li> <li>•DVT (blood clot in the leg – certain exclusion criteria apply)</li> <li>•Skin infections</li> <li>•Simple fractures/ sprains</li> <li>•Insect and animal bites</li> <li>•Minor burns &amp; scalds</li> <li>•Minor cuts and wounds</li> <li>•Emergency contraception</li> <li>•The centre cannot provide routine GP services such as chronic disease management e.g. diabetes, blood pressure monitoring etc. or routine referrals to consultant.</li> </ul> <p>The Out of Hours Service subcontracted by Virgin Care to Vocare Ltd is based here and works closely with the Health Centre</p> <p>Skelmersdale Walk in centre has the same opening hours and can see and treat the same conditions as at West Lancashire Health Centre with the exception of fractures or suspected DVT's.</p>
<p>CERT (Community Emergency Response Team)</p>	<p>The team work with colleagues in Southport and Ormskirk Hospital, The Commissioning Support Unit and West Lancashire CCG to provide care to a number of discharged to assess beds within a number of care homes with nursing.</p>

	<p>The CERT team act as trusted assessor and facilitate faster and safer discharges. The patients are then put on 28 day care pathway. This service ensures care is delivered in the most appropriate place and support hospital discharge and flow.</p> <p>The IV therapy Team are based within this team and offer IV therapy support to up to 6 patients per day (including palliative care )who would have remained in hospital</p>
One Abilities Team- Specialists Services	<p>This team has a Continance Team, Tissue Viability Nurse, Heart failure Nurse, Nurse Led Diabetes Service, Neuro rehabilitation, Podiatry, Falls Prevention Service, Stoma Care and Respiratory Nurse which includes Home Oxygen. The purpose of these team is to provide care co-ordination for some of the most complex patients in West Lancashire and have a Multi-Disciplinary Approach, working closely with Primary and Secondary care and the Care Home Sector so the patient has a seamless service</p>
Single Point of Access Service (SPA)	<p>The SPA service is located in Skelmersdale. The purpose of the SPA is to have a single point of access for anyone who wants to contact community services for any reason. It is a referral management and administration support service. The initial phase went live on 08. December.2017 with care homes who were able to</p> <p>An electronic referral form has also been developed so that GP's can complete, up load to their EMIS clinical system and send electronically to the SPA.</p>
District Nursing	<p>This is a 24 hour 7 day service which provides holistic evidence based care to housebound people within West Lancashire 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 supporting people with long term conditions. The service also provides treatment room services in a number of different locations.</p>
Blood Collection (Phlebotomy)	<p>This is an appointment led service for patients aged 14 years old and above</p>





## Managing Director's Introduction

Virgin Care began providing these services in West Lancashire in May 2017 and have worked hard since then to lay the foundations of the improvements planned to be made.

We have already achieved much in the short time we have been providing these services. This document will present projects we've worked on so far. 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 achievements made in the Urgent Care and Community Services:

- West Lancashire Health Centre is now aligned with principles of Urgent Treatment Centre and people who use the service can be booked directly into the service by 111. This allows people to be seen in the right place at the right time and by the appropriate clinician.
- Bespoke minor illness training for Emergency Nurse Practitioners allows people who use the service to be seen in order of priority rather than according to their presenting condition. This has reduced average waiting times and ensures people are receiving appropriate treatment.
- The opening times at Skelmersdale Walk in Centre have been extended at the weekends and Bank Holidays so that they match those of the Urgent Care Centre in Ormskirk. This ensures that people who use the services have equal access to health care, regardless of where they live.
- A Single Point of Access facility was launched for local care homes to refer to specialist nursing services from December 2017 and has now been rolled out to GPs and patients from spring 2018.
- A specialist community Tissue Viability Nurse has been appointed to provide specialist advice and support for people who use the services, their carers and colleagues working in local care homes.
- A 'falls car' initiative within the Community Emergency Response Team was piloted to provide North West Ambulance Service and specialist Occupational Therapy teams with support to prevent people who have suffered a fall from being admitted to hospital unnecessarily.
- Home oxygen services have been re-organised. This means all people who use the service receive a clinical assessment to provide assurance that there is a clinical need for oxygen. In addition, people who use the service receive a risk assessment of their environment and of their understanding of the safe use, delivery and storage of oxygen. All people who use the service now have regular reviews booked with a specialist nurse to ensure delivery of a safe, high quality service for West Lancashire residents.
- There has been introduction of a West Lancashire Respiratory Team which is co-located with the Heart Failure Service and Community Matrons to ensure that people with respiratory or cardiac problems are supported effectively by the most appropriate service.
- The Discharge and CERT teams have developed and delivered in conjunction with Adult Social Care, Lancs and Midlands CSU, West Lancashire CCG and local care homes a discharge to assess pathway in West Lancashire for those requiring consideration for CHC assessment. This discharge to assess pathway allows assessment for ongoing care needs to

be completed in a community bed rather than in the acute setting. This ensures better outcomes for people who use the service and their carers because people are not at risk of developing hospital acquired infections and generally fewer people assessed in the community require long term care placement in comparison to those assessed in an acute setting.

Over the next 12 months, Virgin Care will

Within Community Services:-

- \* Co-locate all of our services to deliver efficient and cohesive services, bringing care closer to home
- \* Develop our Single Point of Access to a Care Control Hub
- \* Integrate specialist services into one co-ordinated “abilities team”
- \* Review activity within treatment rooms with a view to re-designing functionality and move to the teams vision of multi-speciality hubs
- \* Review specifications and whole system pathways
- \* Further development of our workforce which will enable safe service delivery and supports business continuity, ensures a trained workforce that has the tools to be able to manage their service appropriately, empathetically and efficiently, ensure we have the skills to continue to meet the needs of our patients, and investment into our local workforce for future sustainability
- \* Further development in IM&T with the roll out of mobile working technology which will give our community teams the flexibility to increase face to face time between patient and clinician where required, reduce the amount of travel time for clinicians, will provide huddles and support cohesive working and will be able to capture robust real-time information to improve information to GPs and enhance quality/accuracy of reporting
- \* Review our therapy teams to potentially identify which rehabilitation services could be delivered from Community settings
- \* Continual assessment and review of palliative care subcontract to ensure workforce sustainability, integration and INT working and commissioning intentions to determine the ability to deliver for the death rate trajectory for West Lancashire over the next 5 years
- \* Design a Phlebotomy service that is fit for purpose and serves the community effectively and efficiently

Within our Urgent Care Services, we will:-

- \* continue to provide equitable services across locations, be a system leader and drive collective accountability
- \* have clear pathways for care homes reducing avoidable admissions
- \* Support the skillset within nursing homes, offering training in-conjunction with our community services
- \* Further develop our AVS service and ensure it is appropriately staffed and utilised which enables it to make an impact on system wide pressures
- \* Ensure most appropriate services are available to reduce the burden on secondary care services.

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

In putting together this publication we have sought feedback from staff 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.

**[SIGNED]**

Michelle Lee

Managing Director – West Lancashire

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 care that as an organisation we see continuous improvement. During the course of 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 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.

**[Signature]**

Peter Taylor

## 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 one would 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 would 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 West Lancashire. 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](http://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 West Lancashire. 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.

<p>Safety/Ensuring consistency in care</p>	<p>Virgin Care in West Lancashire has continued to strive to reduce and prevent pressure. Patients who receive care from West Lancashire and present with pressure area damage are reviewed so that lessons learnt can be shared across the services. The Tissue Viability Nurse has provided training and support to care homes around Pressure Ulcer prevention and management which has been well received.</p> <p>Virgin Care has striven to improve the safety of prescribing and administration of medication. Again during our first year we have appointed a dedicated pharmacist within the service who has facilitated access to training for colleagues. The pharmacist has led on making improvements to non-medical prescribing through providing enhanced support to prescribers and looking at Prescribing and Analysis Cost Too (P) She has also supported the Urgent Care Service in designing a number of Standard Operating Procedures relating to safer storage of medicine.</p> <p>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. Lessons learnt are shared via the Quality monthly news letter</p> <p>Diabetes Specialist Nurse (DSN) worked in conjunction with NWS on a Hypo Glycaemic Project. This project allowed NWS staff to directly refer to the DSN to assess why the person has hypo glycaemic attack and alter treatment, educate and train people in the management of their Diabetic control. This has improved patient safety and has also reduced the reoccurrence of calls out to NWS and admission to Accident and Emergency.</p>
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	<p>The DNS extended this education on the importance of good glycaemic control, causes of high and low blood glucose levels to all diabetic patients.</p> <p>They also provide an advice service for people with Diabetes and list of contact numbers so the patient can directly call the service. This improves patient care and supports them to become expert patients.</p> <p>The Respiratory Specialist Nurse (RSN) has assessed patients on home oxygen therapy which improved accessibility, safe use of prescribed oxygen therapy.</p>
Clinical Effectiveness	<p>Virgin Care has continued to support the training and development of colleagues through an internal programme and set up leadership forums.</p> <p>Emergency Nurse Practitioners has been trained in Minor Ailments Training which has improved patient outcomes and improved service delivery,</p> <p>Cardiac Specialist Nurses (CSN) organised direct admissions to tertiary centre in order to bypass secondary care A&amp;E and short transfers in the past year for several cases– thus saving resource in A&amp;E tariff, North West Ambulance Service (NWAS) crews and also admission charges.</p> <p>The Cardiac Specialist Nurse also triage patients with Atrial Fibrillation from Primary and reduce unnecessary hospitals admission for patients by initiating treatment plans in conjunction with the G.P and Cardiologist</p> <p>The Cardiac Nurse Specialist in order to prevent hospital admission for patients in heart failure who have excessive fluid retention initiated Metolazone treatment. This off loads fluid retention and thus prevent Heart Failure patients having Intravenous Therapy and hospital admissions</p> <p>The RSN by establishing links with patients at home they were also able to visit patients who were unable to attend hospital appointments.</p>

	<p>They are able to take Arterial Blood Gases where previously only oxygen saturation has been able to be assessed which is not a Gold Standard intervention.</p> <p>The RSN also provide a telephone support service to Primary and Secondary Care which support safe discharge</p>
<p>Experience of people who use services</p>	<p>Urgent Care Centre introduced a snack box service for patients who have waited over 4 hours and may need to be transferred to another service for treatment. This has reduced the risk of patients' blood sugar becoming unstable.</p> <p>All services continue to receive praise from patients and their family for the care that has been delivered and how it has prevented hospital admissions</p>



## PART 2

### 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

- West Lancashire has a Quality and Safety Strategy and a robust governance structure so quality and safety is embedded into the operation aspects of service delivery.
- The programme of work to reduce pressure area damage and improve wound care for people using Virgin Care services in the community has started to develop with the appointment of our Tissue Viability Nurse. West Lancashire now has a training needs analysis and training has been provided to a variety of colleagues on the importance of pressure area care, wound care management, compression bandaging and Doppler assessment to ensure that every contact with the services counts. The Tissue Viability Nurse has also delivered React to Red training to care homes
- The Virgin Care Single Point of Access has now been established. The Single Point of Access aim is to have one Single Point of Access for anyone who requires community services. Initially it was trialled within care homes but has now been rolled with all partners across the Virgin Care West Lancashire footprint and receives referrals directly from patients.
- Virgin Care has worked in partnership with the CCG and the Specialist Nursing around patient pathways and flow in 2017/2018 which has seen more people receiving treatment at home, ensuring a seamless journey for people who use these services. Virgin Care will continue to build upon this in 2018-2019.

##### Services delivered in partnership

- The CERT Team in West Lancashire work with colleagues in Southport and Ormskirk Hospital, The Commissioning Support Unit and West Lancashire CCG to provide care to a number of discharged to assess beds within Stocks Hall. By working in partnership 10 people have had an appropriate care pathway on discharge and have care delivered in the right place at the right time.
- Community Matrons were assigned to the 3 neighbourhoods Skelmersdale, Ormskirk and Northern Parishes to support and attend practice multi-disciplinary meeting's where high risk patients are discussed. This has been well received in the Tarleton practice and feedback from the practice has been positive.

Virgin Care West Lancashire has recognised the enormous contribution the Voluntary, Community and Faith (CVS) sector groups and organisations contribute to the health status of the population.

- In 2017/2018 there were new models of integrated care services for Community Services, Diabetes, Heart Failure and Respiratory Conditions.
- Virgin Care West Lancashire has also played a key role in health care system delivery by supporting at a senior level attendance at strategic meetings including Accident and Emergency Sub-group, MADE events and Silver / Gold Calls when in escalation.

## **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. West Lancashire CCG completed announced safeguarding visits within Virgin Care Community Nursing Service they were judged as good and compliant within these key areas.
- All the services within Virgin Care have introduced a cycle of safeguarding supervision for all staff; this complements supervision at team meetings, individual meetings and multi-disciplinary meetings.
- 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 has been in hospital.
- A focus over 2017-2018 has been to review infection control monitoring. In 2018-2019 West Lancashire colleagues will act as champions for their teams and the development of forum meetings and links with external partners. This will then link into the wider Virgin Care infection control process providing the services an extra level of support.

## Services delivered in partnership

- Virgin Care has continued to play an active part in managing the quality of the services provided to West Lancashire and has worked closely with West Lancashire CCG. Virgin Care has completed a number of quality visits.
- Virgin Care currently work in partnership with a local providers including Queens court hospice to deliver palliative care services, out of hours West Lancashire (OWLs) to deliver local GP out of hours services, and in partnership with our local acute trust to provide diabetes services, and in return purchase diagnostic and pharmacy services. This demonstrates our commitment to reinvest, support and develop local services, local providers for our local population.

Working in partnership with other providers requires mutual and robust governance structure in order to ensure we continue to provide safe and effective services for our patients. Virgin Care has a robust sub-contract framework that is adhered to, ensuring that we work extremely closely with our partners to manage the full quality agenda, manage risk and incidents and deliver our commitment to transform, enhance services via an outcome based framework. Our framework ensures that we triangulate all information about the quality of service, ensuring our patient voice remains at the centre of what we do.

### 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.
- Through acquisition the organisation has grown, and has taken on large numbers of new colleagues overnight at the point of transfer. The 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 went live on 31 March 2018, as the organisation progressed 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 West Lancs. 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 also has bi-monthly campaign Love your Lunch which focuses on a chosen health topic and is about team supporting and improving their well being. Virgin Care has introduced the 'BETTER Map' (see part 3) as promised in Virgin Care 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 led 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 West Lancashire a number of colleagues have been able to access these opportunities.
- All colleagues have two formal appraisal conversations per year. West Lancs-mid-year review was 67.4%. End of year appraisal will be completed May 2018
- Virgin Care has undertaken a local talent review of colleagues to identify development opportunities and where there are colleagues ready for progression.
- A generic email was created to allay any fears staff may have had on transfer to Virgin care. The purpose was for staff to raise any concerns and allow. Transformation team to respond. This is still being as our transformations plans move

### **Virgin Care West Lancashire Additional Training**

- Minor Injuries training delivered to our Advanced Nurse Practitioners and Emergency Nurse Practitioners in our urgent care services

### **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 West Lancashire. They will build upon the work that has started in 2017/2018.
- Urgent care having NWS rotational staff and student nurses in 2018/2019.
- Urgent Care also signpost to the following services:
  - Sexual Health Services
  - Smoking Cessation

- Weight management
- Bereavement/counselling services
- Carers West Lancashire
- Victim Support
- Safe Centre
- The Senior Leadership Team in West Lancashire engaged in numerous forums to improve outcomes for people who live in West Lancashire and improve partnership working. The groups they attend are:
  - Accident and Emergency Sub Group
  - Dare to Share
  - EPACCS
  - Early supported Discharge and Stroke Forum
  - Integrated Community Reablement and Assessment Service(ICRAS)
  - Patient Flow Forum
  - West Lancashire Clinical Commissioning group membership council
- Virgin Care currently work in partnership with local providers including Queens court hospice to deliver palliative care services, out of hours West Lancashire (OWLs) to deliver local GP out of hours services, and in partnership with our local acute trust to provide diabetes services, and in return purchase diagnostic and pharmacy services. This demonstrates our commitment to reinvest, support and develop local services, local providers for our local population.
- Working in partnership with other providers requires a mutual and robust governance structure in order to ensure we continue to provide safe and effective services for our patients. Virgin Care has a robust sub-contract framework that is adhered to, ensuring that we work extremely closely with our partners to manage the full quality agenda, manage risk and incidents and deliver our commitment to transform, enhance services via an outcome based framework. Our framework ensures that we triangulate all information about the quality of service, ensuring our patient voice remains at the centre of what we do.

Voluntary, Community and Faith Sector' (VCFS) groups and organisations are a significant foundation for health and social welfare in West Lancashire and they contribute an enormous amount to the health status of the whole population. Recognising the importance of the CVFS sector, West Lancashire CCG has mandated that Virgin Care develop a CVFS supply chain as part of our service delivery approach.

We have worked closely with a number of individual CVFS organisations over the past year including:-

- Yewdale Counselling
- Disability Advisory West Lancashire (DAWL)
- Age Concern

However, in partnership with the West Lancs Council for Voluntary Service (CVS) we have recognised the need to further develop the infrastructure of the CVFS sector, supporting organisations to become more commercially aware and “contract ready”.

With this in mind, to support the growth of the CVFS commissioning pipeline we have agreed a contract to fund a full-time administrator for 12 months. This person will be employed directly by Virgin Care and fully seconded to CVFS and will aid the development of the infrastructure within the CVFS to create purchasing pathways of at least eight organisations as well as ensuring the delivery of four learning seminars that will benefit the wider community and patients of West Lancashire.

### **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 West Lancashire were then able to set their own priorities. These have been identified through the Transformation project

The people who use the services, colleagues in the services and other stakeholders such as GP colleagues and CCG colleagues were involved in identifying priorities for West Lancashire. For example:

- Lessons learned from Incidents and complaints and feedback received from people who use the services are discussed monthly at every West Lancashire Operational Board meeting and Integrated Governance meeting. This important information is shared with all West Lancashire services colleagues in the monthly Integrated Governance bulletin.
- A Communication and Engagement Lead was appointed in West Lancashire and a new communications and engagement strategy is now in place.

The Citizens’ Panel is a group of residents who help shape services by offering their views and insight into what matters to them, and what their priorities are. The Citizens’ Panel has been set up to enable the people of West Lancashire who use our services to have their say about how we can improve services and how changes will make a difference. Panel members have three options for participation, and they can swap between these levels whenever they like:-

- Being informed
- Being asked
- Being actively involved

Being informed – if a resident chooses to be ‘informed’ then they receive regular newsletters by email or post and updates on work we’ve been doing in the area. Information is sent out about new services, and guides to the services available for conditions they’ve told us they are interested in.

Being asked - as an 'asked' level member, a resident will get everything an informed member does but will also be asked to take part in surveys, have the chance to vote on awards, see and give us their views on service options and use our online chat room to discuss the services.

Regular updates and surveys are sent to obtain panel members views as and when they come up. This is no more than twice a month and there's no obligation to respond every time.

Being actively involved - this is our top level of membership of the Citizens' Panel, and it's ideal for residents who want to get involved in to helping to co-design services, review and co-design communications materials with patients.

The first meeting for panel members took place in February 2018. West Lancashire has promoted the panel through stakeholder newsletters, local and national websites, social media and community events including the recent CVS engagement events. Other activities include:

- Panel members have shared their views on our Feel the Difference Fund applications
- Generated positive media coverage about the panel in local news outlets including the Ormskirk Champion
- Promoted the panel at local events including CVS Health Partnership event and at the Concourse Shopping Centre
- Holding our first national Citizens' Panel week in June
- Citizens' Panel members are invited to take part in workshops on our services to help improve our work e.g. 0300 workshop

## **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. Developing Integrated services** some specialist teams are already co-located in Hillside but will move to Bickerstaff House. This will provide the opportunity to create a gold standard facility for patients so that all specialist services are co-located. The integrated teams will be supported by a fully functioning Single Point of Access.

#### **1b. Develop Three Integrated Nursing Teams**

District nursing services are now working within three localities but in 2018 will physically relocate from five sites to possibly one, or maximum two central teams. This will enable better integration

between teams, ability to better manage peaks in demand, enable better peer support and learning environment, all working towards high quality patient care and improved delivery of services. The teams will be encouraged to strengthen links with our primary care colleagues and be an integral part of Multi-Disciplinary Team meetings.

### **1c. Tissue Viability**

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 in West Lancashire will have a Lower Limb service which will improve the management and care of Lower Limb.

Virgin Care in West Lancashire will implement the Virgin Care National Policy for Pressure Area Prevention due for publication in 2018/19.

### **1d. 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 Hub 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.

#### **1. DVT Pathway to Improve Care**

The DVT pathway for Urgent Care services is being redesigned to ensure that practice reflects NICE best practice guidance and to ensure that people who use the service are managed appropriately and have informed choice about their future treatment.

### **Services delivered in partnership**

- Virgin Care is working in partnership with NWAS and Accident and Emergency, the aim will be in 18/19 to enable pre and post registration students to rotate throughout the Integrated Unscheduled care service.
- To develop integrated care pathways for Diabetes, Heart Failure and respiratory services. 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 Optimisation 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 provide
- West Lancashire services will continue to hold monthly Integrated Governance meetings and share best practice and lessons learned from incidents, complaints and feedback from people who use the services.
- West Lancashire teams will further develop formal Standard Operational Procedures to underpin practice.

#### **2c Development of Safeguarding Champions**

The Safeguarding Champions established within Urgent Care and community services will continue to receive formal safeguarding supervision and support through the newly established Safeguarding Champions Network. Bi monthly meeting will take place with some members linking in with Lancashire Adult safeguarding Board

### **Services delivered in partnership**

- Virgin Care will deliver a programme of external service review for 2018-2019 which includes 6 unannounced visits to assure ourselves of the quality of care given to our patients by our partners delivering the care and ensures 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 West Lancashire will continue to support and develop colleagues through participation in apprenticeship schemes, higher education opportunities and the 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 Ready

These are underpinned by the CQC domains and the Workforce Plans allow Virgin Care's services to translate local people's 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.

### **Local Priorities**

- VCWL has successfully secured four places on the Specialist Practitioner Degree, District Nursing at the University of Central Lancashire for 2018/2019.

## 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 West Lancashire 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.

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.

More information: [https://www.safetythermometer.nhs.uk/National Intermediate Care Audit. 2017-](https://www.safetythermometer.nhs.uk/National%20Intermediate%20Care%20Audit.2017-)

This audit looks at the following core areas:

Does intermediate care work?

Is it cost effective?

Do we have enough capacity to make a difference?

What are the features of a "good" service?

How do we make the case for investment?

The reason for looking at these key areas is that Intermediate care services are key to reducing the financial, quality and activity pressures being experienced in secondary care and the care service sector

The Community Emergency Response Team (CERT) will continue to support this piece of work

More information: <https://www.pcc-cic.org.uk/article/results-national-audit-intermediate-care-2017>

### 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 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

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

## Research Statement

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.

It is Virgin Care policy that any unexpected death is reported as an incident on the CIRIS electronic and the Strategic Executive Information System (Steis) reporting system and investigated. There were no unexpected deaths reported for Virgin Care West Lancashire services for the period 2017-2018.

## 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](http://www.cqc.org.uk).

Registered provider	Service Name	Full Compliance	Action Plan & Status
Skelmersdale Walk in Centre	Skelmersdale Walk in Centre	None of the services have been inspected by CQC (- (The last CQC report was when the service was run by Southport and Ormskirk)	None .Services have not been inspected
Community Services	West Lancashire Health Care Centre Community services	Not inspected by CQC9the last report was when the centre was being managed by a different provider)	

### 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’. Tableau is a reporting software tool that visualises and presents data for Virgin Care Services. It allows services to develop functional and dynamic reports to produce insightful analysis.

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 West Lancashire, Virgin Care undertook two ISRs, one within our community services and one within our urgent care services. These generated action plans which all staff and managers have been working tirelessly to complete. 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 & 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 mandatory 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, urgent 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 West Lancashire local changes to improve data quality include:

- Introduction of a new clinical system (EMISweb)
- Continued implementation of Lumira mobile working solution across all services.
- Corporate reporting tool Tableau which has enabled Virgin Care to provide West Lancs CCG with a high quality, robust suite of quality reports and we are working with WLCCG to further improve reporting to strengthen our assurance.

## Information Governance Toolkit Attainment Levels

Virgin Care's Information Governance (IG) Assessment report for this year was scored at 72.46% and was graded satisfactory.

92.3% of West Lancashire 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).
- Community Hospital PLACE Review

There are no commissioned community Hospitals in West Lancashire

## 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 ST. 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 is 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/](http://www.virginicare.co.uk/awards/)

### External awards

Community Matron and Heart Failure Service along with West Lancashire CCG won a digital award for their use of FLO in the Heart Failure service. This innovation encouraged people with heart failure to become more independent in the self-management of their condition.

### 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 My Learning
- 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
- 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.
- Community services colleagues attended a series of development workshops and training to promote neighbourhood working to support local GP practices.
- Support individual colleagues to attend clinical examination and non- medical prescriber courses to allow them to deliver first contact assessment and prescribing as an alternative to attending a GP appointment or Accident and Emergency department.

## 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:

1. You Said-person who uses services needed help to remember appointments;  
We did-provided easy read information and a diary.
2. You Said-a person using services with significant difficulties asked for help to go to a Cliff Richard concert;  
We did- VC helped support the person obtain tickets and attend the concert with a friend.  
This was described as a dream come true.
3. 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.

## Feel the difference

Aligned with our purpose, we are giving all of our colleagues in West Lancashire 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, West Lancashire made two applications but unfortunately they were unsuccessful.

## 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 formal complaints for services within West Lancashire. 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. They are concentrate on sharing this at local level as well
- 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**

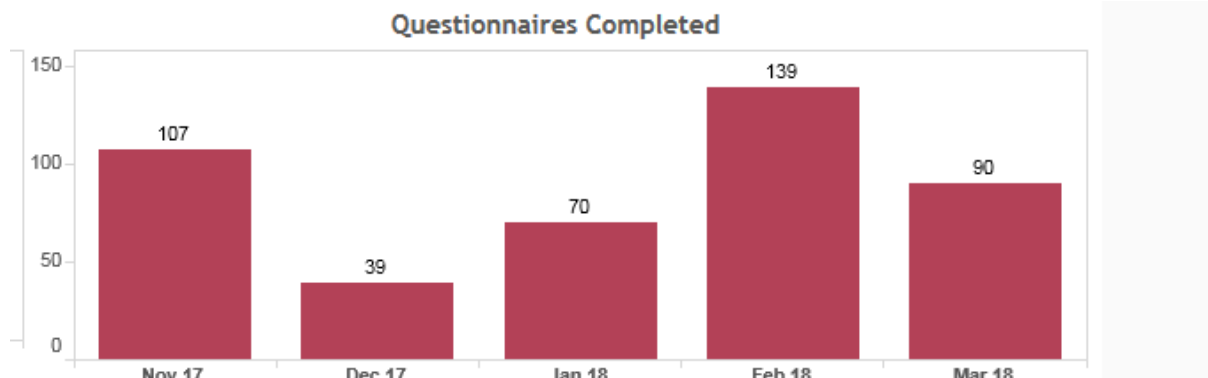
The Friends and Family Test (FFT) is mandated by NHS England for all providers of NHS services and is now fully in place across all services. Everyone who uses Virgin Care’s services has the opportunity to provide anonymous feedback on their experience and a chance to provide comments on how their experience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

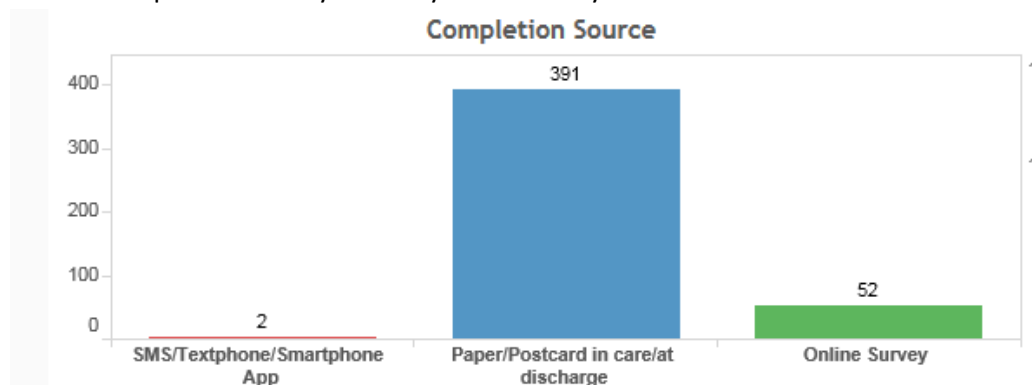
Virgin Care’s teams can access information about their service using our in-house data reporting system powered by Tableau. This powerful reporting tool allows actionable insights for managers. Virgin Care encourages staff to discuss their FFT and other feedback, accessible through Tableau, at

team meetings and to make actionable change in response to the feedback provided by the people who use services.

### FFT statistics for West Lancashire Community Services



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



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.

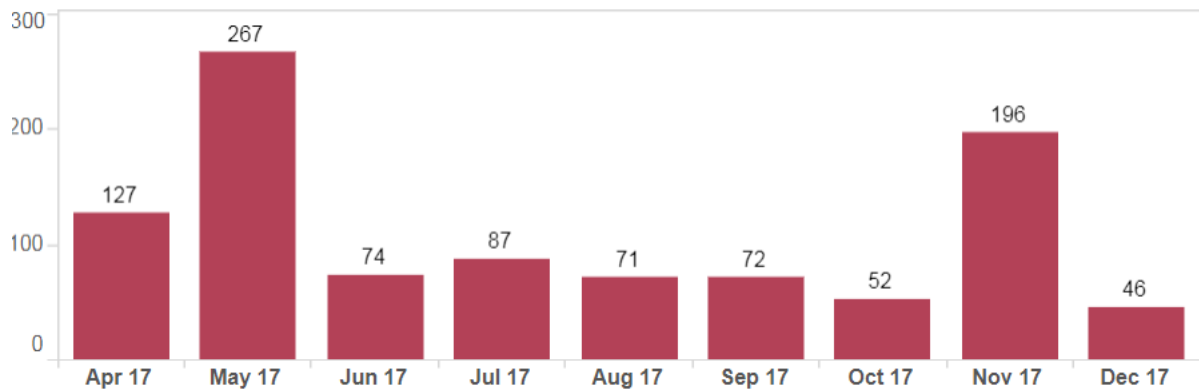
West Lancashire will launch Patient Reported Outcome Measure (PROMS) in 2018/2019. Patient reported outcome measures assess patient’s view of their health status. In collaboration with West Lancashire Clinical Commissioning group Virgin Care West Lancs have identified and evaluated questions which cover whether a patient feel empowered to manage their own condition and remain independent as a result of support and direction that is supplied by the integrated acre service. Launching PROMs will enable us to baseline and improve in subsequent years.

### Submission of FFT data to NHS England

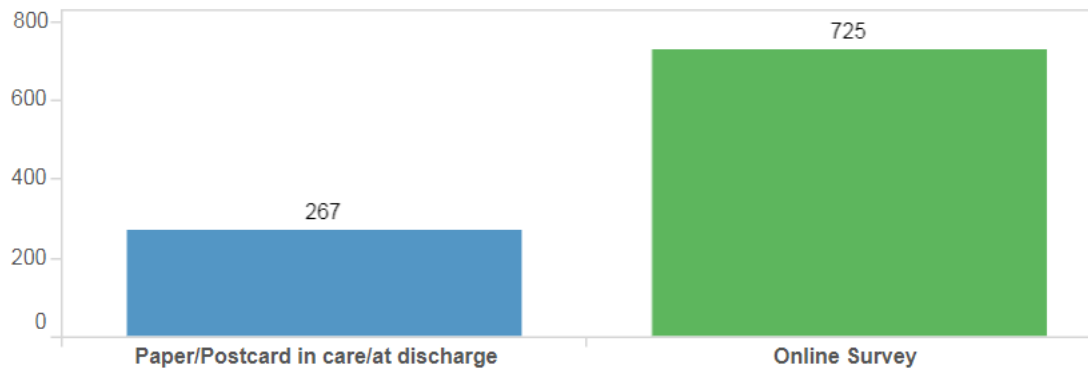
Our Information Management Team submits FFT response data to NHS England each month, and services receive a copy of the data submitted by people who use services at this point. This is important not only to see how their services will be reflected when published on the NHS England website, but is also 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.

## FFT statistics for West Lancashire Community Services

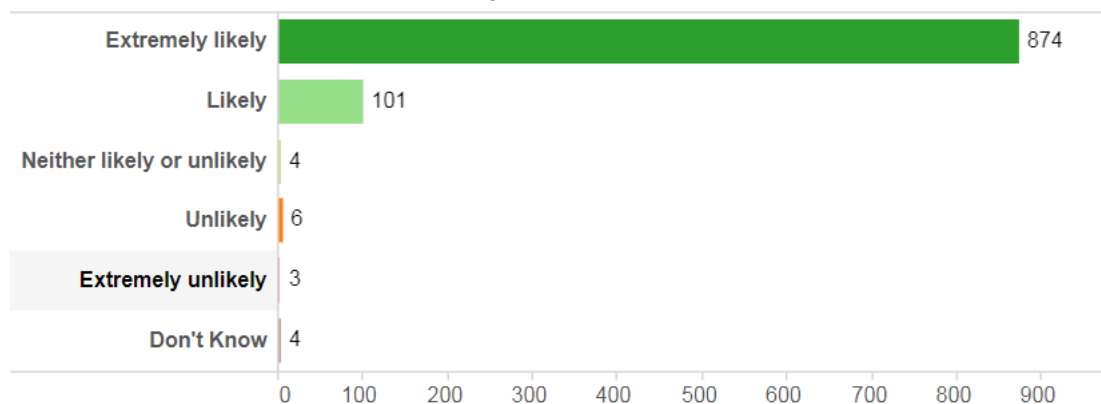
### Questionnaires Completed

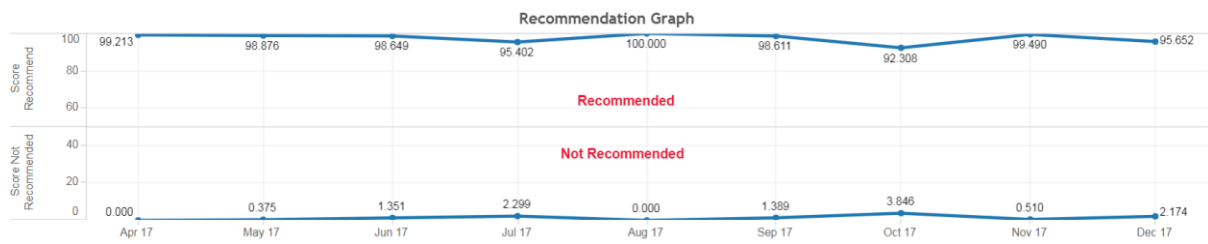


### Completion Source



### Feedback Response to Main Question





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. This will be focus for 2018/2019

## PART 3

### 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; and</p> <p>(b) The percentage of patient deaths with palliative care coded at either diagnosis or speciality level for the trust for the reporting period.</p>	Not appropriate for West Lancashire services
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	Not appropriate for West Lancashire services
14.	The percentage of Category 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 appropriate for West Lancashire services
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 appropriate for West Lancashire services
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 appropriate for West Lancashire services
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 appropriate for West Lancashire services
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 appropriate for West Lancashire services
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, During the reporting period.</p>	Not appropriate for West Lancashire service

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 appropriate for West Lancs
20.	The trust's responsiveness to the personal needs of its patients during the reporting period.	The FFT, Prems, Proms and Incident and Complaints in West Lancashire is reviewed monthly and forms part of West Lancashire Internal Governance
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.	Virgin Care West Lancashire do not monitor this yet
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.	West Lancashire over the reporting period were averaging 92%
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 appropriate for West Lancashire services
23.	The percentage of patients who were admitted to hospital and who were risk assessed for venous thromboembolism during the reporting period.	This does not apply to West Lancashire as we do not have a Community Hospital
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.	West Lancashire does not report on this
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.	In West Lancashire between May 2017- March 2018 363 incidents were reported West Lancashire has no incidents that resulted in severe harm or death. Also no Serious Incidents reported in the reporting period  A large proportion of these related to :  Poor discharge/admission or transfer or discharge  Clinical Care/Treatment/Procedure

Virgin Care works with its commissioner and other local providers to support the delivery of outcome based framework

Virgin Care Services Limited does not operate any Community Hospitals in West Lancashire



## Community Services Performance Report

As part of our quality and governance arrangements Virgin Care provide a monthly service Quality report to NHS West Lancashire CCG and meets 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.

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 NHS West Lancashire Clinical Commissioning Group on 29/05/2018 and their comments were used to improve the document prior to publication.

'Thank you for providing West Lancashire Clinical Commissioning Group with the opportunity to review and comment on Virgin Care's Quality Account for 2017/18. Having reviewed the content of the QA, we believe that the account represents a balanced overview of the quality of care, patient safety and safeguarding provided by Virgin Care Limited. This Quality Account clearly demonstrates the continued progress and numerous achievements for local services based on last year's priorities and the plans for future development.

This Quality Account provides a clear rationale for the coming priorities for 2018-19 and are supported by commissioners. Commissioners are keen to continue working collaboratively to ensure that the priorities for 2018/19 are progressed at pace and in harmony with the West Lancashire CCG's Building for the Future Together transformation plans. The aim is that these plans will further improve access to services and the physical health of patients.

The CCG continues to work well with Virgin Care Limited specifically around the assurance process of monitoring key quality issues. We are looking forward to continuing this close collaboration in the coming year to further transform services and ensure that we continue to champion the quality, safety and safeguarding agendas together, for the benefit of the patients who we commission services on behalf of.'

## APPENDICIES

## 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.
CERT	Community Emergency Response Team
CNS	Cardiac Nurse Specialist
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
DNS	Diabetes Nurse Specialist
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 people who use services
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
STEIS	Strategic Executive Information System

National Institute for Health and Clinical Excellence	Independent organisation responsible for providing national guidance on promoting good health and preventing and treating ill health
ICRAS	Integrated Community Reablement and Assessment Service
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.
NWAS	North West Ambulance Service
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
PACT	Prescribing and Analysis Cost Tool
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
RNS	Respiratory Nurse Specialist
WLDAS	West Lancashire Disability Advice Service
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





