

Shropshire Community Health



NHS Trust

2012/2013



Privacy
Shropshire
Patient
Care
Safe

Respect
Quality
Partnership
Telford & Wrekin
Community
Dignity

Quality Account

At a Glance...

Welcome

Welcome to this 'at a glance' version of the Shropshire Community Health NHS Trust Quality Account. A longer version is available on the Trust website at www.shropscommunityhealth.nhs.uk which provides more detail on the activity and performance of the Trust over the past year. This version provides a summary of the priorities we have set ourselves over the coming 12 months.

The Local Health Economy

We know it can be confusing knowing who is who in the ever-changing world of the NHS, so this section gives an overview of the organisations responsible for services in Shropshire and Telford and Wrekin.

Clinical Commissioning Groups (CCGs)

Within the county there are two Clinical Commissioning Groups – Shropshire County CCG and Telford and Wrekin CCG. These organisations, made up of the county's GPs, are responsible for buying (commissioning) a wide range of health services for their patients. They work with a range of partners, including other NHS organisations, local authorities and the voluntary sector.

Providers

Clinical Commissioning Groups buy services from Provider organisations. These are generally either acute services (operations, accident and emergency (A&E), specialist clinic appointments, investigations) or community services.

Shropshire Community Health NHS Trust (SCHT) provides community services across the county and works closely with acute providers (The Shrewsbury and Telford Hospitals NHS Trust and Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust) to care for the population of Shropshire.

Shropshire Community Health NHS Trust (SCHT)

We provide community-based health services for adults and children in Shropshire and Telford and Wrekin and some services in surrounding areas too, ranging from Health Visitors, School Nurses and running four Community Hospitals (located in Whitchurch, Bridgnorth, Ludlow and Bishops Castle), to specialist services for children, young people and adults. Our Minor Injury Units also treat a range of conditions, meaning people don't have to travel to A&E, while our District Nursing team provides care across the county directly in peoples' homes.

We provide quality healthcare services to a population of around 450,000 people living in Shropshire and Telford and Wrekin.



The services we provide

Services near home at every stage of life

Babies and Children



- School Nursing
- Health visiting
- Children's mental health service
- Services for children with physical/learning disabilities

Teenagers & Young Adults



- Adolescent mental health service
- Wheelchair services
- Alcohol and drug advice
- School nursing

Adults



- Physiotherapy
- Stop smoking
- Dental services
- Health assessments
- Podiatry
- Lifestyle services

Older people



- Continence service
- Community Hospital care
- Frail & complex
- Mobility aids
- District nursing and therapy services

A selection of our services provided across life stages

Services near home at every stage of life

- Immediate care / Community nursing teams
- Community matron(s)
- Enhanced Care Team incl. respiratory, admiral nurse, case managers, rapid response (T&W)
- DAART Services
- Falls prevention service
- Palliative care/MacMillan
- Community equipment service
- Shropshire enablement team
- Community hospital inpatient services – rehab and medical
- Respiratory service
- Diabetes specialist nursing
- Continence service
- Physiotherapy/community physiotherapy
- Wheelchair and posture services
- Podiatry
- Tissue viability
- Community Hospital Outpatient services
- Advanced Primary Care Services (Ear, nose and throat; dermatology; respiratory; gynaecology; rheumatology)

- Allergy services
- Sleep apnoea
- X ray/diagnostic services
- Minor Injury Units
- Day surgery (Bridgnorth: endoscopy, cystoscopy, general surgery, podiatric surgery, vasectomies, orthopaedics)
- Adults with learning disabilities
- Community dentistry
- Prison health
- Substance misuse
- Health Improvement Services
- Child and Adolescent Mental Health Service
- Health visiting
- School nursing
- Family nurse partnership
- Safeguarding named nurses
- Looked after children's health
- Child Health
- Immunisation and vaccination
- New born hearing screening
- Children's Medical and Therapy incl. paediatricians, therapy and child development centres

Our priorities for care in 2013-2014

This section looks at the priorities we have set ourselves for the coming year to make sure we continue to develop and improve the services we provide. As part of the Quality Account, we have to identify several such priorities, make statements about what we will do and feedback next year about how we have done. This year we have identified five priorities.

Priority One: Implementation of the Quality Strategy

The Trust has developed a five year Quality Strategy which provides the basis on which staff can focus their combined efforts to address current and future challenges by working in a transformational way to ensure high quality healthcare. The Quality Strategy consists of an overarching strategic document with several appendices to support its implementation.

Implementing the Quality Strategy will build upon the integrated approach to service planning and delivery being established across the Trust. Whilst embedding the strategy involves the routine monitoring of effectiveness, safety and experience, a crucial part of this is to ensure the Quality Strategy is an integral part of the business plans of the three clinical divisions within the Trust:

- Children and Families Division
- Community Services Division
- Community Hospitals and Outpatients Division

Ensuring the objectives and numerical targets within the Quality Strategy are included in the business plans means they are fully integrated into the way that each division approaches quality in their day-to-day work.

Priority Two: Improve communication every step of the way

We care for increasing numbers of people with complex health needs of all ages in the community. Adults, children and young people may come into contact with several different health and social care teams who provide different aspects of care and support provision. Getting communication right in these sometimes complex circumstances is vital.

Nursing and allied health professional teams either in the community or in a Community Hospital are central to the provision of seamless care as they have an overall understanding of the patient/service user's needs and are often at the point where services meet, such as the discharge or transfer from an acute hospital or visiting people in residential homes to provide care. Therefore, communication by our services is vital if we are to provide care for a patient/service user to ensure they are unaware of where one service starts and another ends.

Another area where we are aware of the need for effective communication is when a young person reaches the age when the responsibility for their care is transferred from specific services for children and young people to adult services. This transition can be a time of upheaval and anxiety for the young person and their family and the need to ensure it is carried out as seamlessly as possible is crucial.

Priority Three: Keeping everyone safe in our care and be transparent and accountable at all times

We know it is vital to ensure that patients/service users are kept safe whilst in our care. In the last Quality Account we specified the reduction of pressure ulcers and falls as a priority and we believe that we need to continue to prioritise all aspects of safety in this Quality Account.

There is a lot of detail in the main Quality Account of the progress we have made against the priorities identified last year. Going forward it is important that we continue to build on the work that has already taken place to ensure momentum is not lost and that patients in our care are kept safe at all times.



Priority Four: Supporting Staff

We know it has been a challenging time for the staff in our organisation in recent months. We also know that in order to ensure patients receive the best possible care staff should receive the best possible support.

There has been much in the media about helping staff to provide the highest standards of care and the Trust is committed to ensuring that we do all we can to support staff to carry out their roles to the highest standards.

Priority Five: Greater Involvement of Service Users in development of CAMHS

We know that many of the patients/service users we care for are the experts in their conditions as are their families. This is particularly true of our Child and Adolescent Mental Health Service (CAMHS) which cares for many children and young people with Autistic Spectrum Disorders (ASD), often for their entire childhood and adolescence.

This service is a good example of one that could be contributed to by parents and carers to ensure the care provision is what is needed, not only for the child or young person but for the family as a whole, especially where there are siblings. Over the next year, appropriate parent and carer groups will be invited to take part in discussions about the redesign of services within CAMHS. From these discussions a 'fit for purpose' CAMHS will be developed and implemented to ensure this group of children and young people receive the best possible care.

Listening to our patients/service users and staff

Gathering information about the experiences that our patients have whilst in our care is vital to the Trust in order to understand how well the care we provide is being received. It is not just a matter of receiving and acting on complaints – we aim to ensure that by routinely gathering information we are able to change services to ensure that patients do not feel the need to formally complain.

To this end, over the past year, the Trust has further developed ways in which to gather the views of our patients, their families and other people who care for them. One way has been through locally developed surveys, for example in some of the services we provide for Children and Young People, while others are ones we are required by our commissioners to carry out, such as the Friends and Family question where we ask patients who are discharged from our hospitals whether they would recommend it to their friends and family should they require the same care.

In addition to all the surveys referring to outpatient services, our commissioners asked us to gather information relating to the quality of care provision in our hospitals. The results show the majority of respondents (98 out of 194) over the year rated the care they received in the community hospitals as 'excellent' and 68 said the care was 'very good'.

Other methods of gathering feedback are also used, for example Patient Opinion and NHS Choices. Neither has been widely used by our patients and we aim to promote these more widely over the coming year as well as looking at other ways of obtaining 'real time feedback'.

Examples of comments on Patient Opinion or NHS Choices during 2012-2013

This is the first time I have been referred to this hospital. First impressions were very pleasing. The hospital inside and out was really clean and spacious. The whole visit went very well from start to finish. All staff I came into contact with were friendly and efficient.

(Bridgnorth Hospital, NHS Choices)

The staff and doctors were exceptionally kind and considerate and went out of their way to be helpful and accommodating. I cannot thank them enough for looking after my mother, my father, my sister and myself during a very distressing weekend. Special thanks to the efficient and kind sister for her care.

(Bridgnorth Hospital, NHS Choices).

Dinham Ward. Our mother has received great care whilst in this ward. The ward is clean and has quiet bays. All staff are kind and considerate. We need many, many more cottage hospital beds to ensure our elderly have the care they deserve in old age. Thank you Ludlow Hospital.

(Ludlow Hospital, NHS Choices)

Had to attend physio for neck and shoulder problem. The staff were quick and efficient and the physio very pleasant. In 3 or 4 visits my problems appear to have been solved.

(Community Physiotherapy Service, Patient Opinion)

We don't just gather patient feedback through surveys but also through our PALS and Complaints Service. Our PALS Manager has ensured the service has become very visible over the past year by making regular visits to Community Hospitals in order to enable patients and visitors to chat to her to clarify issues they may have. In addition, we have developed posters and leaflets that are widely available throughout the places we provide care, including outpatients areas and, finally, the Community Teams (community nurses and therapists) have cards they provide to patients with the contact information for the PALS and Complaints team.

Complaints to the Trust are managed according to their complexity. We have set ourselves an internal target to meet with reference to the time taken to respond to complaints and our success against this target is monitored by the Quality and Safety Committee (a sub board group) every month. Additionally, the Complaints and PALS managers produce a regular report that gives the Committee a very clear picture of how these methods of patient feedback are measured.

“this has been a year of massive change for the organisation”

The other group of people whose opinion is vital to the success of the Trust is, of course, the staff. Every year the NHS carries out a national survey which tells the Trust how well we are managing against specific indicators related to managing staff and resources. Last year, 57% of staff completed the survey and submitted it, this year the percentage was 56%.

As mentioned in the introduction, this has been a year of massive change for the organisation – both as a new Trust developing its services and one that has undergone a major restructure exercise within the past year. Changes have also been implemented within our Human Resources and Training teams, including the introduction of the Electronic Staff Record (ESR) and the training required for all staff in relation to that; the development of a new appraisal process; and the streamlining of the booking system for training. The results of the staff survey are therefore very important to indicate how well the Trust is adjusting to change.



“The Complaints Manager also keeps a record of how many compliments we receive, which are a much higher number than the number of complaints”



Following on from last year's staff survey the Trust put together a group of staff from different areas and roles with the aim of finding out "how to best change and develop things within the Trust to make it a more rewarding and exciting place to work".

This group identified three themes:

- **Understanding the Organisation**
- **Staff feeling valued and engaged**
- **Working to your potential**

Some of the actions taken over the last year include:

- **Corporate Induction dates were reviewed to give new starters an earlier introduction to the Trust to learn about its values and vision**
- **The Trust ran a series of staff engagement road shows across the county to listen to what staff had to say about working for the organisation and what could be done to make it better**
- **A series of "What Stress in Healthcare" workshops have been developed for staff. This innovative approach has already been a big hit with the 120 staff who have attended and more sessions are planned**
- **A new staff appraisal toolkit has been developed and introduced**

Conclusion

We hope this 'at a glance' version of the Quality Account gives you a flavour of the work of the Trust and our ambitions for the year ahead. We hope you will take the time to read the full version on the website or in a printed version which can be obtained from our PALS Manager (details below).

Alternative Formats

If you would like this report in a different format, such as large print, or need it in a different language, please contact our Patient Advice and Liaison Service who can arrange that. Telephone 0800 032 1107 or Email PALS@shropcom.nhs.uk