



CSH
Surrey



Better healthcare together



Better healthcare together

Annual Report 2015-2016

Contents

- 3 Welcome from the Chair & Chief Executive
- 4 Putting care at our heart
- 5 Listening and responding
- 6 Continually improving
- 7 Leading the way
- 8 A motivated team
- 9 Quality Account
- 10 Social Account
- 11 Financial Account
- 12 CSH Surrey services

100%

of families are offered the new, integrated 27 month child development check. We have increased uptake from 49% in April 2015 to 75% in April 2016.

"Listened to concerns and offered a plan, provided all relevant information without me having to ask."



"Very friendly, involved child in conversation."



"Very thorough questionnaire. My eldest son (now 5) has recently been diagnosed with sensory processing issues. If the check were as thorough when he was little, I think he would have been diagnosed sooner. It's a great assessment!"



Welcome from the Chair & Chief Executive

This year we are proud of our role in driving system-wide integration to deliver more coordinated and integrated care, particularly for mid Surrey's frail and elderly patients. And our Values – *People First. Integrity. Enterprising. Exceptional Delivery* – continue to guide how we work, internally and externally.

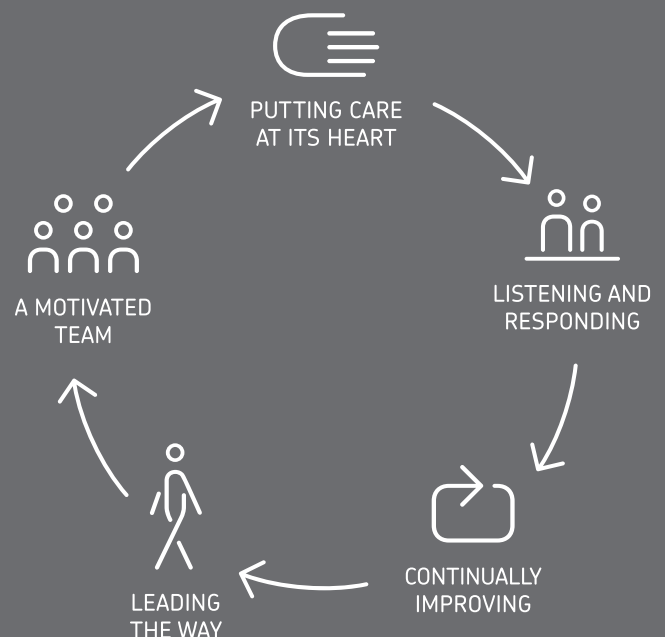
Through our partnership work we are playing an instrumental role in developing Community Hubs in each of mid Surrey's localities. In Epsom we have taken this a step further by bringing CSH Surrey together with acute, social care and GP partners into an alliance, Epsom Health and Care, which is now delivering innovative new services.

We continue to be proud of the quality of our end of life care services, which far exceed those nationally, and were delighted that the South West London Elective Orthopaedic Centre (SWLEOC), for whom we provide all therapies, achieved Outstanding in its CQC inspection in early 2016.

We have significantly improved performance data during 2015/16 to deliver a balanced scorecard that combines both quality and workforce metrics. This has highlighted areas where we have been able to make service improvements, such as reducing waiting lists. We have also supported primary care staff to conduct diabetic foot screening, freeing up our highly trained podiatrists to provide more community clinics. Performance data is also enabling us to evidence reduced secondary care referrals as a result of an innovative new musculoskeletal assessment service that we are piloting in conjunction with Epsom & St Helier University Hospitals NHS Trust and SWLEOC.

Our investment in new laptops for co-owners means clinicians are now able to access patient records and systems while out in clinics and homes, which is more efficient and better for patients.

As we prepare to mark our 10th anniversary in October 2016, we remain convinced that our model of employee ownership continues to set us apart – from our unique culture to the quality of care this enables us to provide – and we look forward to serving the people of mid Surrey and further afield during the next 10 years.



Bill Caplan
Chair

Jo Pritchard
Chief Executive

Putting care at our heart

Our value of putting *People First* means we design our services around the needs and experiences of our patients, children and families.

In 2015 we developed a Quality Strategy model based on the three Darzi principles of Patient Experience, Clinical Effectiveness and Patient Safety. We now use these to report against, thus ensuring a clear focus on the fundamentals of quality care.

Dementia care remains important, and we continue to support the national agenda of increasing early identification, training 83% of eligible co-owners in Dementia awareness. This is benefiting patients, with 100% of relevant patients in the last year receiving an assessment for Dementia when admitted to our Community Hospitals or coming under the care of our Community Matrons.

To mark Dignity Action week in February 2016, we arranged for Tommy Whitelaw to visit as part of his national 'Tommy on Tour' campaign. Tommy was a full-time carer for his mother and now uses his experiences to increase awareness and support for those living with Dementia.

"I found it incredibly moving listening to Tommy talk about his mum. It really highlighted the huge need to support carers of people with Dementia."



We continue to give end of life care a high priority and have included it in our monthly corporate inductions since February 2015. Through strong partnership working with Princess Alice and St Catherine's Hospices, we are enabling more people than ever at the end of life to die in their preferred place.

95%

of patients known to our District Nurses achieved their preferred place of death between April 2015 and March 2016. This is far higher than the national average, and a significant increase from the 80% we were achieving three years ago.

The quality of care at CSH Surrey is recognised by our service users.

96.6%

Average FFT score for services in 2015/2016, up from 93% last year. This is the percentage of respondents saying they would be 'Likely' or 'Extremely likely' to recommend CSH Surrey services to friends and family should they need similar care or treatment.

"At a time when my mother was very vulnerable, underweight and living alone at home with Dementia, it was extremely reassuring to feel there was someone who genuinely cared and who really went the extra mile. Thank you."



Within our Children's and Families' services, we recruited immunisation nurses and administrators to a team that now works alongside the school nurse teams. Together they have increased immunisation uptake over the last year, meaning more children are protected against disease.

Evidence



88.13% uptake of the new Meningitis ACWY vaccine in 2016, up from 78.63% for the 2015 Meningitis C vaccine. We have also increased uptake of the Diphtheria, Tetanus and Polio final school booster from 75.36% in 2015 to 81.48% in 2016.

Listening and responding

Our *Integrity* value means we take listening and responding to patients, families, GPs, commissioners and co-owners seriously.

During 2015/16 we created three GP Advisor roles to improve engagement with primary care. We are benefiting from their involvement in developing a new stroke service and new service models for bids. They are also supporting us to develop a Single Point of Access for referrals, including a simplified referral form for GPs.

We have undertaken 12 patient experience surveys in the last year, up from 10 in 2014/15. These have generated more than 1000 responses, with a further 180 pieces of feedback gathered during our second annual Quality Week in October 2015. We now include a session on the patient experience in our corporate induction. Increasing awareness among co-owners in this way has led to an increase in feedback received through Tell Your Story leaflets.

481

Tell Your Story leaflets received across all services during 2015/16, an increase of over 280% on the previous year (166 received in 2014/15).

“For the first time I have found someone who really wants to help me. She has listened to me, which has never happened before, and I am actually making progress under her care.”

Community Dietetics patient



We are now more actively using our patient experience data to drive service improvements.

Evidence



Feedback via a Friends and Family Test form suggested that parents were looking for more support with sleep training. Our Children and Families' service therefore introduced courses on sleep training for Health Visitors and Nursery Nurses in 2016.

Evidence



Feedback from Neuro Rehabilitation Service focus groups revealed that carers want to support rehabilitation, so our physiotherapists now ask consent from patients to include carers in physiotherapy sessions.

We have also increased our focus on involving young people in their care. In February 2016 our school nursing team designed and trialled a simple postcard for secondary school pupils to record their experiences of confidential drop-in sessions. They adapted it following the trial and rolled it out during the summer term.

“The school nurse is a great help and, if needed, is really useful. Would recommend this service to others.”

School student



Having listened to Looked After Children express a lack of awareness about health reviews, we co-designed an appointment card with them to increase understanding and encourage participation. This is now being used across Surrey.



We remain convinced our unique co-ownership model supports delivery of high quality care.

99%

of co-owners can see how their work relates to patient care and the same number are motivated to make a difference for patients (even if they have no direct patient contact). Within the wider NHS, just 42% believe their role makes a difference to patients. (2015 CSH Surrey and NHS staff surveys).

Continually improving

Our *Exceptional Delivery* value means we are continually improving our health services, systems and processes to deliver ever better care.

During 2015/16 we maintained a lower than average length of stay in our community hospitals. This means patients are able to return home sooner, which is better for them and better for the wider healthcare system.

20

Average length of stay (in days) over the 12 months from April 2015 to March 2016, 35% lower than the national average of 27 days.

"I have been to other hospitals locally and Molesey Hospital has been a very good experience. Friendly, helpful nurses, physio, OT and all staff – all did their very best to assist in whatever I needed. Thank you for all the help and encouragement for me to learn to walk again."

Inpatient, Molesey Hospital, January 2016



A review of our paediatric therapy services in 2015 highlighted the difficulties parents have in accessing information, especially around special educational needs and disability, where responsibility for service commissioning and delivery rests with several organisations. We therefore created a Clinical Navigator post to provide a responsive, effective and caring point of contact that has been welcomed by parents.

"Your support and guidance in getting us to the point of meeting the speech and language therapists was so helpful and so greatly appreciated."

Parent



As a result of on-going partnership working with Early Years' colleagues and Children's Centres we now offer parents of two year olds a fully integrated 27 month development review. This joint early intervention means we can better support families to access services that will improve their children's health and education outcomes.

During 2016 our school nursing service will be establishing community clinics so that children and young people who missed immunisations at school have other opportunities to be vaccinated.

We remain committed to seeking efficiency improvements to benefit service users, and in particular, to maximising clinic bookings by improving administration processes.

Evidence



Within our Dietetics Service community clinics we diverted under-utilised capacity to increase Dietitian support in our community hospitals.

We have started introducing text message reminders for physiotherapy patients to reduce 'Do Not Attend' rates, and will be closely monitoring the impact during 2016.

Leading the way

We have been pioneers since 2006 and our *Enterprising* value means we continue to break new ground.

Our strong partnership working has enabled us to take a lead role in driving system-wide integration during 2015/16. Our community teams within the East Elmbridge Community Hub are now supported by GPs seven days a week, which has led to a reduction in non-elective admissions to Kingston Hospital.

In Epsom we have launched a pioneering new service, Epsom Health and Care, with acute, social care and GP partners. The multi-disciplinary '@home' team is helping frail and elderly people to live more safely and independently at home for longer by coordinating all of the health and social care services they need to prevent them becoming acutely unwell.

In October 2015 we, together with SWLEOC and Epsom and St Helier University Hospitals NHS Trust, started piloting an enhanced musculoskeletal (MSK) Clinical Assessment and Treatment Service (CATS) at Leatherhead Hospital. The aim was to improve clinical outcomes, patient experience and reduce elective orthopaedic surgery.

29%

of people referred for possible orthopaedic surgery are now being seen by our specialist physiotherapists instead of consultants. This means around 115 people a month are being seen in the community instead of being referred into secondary care.

Our commitment to reducing falls led us to trialling blue wrist bands to identify patients with Dementia who were at most risk of falling on our community inpatient wards. We also used an innovative 3D Lego model to improve co-owners' understanding of how their location on the ward impacts on patient safety. As a result we introduced laptops for night staff so they could work nearer to 'at risk' patients.

Prior to starting this project, Ranmore Ward in Dorking Community Hospital reported 24 falls in four months. Since introducing the innovations, the ward has reported just 17 falls in six months. This initiative has now been introduced across our three community hospitals.

We also continue to lead the way within our Children's and Families services. Our school nursing teams achieved one of the highest uptake rates in the country for the first national nasal flu immunisation, immunising 4,762 Year 1 and Year 2 children in 80 schools across mid Surrey in just six weeks (October-November 2015). They devised a creative campaign using video, t-shirts and certificates to capture children's imaginations and encourage compliance.



65%

uptake of the nasal flu immunisation, compared with a 62% average uptake across Surrey and a 55.6% national uptake (40%-67% range).

A motivated team

Our annual employee survey continues to prove that our co-ownership model works for both CSH Surrey and for our patients.

Our overall engagement rate is 86%, meaning the vast majority of our employees feel positive about working for CSH Surrey. In particular, they rate Team Working, Relationships and the quality of Managers higher than other employers.

We are reassured that 81% of co-owners would recommend CSH Surrey as a healthcare provider to friends and family compared with 69% of staff in the wider NHS, and that 94% enjoy their work (74% in equivalent NHS community trusts).

96% of co-owners share CSH's values, 90% understand our vision and 89% know our strategy, which is important because it means we're all working towards the same aims.

Our focus on improving our Learning and Development offer means 83% of co-owners believe they receive the training they require to do their jobs, up from 76% in 2014 and far higher than the 25% of NHS staff who say this (NHS staff survey 2015). This includes providing diploma level courses accredited by the Institute of Leadership and Management, and supporting people to attend.



During 2015/16 we have renewed our focus on clinical supervision, providing workshops and training to increase co-owner participation. Since April 2015 we have trained an extra 227 co-owners. We have also supported our nursing workforce to prepare for revalidation of their registration by the Nursing and Midwifery Council.

We were therefore pleased to receive the Skills for Health accreditation in March 2015 in recognition of the quality of training we provide.



To support our workforce we have streamlined recruitment processes so new co-owners are coming into post quicker than ever. We have also grown our Bank workforce, from 250 to over 400 in the last year, meaning greater availability of CSH-vetted staff and lower spending on agency staff.

In December 2015 we introduced a Health and Wellbeing programme, which offers co-owners access to great value, on-site exercise classes and massage. We have also provided free health checks and relaxation sessions as well as advice and resources to better support co-owners' physical and emotional wellbeing.



**Taking
Care
of You**

body | mind | spirit

"In the last two years I have been able to convert my mistakes into lessons, pressure into productivity and skills into strengths. I've learnt so much here and will take a lot into my studies and hopefully bring it all back with me once I'm qualified. I also wanted to show my appreciation for the support you have provided me, for offering me this great opportunity, I am eternally grateful."

Co-owner



Quality Account

Our vision of delivering exceptional care means we put quality at the heart of all we do.

We remain focused on embedding a culture of quality throughout CSH Surrey. In October 2015 we held our second annual Quality Week to share learning and to launch and celebrate quality initiatives. This included awarding four Quality Prizes to support co-owner-led initiatives within services to improve quality. Projects ranged from producing a patient information booklet for people undergoing hip replacements at SWLEOC to improving participation in the Friends and Family Test within our Children and Families services.

In the last year we have made significant improvements within medicines management. We have increased the percentage of medicine reviews taking place within 72 hours of admission to our community hospitals as well as the timeliness and accuracy of discharge information we send to GPs. We have also improved record keeping, with 80.3% of medication reconciliation records now using at least two sources of information, up from 10.6% in March 2015.

“The pharmacist is far better at delivering medicines reconciliation and optimisation than other health professionals and provides invaluable holistic advice.”

Doctor



We were pleased that no more than 1.5% of patients in our community hospitals acquired a pressure ulcer while under our care during 2015/16, well below the 5% target set by our CCG. Furthermore, we have significantly reduced the number of Grade 3 pressure ulcers by 44% and during 2016 will continue to raise awareness of pressure ulcer prevention, assessment and management.

Recognition of sepsis is also an important focus for us, and in the last year we ensured 90% of our co-owners were trained in sepsis awareness.

“The training has made me more aware and vigilant during my practice in identifying sepsis.”

Co-owner



In May 2015 we appointed a Specialist Infection Prevention & Control Nurse to ensure our patients are cared for in clean environments and to minimise the risk of health care associated infection. She designed and delivered a ‘Back to Basics’ training programme, with a particular focus on hand hygiene, which is the single most effective method of reducing infection.

0

cases of MRSA, MSSA or E.Coli reported during 2015/16, all nationally reportable to Public Health England

During 2015/16 we introduced a new programme of quarterly events for both clinical and non-clinical co-owners to improve how we share learning from incidents, complaints and patient feedback. Our Board continues to start each monthly meeting with a patient story to ensure that quality and patient care remain at the heart of decision making.

Our 2015/16 Quality Account is available on our website (www.cshsurrey.co.uk).

Social Account

CSH Surrey is proud to be a social enterprise and contributes in many ways to improving the health and wellbeing of local communities, over and above the services we are contracted to provide.

Since launching our Community Fund in 2012 we have awarded grants worth more than £40,000 to support local charities and community projects.

Projects we have supported during the last year include:

- The Mary Francis Trust: £990 to help fund their Well Being Programme of activities to improve the physical and mental health of their clients
- The Sunnybank Trust: £1,000 to fund a weekly club to support otherwise lonely and isolated people with learning difficulties
- Family Voice Surrey: £750 to fund four pilot 'training' sessions for parent and carers of children and young people with disabilities and/or special needs across Surrey
- The Beat Project: £4,000 to set up a basketball night in Court Ward with a qualified sport coach and a Youth Worker to engage young people (11-17 years) to improve fitness levels and take part in preventative and diversionary activities
- Head2Head Theatre Company: £2,000 to produce a family holiday drama activity for children with special needs and their siblings.

In March 2016 we held our inaugural 'Big Walk' fundraiser. More than 80 co-owners, their friends and families walked 16 miles on Sunday 20 March to raise money for three local grassroots charities chosen by co-owners: Epsom-based Love Me Love My Mind, the Leatherhead Youth Project, and SCAMPPS.

"The Big Walk was a fantastic event and we are really grateful to CSH Surrey for choosing to donate some of the proceeds to LYP. As a small charity, donations like this go a long way and make a real difference to the projects we run. A group of our young people managed to complete the walk along with our team of youth workers, which was a great challenge for them and is part of the fundraising they are doing for our summer charity trip to Romania."

Joe Crome, General Manager at the Leatherhead Youth Project



We have also awarded £1,500 in sponsorship matching to support co-owners' charitable endeavours, from running and triathlon events to cake sales and fashion shows.

In addition to these initiatives, our clinical services organise a number of public awareness events each year, and also support partnership events, such as Surrey's annual Big Play Day and an annual health fair for students at Epsom College. In Spring 2016 we joined forces with a local Job Centre Plus and further education college to offer two weeks of training and work experience for people seeking roles in administration. We will be building on this scheme later in 2016 when we pilot a new in-house training scheme for administrators.

£6200

raised by our Big Walk
in March 2016.

Financial Account

CSH Surrey continues to deliver a positive financial performance against a backdrop of challenging NHS finances.

CSH Surrey reported a pre-tax surplus of approximately £400,000 for the year, reflecting a positive performance for the year ending March 2016.

Copies of the audited accounts are available from the Company Secretary at Ewell Court Clinic, Ewell Court Avenue, Ewell, KT19 0DZ

Turnover for 12 months
2015/16

£31,310,000

Income

Surrey Downs CCG	78%
Epsom & St Helier University Hospitals Trust	10%
The Elective Orthopaedic Centre	2%
Surrey County Council	5%
Other Income	5%

Expenditure

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

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

- **Community Dietetics**

In clinics and homes

- **Community Hospitals**

Dorking, Leatherhead, Molesey, New Epsom and Ewell Community Hospital (NEECH)

- **Community Hubs**

District Nursing (including Rapid Response Service), Community Matrons, End of Life Care, Domiciliary Physiotherapy, Falls Service, 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



CSH Surrey, Ewell Court Clinic, Ewell Court Avenue, Ewell, Epsom, Surrey KT19 0DZ

CSH Surrey is a trading name of Central Surrey Health Limited, Company Registered number 5700920

www.cshsurrey.co.uk