

Better

for everyone



Central Surrey
Health

Annual Report

October 2006-September 2007

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Our mission

“To revolutionise healthcare in our community by bringing new solutions to old problems and working tirelessly to improve health standards for all”

Central Surrey Health (CSH) provides services for children and their families, people with long term conditions and those who require short term interventions. We provide:

- a clinical assessment unit
- teams in community hospitals
- dietetics
- district nursing
- health visiting and school nursing services
- support for patients with long term conditions
- neuro-rehabilitation
- occupational therapy
- physiotherapy
- podiatry (chiropody)
- safeguarding children (child protection)
- specialist nursing (e.g. continence, respiratory)
- speech and language therapy
- wheelchair services

Our services are provided in people's homes, at clinics, schools, in the local acute hospital and at four community hospitals.

This annual report covers our first year as an independent organisation, from October 2006 to September 2007.



Welcome | A message from the Board

It is with great pleasure that we introduce the first annual report for Central Surrey Health. In the following pages we provide a snapshot of some of the exciting developments that marked our journey from an idea to fully-fledged working reality.

Establishing ourselves as the first of a new breed of NHS health care provider proved to be a complex process with many challenges. The share certificate ceremonies on 2 October 2006 marked our final transition from a group of Primary Care Trust staff to co-owners of an independent, clinician-led social enterprise. This was a very proud day for us all, and we're even more proud to report on some significant improvements made to services for local people during our first year.



As the annual review demonstrates, our co-owners really responded to the shared vision and responsibilities that are central to a successful co-owned organisation and showed real commitment to tackling the big challenges head on. The result of their hard work and dedication, along with innovative new ways of working, is that we have developed an organisation that strives to make things better for everyone. Better for patients, for employees, and for the commissioners that entrust us to provide services on their behalf.

During our first year we went through a great deal of change and had plenty to celebrate on our first anniversary and there is so much more we want to achieve in our second year. As a social enterprise we invest any surplus we make to improve patient care and to enable CSH to be the solid, future proof organisation that our patients and co-owners wish it to be. Over the next year we will be investing in new IT equipment and support that our co-owners desperately need. This will help us to provide more efficient and flexible services and means that our co-owners can focus on what they do best – delivering services to patients.

Moving forward, we will continue to draw on the talents of our co-owners and work in partnership with our community to help local people live longer, healthier and happier lives and to raise the standards of health care across central Surrey.



Ian Church, Chairman

Ginny Colwell, Non-Executive Director

Jo Pritchard & Iricia McGregor, Managing Directors

Better for patients

Central Surrey Health places patients' needs at the heart of its values and principles. Throughout the year our co-owners demonstrated a real flair for innovation to develop services that better serve local people's needs.

Multi-disciplinary team builds services around patients need

Central Surrey Health's hi-tech gait analysis clinic is the brainchild of two of our clinicians. It allows patients to access both podiatry and physiotherapy specialists in the same place, at the same time, ensuring that the cause of their pain or stiffness is identified more quickly and that they benefit from combined treatment.



The service has had excellent feedback from its patients, many of whom avoided the need for further specialist treatment.

Giving patients more control over their illnesses

Our respiratory team uses new technology to allow patients with chronic obstructive pulmonary disease (COPD) to monitor their condition using their home telephone. The service ensures that patients can live as independently as possible with minimal disruption from home visits or trips to their GP surgery. At the same time, it offers them reassurance that any signs of relapse will be picked up immediately and that they can access specialist care when they need it most.



The team achieved a 40 per cent reduction in hospital admissions and national recognition as 'Community and Mental Health Care ICT Team of the Year' finalists in the BT e-Health Insider Awards 2007.

Reducing waiting times

CSH dramatically cut patient waiting times for many of its key services by streamlining processes and bolstering administrative back-up, giving clinicians more time to spend with patients. Those patients referred for physiotherapy are now waiting on average just four weeks for an appointment, down from well over four months. The waiting list for wheelchairs is now six weeks, down from nine months.

What our patients have to say

"Expertise on medical matters and occupational therapy along with cleanliness and a cheerful atmosphere." **Letter to a staff nurse at the new Epsom and Ewell Community Hospital**

"All aspects of my treatment from home care right through to intensive neuro and occupational therapy were professionally and caringly delivered." **Letter to neuro rehabilitation team at The Poplars**

"I was referred to the back class and am very grateful. We were all motivated and it has been very beneficial. The whole group has been most impressed." **Thank you to the physiotherapy team**



Better for employees

CSH was founded on the basis of employee ownership and we see the culture of engagement, energy and enthusiasm that this generates as key to our success.

Making co-ownership a reality

During the year, nine co-owners were elected to work together as 'The Voice', a group representing the views of all co-owners to the Board to ensure the organisation thrives. As well as appointing a non-executive director to represent co-owners, the group agreed terms of reference, clarified roles and set up valuable communication links. The group is developing a culture of employee ownership and embedding these principles into the organisation's values and behaviours.



Working together to make a difference

During summer 2007 all our co-owners were invited to attend 'make a difference' workshops designed to obtain their input in shaping the organisation. Lively discussions were held about what co-ownership means in practice, what makes a great place to work and how every co-owner can contribute to making a

difference to our patients and partners.

The workshops provided the Board with a clear picture of what kind of organisation our co-owners want to work for and how CSH should be different from other healthcare providers.

The workshop facilitator said: "I was overwhelmed by the professional dedication of everyone I met as well as the pride and desire to make CSH a great organisation to work for."

Working with our unions

When we set up CSH, management and Staffside (our union representative body) worked tirelessly to ensure that the most sustainable and secure way forward was chosen. We have continued with this successful approach and during the year we have met together regularly and worked proactively on important issues, including, for example, implementing the pay review body recommendations in full.

Lorraine Seymour, chair of Staffside, explains: "Staffside and management have developed strong relationships built from respect and a common goal. Partnership working is the key to making CSH the successful organisation it is and together we aim to continue to do so."

What our co-owners have to say

"It feels good to be part of an organisation that is focused and clearly communicates its vision to its co-owners"

"It's encouraging to see CSH making so many changes to benefit its co-owners and patients. I'm proud to be a part of CSH"

"It's fantastic to be working in an organisation determined to succeed for the betterment of the community and which regards its staff as the number one asset"

Better for commissioners

Our commissioners provide funding that enables us to provide therapy and nursing services for local people. They include Surrey Primary Care Trust, local GPs, our local acute hospital (Epsom and St Helier University Hospitals NHS Trust), the South West London Elective Orthopaedic Centre and Surrey County Council.



Offering more specialised support in our communities

Housebound patients with blood clotting problems must have samples of blood taken on a regular basis to monitor medication levels. The tests were being carried out at GP surgeries, with delays in receiving the results as samples had to be analysed at the local hospital.

In response to this problem, CSH purchased equipment to enable their community nursing teams to carry out more simple finger prick tests, where the result is available immediately.



As a result of this, information can now be shared quickly with GPs, and the patient's medication can be reviewed and amended within the day.

Responding quickly to emerging needs

The Surrey & Sussex Healthcare NHS Trust asked for our help in easing unusually high demand on their orthopaedic services. Within just two weeks CSH opened, staffed and equipped a facility at Dorking Hospital to provide intensive rehabilitation services that helped these patients get back on their feet.

The facility was kept open for three months until normal levels of demand resumed.

Working together to improve services

GP commissioners contacted CSH for support to help them provide a wider range of specialist care for young children. CSH health visitors consulted practices to identify what their needs were and how they could increase access to important services. After developing and agreeing on a list of priorities, the health visiting service has been able to restart much needed post natal support groups, offer more antenatal care and established additional surgery based clinics.

What our commissioners have to say

"Since its incorporation, CSH has shown itself capable of responding to change and of working with others to sustain high quality patient care in our community. Their staff are of high calibre and very much appreciated by patients."

Dr. Peter Stott, GP in Tadworth

"I've been very impressed with the vastly improved communication and the services that are being offered, particularly the ability to have a named liaison person to discuss matters with." **Dr Chris Monella, GP in Dorking**



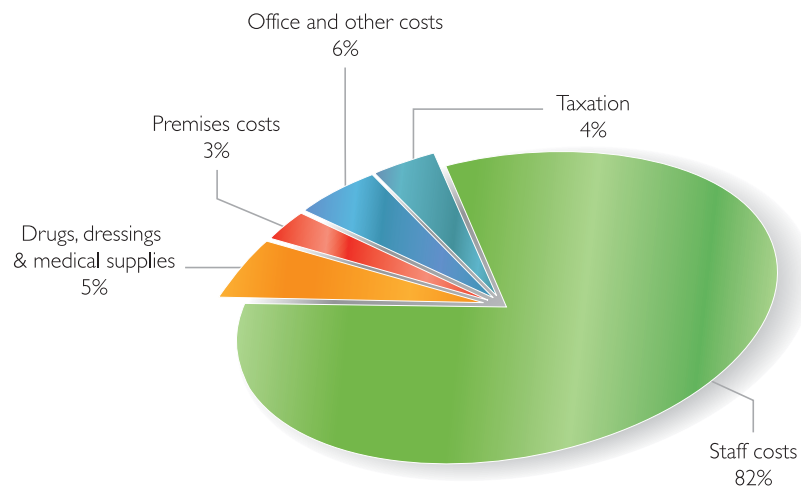
Our finances

As an independent provider establishing itself, financial viability and good financial management are crucial to our success and to our ability to deliver excellent patient care.

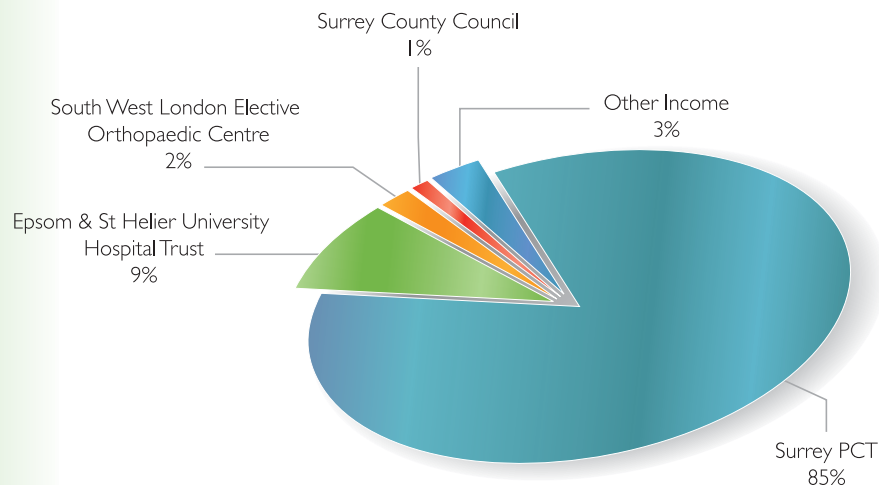
The surplus after tax for the year ended 30 September 2007 was £1,047m which was well above the budgeted surplus of £500k. This reflects the first year of operation and the large number of vacancies that were unfilled at the time of transfer and which have been filled during the year. This 'one-off' surplus allows CSH to build for future financial stability and invest in improving patient services.

Our greatest asset is where we spend most of our funds – on the co-owners delivering or supporting services for patients.

How the money was spent



Where the money came from



Further information and full accounts are available from the Company Secretary at the Ewell Court Clinic. The address appears on the back cover.

Improving Standards with a 'Can-Do' Attitude



Central Surrey
Health

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Central Surrey Health delivering services on behalf of the NHS

