



# Annual Review

2015/16



# Reviewing the Year

with Jan Ditheridge, Chief Executive

**We have had another busy year, focussing very much on quality and our clinical strategy, and working with partners to develop local NHS and care systems across Shropshire and Telford & Wrekin.**

At the same time we have balanced the books and delivered a small surplus, against the background of inevitable financial pressures. Our vision has continued to be to improve people's lives, particularly through supporting people living with more than one health condition, for whom local, convenient services are especially important. It is that vision which continues to motivate us, brought alive through the experiences of patients and staff who tell their stories at every Board meeting, and show what a positive difference it can make.

## Partnerships

Partnerships are at the heart of our work and once again we have worked very closely with other local health and care organisations to improve urgent care, making sure community services play an optimal role in an effective flow of patients to get the right care in the right place and time. The development of our Integrated Community Services (ICS) and Rapid Response service to provide extended hours played a key role, and we welcomed support to the whole local health and care system from the Emergency Care Improvement Programme, a national team who worked with all of us to help us focus on the actions which would make most difference. We have also played an active part this year in wider planning across the local area, including the Future Fit programme, and the development of the 'Sustainability and Transformation' Plan for Shropshire, Telford and Wrekin - a new national requirement aimed at helping NHS

organisations to plan together by area and for a longer timeframe. In Future Fit we have been putting forward our ideas about how we can improve access to urgent care services in our rural localities, in partnership with GPs, the local acute trust and others. The first phase of data gathering for 'Community Fit' has been completed and we are using the information from that to identify opportunities for us to work differently to deliver more care closer to home. The Sustainability and Transformation Plan has the challenging job of setting out how the ambitions of Future Fit and Community Fit can be delivered, with more services closer to home and ensuring that we have resources in the right place to achieve that.

## Reviewing Services

In March 2016 we welcomed a team of Care Quality Commission (CQC) inspectors for a planned full assessment of our services, looking at how caring, safe, responsive, effective, responsive and

well-led they are. It was a great opportunity for us all to consider the quality of the care we provide as part of continuously looking to improve.

Patient and Carer involvement is an essential part of our work on quality, so we can design, deliver and monitor our services from the perspective of people who receive them. This is an area of work which has developed significantly this year, with our very active Patient and Carer Panel taking forward a range of ways for us to hear patients' voices - from 'Observe & Act' programmes where volunteers observe services being delivered and give feedback, to the design and implementation of a Patient Story Toolkit. We have developed an electronic system for capturing all the feedback and the key







objective for the next year is to make sure all our teams are engaged and confident in tapping into that in order to turn 'you said' into 'we did' every time. Our volunteers deserve special thanks for all their hard work in this area. Our Leagues of Friends have been as active as ever by raising huge amounts of money for donations that improve patients' experience (such as providing £65,000 for a new ultrasound scanner at Ludlow Hospital) and directly supporting our services (for example by accommodating the Dementia Café at Bridgnorth Hospital where volunteers also work alongside the Dementia Champions).

### Our Culture

In 2014/15, we started a programme of work to develop a new shared culture, vision and values with our staff, and we have done more this year – with the NHS Staff Survey in October giving us insight into our progress so far. In the course of the year, staff from all parts of the organisation attended a series of Away Days and looked at, for example, the application of our values, the fit of team objectives with Trust objectives, our new appraisal system, and equality and diversity. We have applied our

values in new practical ways – for example making them central to what we look for in new staff, and in appraisal. Our Culture Working Group has taken forward a range of other work, including how we will approach the new 'Freedom to Speak Guardian' role, and the initiative "Our Way of Working – Values into Action", which supports teams to have the resources and permission to take responsibility for improvements they want to make. Once again, we saw a series of successful staff awards, both in our own annual awards as well as externally, including our Immunisation Team being presented with a Care with Confidence Award by Telford & Wrekin CCG for the response to a public health outbreak of Hepatitis A. There was also a Commendation from charity X-PERT Health for our Community Diabetes Team for its work to give people living with diabetes in Shropshire and Telford & Wrekin a chance to attend education sessions to help manage their condition. Our Staff Survey showed some encouraging

signs that our culture is developing in the right direction – especially the year-on-year improvement in how engaged people feel, and to what extent they would recommend us as a place to work. It was also positive that we were rated 'good' in the national NHS 'Learning From

Mistakes League' that looks at openness and transparency. However, other aspects of the staff survey show that we have more to do, and we want to make sure that we engage and involve everyone in understanding the results and acting on them.

I would like to thank all our staff and volunteers for everything they do and look forward to working together in 2016/17 to take up all the many opportunities for community services to make a real difference to peoples' lives.

**Thank you.**



**I would just like to take this opportunity to thank all of our staff who work tirelessly around the clock to provide care and support for our patients, and also to the volunteers who give up their time to help support our services. There are so many people out there making a valuable contribution to delivering community health services and hopefully we can give you a snapshot of what has been going on over the last 12 months in this Annual Review of 2015/16. I hope you will enjoy this Annual Review and I look forward to your continued support us as we move into 2016/17.**

**Mike Ridley, Chairman**

# Our Vision and Values

Our Vision and Values set out our ambitions and the core set of behaviours and beliefs that guide us in what we say and do.

These were developed following a lot of work with our staff and stakeholders to make sure we got them right, and we have continued to work together to embed them into our everyday work and develop a shared culture.

## Our Vision:

“We will work closely with our health and social care partners to give patients more control over their own care and find necessary treatments more readily available. We will support people with multiple health conditions, not just single diseases, and deliver care as locally and conveniently as possible for our patients. We will develop our current and future workforce and introduce innovative ways to use technology.”

## Our Values:

### Improving Lives

We make things happen to improve people's lives in our communities.

### Everyone Counts

We make sure no-one feels excluded or left behind - patients, carers, staff and the whole community.

### Commitment to Quality

We all strive for excellence and getting it right for patients, carers and staff every time.

### Working Together for Patients

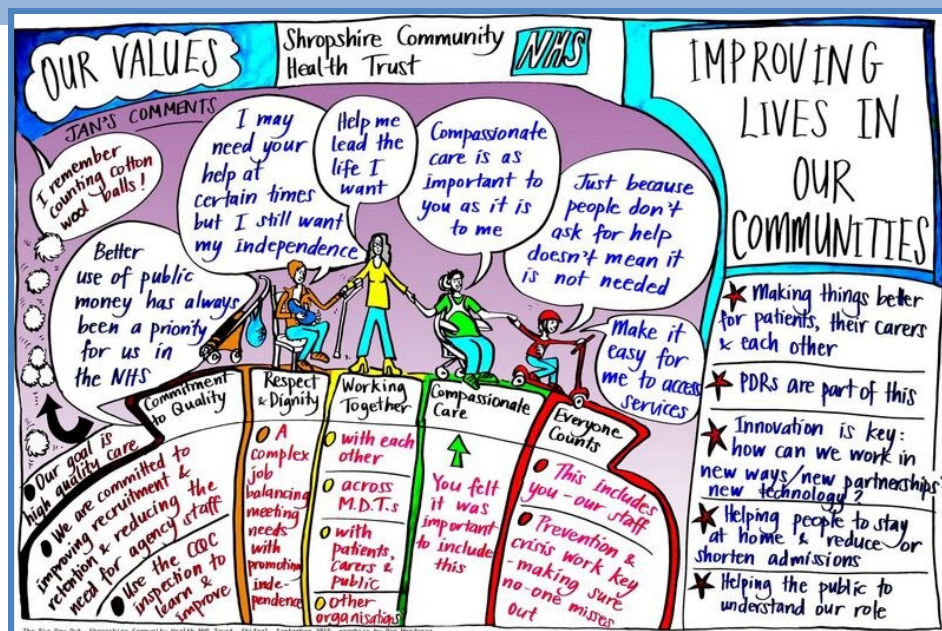
Patients come first. We work and communicate closely with other teams, services and organisations to make that a reality.

### Compassionate Care

We put compassionate care at the heart of everything we do.

### Respect and Dignity

We see the person every time - respecting their values, aspirations and commitments in life – for patients, carers and staff.





# Introducing Shropcom

**We provide community-based health services for adults and children in Shropshire, Telford and Wrekin, and some services in surrounding areas too. We specialise in supporting people's health needs at home and through outpatient and inpatient care.**

Our focus is on prevention and keeping people out of crisis so that they can receive the care and support they need at, or as close to home as possible.

NHS community services may not always be as visible to the public as the larger acute hospitals, but they play a vital role in supporting very many people who live with ongoing health problems. This is especially important in a large area such as ours, with increasing numbers of elderly people and others, including children and young people, with long-term health conditions.

We have about 700,000 community contacts each year, the vast majority of which are with people in their homes, in community centres and clinics. A very small number of people also receive inpatient care in our community hospitals (1,415 people received inpatient care in 2015).

**Formed in 2011**

**Employ 1,600 people**

**Serve a population of  
471,000**

**We had nearly  
740,000 community  
contacts in 2015/16**

**Spent £77.5m  
delivering services**



# Who we are and what we do

**The Trust was established in 1 July 2011 by the Secretary of State for Health under the provisions of the National Health Service Act 2006.**

We provide a wide range of community health services to about 471,000 adults and children in their own homes, local clinics, health centres, GP surgeries, schools and our community hospitals in Bishop's Castle, Bridgnorth, Ludlow and Whitchurch.

We provide community services across the county, as well as neighbouring areas such as our School Nursing Service in Dudley, and work closely with the other providers (Shrewsbury and Telford Hospital NHS Trust, Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust and South Staffordshire and Shropshire Healthcare NHS Foundation Trust) and many other organisations to care for the population of Shropshire.

While our services are varied, many of them deliver care and treatment for children and adults, including frail elderly people, who live with long-term illnesses or disabilities and want to maintain as normal a life as possible at home. We are committed to helping them maintain independence and a good quality of life.

We also provide palliative care to help people achieve the best quality of life towards the end of their life.



# Our Services

The services we deliver can be broken down into three main areas, as illustrated in the tables below.

We have two Service Delivery Groups (SDGs) managing the clinical services that provide direct care and support for our patients - one for Adults and one for Children and Families. Then, wrapped around our frontline staff, we have a range of corporate and support services.



## Adult SDG

- Community Hospitals
- Minor Injury Units
- Integrated Community Services
- Inter-Disciplinary Teams
- Long-Term Conditions & Frail Elderly
- Diabetes
- Tissue Viability
- Continence Services
- Shropshire Wheelchair Service
- Rheumatology
- Physiotherapy
- Podiatry
- Advanced Primary Care Services
- Prison Healthcare
- Diagnostics, Assessment and Access to Rehabilitation and Treatment (DAART)



## Children and Families SDG

- Health Visitors
- Child and Adolescent Mental Health Services (CAMHS)
- Children's Therapy Services
- Community Children's Nurses
- School Nurses
- Family Nurse Partnership
- Child Development Centres
- Safeguarding
- New Born Hearing Screening
- Child Health and Audiology
- Community Paediatrics
- Immunisation and Vaccination
- Dental Services



## Corporate/Support Services

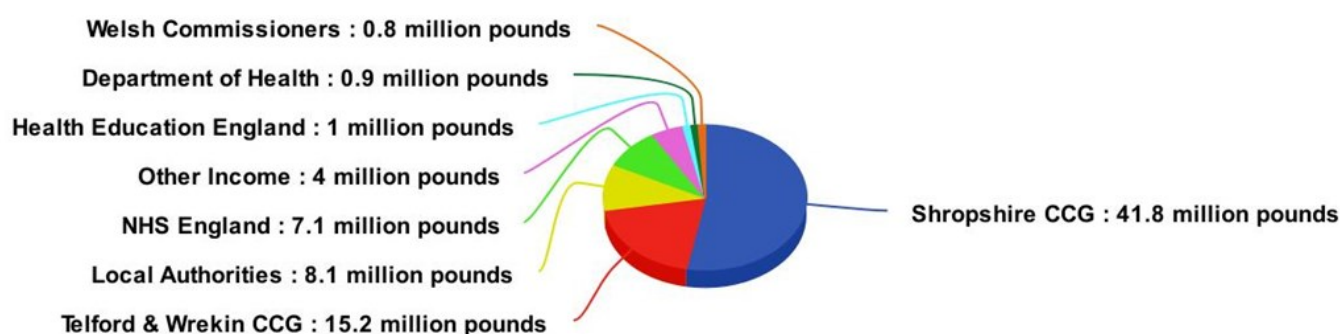
- Finance
- Workforce/HR
- Organisational Development
- IT and Informatics
- Hotel Services
- Administration Support
- Business Development
- Performance
- Complaints and PALS
- Emergency Planning
- Patient Experience and Involvement
- Assurance (non-clinical)
- Quality
- Communications and Marketing

You can find out more about our full range of services on our website at [www.shropscommunityhealth.nhs.uk](http://www.shropscommunityhealth.nhs.uk)

# How we are funded and how spend our money

We receive most of our income from NHS commissioners (e.g. Clinical Commissioning Groups or CCGs in England and Local Health Boards in Wales) and a significant proportion from Local Authorities. These commissioners purchase NHS care services from us for all age groups within the population they serve.

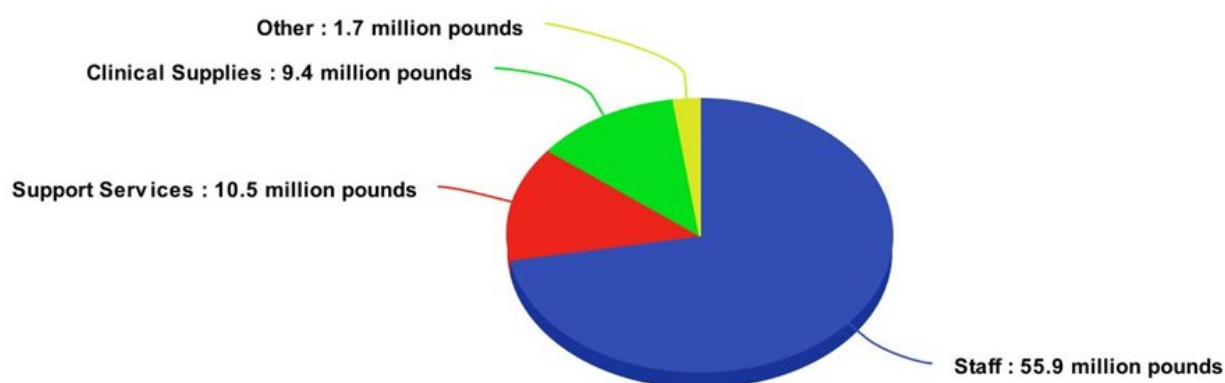
**For the 2015/16 year the Trust's total income was £78.9 million.**



The income we receive is used to fund the services we provide the most significant element of which is to pay our staff. **In 2015/16 we spent about £77.5 million delivering services.**

Overall spend has been summarised into four main areas below:

- **Our Staff** – this includes those who provide direct care (e.g. doctors, nurses, therapists, health visitors and healthcare assistants) as well as those people providing essential support and back office functions (e.g. catering, cleaning, admin, technical, HR and finance).
- **Support Services** – this refers to supporting services such as postage, telephones and staff training, non-clinical supplies (e.g. uniforms, linen, food and transport), and accommodation (e.g. rent, rates, water, gas and electricity).
- **Clinical Supplies** – such as drugs and dressings that are directly related to providing health care.
- **Other** – other essential costs such as depreciation, finance charges and our contribution to the national Clinical Negligence Scheme for Trusts.



**Overall, in 2015/16 the Trust made a surplus of £1,355,000.**





# How did we do?

## Our Performance in 2015/16

**It has been another challenging year for us, and the NHS as a whole, and once again we have plenty to be proud about.**

We are an organisation with a strong track record of delivering against our key objectives and targets, and most significantly in the year just gone:

- We met our planned financial targets and finished the year by making a small surplus.
- We achieved the national performance targets relevant to us for admitted patients. We have also achieved the targets for non-admitted patients in all specialties, apart from Trauma and Orthopaedics.
- We continued to improve the quality of our services and invested in key areas to strengthen operational capacity.
- We continued to strengthen our relationship with commissioners and other partners and are actively supporting strategic change across the local health and social care system.

Monitoring our activity and performance against a range of indicators – including national, contractual and local targets – is an important part of ensuring we deliver high quality services. The table below provides an indication of our overall activity during 2015/16.

The vast majority of contact we have with people is in their own home or another community setting, while a very small number of people will require inpatient care and support in one of our Community Hospitals (1,415 people received inpatient care in 2015).

### Patient Activity Figures 2015/16

Community contacts	739,077
Outpatient attendances	43,688
Inpatient and day cases	1,186
Inpatient rehabilitation episodes	1,791
Radiology examinations	12,197
Minor injuries attendances	24,253
Equipment and products supplied	243,421
Prison healthcare contacts	13,355

# Protecting our patients and our staff

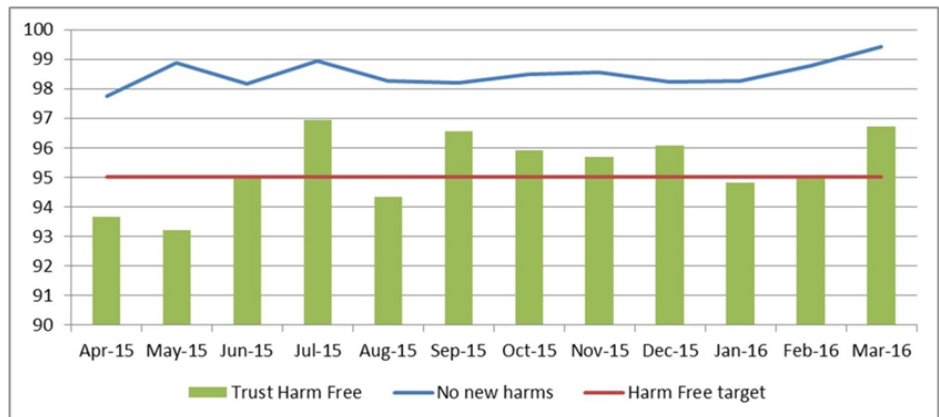
## Safety Thermometer

The NHS Safety Thermometer is a tool that allows our nursing teams to measure four specific harms and the proportion of their patients that are free from all of these harms on one specific day each month.

It acts as a temperature check and can be used in conjunction with other indicators such as incident reporting, staffing levels and patient feedback to indicate

where a problem may occur in a clinical area.

The national target for the Safety Thermometer is that it demonstrates that more than 95% of patients are free from any of the four harms on the data collection day.



## Protecting our patients, staff and the community against influenza

Once again we ran a very successful campaign to vaccinate our staff against flu. The figures released at the end of February revealed we were the top performing community trust in the country, which helped to protect our staff, patients and families.

Trust	Sep 2015 – Feb 2016	Sep 2014 – Feb 2015
Shropshire Community Health NHS Trust	68.4%	67.2%
Leeds Community Healthcare NHS Trust	64.8%	67.4%
Liverpool Community Health NHS Trust	59.8%	67.1%



If you would like more detail about the quality of care that we provide to our patients and the way that we support and develop our staff to provide that care safely and effectively, we publish an annual Quality Account. This is published on our website at:

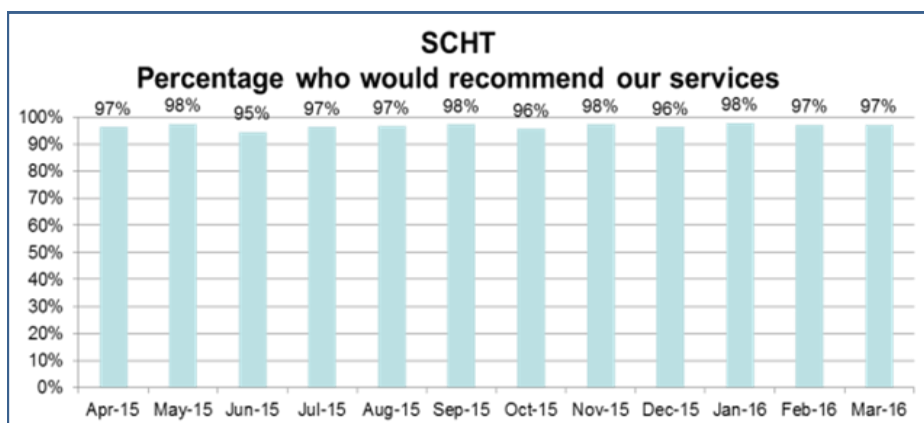
[www.shropscommunityhealth.nhs.uk/quality](http://www.shropscommunityhealth.nhs.uk/quality)



A key part of driving forward improvement involves giving the people who use and provide our services a chance to tell us what we are doing well and what we need to do better, and making sure we listen to them when they do. It is also important we maintain a healthy cycle of communication by feeding back how this vital information is being acted on.

### NHS Friends and Family Test

The NHS Friends and Family Test (FFT) was created to help service providers and commissioners understand whether their patients are happy with the service provided, or where improvements are needed. It is a quick and anonymous way to give your views after receiving care or treatment across the NHS. Our performance for 2015/16 can be seen in the tables below.





# Our Staff

**The NHS Staff Survey gives our staff a chance to have their say about our working life in the NHS.**

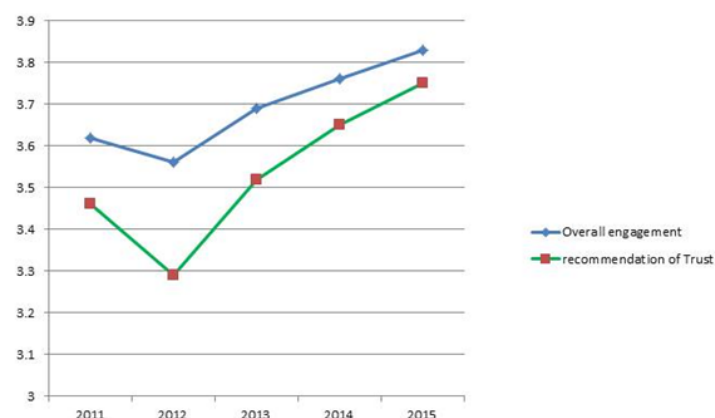
It seeks views on areas such as job satisfaction and wellbeing, training and development, health and safety, and staff engagement and involvement. It paints a clear and invaluable picture of what working here is like and the areas we need to focus on in order to improve our working lives. It was good to see that more of us responded to the survey this year. In all, our response rate was 47.2% (721 returned), which was a big improvement from 39.6% (614 returned) in 2014. We would still like to see more people completing the survey though as this would give us an even better understanding of how things are.

## Key Findings

Two key findings in this year's survey show that we have improved since last years in terms of our staff score for those who would recommend us as a place to work or receive treatment, which has gone from 3.65 out of 5 to 3.75. Also, our overall staff engagement score has gone from 3.76 out of 5 to 3.82, which is above the national average for NHS community trusts and can be seen in the graph to the right, along with a summary of key points. We will now be carrying out a more detailed analysis of the survey results and will work together to identify any areas where we need to improve. We have also launched a new Pulse Survey for staff that will give us more regular feedback about how things are.

You can find the full NHS Staff Survey 2015 report at:

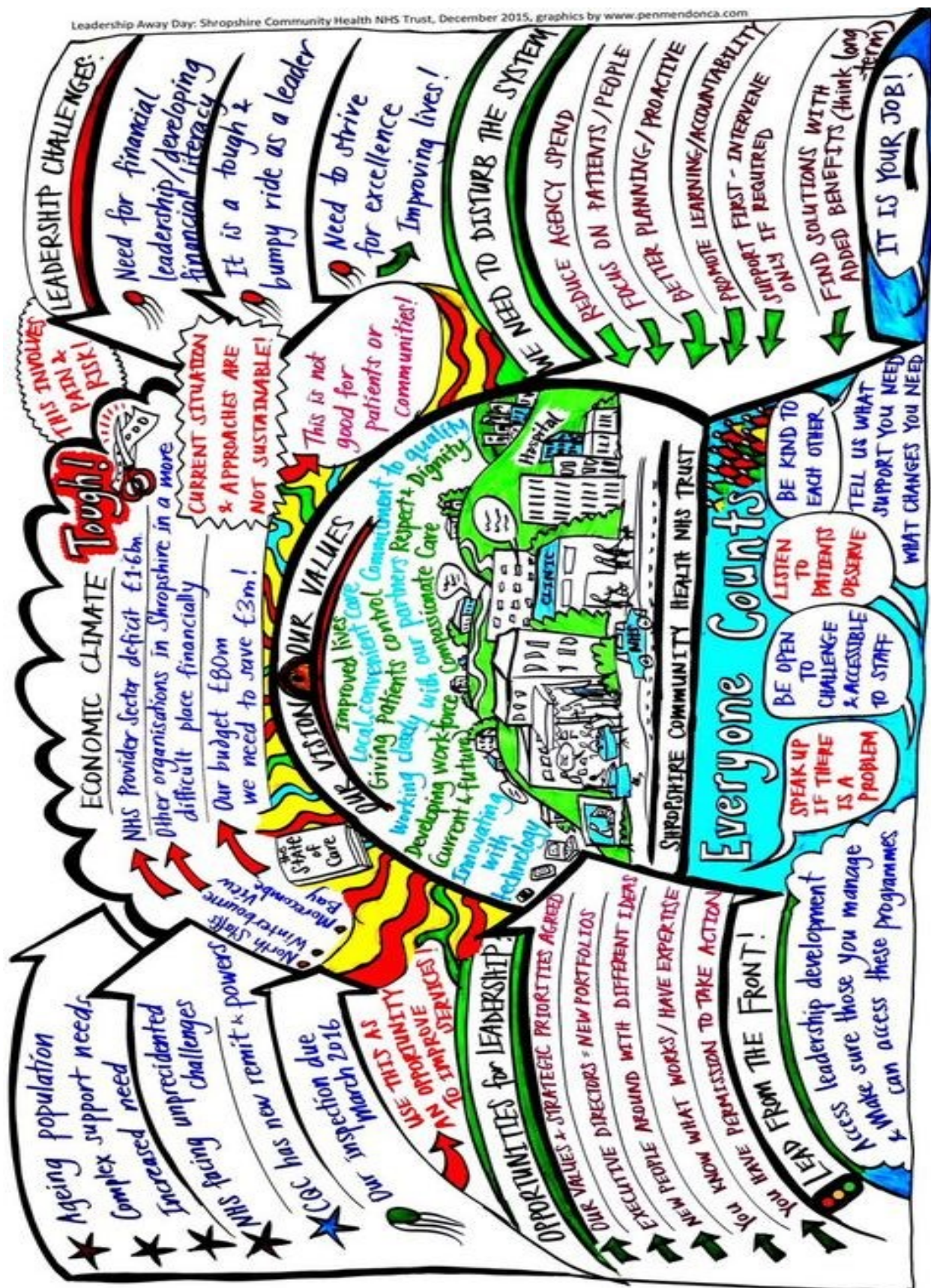
[www.nhsstaffsurveys.com](http://www.nhsstaffsurveys.com)



Our overall engagement score reflects how staff feel they can contribute to making improvements at work, whether they would recommend us as a place to work or receive treatment and how motivated they feel at work.



We were able to capture and illustrate the thoughts of staff around what we do and the challenges we face at a series of Away Days during the year, which you can see below.





# Also in



Thanks to the support of the community we officially opened our brand new Therapeutic Garden for patients, visitors and staff at Whitchurch Hospital.



Our Health Visiting Team and Shropshire Council's Sure Start Children's Centre were awarded the prestigious Unicef Baby Friendly Award for the high standard of care given to pregnant women, mothers and their babies.

Once again we put the spotlight on outstanding achievement and best practice at our Celebrating Success and Staff Awards event. More details about the event and awards winners can be found on our website at: [www.shropscommunityhealth.nhs.uk](http://www.shropscommunityhealth.nhs.uk)





# Meet the Board



**Rolf Levesley**  
Non-Executive Director  
& Deputy Chairman



**Mike Ridley**  
Chairman



**Jan Ditheridge**  
Chief Executive



**Peter Phillips**  
Non-Executive Director



**Jane Mackenzie**  
Non-Executive Director



**Steven Gregory**  
Director of Nursing  
and Operations



**Julie Thornby**  
Director of Corporate  
Affairs



**Ros Francke**  
Director of Finance



**Nuala O'Kane**  
Non-Executive Director



**Steve Jones**  
Non-Executive Director



**Dr Mahadeva Ganesh**  
Medical Director



**Mel Duffy**  
Director of Strategy

You can find more details our management and corporate governance structures on our website at [www.shropscommunityhealth.nhs.uk](http://www.shropscommunityhealth.nhs.uk)

## ... on to 2016/17

Thank you for reading our Annual Review, which provides a snapshot of what we did in 2015/16. If you would like to look at these things in more detail you can find our full Annual Report and Accounts for 2015/16 on our website at [www.shropscommunityhealth.nhs.uk](http://www.shropscommunityhealth.nhs.uk)

Copies of this document and our full Annual Report and Accounts can also be requested by email at [communications@shropcom.nhs.uk](mailto:communications@shropcom.nhs.uk) or in writing from: Chief Executive's Office, Shropshire Community Health NHS Trust, William Farr House, Mytton Oak Road, Shrewsbury, SY3 8XL.

If you want to keep up with everything we're doing now we are in to 2016/17 then you can find the latest news and updates on our website [www.shropscommunityhealth.nhs.uk](http://www.shropscommunityhealth.nhs.uk) and follow us on Twitter at @ShropCommHealth

# Improving Lives in Our Communities



**Commitment  
to Quality**

**Respect  
& Dignity**

**Working  
Together**

**Compassionate  
Care**

**Everyone  
Counts**

This Annual Review for 2015/16 is produced by Shropshire Community Health NHS Trust. For the latest information visit our website at [www.shropscommunityhealth.nhs.uk](http://www.shropscommunityhealth.nhs.uk) and follow us on Twitter at [@ShropCommHealth](https://twitter.com/ShropCommHealth)

