

Virgin Care

# Wiltshire Children's Community Services Quality Account

*Services delivered in Wiltshire by Virgin Care Services Limited*

# Contents

## 4 PART 1

Wiltshire Quality Account  
Executive Summary  
Review of services provided  
Head of Operations' Introduction  
Clinical Director's Introduction  
Regional Director of Operations' Introduction  
Key successes and innovations delivered in 2017-18

## 17 PART 2

Achievement of priorities for improvement in 2016-17

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

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

**Priority 3:** Continue to be recognised as an outstanding employer

Priorities going forward 2017/18

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

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

**Priority 3:** Continue to be recognised as an outstanding employer

National Clinical Audit Participation: Community Services

Other clinical audit programmes

Research Statement

Current research activity

Publications

Learning from deaths

Statements from CQC

Overview of our organisation's CQC inspections this year

Independent Service Reviews (ISR)

Safeguarding Statement

Data Quality Statement

Local initiatives to improve data quality  
Information Governance Toolkit Attainment Levels  
Independent Service Reviews  
Community Hospital PLACE Reviews  
Implementing the Duty of Candour  
Sign up to safety  
NHS Staff Survey  
Award winning services in Wiltshire Children's Community Service  
Star of the Year awards  
Feel the difference awards  
External awards  
Highlights of quality management systems to support staff and services  
Highlights of initiatives to improve the experience of using services  
Feel the difference

## **51** PART 3

Review of quality performance  
Patients readmitted to hospital within 28 days  
Community Services Performance Report  
Medicines Optimisation Statement  
Customer Experience Team  
Friends and Family Test  
Comments by co-ordinating Clinical Commissioning Group

## **55** APPENDICES

1: Glossary of terms

# 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 Wiltshire Clinical Commissioning Group and Public Health England in Wiltshire 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 Wiltshire. 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 Virgin Care provide in Wiltshire Children's Community Services include:

### Speech and Language Therapy (SLT)

The Speech and Language Therapy service provides high quality evidence based and needs led care to children and young people with communication and swallowing difficulties. The service also provides formal and informal training to support the Team Around the Child to best meet the communication needs of each child and young person.

### Integrated Therapy (IT) (Occupational Therapy and Physiotherapy)

The Integrated Therapy Service is comprised of physiotherapists, occupational therapists and therapy assistants working together in one team. The service works with children who have a range of paediatric conditions: congenital, neurological, developmental and musculo-skeletal difficulties. The service works with colleagues to ensure the delivery of co-ordinated seamless care including: attendance at all relevant multi-disciplinary meetings; and supporting the development of individual Education, Health and Care Plans where their professional expertise is required.

The therapy programmes supports the development of children and young people to their full potential and to enable them to achieve maximum functional independence by preventing, minimising and reducing the effect of paediatric disorders.

### Community Paediatrics (CD)

The Community Paediatric Team provide medical diagnosis and management of neurodevelopmental disorders in Children and young people in Wiltshire and on-going care for children with complex medical needs in the community. In addition we provide a range of statutory and named responsibilities e.g Special Educational Needs and Disabilities (SEND). They work as part of a multidisciplinary team for children and young people with complex health assess In addition they provide a service for looked after children undertaking the initial healthcare assessments. In addition to this the community paediatricians have an active role in safeguarding providing 24 hour cover in some areas of the county.

The community Paediatricians provide clinics in the local community, district specialist centres and special schools across the county

### Community Children's Learning Disability Health Service (CCLDHS)

The Community Children's Learning Disability Health Service provides health care to children and families who have a child with a diagnosis (or a working diagnosis) of a learning disability. The CCLDHS works to improve outcomes for children and young people in Wiltshire with learning disabilities, enabling them to reach their full potential by working in partnership with parents, carers and their families, and the multi-agency team.

### **Children's Community Nursing Service (CCN)**

The Children's Community Nursing Service provides nursing care and support to children and young people in Wiltshire who have life limiting and life threatening conditions from the ages of 0 – 18 years.

It facilitates the promotion of health needs and the delivery of medical care and treatments for children with complex health needs.

The Children and Young People Training team are a specialist team of experienced nurses who work to support children to be included in settings in Wiltshire.

The team provides a regular programme of training in locations throughout Wiltshire to ensure that staff who care for a child with health care needs have the skills and understanding to do so safely and competently.

The Children's Continuing Care Team provide specialised care for young people aged 0 – 18 who have complex health needs to allow families to have some respite. The team provides accessible, flexible and high-quality specialist community paediatric nursing care.

### **Looked after Children (LAC)**

Looked After Children (LAC) and young people are a vulnerable group of children who require specialist services to meet their needs. The looked after children's health service in Wiltshire is commissioned to provide Initial Health Assessments, (IHAs) and Review Health Assessments (RHAs) for children in care. The Wiltshire LAC also looks after children from other local authorities under Service Level Agreements and care for Children and Young People who are Unaccompanied Asylum Seeking children and young People. (UASC) these are children who have no parenting support. They may arrive in this country seeking asylum spontaneously or through the Government Scheme.

### **Health Visiting (HV)**

The Health Visiting Service delivers the Healthy Child Programme to children aged 0-5 and their families in Wiltshire. The team work with children and families to improve the outcomes for children and families by timely assessment to identify needs so early intervention can be offered tailored to the needs of the family. Safeguarding and identifying vulnerable families, working in partnership with other agencies is a fundamental part of the service profile. The service also works to improve public health outcomes including supporting breast feeding and infant nutrition as well as a strong focus on maternal emotional health and well-being to all families.

## School Nursing (SN)

School Nurses deliver child and family health services, provide on-going additional services for vulnerable children and families and contribute to multi-disciplinary services to safeguard and protect children.

### The school nursing service:

- Promotes public health and healthy lifestyles
- Safeguard children from harm and reduce risk taking
- Provides health education and advice
- Participates in national campaigns and initiatives (e.g. child measurement programme)
- Support with the delivery of the national childhood immunisation programme
- Provides school based health clinics
- Works with children and young people who have complex medical needs

## Children's Continence Service

The Paediatric continence service transferred to Virgin Care Services Limited on 1st October 2017. The service provides care for children and young people aged 4 -18 years (19 if the young person has an identified learning disability).

It provides management and support of existing continence problems and provision of continence products where applicable. Training and clinical support is provided to Virgin Care colleagues so that other services can manage continence issues and identify and manage constipation and bladder training.

## Paediatric Audiology Service

The Paediatric audiology service provides audiological assessment, diagnosis, therapy and, practical advice to ensure that children who are deaf or have hearing difficulties, with the support of their family and carers are able to develop and achieve academically, emotionally and socially to reach their full potential.

It provides surveillance of children with otitis media (glue ear). It leads on-going assessment monitoring and habilitation of children 0-5 years with permanent deafness, whilst working closely in partnership with teachers of the deaf and RUH audiologists to fit hearing aids.

The service carries out joint assessments with the Royal United Hospital, Bath (RUH). Referrals are also made between the RUH and community audiology as appropriate.

## Child Immunisation Service

The Immunisation team in Wiltshire is predominantly a school-based service for the delivery of adolescent booster vaccines, School aged children's seasonal influenza protection and catch up immunisation programmes of sufficient quantity and quality to prevent the infections and outbreaks caused by the organisms covered by the programme. The service also runs community based clinics to support 'catch up' programmes and where it is more appropriate for a child to be seen out of school.

## **Child Health Information Service (CHIS)**

The Child Health Information Service (CHIS) maintains a database of information on children within the population for the purposes of immunisation, health screening and delivery of the Healthy Child Programme (for 0-5 aged children).

The service acts as a population register for commissioners to ensure that universal services such as immunisations and childhood screening as well as support for children with Special Educational Needs (SEN) are offered to children. Uptake is monitored and Outcomes are recorded.

NHS England is responsible for the commissioning of Child Health Information Service as well as Screening, immunisation and Children's public health services from Pregnancy to 5 as part of the annual national Public Health Section 7a Agreement. The information collected and maintained by CHIS provides success measures against a wide range of outcomes including:

- Immunisation coverage enhanced through effective provision of in-year data to support targeted intervention.
- Offer and uptake of the three national screening tests for new-born babies i.e. blood spot, hearing and new-born and infant physical examination (NIPE)
- Improved health outcomes for the Healthy Child Programme 0-19 population of Wiltshire
- NHS England commissioned services for registered population not resident in Wiltshire.

## **Safeguarding Team**

The Safeguarding Team supports the Business Unit in discharging its duty to safeguarding children under Section 11 of the Children's Act. It acts as a source of expert advice to the managers, team leaders and practitioners working with children and families.

It supports the organisation with training and supervision and works with partner agencies to ensure best outcomes for children e.g. Wiltshire Safeguarding Children's Board (WSCB), Multi-Agency Safeguarding Hub (MASH),

## **Family Nurse Partnership (FNP)**

The Family Nurse Partnership programme (FNP) is a voluntary home visiting programme for first time young mothers and families designed to help parents have a healthy pregnancy, improve their child's health, develop and plan their own futures and achieve their aspirations.

FNP provides intensive support for vulnerable first time young mothers and their families. Young parents work with a specially trained nurse who visits regularly from the early stages of pregnancy until the child is two years old.

FNP enables young parents to build positive relationships with their baby and understand the baby's needs.

## Head of Operations' Introduction

We began providing most of these services in 2016 with paediatric continence joining in 2017. Since then we have worked hard to lay the foundations of the quality improvements we have delivered and continue to plan to deliver.

We have already achieved much in the short time that we have been providing these services and in this document we will evidence some of the projects already delivered. Primarily, though, we will tell you about what we'll be working on in the year to come.

We had a routine inspection of our services by CQC In April 2017 and we were delighted to achieve an overall rating for the service of Good with the following individual categories:

- Are services **safe?** **Good**
- Are services **effective?** **Good**
- Are services **caring?** **Outstanding**
- Are services **responsive?** **Good**
- Are services **well-led?** **Good**

In particular the inspectors noted the following:

- There was a robust, visible person-centred culture
- Feedback received for the children and young services was excellent. Children, young people and their parents or carers spoke about how they were treated with respect and dignity and that staff were very friendly, warm, caring and professional
- Children, young people and their parents or carers told CQC that they were fully involved in their care and treatment
- Staff demonstrated high levels of care and compassion at all times during our inspection
- Fully embedded into services and staff was the ability to recognise the different needs and cultures of children and their families.
- Staff demonstrated a good awareness of their responsibilities for safeguarding children and young people. The procedures in place for supporting staff with safeguarding were robust and effective
- Staff received regular appraisals and clinical and safeguarding supervision. Staff said they felt well supported in their roles
- Effective multi-agency working was well embedded in practice and provided progressive outcomes for children
- Staff demonstrated their knowledge and skills around consent consistently.
- The risk registers of individual services reflected the concerns of the staff we spoke to. Whilst risks could not always be mitigated they were discussed and staff were confident their managers were aware of the challenges they faced
- Care and treatment was delivered in line with the National Institute for Health and Care Excellence (NICE) guidelines, with a system in place to ensure this guidance was communicated with staff
- Staff described an open culture, where they felt confident to raise issues, and in the response they would receive

Over the past year I am also particularly proud of the achievements we have delivered in moving the services into 3 hubs to enable more integrated working.

Over the next 12 months we will build on the preparation work that has been underway during 2017-18 to deliver a new Single Point of Access (also known as SPA). The SPA will be the first point of contact for children, young people, families, GPs and health and social care professionals to reach and access child health guidance and support from Wiltshire Children's Community Services.

In setting up a SPA, we will be fulfilling one of the key requests made by parents and carers when the service was re-commissioned and children and families will find services more accessible.

I would like to thank our colleagues who have demonstrated in this document the work achieved in 2017-18 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 reflect both success and the areas that we have identified for improvement over the next 12 months.

**Val Scrase**

Head of Operations – Wiltshire Children's Community Services  
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. The CQC also recognised the high quality care provided by Wiltshire Children's Community Services during their inspection in April and reported: *"We observed consistently across all services compassionate care being provided to children and their families. Staff were passionate and motivated to provide quality care with the child at the centre of what they did."* The service was judged to be good overall and outstanding for the Caring domain.

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

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

We continue to work closely with our partners, the Care Quality Commission and other health organisations including the voluntary and faith sectors to demonstrate high standards.

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

**Peter Taylor**

Clinical Director, Virgin Care

## About Virgin Care

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

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

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

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

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

### **Which part of Virgin Care does this document cover?**

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

Find out more about Virgin Care at [www.virgincare.co.uk](http://www.virgincare.co.uk).

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

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

This section of the document includes highlights identified by Virgin Care's Quality Team and colleagues working in services in Wiltshire Children's Community Services. 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

As promised in the Virgin Care bid, during the course of Quarters 2 and 3 one electronic record was introduced across all services. Each child within the service now has one health care record which is used by all colleagues caring for them. In the future this will also be shared with, GPs and other healthcare providers.

During the year the majority of historical paper records have been scanned on to a digital platform. These are now accessible via SystemOne or an electronic document management system (DART). All historic paper records will have been removed from the service by the end of March 2018.

The Paediatric continence service has joined VCSL to provide continuity of service to Wiltshire children with continence issues, within the Specialist Children's Community Services umbrella. This is a quality improvement which will provide a seamless service for children who need this type of assessment.

The Children's Community Learning Disability Service have appointed a specialist continence nurse to the team to advise colleagues and educational settings on the promotion of continence and management of incontinence.

The CCLDHS are offering flexible appointments in negotiation with families to promote a reduction in non-attendance rates. This includes offering longer appointments where families have found documentation difficult to understand. In tandem with this they are also implementing more child friendly and easy read resources.

The continence service has been managing the legacy waiting list which transferred over with the service and has reduced this significantly from 60 children waiting at transfer to 5 in March.

**Safety/Ensuring consistency in care (continued)**

Looked After Children's Service has implemented a successful pathway for Unaccompanied asylum seekers to improve their access to the support that they need.

The Immunisation Team have taken on childhood immunisations for a wider area to include Swindon within their remit. This will enable parity of service to be offered across the county.

The Paediatric Audiology service have moved from a medically-led to an audiology-led (i.e. audiological science) service. Care pathways have been reviewed: all children are now seen by a registered audiologist who is the correct professional to manage hearing in children, rather than unregistered or medical staff. This means that the decisions about managing the child's hearing is made in a timely way and provides the best quality of service for children and their families.

**Clinical Effectiveness**

As promised in our contract bid Virgin Care has worked with commissioners during the last 12 months to develop the historic estate; transforming and delivering to a fit for purpose children's community health service buildings infrastructure. Over this period 450 colleagues have moved from 29 historic estates across Wiltshire into 3 purpose developed hubs High Post Salisbury, Greenways Chippenham and Derby Court Trowbridge plus a small base in Tidworth at Castle Practice. The last logistical colleague move was completed in December. Derby Court is the only base with clinical space provided for the assessment and treatment of children and young people, a review of clinical sessional space is in the process of being finalised, confirming our arrangements for clinical sessional spaces locally across Wiltshire.

Moving into the hubs has provided the opportunities for colleagues to actively engage more easily with each other regarding children's care plans and management programmes; for sharing knowledge and personal development; supporting each other and making strategic plans for the future.

## Experience of people who use services

In June 2017, VCSL implemented ChatHealth, a secure text messaging service to increase communication with and support to secondary school aged children and young people. This mode of communication is acceptable to Children and young people who are happy to receive, and often prefer, indirect contact with health professionals when seeking advice for sensitive or embarrassing issues.

As promised in the bid, with the majority of the estate moves implemented, VCSL has been able to push ahead with the development of the Single Point of Access (SPA) into our services. This is now in the final phases of testing and phased implementation, which has been put into place to ensure that processes can be reviewed to ensure they meet safety and effectiveness targets.

The first young families "graduated" from the Family Nurse Partnership programme in July. One of the first young mums to graduate said that the skills and confidence she had gained helped her to find a job, apply for a place at college and secure a nursery place for her daughter.

The CCLDHS has shown that parents and carers are reporting an increased improvement in clinical outcomes for children across Wiltshire. This has been particularly successful where children have self-restricted diets and the family have been supported to make changes.

The Paediatric Audiology service is now providing full assessment of hearing whereas previously children were referred on to secondary care for more complex hearing tests.

VCSL continue to assess their services against the recommendations within national guidance and reports so that we can give families in Wiltshire the best support that we can.

## 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**

- VCSL in Wiltshire has implemented the clinical system SystemOne across all services to enable one record for each child in their care.
- The majority of historical paper health records have been scanned onto a digital platform and the rest will be removed off site for scanning shortly, so that VCSL in Wiltshire will only have electronic records.
- VCSL has implemented the ChatHealth: a confidential texting advice service for use by children and young people across the county.
- The immunisation Team has linked in with their School Nursing colleagues to promote ChatHealth at their immunisation sessions in schools.
- The development of the Integrated Therapies service continues with physiotherapy services from Bath and Salisbury joining during the year. This means that there is now one children's community therapy service across the whole county and children referred who are referred in under this umbrella are triaged to the most appropriate service to meet their needs, rather than having to be re-referred to another service.

- We have met our RTT performance in community paediatrics and therapy services and the inherited waiting list from paediatric continence, which was transferred to Virgin Care in October 2017, will have been reduced to 18 weeks by the end of March following a review and redesign of the service. Families can now receive the support that they need much quicker than before.
- The VCSL website has developed and there is now a professionals' page with information and links which colleagues report as being useful.
- VCSL in Wiltshire has appointed a Specialist Infant Feeding Lead focusing on increasing the initiation and continuation of breastfeeding, as well as maintaining standards throughout infant feeding and relationship building care. While improving user experience and support by making every contact count. She has instigated a training programme for colleagues to improve their knowledge and confidence when supporting breast feeding.
- Integrated therapy is now sharing children's clinical outcomes with children and their families as well as recording these in the health care record. This gives families a greater understanding of their children's targets and progress.
- CCLDHS has used social stories with children to support them to attend health appointments such as going to the dentist or GP and also prior to having procedures such as injections or blood tests.
- The CCLDHS have developed and implemented bespoke resources for children after their assessment. These have enhanced the quality of individualised service provision and resulted in better outcomes for the children and positive feedback from families.
- The Looked after Children team have implemented pathways for Unaccompanied asylum seekers and LAC/CAMHS emotional support to improve care to this vulnerable group of children
- School nurses have been able to use the School Health Needs Assessment to deliver an outcomes based service which can better meet the needs of young people.
- The Children's Community Nursing Service have been working hard to develop one CCN service and creating one comprehensive nursing assessment document
- The Children's Community Nursing Service have focussed on improving communication in response to feedback from FFT and used this to demonstrate "You said we did."
- The Speech and language therapists have extended the roll out of "Attention Wiltshire"
- The Speech and language therapists trained seven schools in "Speaking and listening through narrative." Each school will also receive a further six weeks training for their teaching assistants so that they can continue to deliver the intervention over subsequent terms to maintain the children's progress
- The Immunisation Service achieved an overall uptake rate of 70% (variable by year group) for its school age seasonal influenza programme in autumn 2017. This is despite an increased cohort from 3 year groups to 5. The Immunisation team also achieved significant increases in uptake rates of secondary school immunisations for adolescents.
- The Health Visiting teams have been restructured from 10 to 7 to reflect the new hub model of working. This has streamlined service delivery to families.
- The FNP service have undertaken additional training to help them provide smoking cessation advice to young parents in addition to other healthcare advice
- The Paediatric Audiology service is now able to offer the full hearing assessment at one appointment, so that all children and families only have to travel to attend once, whereas previously some children were required to attend a second appointment for more in depth assessment.

- School hearing screening is now based within school nursing rather than audiology following a review of the clinical pathway across BaNES and Wiltshire. This is much more convenient for families as it reduces the need to travel and the children are seen within a familiar environment.
- A new referral form has been developed by Paediatric Audiology to manage the “front door” to the service more effectively. The form includes signposting to other services in the event of certain symptom profiles.



## CLINICAL EFFECTIVENESS

### Priority 2:

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

- 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).
- Virgin Care in Wiltshire have started the implementation of the estates strategy by moving all Wiltshire based colleagues into 4 bespoke hubs. One of these has clinical space onsite for children’s clinics. Further dedicated clinical space is being developed as part of the estates transformation project.
- An improved management structure was introduced during the year and the governance arrangements were reviewed at the same time to ensure robust governance across the whole of Wiltshire and BaNES children’s community services.
- The improved governance arrangements have streamlined processes and resulted in standardisation of some key documents across the services e.g easy read pain assessment tool and easy read consent for information sharing which are now in place across all VCSL.
- The Electronic Document management system promised within the Virgin Care bid is now in place. 100,000 paper records have been scanned into an electronic database which colleagues can access for historic information.
- The Single Point of Access (SPA) development is nearly complete and the preliminary go live phase has commenced.
- Virgin Care Services Limited in Wiltshire participates in the National Virgin Care audits as part of a wider audit programme of local audit
- Re-accreditation of UNICEF Baby Friendly Initiative Level 3 has been achieved which demonstrates the skills and competence of colleagues to support improved breast feeding rates and infant nutrition as well as better experience for parents.
- Virgin Care has identified a group of children who would benefit from an episode of intensive therapy from the Integrated Therapy service during the school holidays and this year the team have implemented a series of motor group sessions to facilitate this with the outcomes being measured and documented.



- Virgin Care has modified its referral form for continence services to ensure that all necessary information is available for assessment
- Virgin Care has instigated good partnership working with other teams and agencies to enhance seamless care for children: eg. For immunisations, sexual health appointments; a joint CSE screening tool with police and CSE social worker; and liaison with oncology services and social care for a young person with a poor prognosis.
- Virgin Care has introduced the Virgin Care Health passport for CYP aged 14 years and over. They are working with the Designated Nurses and Lead Nurse for Safeguarding to provide a digital App for the health passport.
- Virgin Care has reviewed their data collection form to improve the accuracy of information being collected and to ensure that priority areas of need are identified and met.
- Virgin Care has delivered 796 training sessions to 394 people across 43 training programmes.
- Virgin Care has identified a transition tool in response to an audit undertaken during the year
- Virgin Care has worked with a local acute hospital to create a care pathway for transfer of speech and language care from acute to community care setting
- Virgin Care has worked with partner agencies to develop processes to support delivery of the immunisation programmes
- Virgin Care has audited their immunisation service against national standards and cold chain compliance which demonstrated that they have robust processes in place.
- Virgin Care undertook an audit of the management of children with permanent hearing loss within paediatric audiology in response to concerns about clinical practice within the service before it transferred to Virgin Care.
- Promotional Guides training delivered to Health visitors to enable them to better support parents at the antenatal visit with the focus on achieving positive outcomes for children through understanding parental concerns and anxieties.
- Virgin Care has implemented a robust peer review process for all registered clinicians in paediatric audiology and supervision for the whole team, including external supervision for the Head of Service.
- Virgin Care has reviewed or rewritten paediatric audiology Clinical protocols.
- Virgin Care has reviewed their induction process for new doctors who join the paediatricians' team, to aid swift integration and to ensure that they are familiar with local pathways and governance processes.

## OUTSTANDING EMPLOYER

### Priority 3: Continue to be recognised as an outstanding employer

- 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 the teams in Wiltshire Children's Community Services. 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 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.
- The development of a fully integrated continues in the Integrated Therapies service with colleagues from Bath and Salisbury transferring into the team during the year. This provided the service with the opportunity to review all care pathways as well as the team structure.

- Virgin Care has appointed 2 further Consultant Paediatricians to the Community Paediatric service despite the national shortage of skilled paediatricians
- Colleagues have access to restorative supervision to support their mental health and wellbeing.
- Flexible working is supported and reviewed regularly
- The Continence specialist nurse identified a training need for colleagues to have better understanding of the identification and management of common continence issues and provided a training day to address this.
- Virgin Care has implemented a 1:1 process in the Immunisation team and completed the actions from the Have your say staff survey, with feedback to the team to demonstrate feedback has been listened to and acted upon.
- Virgin Care has reviewed and standardised training undertaken by immunisers within the immunisation team.
- Virgin Care has implemented monthly CPD sessions within paediatric audiology as part of the colleague meetings.
- All registered colleagues within the Paediatric Audiology service receive robust peer supervision and all colleagues receive supervision.
- Unregistered colleagues in Paediatric audiology now have the title "Associate Audiologist" and their responsibilities are now commensurate with their grade in providing support to their audiology colleagues
- Some teams are participating in the "love your Lunch" initiative to aid team cohesion and individual wellbeing.



## Priorities going forward in 2018-19

Continuing to demonstrate service quality and safety remains a top priority for Virgin Care over the coming year. However, 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 Wiltshire Children's Community Services were then able to set their own priorities.

Wiltshire Children's Community Services was commissioned as a single service in response to a consultation with Children, Young people and their families in Wiltshire where 8 principles were identified to shape the service which they requested:

#### **CYP Voice**

We will ensure that CYP and their families are at the centre of what we do and evidence how they shape the future direction of our service

**Pathways of care** - We will develop pathways of care to ensure CYP seen by most appropriate set of professionals, working as a team

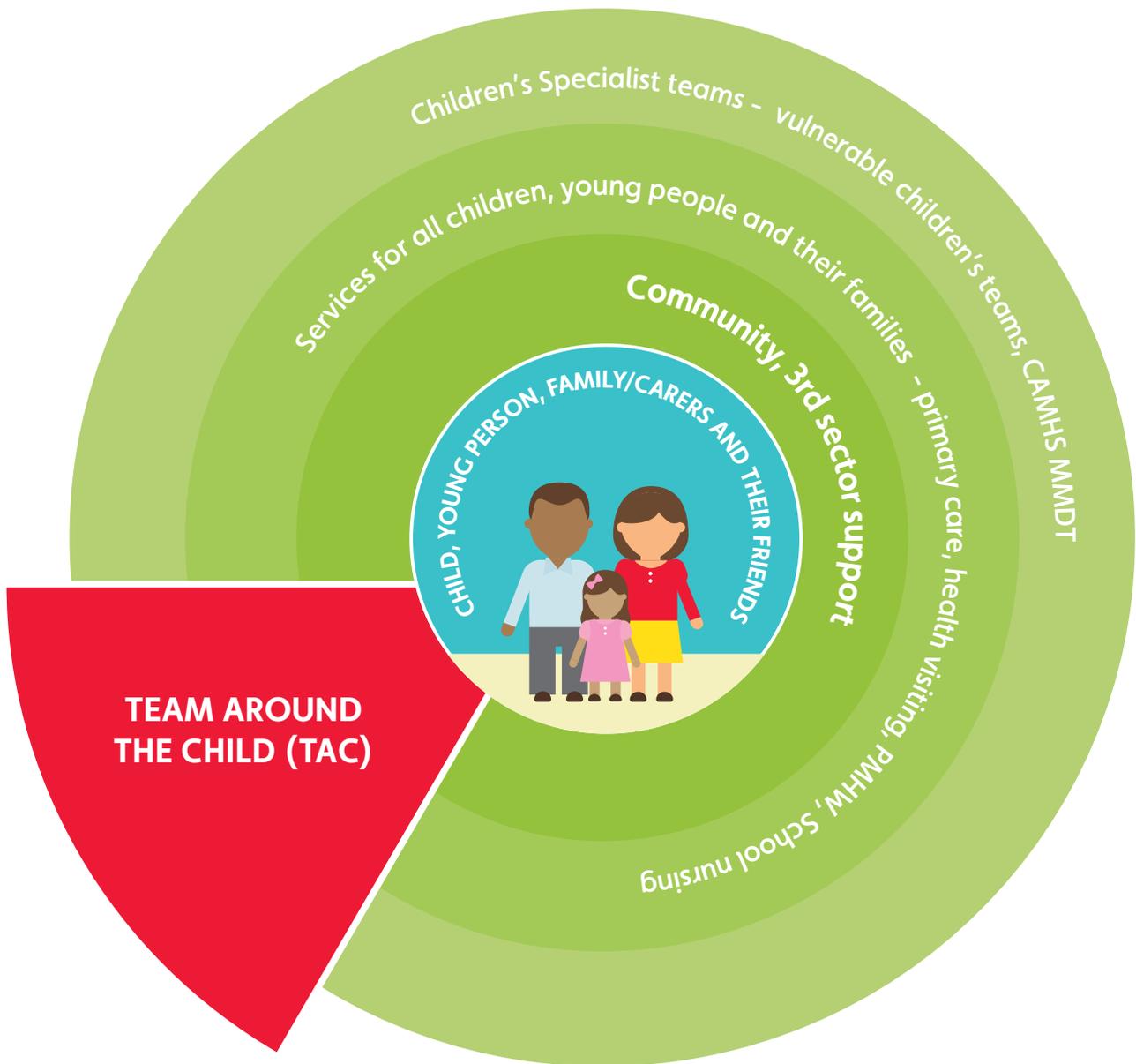
**One record** - They will only have to tell their story once; we will work to develop an integrated record for this service

**Prevention** - We will work alongside early years schemes to ensure that prevention and early identification increase

**SPA** - The service will become easier to navigate through the SPA (and hub model)

**Mobile working** – staff have the equipment they need to enable them to concentrate on face to face delivery

**Innovation** – to deliver services in the way CYP want to engage and interact with them



In the first year of running children's services in Wiltshire, Virgin Care committed to the engagement of children and young people in service design and this was successfully achieved, working alongside Wiltshire Youth Council and Wiltshire Carers. Engagement with partners has been prioritised and there are communication plans for each of the major transformation programmes. Virgin Care seeks to strengthen interactions with GP partners and the local authority whilst maintaining and developing existing strong relationships with Wiltshire Parent Carers Voice.

## PATIENT SAFETY

### Priority 1:

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

- Virgin Care will complete the review of clinical sessional space and finalise the estates strategy by working with our partners to identify further suitable and accessible clinical space within Wiltshire to move our clinics to these sites
- The mobile working programme will commence and VCSL colleagues will be provided with mobile technology devices to enable them to work more effectively with all the tools they need to hand wherever they are during the day and /or night. During 2017-18 the project plan has been developed allowing for early adopter trials to have been put in place in February .It is planned that the service will be fully mobile during Q 1. The outcomes of the trial will be to improve efficiency within the workforce; reduce travel; improve face to face contact; and impact on documentation and agreed CYP focused outcomes as records will be completed in partnership
- Multi-disciplinary review of ASD and ADHD pathways is underway to enable the delivery of multidisciplinary, evidenced based pathways; to improve consistency; improve early intervention: and maximise the clinical resource and ensure diagnosis is in line with NICE guidance. The Service will have strong links with the Local Authority services at both referral stage and post diagnosis to ensure that the teams caring for the child in the community and education have all the relevant information to meet the child's needs.
- Virgin Care will be introducing electronic prescribing into our SPA to support the delivery of repeat prescriptions. This has been made possible by our Single Point of Access system, SystemOne. It is anticipated that this will improve and support confidence with GP partners to actively engage in shared care arrangements to improve seamless care delivery to CYP and families



- Virgin Care will review the Integrated Therapy pathways for NICU in line with NICE guidance
- Virgin Care will introduce a specialist breastfeeding pathway and service in the autumn to support mothers with complex breastfeeding issues; with the goal of supporting mothers to fulfil their goals and enable them to breastfeed for longer. Enhanced training will be given to four health visiting infant feeding champions. All training is offered by a Virgin Care partner service in Devon.

- Service specific templates will be developed and incorporated into SystemOne to assist practitioners with recording outcome measures. This will enable more accurate evaluation of the care provided to children and families.
- As SystemOne is now fully embedded across the service as the single shared clinical record following planned systematic training and deployment and is visible to all Wiltshire colleagues in other services who use the same system, Virgin Care will be working with the CCG and partners to share the records across the health community over 2018-19
- Virgin Care aims that the continence service will meet the 18 week RTT target during quarter one due to reducing the legacy waiting list which transferred over with the service in 2017
- The Specialist Continence nurse will continue to deliver training to other colleagues to ensure families can access timely support and advice from team members with enhanced understanding and confidence in managing continence issues. This will impact positively upon the number of internal referrals and re-referrals and reduce the amount of time before families are able to access the support they need.
- Virgin Care will develop and implement an emotional wellbeing tool in the School Nursing service, accessible for young people to capture their views on emotional wellbeing and enable the SN to monitor outcomes from their interventions.
- The Speech and language therapy team in Virgin Care have identified a need for voice disorder training for their team, due to a lack of special skills in this area. This will be implemented to enable them to meet local clinical needs, and enhance communication with the specialist tertiary centre when required.
- The Virgin Care immunisation team have started to use an iPad to collect more robust feedback and plan to introduce more so that more sessions can collect timely feedback from students
- The Health Visiting team will develop and implement a series of support bundles for families to improve the care provided
- The Family Nurse partnership in will work with the midwifery services to improve the timeliness of notifications into the FNP service so that the service can see young mothers to be earlier



## CLINICAL EFFECTIVENESS

### Priority 2:

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

- With the move into new hubs, Virgin Care will review all Individual Service Reviews reviewed in line with the organisational requirement.
- Virgin Care will review the information about services to ensure that it is correct and reflects the new team structures, SPA and sites. This will assist people who access the website to be able to find the information pertinent to their needs.
- Virgin Care will review the learning from last year's school nurses' audits of enuresis and child protection pathway against the new child health care record.
- Most Clinical teams within Virgin Care are or have planned to review their clinical pathways in response to changing ways of working and recording.
- The immunisation team will review their competency assessment tool and process for all colleagues within the team.
- Virgin Care Health Visitors will review their section of the electronic record to ensure it is child focused and efficient. In addition they will review all care pathways to ensure that they support new ways of working



## OUTSTANDING EMPLOYER

### Priority 3: Continue to be recognised as an outstanding employer

- When the mobile working programme has been implemented Virgin Care will be able to develop the estate to create additional meeting and supervision space together with video conferencing and teleconferencing facilities. This will enhance the available space for training and supervision to improve support for colleagues.
- The immunisation team will continue to develop the service by engagement with the team and will offer apprenticeships if identified as suitable at appraisal.
- All services will ensure that colleagues understand their service priorities through team meetings to promote engagement.
- Colleagues will be involved in service developments to promote ownership and engagement.
- The FNP service will share key knowledge and skills with the wider Public Health workforce to improve engagement with young people by focusing on enhancing communication. These enhanced skills will support colleagues in their work and enable them to communicate more effectively with this age group.

## 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 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

Virgin Care is not required to take part in any of the National Clinical Audit and Patient Outcomes Programme audits as a primary provider; however, there is occasionally a requirement to provide information to a partner agency about the care of children we share with them, if they are taking part in a national audit. The organisation does however, review reports of NCAPOP audits and share any learning for their services from the audit findings with Wiltshire Clinical Commissioning Group on a quarterly basis.

The Integrated Therapies Service took part in a National Audit of Rheumatoid and early inflammatory arthritis.

### 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

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

- Medicines Safety Audit (see Part 3)
- Safeguarding audit
- Environmental audit (Infection Prevention and control)
- Environmental audit (health and safety)
- Health and social care records audit
- Confidentiality audits (quarterly)

Virgin Care was also subject to audits of its directly delivered community services by its commissioners.

- Melatonin Audit
- Discharge from care audit
- Personalised Care Planning audit
- Cold chain audit

In addition to these audits, Virgin Care Services Limited had an audit programme of its own and undertook the following local audits during the year:

- Hand hygiene audits bi-annually
- Audit of the Transition plans for children aged 14 and over
- Audit of Universal Partnership Plus care
- MARAC and Safeguarding Supervision action plans in child health records
- Audits to support BFI accreditation
- Phonology Service pathway
- Community Nursery Nurse breastfeeding telephone call audit
- ADHD audit of diagnosis
- ADHD audit of assessment at follow up clinics
- Paediatricians follow up decision audit
- Developmental delay audit
- Dictation audit
- Enuresis audit
- Audit of the management of hearing aid patients
- IHA quality service audit programme
- Audit of RHA for quality, timeliness, voice of the child and SMART care plans
- Audit of UASC pathway
- Advance care planning audit
- Audit against national immunisation standards
- Audit of cold chain compliance
- Parental and Infant Mental Health Audit

## Research statements

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

A core standard for health care organisations is that they have systems to ensure the principles and requirements of the research governance framework are consistently applied. At Virgin care we achieve this through our Research Governance Committee that meets quarterly and has a membership made up of clinical expertise.

### Current research activity

Wiltshire Children's Community Services currently have no active projects on the Virgin Care Research Database. There are a number of colleagues engaged in research projects of various types, as part of postgraduate studies. 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.

## Publications

There have not been any publications this year however, the VCSL Lead Paediatrician presented a poster at the Leaders in Health Care conference 2017 entitled: *"Back to the future with Kurt Lewin"*. This research project used academic theory to evaluate the first 100 days of service following the establishment of VCSL, identify predictors to promote and hinder change management within the service and use this information to facilitate our mobilisation.

The Speech and Language therapy team leader presented a paper of some internal work on Auditory Processing Disorder at the South West Regional Clinical Excellence Network.

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.

Any child deaths which occur in Wiltshire are reviewed by WCCS to see if the child was receiving any care from WCCS at the time and if so, whether there were any actions or omissions in care or management which may have contributed to the death. Any learning is shared through the governance processes in place. WCCS also reviews learning from deaths which have occurred in other areas to see if there are any lessons for their services.

## Learning from deaths

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

## Statements from CQC

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

As part of this document, it can be confirmed that Virgin Care Services Limited is registered with the CQC and has no conditions attached to its registration. Virgin Care Services Limited's services have not participated in any special reviews or investigations by the CQC during the reporting period.

VCSL received an announced inspection from the CQC in the spring of 2017. The CQC judged the service to be Good overall with a rating of outstanding for the CQC Caring domain and good ratings for all other domains. There were no compulsory recommendations for implementation within the report. There were some advisory recommendations, some of which were in line with the organisation's existing plans for transformation.

### The CQC report stated

*"Staff put quality and compassionate care at the forefront of everything they did, considering not only the child they were treating but the child's family, recognising the support and care required. The feedback we received about care was overwhelmingly positive"*

Full copies of CQC reports are available on the CQC's website at [www.cqc.org.uk](http://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
Virgin Care Services Limited	Wiltshire Children's Community Services	Yes

## Internal Service Reviews (ISR)

Virgin Care operates a programme of 'Independent 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 services and results are 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 Wiltshire Children's Community Services, Virgin Care undertook a number of ISRs and the findings are outlined below. However, the ISRs were undertaken prior to the move to hubs and implementation of the single child record on SystemOne. The action plans which were developed have been superseded by new working practices and this will change further with the implementation of mobile working during the first quarter of next year.

Registered provider	Service Name	Full Compliance
CCLDHS	The ISR responses included several which teams identified as requiring improvement but also some areas which were good and a few which we considered inadequate at the time. Significant changes to working practices have taken place since these ISR's were completed and we will be undertaking a new series of ISRs to evaluate practice in light of these transformations but evidence from our CQC Inspection and current service reviews suggest that we are 'good'.	<p><b>Common to all ISRs</b></p> <p>The Action Plans identified areas in which new processes following re-commissioning and move to the new organisation needed to be embedded</p> <ul style="list-style-type: none"> <li>• Moves to Hubs and mobile working not yet implemented</li> <li>• Action Plans will be revisited by 30 April and selected services will review and update ISR accordingly.</li> </ul>
Health Visiting		
Public Health School Nursing		
LAC		
CCN		
CCCT		

## 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
- Our Clinical Governance and Safeguarding Committees provide Board assurance that our services meet statutory requirements
- Named professionals are clear about their roles and have sufficient time and support to undertake them
- Where appropriate, services have submitted a Section 11 Review report and/or Safeguarding Adult Self- Assessment audit tool
- Action plans are monitored across the organisation at committee and board level
- Safeguarding policies and systems for children and vulnerable adults at risk are up to date and robust.
- Safeguarding training is included in induction and integral to the organisation's training policy
- We continue 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. We have started the implementation and a planned roll out of the Child Protection Information- Sharing project (CP-IS) across our scheduled care services and ensure the Mental Capacity Act, Dols and Prevent are fully embedded within our safeguarding processes across all services within Virgin Care.

There are no newly published or commissioned Serious Case Reviews. The Virgin Care safeguarding team in Wiltshire continues to work within the local multi-agency partnership to keep the children and young people of Wiltshire safe

## Statement on the accuracy of our patient data

Virgin Care submitted information during the year to the Secondary Uses Service (SUS) for inclusion in the Hospital Episodic Statistics, which are included in the latest published data.

Community service outpatient data for SUS submissions is being validated to ensure ongoing submissions are confirmed as being successful.

### Errors introduced into patient notes

During the year there have been a total of 4 errors made into children's health care records:

- Incorrect information was received from a partner agency and input into a child's record, but was subsequently found to be incorrect and had to be removed. The partner agency was informed. Learning for the team has been to check information prior to updating records.
- A flag was mistakenly added to some children's records which indicated that they had been subject to child protection. This incident occurred due to unfamiliarity of the new system. New pathways are being introduced to clarify the process for recording strategy meeting discussions and outcomes.
- A human error in filing resulted in 3 documents being scanned into the wrong records. This was corrected as soon as it was noticed and the records are now correct. The learning from this indicated that although regrettable, it was easy to put right. No more paper records are being used, so this should not reoccur.
- Following an immunisation session discovered that these immunisations had already been put onto SystemOne by another provider. The other provider has been advised that this is not necessary as it is VCSL responsibility to upload data from our sessions into the child record.

### Local initiatives to improve data quality

There are no local data quality initiatives linked to the NHS number. Virgin Care has implemented electronic records which automatically link to the NHS number of children known to a local health service. [

## Information Governance Toolkit Attainment Levels

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

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

We have an action plan in place to improve compliance and toolkit scores during 2017/18 and further our IG agenda.

This includes:

- Continual review of IG policies and procedures (rolling programme of review).

### 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 and use information 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 staff behaviours.

Hospital	Cleanliness	Food	Privacy, Dignity and Wellbeing	Condition, Appearance and maintenance	Site average
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Wiltshire Children's Community Services do not have in-patient facilities and these adult services measures are not applicable.

## Duty of Candour Statement

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

Where a notifiable safety incident is recognised, colleagues are advised to report this via the organisation's incident reporting system (CIRIS) and follow the Duty of Candour policy. This includes following the Staff Guide on Duty of Candour.

Template letters have been designed to assist colleagues to write to the person using the service or their representatives to apologise and to advise that an investigation into the incident is underway [within 10 days of the notifiable safety incident occurring].

An appropriate colleague will conduct an investigation to establish the facts of the notifiable safety incident in line with the Management of Incidents policy, in line with timescales for external reporting including STEIS. For incidents relating to safeguarding, the relevant Safeguarding Policy and safeguarding lead will also be consulted before any disclosure is made to the person using the service or their representative.

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

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

## Sign up to safety Statement

In Wiltshire Virgin Care has implemented new premises as service bases. Upon completion of the Estate strategy Virgin Care children's community services in Wiltshire will consider signing up to this national initiative.

## NHS Staff Survey

Virgin Care runs its colleague survey 'Have your say' on a bi-annual basis with regular 'pulse checks' covering a random sample of colleagues. This year 62% of colleagues across England took part and we saw significant improvements in feedback from colleagues based on tracking data from previous years.

A summary of key results are included below.

### KF26

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

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

(White colleagues 5%, BME 9%)

### KF21

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

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

(White colleagues 66%, BME 67%)

## Delivering high quality services

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

### Star of the Year awards

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

### Feel the Difference Awards

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

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

The Integrated Therapies service received an award to fund some Challenging skills workshops during the school holidays for children with Cerebral palsy. Children and families set goals which were important to them. This followed on from a successful workshop in the summer where children developed their motor skills and improved their confidence whilst having fun and meeting other children. Parents also benefited as the mothers who attended have created a community for mutual support and friendship. The aim of these sessions was to help more children and families feel the difference by learning new skills and interacting with each other.



More information about the awards is at [www.virginicare.co.uk/awards/](http://www.virginicare.co.uk/awards/)

### External awards

Health visiting teams in Wiltshire have been recognised for their commitment to being baby friendly by UNICEF. The service has been accredited with Level 3 Baby Friendly status for their "outstanding" achievements in implementing the new standards and for introducing the breast feeding assessment forms known as the Red book. The new hubs in Chippenham, Salisbury and Trowbridge have been awarded with plaques for making their premises baby friendly.

## Training and Development by The Learning Enterprise (TLE)

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

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

### During the past year, The Learning Enterprise has:

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

### Over the coming year, The Learning Enterprise will:

- Re-launch Virgin Care's Arrivals process for new starters
- Launch the Level 3 Apprenticeship for Team Leaders

- Receive Royal College of Nursing approval of its Preceptorship programme
- Develop an in-house Looked after Children eLearning Programme

### Locally:

- Managers have held quarterly road shows to keep colleagues updated about the transformations underway within the service and to ensure that any issues raised by colleagues are heard and addressed.
- All colleagues have received training and support in using the new electronic health record on SystemOne
- The Paediatricians obtained Feel the Difference funding to put on a multi-disciplinary Regional study day on "Food for Thought" which had very positive feedback from the 80 attendees.
- In addition to the monthly CPD meeting held by the paediatricians, there was also a study day in September with a combined afternoon session with the Physiotherapists and OT's to review and write an integrated pathway for developmental Co-ordination disorder.
- The CCLDHS received training on Domestic abuse, Sexualised behaviour and Child Sexual Exploitation
- The Specialist continence nurse identified a training need amongst her colleagues on the identification and management of common continence issues and facilitated a training day to address this.
- The School Nurses have held forums to ensure that they remain updated on current issues and service developments
- School nurses have received "Making every contact count" training Wiltshire Council Obesity strategy and stop smoking updates all facilitated by Wiltshire County Council
- The CCN training team have delivered 796 training sessions to 394 people across 43 training programmes. These have included clinical skills with a 3 day induction programme; bespoke training days in school settings, enteral feeding, seizure management, oxygen training and anaphylaxis.
- The CCN training and development team have been working with outside agencies to develop on line training for anaphylaxis and seizure management
- One of the speech and language therapists has completed nationally accredited dysphagia training to enable her to manage needs in Wiltshire more effectively
- The Speech and language team successfully applied for funding to provide Shape Coding training to the team by an external expert as a team CPD opportunity
- The Speech and language therapists held a joint training day with BaNES colleagues on Bilingualism and Speech Disorders.
- The Immunisation Service delivered annual update training for the team
- Health Visitors received Promotional Guides training and Solihull approach training
- All health visiting and community nursery nurse new arrivals receive two days Breastfeeding and relationship building training. All existing health visiting colleagues receive a yearly Infant feeding update.
- The FNP team attended further training to enable them to provide smoking cessation advice to young parents
- The FNP team plan to share key knowledge and skills with the HV team focussing particularly on improving communication with young people.
- Paediatric Audiology have incorporated a monthly CPD session in to their colleague meetings.

## Highlights of initiatives to improve the experience of using services

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

Each service has also set a 'feel the difference goal' to improve one further aspect of service. In the past year, 100% of services had an audited, valid 'feel the difference goal' in place.

Examples of improvements made as a result of these initiatives include:

	YOU SAID	WE DID
<b>Learning Disability Service</b>	A parent requested more accessible information.	We have decided to apply to the Feel the Difference fund to ensure we have accessible resources for our service users.
<b>Health Visiting</b>	Client commented re lack of privacy in clinic	Team reviewed set up and moved waiting area to provide increased privacy
<b>School Nursing</b>	School Nurses were tasked with achieving 40% uptake of School Health needs Assessments in senior schools.	Over 76% of senior schools were contacted to discuss the assessments and over 53% now have an agreed Health assessment for September 17. This will lead to a better agreed service delivery in the next academic year focused on the schools and young people's needs.
<b>Children's Community Nursing</b>	The process and role of CCN team for non routine gastrostomy button changes was unclear.	Created a flow chart which more clearly shows the process and how you can be best supported.

	YOU SAID	WE DID
<b>Children's Continuing Care Team</b>	Families requested a robust process for consumable replenishment with the child's home.	Process has been put into place where by the colleagues will undertake a regular stock take and send in requirements to the office staff to order stock required and arrange delivery to the families. Families have feedback that this system is working well and they are happy with this change.
<b>School Aged Immunisation Service</b>	You wanted your child's flu vaccination completed but were concerned as your partner was immunocompromised that they would not be able to receive this.	We discussed the vaccination with you and your partner received the inactivated vaccine to protect themselves. Following discussion with your doctor we then arranged for your child to attend a community clinic so they could receive vaccination safely with your partner already being protected.
<b>Speech &amp; Language Therapy</b>	A family had been offered a place for their pre-school child to attend a series of clinic-based language group sessions, aimed at providing the parents with ideas how to help develop their child's communication skills. For a variety of reasons, you raised it was not practical or possible for the family to be able to attend these groups.	It was therefore arranged for one of the Speech and Language Therapy Assistants to instead visit the child in their nursery setting. Parents were invited to attend the sessions such that they could still see the same strategies demonstrated and therefore access the support that they would have otherwise have received via the group sessions in clinic.

	YOU SAID	WE DID
<b>Family Nurse Partnership</b>	Teenage clients having difficulty accessing mental health services to support their need. Specific issue relating to transition from child service into adult services for 17 year olds.	Issue brought to attention of members of the FNP board to support escalation of issue of access difficulty for mental health with the aim of ensuring that teenage clients have their mental health needs met or address gap in service delivery for teenage clients transitioning from child to adult mental health services.
<b>Learning Disability Service</b>	A parent feedback that they wanted a longer episode of care to feel supported as she felt services had offered her short episodes of care which for her left her feeling unsupported.	A longer episode of care was agreed and appointments offered in advance were offered to reassure her of our commitment to the families needs.

## The BETTER map

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

What if I can't get an appointment?

Will the environment be clean and safe?

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

Will they listen and understand what the problem is?

What will happen next?

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

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

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

Our environments are welcoming, clean, comfortable and uncluttered

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

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

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

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



## The Booking

## The Environment/setting

## The Welcome

## The Consultation/your stay

## The GoodbyE

## The Result/follow up

### Worries you may have

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

### Our commitment to you

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

### Your commitment to us

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

### So you feel... [the difference]

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

### And say...



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



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



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



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



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



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

Worries you may have

Our commitment to you

Your commitment to us

So you feel... [the difference]

And say...

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Feel the difference

Aligned with our purpose, we are giving all of our colleagues in Wiltshire Children's Community Services 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 Wiltshire Children's Community Services:

### Service

### Summary of improvement project

#### Integrated Therapy Service

The Integrated Therapy service received an award to fund a number of Challenging skills workshops during the school holidays for children with Cerebral palsy. Children and families set goals which were important to them. This followed on from a successful workshop in the summer where children developed their motor skills and improved their confidence whilst having fun and meeting other children. Parents also benefited as the mothers who attended have created a community for mutual support and friendship. The aim of these sessions was to help more children and families feel the difference by learning new skills and interacting with each other.

#### Paediatricians

Obtained funding to run a regional multi-disciplinary study day for 80 colleagues on "Food for thought" about eating and feeding challenges in children. The worked with colleagues from Virgin Care's Devon CAMHS service who presented some of their work on the eating disorders. The study day included internal and external delegates, building links with surrounding healthcare partners.

#### School nurses

Received funding to buy T-Shirts for colleagues which promoted the ChatHealth service, giving the number and information about the service in a fun and visible way, so that children could access the information without being seen to do so by their peers.

#### Immunisation Team

The team applied to purchase portable notice boards which can be used at immunisation sessions at schools in the Salisbury and Swindon area. The boards contain a variety of interesting, factual and educational information for the children, whilst also acting as a focal point and distraction for those children who are anxious or concerned about having immunisations.

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

### **Improvements made over the last 12 months include:**

- The CCN team worked with a family who requested a dietetic assessment nearer to home. The Team liaised with the tertiary centre to refer to a local service and attended the appointment with the family which resulted in the child needing fewer appointments long-term.
- A family requested equipment that they had seen being used elsewhere. The CCCT located this and facilitated a home assessment with the provider and a trial in the family home, then provided the equipment which has made it easier for the family to care for their child safely.
- The CYP training team were able to adapt training dates to meet the needs of an educational setting, which resulted in a child being able to start their education.
- The Immunisation team have worked with colleagues in the Looked after Children's service to enable immunisations to be completed at the same appointment as the LAC assessment in order to reduce missed opportunities to protect this vulnerable group of children

## **Customer Experience Team**

Since 2014-15, Virgin Care has operated a central Customer Experience Team working with people who use services across England and handling all queries, concerns and formal complaints on behalf of all services across England. This year, Virgin Care improved and refreshed its complaints policy to enhance the experience of those people who wish to complain and seek an early resolution.

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

Across the organisation, everyone with internet access is able to see reporting on the number of complaints, their current status, and the themes they cover – as well as viewing whether an action plan is yet to be completed or where improvements have got to. This year, Virgin Care improved its Tableau reporting of complaints allowing colleagues to see the stages of the journey (according to the BETTER Map) where the improvement could be made. In 2017-2018 Virgin care received 9 formal complaints for services within East Staffordshire. All complaints are investigated and action plans put in place. The complaints received were across a range of clinical services, which have not identified any emerging themes.

The organisations approach is to encourage people who use services and colleagues to attempt to resolve complaints 'on the spot' but offer our 'Here to help' service as service-independent option to resolve concerns and as a signposting service for the fastest and most appropriate resolution of issues.

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

## Improvements in 2018-19

During the coming year, Virgin Care will:

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

## NHS Friends and Family Test

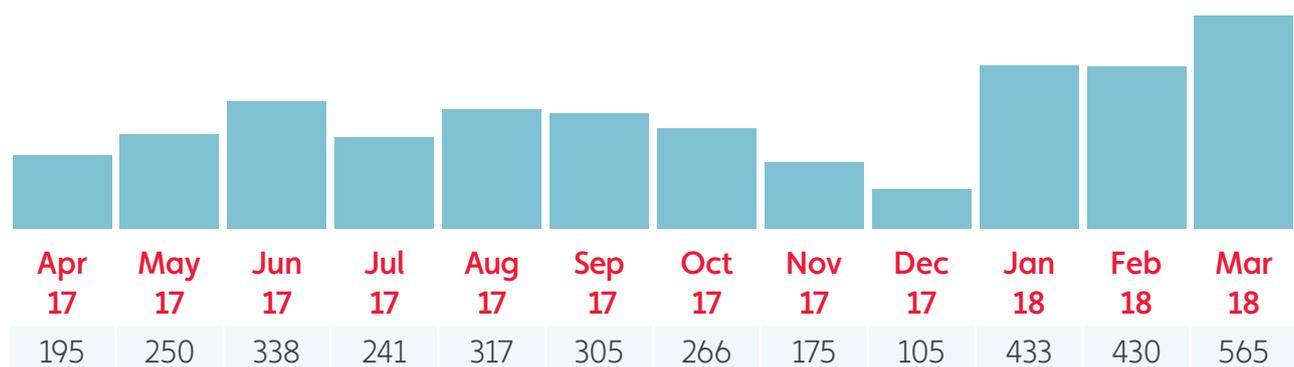
The Friends and Family Test (FFT) is mandated by NHS England for all providers of NHS services and is now fully in place across all services. Everyone who uses Virgin Care's services has the opportunity to provide anonymous feedback on their experience and a chance to provide comments on how their experience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

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

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

### FFT statistics for Wiltshire Children's Community Services

#### Questionnaires completed



Teams in Wiltshire Children's Community Services collect some FFT submissions on paper and others are collected electronically either by SMS or via a web based application. During the year the number of submissions has increased and the target trajectory for the number of submissions received was achieved at the beginning of March. The service has also started to collect the Patient Reported Experience Measures which are an additional 5 measures that respondents can answer if they wish. The services have been encouraged by the number of respondents who have opted to comment on these additional measures so far and it is hoped to be able to gain some richer information from these during the next year, which can be used to inform service delivery.

## **Submission of FFT data to NHS England**

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

# Part three

## Indicators of quality performance

VCSL had an announced inspection of its services at the start of the year. VCSL was judged to be good overall with an outstanding rating for the caring domain.

### The inspectors reported:

*"There was a robust, visible person-centred culture. Staff within the children and young people teams. Always focused on the needs of children and young people and put them at the heart of everything they did. Children, young people and their parents or carers told us they were fully involved in their care and treatment. Relationships between people who used the service, those close to them and staff were strong, caring and supportive."*

### 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

<b>18</b>	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
<b>19</b>	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
<b>20</b>	The trust's responsiveness to the personal needs of its patients during the reporting period.	Not applicable
<b>21</b>	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
<b>21.1</b>	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
<b>22</b>	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
<b>23</b>	The percentage of patients who were admitted to hospital and who were risk assessed for venous thromboembolism during the reporting period.	Not applicable
<b>24</b>	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
<b>25</b>	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 CQUINN targets.

In 2017/18 Wiltshire Children's Community Services reported:

- No MRSA Bacteraemias
- No C. Difficile infections

## 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	This indicator is not relevant to VCSL
16 or over	This indicator is not relevant to VCSL

## Medicines Optimisation Statement

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

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 our 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 Wiltshire Clinical Commissioning Group and NHS England (South West) on 24th May 2018 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

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

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