



CSH
Surrey



Better healthcare together

Annual Report 2011-2012

Contents

- 3 Introduction
- 4 Putting care at its heart
- 5 Listening and responding
- 5 Continually improving
- 6 Leading the way
- 6 A motivated team
- 7 Quality, social and financial accounts
- 8 List of services

Evidence



We provide 78% more MSK physiotherapy appointments per clinician than the national benchmark as a result of efficiency improvements (NHS Community Services Benchmarking Report July 2012)



In previous years I have been able to enjoy private healthcare, so what a fantastic surprise I got with CSH Surrey's physio service, having not used NHS services for some years! Professional, friendly and excellent in all ways.

Patient

Welcome from the Chairman and Directors

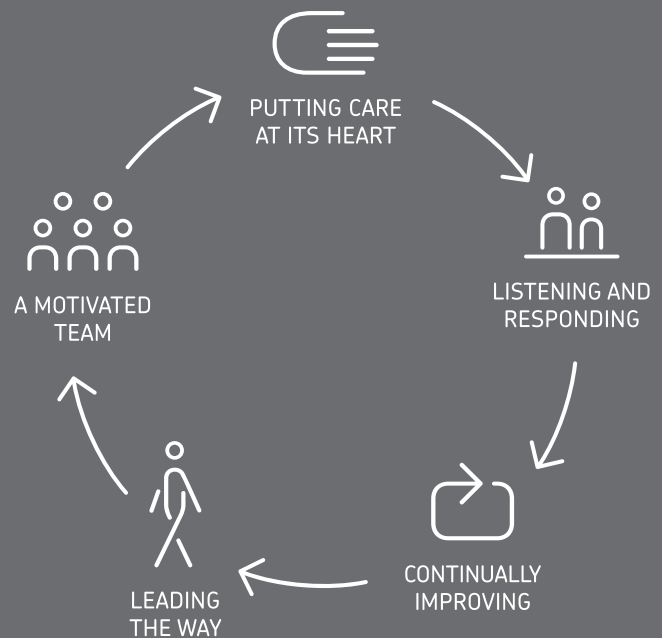
We are ambitious in the quality of care we deliver – it’s at the heart of all we do. And we know that to do this we must listen and respond, continually improve, lead the way and maintain a motivated team.

During 2011/2012 we have concentrated on doing just this. Through listening and responding to GPs, we started laying the foundations for a shared vision of integrated community teams – firstly by bringing our own teams closer together, and then during 2013, extending this to more external partners to ensure better coordinated care. We also started developing concepts with GPs for closer working with practices through named staff and plans to introduce clinical navigation for complex referrals – both of which we will be making a reality during the next year.

Working together as co-owners we have focused on delivering exceptional care by improving our health services and clinical practices, systems and processes. Despite year on year funding reductions, our co-owners have once again risen to the challenge, and through service re-designs and efficiency work, have continued to free up clinical time to further improve services and care.

We continue to break new ground. In 2011/2012 we were the first community provider in the country to enable GPs to receive clinical correspondence directly into their electronic patient record systems – saving clinical and admin time both within practices and CSH Surrey. Time that can be spent on patients rather than paperwork.

Our co-owners continue to be among the most motivated and productive in the country as a result of our unique and proven co-ownership model. In our 2012 survey



we outperformed other NHS providers in all key areas, from ethos to effort. With happier and more motivated employees, our absence rate is less than half the NHS average – meaning more time for patients.

By listening, responding and working together with partners and each other we continue to deliver ever better patient care and benefits to our wider community. Better healthcare together.



Ian Church
Chairman



Ginny Colwell
Non-Executive Director



Tricia McGregor
Managing Director



Jo Pritchard
Managing Director

Putting care at its heart

Excellence in care is at the heart of CSH Surrey. It delivers this through better quality of care, better quality employees and better outcomes for service users.

And patients are benefiting. Those using our Community Assessment Unit (CAU) spent just 18 minutes on average being diagnosed and treated. As a result, satisfaction rates are high: 85% agreed or strongly agreed with 15 statements on satisfaction (survey, June/July 2012).

First class welcome and very fast service. Super consultant who went to great pains to explain fully and put my mind to rest. Truly marvellous.

CAU patient



9/10 For our patients at the ends of their lives, 9 out of 10 are able to die at home if they wish to, compared with 2 out of 10 nationally (Kings College report, January 2012).

Importantly, 87% of CSH Surrey's employees would recommend its nursing and therapy services to friends and family, far higher than the NHS average of 63% – and it's because of the quality of care (2012 CSH Surrey and NHS surveys).

It's not just our co-owners who agree. In our first month reporting the Government's new Friends and Family Test (March-April 2013), 97.8% of patients discharged from our four community hospitals said they were 'extremely likely' to recommend them to friends and family.

During 2011/2012 we re-designed our podiatry service to improve quality and safety. Through more efficient working practices, we were able to create 4,000 more appointments annually, cutting waiting times by 75% in six months. By offering innovative group education sessions for patients who could learn how to self-care, those with greatest podiatric need have benefitted from more focussed resources. Complaints about the service fell 74% between 2011 and 2012.



I cannot speak highly enough of the treatment my husband received. Everybody was kind and encouraging. The level of skill and professionalism was faultless.

Wife of community hospital inpatient



A very professional service delivered by skilled, empathetic and compassionate staff. Well done CSH Surrey – we are very impressed indeed.

Relative of patient

Listening and responding

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

In direct response to GP feedback during 2011/2012, CSH Surrey developed a single pathway for all referrals, enabling better, faster and safer services. Our Referral Management Centre (RMC) now handles more than 50,000 referrals a year.

The NHS could learn a lot from CSH Surrey. Very impressed with the efficient and helpful service.



Patient following contact with our RMC

We also listen and respond to service users. During 2011/2012 we introduced listening to patients' personal accounts of care at the start of every Board meeting, and Board members continue to 'walk the floors' to hear about and observe care first hand.

90% More than 800 users across eight services took part in surveys to rate their care. Satisfaction is high, typically more than 90%. And we're acting on their feedback too.

Patients at our community hospitals now benefit from ward information packs that better meet their needs. For patients receiving home physiotherapy, we are going the extra mile to help them continue exercising by supporting them to trial and then, if appropriate, buy suitable equipment. Feedback reveals they like this 'added value' individual and independent advice.

During 2012 we developed plans for an innovative 'Listening Project' so our frontline nurses and therapists could hear directly from service users about their experiences. The plans came to fruition in February 2013, with the feedback used to define the behaviours most important to patients. We will now use these to recruit, train and appraise co-owners – meaning the patient voice really is at the heart of service delivery.

Continually improving

We are committed to continually improving our health services and clinical practices, systems and processes.

We continue to innovate and improve through listening and responding to customers' needs, and working with partners where necessary. We are improving experiences for patients and GPs by working closely with practices to develop shared visions for integrated working, named staff in practices and clinical navigation for complex referrals. This year we will be implementing the jointly developed models.

In 2012 we worked tirelessly with clinical and IT colleagues at Epsom General Hospital to enable our hand therapists, for the first time, to access x-rays while treating fracture patients. This allows them to better explain complex diagnoses to patients and plan treatment – resulting in higher quality care.

Through ongoing developments within our two hour Rapid Response nursing service, GPs have been able to decrease the number of unnecessary hospital admissions and facilitate earlier hospital discharges back into the community: 100 patients a month are benefiting.

By releasing clinical time through efficiency work within Children and Families' services, our health visitors have been able to implement more of the Healthy Child Programme.

90% Through significant investment in the latest evidence-based training, we are ensuring our health visitors can offer the best support. And the hard work is paying off: 90% of the 215 parents questioned in a recent survey said they were 'highly satisfied' with home visits.

My health visitor has been fantastic and has helped with all my concerns.

Parent



Leading the way

We have been pioneers since 2006 and remain committed to breaking new ground.

In 2012, Surrey GPs became the first in the country to benefit from receiving clinical correspondence from our community clinicians directly into their electronic patient record systems – saving clinical and admin time. It's immediate, confidential and paperless.

Receiving communication electronically has made the workflow process much more efficient.

Practice administrator, Medwyn Surgery



In 2012 we were chosen as a national 'Early Implementer Site' to introduce the '28 week antenatal contact' between health visitors and first time parents. As a result, we are now the first provider in Surrey to be able to offer this to all first time parents. This is expected to reduce new parents' reliance on GPs post-natally and improve health outcomes and life chances for children and their families.

1,180+

Our Virtual Ward Plus teams have led on integrating social care, mental health and home rehabilitation services – enabling more than 1180 patients to be cared for at home (February-December 2012).

During 2013 we will be going a step further, with plans to fully integrate our community nursing services with acute hospitals, hospices and the voluntary sector – providing patients with multiple conditions truly integrated and streamlined pathways of care.

Those at the ends of their lives now receive specialised round-the-clock care at home through an innovative partnership between our district nursing teams and local hospices.

A motivated team

We remain uniquely placed to deliver high quality care because we are co-owned, meaning we own and run our services.

This co-ownership model is proven to create more highly motivated, innovative and loyal teams who are able to deliver better healthcare – all to the benefit of patients and service users.

There was a smile on all the faces. It made him feel good. You took away the worry, which helped his recovery.

Relative of community hospital inpatient



We outperform NHS counterparts in surveys, proving that happy employees deliver better quality healthcare: 96% of our co-owners say they enjoy their work compared with 66% in NHS community trusts (CSH Surrey and NHS surveys 2012).

And at CSH Surrey, 99% say they willingly go beyond what is normally required.

We continue to be recognised for our success. We won the Employee Engagement category of the Baxi Awards 2012 and more recently were named a finalist in the Developing People for Business Success category of the Gatwick Diamond Business Awards 2013.

95%

With 95% of our employees understanding our vision to 'consistently deliver exceptional care for a healthier community' (CSH Surrey survey 2012), we remain confident in delivering this ambition.

The Voice is our co-owner elected council that challenges the Board around strategy and performance on behalf of co-owners. Chair Richard Stacey: "It has been another busy year: talking, listening and responding on co-owners' behalves to ensure CSH Surrey continues to act in the best interests of patients and co-owners. We have contributed to the development of CSH Surrey's strategy, particularly around growth and diversification, and been involved in appointing a new Non Executive Director to the Board."

Quality, social and financial accounts

Figures for publication 2012

Income	
NHS Surrey	81%
Epsom & St Helier University Hospitals Trust	9%
The Elective Orthopaedic Centre	2%
Surrey County Council	5%
Other Income	3%

Expenditure	
Staff costs	79%
Drugs, dressings & medical supplies	8%
Premises costs	2%
Office & other costs	11%

Turnover for 2011/12	£29,535,000
Headcount Oct 2011 - Sept 2012	818

Quality Account

We have delivered all of the quality priorities agreed with NHS Surrey for 2012/13 to their satisfaction:

- PRIORITY 1** Improve services for children and families
- PRIORITY 2** Provide safer hospital care for older people
- PRIORITY 3** Offer a single point of referral to our services
- PRIORITY 4** Involve patients in service re-design
- PRIORITY 5** Deliver our quality targets (CQUIN – Commissioning for Quality and Innovation)

We have also collaborated with Epsom General Hospital and Surrey and Borders Partnership NHS Foundation Trust to improve quality across the wider health economy. Our joint activity has resulted in improvements to quality by:

- reducing emergency admissions
- reducing length of stay
- reducing hospital deaths so that more patients die in their place of choice
- increasing weekend discharges to improve hospital efficiency and capacity

NHS Surrey has acknowledged our role in co-ordinating this work and achieving the system wide benefits.

Social Account

In 2012 we launched our Community Fund with £10,000 from reserves. The Fund is supported by co-owners, 10 of whom are completing the 'Three Peaks Challenge' in 2013 to raise £2000.

Home Start Elmbridge was the first to benefit, securing £993.60 to help pay for a Crisis Support Worker to offer practical and emotional support to the most vulnerable on the waiting list.

Boccia Epsom and Ewell received £1,000 to increase training sessions to 27 a year, from 16. The club is for physically disabled athletes with complex needs, aged 8 and over who play the seated paralympic sport of Boccia (pronounced bot-cha). It was the first Boccia club in the South East and now has 39 members who travel from all over Surrey.

Most recently, Pitstop, based in Mole Valley, has benefited from a £1,000 grant to help take nine clients, who are currently homeless or ex-homeless, on a six day activity holiday. Pitstop is a registered charity that aims to relieve poverty and hardship by helping local people live independently. It provides a daily hot meal as well as advocacy, support, advice and training on topics ranging from health and housing to IT, literacy and employment.

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.



For adults

- **Community Assessment Unit**
Leatherhead Hospital (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 nursing services**
District Nursing, Community Matrons (Virtual Ward Plus), End-of-Life-Care
- **Home-based Integrated Rehabilitation Service (IRS)**
with Surrey County Council
- **Hand Therapy**
on Epsom Hospital site
- **Inpatient Therapies**
within Epsom Hospital
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
- **Wheelchair Service**



For children and families

- **0-19 years services**
health visiting, child health and development reviews, building parenting skills and supporting families, breastfeeding workshops, bed wetting clinics, school nursing, immunisations, confidential drop-in clinics in schools ('Open door')
- **Therapies for children, including those with additional needs**
community, hospital and school based

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

Company registered number 5700920

www.cshsurrey.co.uk