



CSH
Surrey



Better healthcare together

Annual Report 2012-2014

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Evidence



We are integrating our children's nursing and therapy services through a ground-breaking 'team around the family' approach – based on listening and responding to parents' needs and experiences. GPs and families are starting to benefit from a single point of access for referrals, multi-disciplinary assessments and intervention, as well as more timely and better supported discharges. We plan to roll out the model across our children's services during 2014/15.

"CSH's approach is regarded as breathtaking."

Zarah Lowe, Provision and Partnership Development Manager (SEN), Surrey County Council on our work at Woodlands School



Welcome from the Chair and Directors

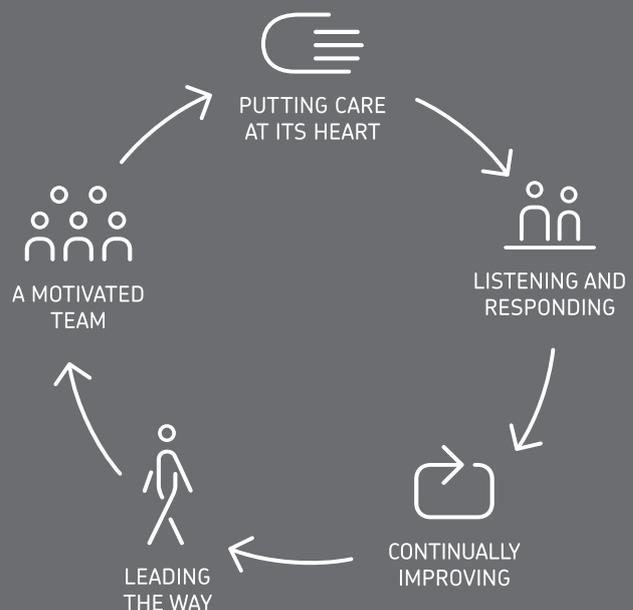
We continue to put quality of care at the heart of all we do.

This is possible because our co-owners remain among the most motivated employees in the health sector. Staff engagement is now proven to contribute to higher quality care.

Through continually improving and innovating we remain at the forefront of community healthcare. Our service users and referrers are benefiting from a single point of access to pathways served by integrated and multi-disciplinary teams – leading to more coordinated and efficient services, and better patient outcomes.

We continue to listen, receiving more than 3,000 individual patient stories during 2013. We also launched our Listening Project, involving patients, carers and co-owners in defining the behaviours that are essential for delivering 'excellent care'. We are now embedding these into our culture through recruitment, training and development.

Our track record for quality has secured us new contracts, including being commissioned by NHS England and Surrey County Council to deliver the Family Nurse Partnership service across Surrey to support disadvantaged young families during early parenthood. We are also supporting delivery of a new Tier 3 Diabetes service in the Surrey Downs area through a Kingston Hospitals Foundation Trust contract.



We finished the 2013 financial year saying a fond farewell to our founding Chair Ian Church who completed his eight year term of service, and welcomed our new Chair Bill Caplan, who brings significant business and leadership experience gained both in the UK and overseas. Bill looks forward to leading the CSH Surrey Board and working with our partners and co-owners to deliver ever better patient care and benefits to the communities we serve.

Tricia McGregor

Tricia McGregor
Managing Director

Jo Pritchard

Jo Pritchard
Managing Director

Bill Caplan

Bill Caplan
Chair

Putting care at our heart

Excellence is at the heart of CSH Surrey, delivered through better quality of care, better supported employees and better outcomes for children, families and adults, and the commissioners who fund our services.

During 2013, through our 'Your Skin Matters' campaign, we successfully reduced patient pressure ulcer rates, which are now better than the national average.

In 2013 we also introduced training to better support increasing numbers of patients with dementia. More than 400 co-owners have received training, leading to service improvements and greater co-owner understanding of, and sensitivity to, patients with dementia and their families/carers.

Evidence



All patients in our community hospitals are now assessed within 24 hours of admission and benefit from new dementia-friendly activities, signage and clocks. Their care plans now reflect understanding and recognition of dementia.

We also continue to support those at the end of their lives with exceptional care through an effective partnership with Princess Alice and St Catherine's Hospices. This was recognised at the highly competitive 2014 Nursing Times Awards (Team of the Year Finalist).

100%

of people within our Community and Hospice Home Nursing Service say they receive care that meets their friend's/relative's needs (ongoing survey).

Patients with additional mental health needs are being successfully supported to manage their conditions in the community through an innovative and unique partnership with Surrey and Borders Partnership NHS Trust. By integrating mental health practitioners with our community nursing teams we have successfully reduced emergency admissions and A&E attendances, an achievement recognised in the 2014 Integrated Care and Patient Safety Awards (Finalist, Managing Long Term Conditions category).

In January 2014 all of our registered services were declared CQC compliant following our first routine Care Quality Commission inspections.

"Your specialist nurse demonstrated person centred care and respect for the human value of my wife and her cognitive impairment. They also considered my needs as her full time carer. Communication within your team is exemplary."

Patient's husband



Evidence



Co-owners' confidence in the quality of our services remains high, with 91% happy to recommend services to friends and family, compared with just 65% of staff within the NHS (CSH Surrey and NHS surveys, 2013).

Listening and responding

CSH Surrey listens and responds to GPs, commissioners, patients and co-owners.

Having listened to GPs, we are re-designing our adult community teams to better meet their local needs. We have brought together multi-disciplinary teams and recruited into specialist roles so patients receive a more integrated and efficient service. Our vision is to take this further by working more closely with local partners and the voluntary sector.

In another example of responding to commissioner feedback, we have enhanced the service GPs receive from our Referrals Management Centre. They now benefit from access to a Clinical (nurse) Navigator, who, in discussion with GPs, can ensure patients with multiple needs are seen by the right service at the right time and in the right place.

Since 2013 we have increased the ways in which we listen to service users. As well as regular surveys, patients now have access to *Tell Your Story* feedback forms in clinics and care packs, while those who prefer online methods can use our website and the Patient Opinion website. By December 2014 the Friends and Family Test survey will be available for all services via online and paper versions.

“The physiotherapist was sympathetic and helpful. I immediately felt better because she listened and ‘heard me’ rather than just doing her job.”

Physiotherapy patient



In the coming year we are planning greater patient involvement as part of our commitment to increasing patient leadership within CSH Surrey.

Evidence



In response to a physiotherapy patient’s experiences of trying to book appointments, our Referrals Management Centre has increased patient choice by booking outpatient clinics further ahead to offer maximum flexibility.

Continually improving

We are committed to continually improving our health services, systems and processes to deliver ever better care.

While working with GPs on our new Adult Community Integrated Teams model, we noted increasing numbers of housebound patients who needed to have blood taken. So, within budget, we created three dedicated posts for phlebotomists (people who take blood samples). This has released time for the nurses to make better use of their core skills on, for example, wound and catheter care – thus improving quality of care and service efficiency.

Children and families are benefiting from an enhanced Healthy Child Programme, including a new 28 week antenatal check – we are the first in the county to offer this. Close partnership working with Children’s Centres and education colleagues means we have also been able to introduce an improved 27 month development review that offers a more integrated approach between health and education.

“Very helpful to talk with a professional about my daughter’s progress.”
“Reassuring to know my child is developing as he should be.”

Parents following 27 month reviews



During 2014 we improved information sharing with patients and visitors through new quality and performance boards in our community hospitals. We publish performance and survey data, which has also motivated ward teams to deliver ongoing improvements.

We continue to outperform the national target for helping people at the end of life achieve their ‘preferred place of death’ (PPD).

85% of patients achieved their PPD in 2013/14, up from 80% in 2012/13 and significantly higher than the 67% national target.

Leading the way

We have been pioneers since 2006 and continue to break new ground.

We were the first community provider in the country to implement the now widespread 'Sit and See' Tool in our four community hospitals in 2013. And we remain the only one to involve patients in the 'care, kindness and compassion' assessment. The percentage of 'positive' observations of good care is high, and we use both the positive and less positive feedback to improve patient experiences.

In 2014 we have worked closely with Surrey Downs CCG to pilot a new model of care for inpatients requiring rehabilitation. This has involved locating community beds on a dedicated rehabilitation ward within our local acute hospital and better coordinating care between the medical, nursing and therapy teams. As a result, the average length of inpatient stay is approximately half, down from a 21 day average in the traditional community hospital model.

Children and families are set to benefit from more first-line support and better supported discharges after introducing an innovative shared learning approach. This will create more time for our specialist therapists to better support children who have additional needs and a more highly skilled and confident 'team around the family'.

"My son is attending the 'Little Steps' Group before going to pre-school. The service we receive there is a lifeline."

Parent response to an Occupational Therapy service survey.



During the next year we will be undertaking a large scale technology project. This will transform and support more efficient and higher performance working through leading edge systems, applications and IT devices.

A motivated team

We remain uniquely placed to deliver better, higher quality care because our co-owners are more motivated and engaged than their NHS counterparts.

There is now well documented evidence* of the link between co-ownership, engagement and better patient care. We are pleased our annual survey results continue to outperform NHS employers as employee motivation has a direct impact on patient care and outcomes: 94% of our co-owners say they enjoy their work compared with 66% in NHS community trusts.

"Your nurses were unfailingly cheerful and compassionate, treated my husband with the utmost dignity and respect. A five star service."

Patient's wife



Our co-owners also recognise the difference co-ownership makes: 89% value working for a co-owned organisation; 95% believe CSH is genuinely committed to delivering high quality services (compared with just 64% of those in NHS community trusts who believe care of patients is their organisation's top priority); and 100% can see how their work relates to patients (even if they have no direct patient contact) vs 82% in the NHS. Source: annual co-owner survey 2013.

71% say communication between CSH managers and co-owners is good, nearly double the 38% who believe this to be the case in the NHS (NHS and CSH Surrey annual surveys, 2013)

During 2014/15 we will be building on our culture to develop even stronger leadership and innovation. This will enable us to deliver the large scale, transformational changes required to better integrate health and social care services in our local health economy.

* 'Staff care: how to engage NHS staff and why it matters', Point of Care Foundation 2014 and 'Improving NHS care through engaging staff and devolving decisions', Kings Fund 2014.

Financial Account

This report covers the 18 month period 1st October 2012 to 31st March 2014 after aligning our financial year to that of the NHS.

Income	
NHS Surrey	78%
Epsom & St Helier University Hospitals Trust	9%
The Elective Orthopaedic Centre	2%
Surrey County Council	6%
Other Income	5%

Expenditure	
Staff costs	79%
Drugs, dressings & medical supplies	7%
Premises costs	3%
Office & other costs	11%

Turnover for 2013/14 (18 months)	£46,249,000
Headcount Oct 2012 - Mar 2014	832

Quality Account

We continue to put quality of care at the heart of our work.

- We have reduced the incidence (rates) of pressure ulcers to better than the national average (4.8% vs 5.6%)
- 100% of people completing our Tell Your Story leaflets said they had been 'treated with dignity and respect' (Oct 2013-April 2014)
- We screened 91% of patients for atrial fibrillation, surpassing the CCG's 80% target
- Our hospital readmission rate has dropped for consecutive years from 6.4% (2011/12) to 6% (2012/13) to 5.3% (2013/14) – meaning we are getting better at discharging patients at the right point in their care and with the right support
- Our Information Governance Assessment Report overall rating for 2013/14 was 'green'.

Social Account

Since launching our Community Fund in 2012, we have awarded grants worth more than £18,000 to improve health and wellbeing in our local communities. In addition to the £20,000 allocated from our reserves annually, eight co-owners raised more than £6,000 for the Fund in 2013 by training and completing the 'Three Peaks Challenge'.

Evidence



£2,500 Awarded to social enterprise Kingdom Fruit in August 2014. It sells affordable fresh fruit and vegetables from a pop-up shop once a week to support people living in debt or who are isolated and would otherwise have little or no access to fresh produce.

Other grants include: £2,000 to help establish a local Food Bank before Christmas 2013; £1,288 to support groups for women who have been victims of domestic abuse; and £1,500 towards funding a fully trained youth worker to support young carers.

We are also collaborating with Kingston University to support a Surrey-wide project to address social isolation. Together with university students, we are helping to identify and publicise a programme of community activities and events over the 2014 Christmas period, including hosting a Christmas Day lunch. Our community teams from CSH Surrey and care workers from CSH Homecare will be working together to ensure their patients and customers are able to access and benefit from the events.

Better healthcare together

CSH Surrey, delivering all NHS community nursing and therapy services in the homes, schools, clinics and hospitals in the heart of Surrey since 2006.



For adults

- **Assessment Unit**
On Epsom General Hospital site (GP referral only)
- **Community Dietetics**
In clinics and homes
- **Community Hospitals**
Dorking, Leatherhead, Molesey, New Epsom and Ewell Community Hospital (NEECH)
- **Falls Service**
For nursing home residents and group classes for mobile patients
- **Community Integrated Teams**
District Nursing (including Rapid Response Service), Community Matrons, End of Life Care, Domiciliary Physiotherapy, Integrated Rehabilitation Service and Mental Health Practitioner Service (in partnership with Surrey County Council and Surrey and Borders Partnership NHS Foundation Trust)
- **Community and Hospice Home Nursing Service**
Home-based specialist care for patients at the end of life
- **Hand Therapy**
On Epsom Hospital site

- **Inpatient Therapies**
Within Epsom Hospital and within the Elective Orthopaedic Centre (EOC), Epsom Hospital
- **Musculoskeletal (MSK) Physiotherapy**
Outpatient and home-based
- **Community Neuro Rehabilitation Service**
At Poplars, includes Multiple Sclerosis and Parkinson's Disease nurses
- **Outpatient Appointment Services**
Leatherhead and Molesey
- **Podiatry Service**
- **Specialist Nursing Services**
Continence, Respiratory, Heart Failure and Tissue Viability
- **Wheelchair Service**



For children and families

Within our integrated teams we offer a wide range of evidence based interventions and resources for both individuals and in groups. This includes:

- Health Visiting
- Child Health and Development Clinics
- Breastfeeding Support
- School Nursing
- Immunisation programmes
- Drop in sessions in clinics/schools and in the community
- Occupational Therapy
- Dietetics
- Physiotherapy
- Speech and Language Therapy
- Parent Infant Mental Health
- Specialist Child and Adolescent Mental Health Service School Nursing
- Safeguarding
- Family Nurse Partnership

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