



your healthcare

Quality Accounts

April 2021 - March 2022

At the heart of the community

Welcome to our Quality Accounts

I am pleased to welcome you to our 2021-22 Quality Accounts for your Healthcare CIC a membership-owned, social enterprise. This report takes you through our robust response to a complex transitional period where Covid-19 pandemic restrictions eased and service delivery began returning to normal.

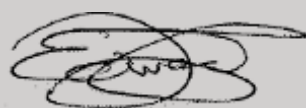
We appreciated the difficulties that this period caused our service users across the Royal Borough of Kingston and London Borough of Richmond where we provide learning disability services. Our frontline service teams adapted during the pandemic, developing new ways of working in order to maintain high quality service delivery, balanced to meet the needs of the individuals in our care. Our Infection Prevention and Control team supported this challenging situation, ensuring we met the frequently changing requirements, and working with our partners to ensure consistency of approach.

Staff member wellbeing continued to be our priority with counselling and wellbeing support available. Our broader support services, including digital, were available to help ensure

that the delivery of care for the most vulnerable in our community continued. We continued to work closely with our partners, working innovatively to deliver quality improvements, research and audit work. The most innovative projects were showcased at our Research and Audit Day which restarted during this time.

Our staff members have seen us through a transitional period of change and challenges, and I'm proud and delighted to be able to share more information about our approach and highlights through our Quality Accounts.

I can confirm, to the best of my knowledge, that the information contained within this report is an accurate reflection of quality and performance during 2021-22.



Ed Montgomery

*Managing Director,
Your Healthcare CIC*



Ed Montgomery

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How we continued to meet the challenges

The Covid-19 pandemic

We are committed to providing high quality, safe, effective, responsive and well-led care and this remained vital throughout 2021-22, as the organisation continued to manage the impact of the SARS-CoV-2 pandemic.

By the end of March 2022, there had been 1,786,131 reported cases and 7,059 Covid-19 reportable deaths in the UK. The significant restrictions placed on peoples' daily lives continued to have far reaching health, economic and social consequences and their impact continued to be felt by the organisation's staff members and service users.

Our Community

Kingston residents continued to experience the impact of the pandemic during this period. Whilst schools reopened in the spring of 2021, restrictions on levels of social contact continued for a significant period of the year, impacting individuals and businesses. These restrictions continued to affect access to healthcare services and the organisation embedded the use of technological resources as part of its delivery, whilst prioritising face-to-face contact for the most vulnerable.

Our Key Responses

During this continuing extraordinary period, our Infection Prevention and Control team, supported by wider members of the organisation, continued to prioritise the safety of the service users and staff members in its care. Personal Protective Equipment (PPE) continued to be procured, stored and managed to ensure risks were minimised and staff members continued to positively enhance their skills in the telehealth environment. The teams supported the Covid-19 vaccination programme, directly and indirectly, through promotion to their user groups. Staff members

maintained in-patient and personal testing and isolation regimes, compliant with the changing guidance throughout this period.

The most vulnerable adults and children in our care continued to be prioritised during this year, with creative responses continuing from across the organisation. Staff member needs continued to be well supported through the delivery of a well-designed, and established counselling and wellbeing programme. Its continuation acknowledged the significant accumulated pressure and risk experienced by the workforce during this time.

We are registered with the Care Quality Commission (CQC) and were last rated in 2017.

Inspected and rated

Good



Care Quality Commission

Our current CQC ratings for our services are listed below.

Overall rating	Safe	Effective	Caring	Responsive	Well led
	Good	Good	Good	Good	Good
Are services					
Safe?	Good				
Effective?		Good			
Caring?			Good		
Responsive?				Good	
Well led?					Good

We have followed the Care Quality Commission's (CQC) Key Lines of Enquiry model for this report:

Safe

Effective

Caring

Responsive

Well led

Safe

We continue to have a low level of Quality Concerns raised against us by other organisations

We are committed to ensuring that our service users and staff members are kept safe and protected from avoidable harm. This continued to take on on an increased relevance during this second extraordinary year.

We built on lessons learned during 2020-21 to improve our systems and processes and enhance the delivery of safe care under restrictions. This learning has been extensive and has considered physical, emotional and social wellbeing in more detail. This has continued to escalate changes designed to enhance staff member wellbeing and aspects of service provision in a sustainable way, which should extend beyond the pandemic period.

Infection Control

High quality infection prevention and control is essential to ensure that our service users receive, and staff members deliver, safe and effective care. This provision continued to be of the upmost importance during this time.

The team of Infection Prevention and Control (ICPC) link members, overseen by the Infection Prevention and Control Lead, provide support and guidance to their colleagues

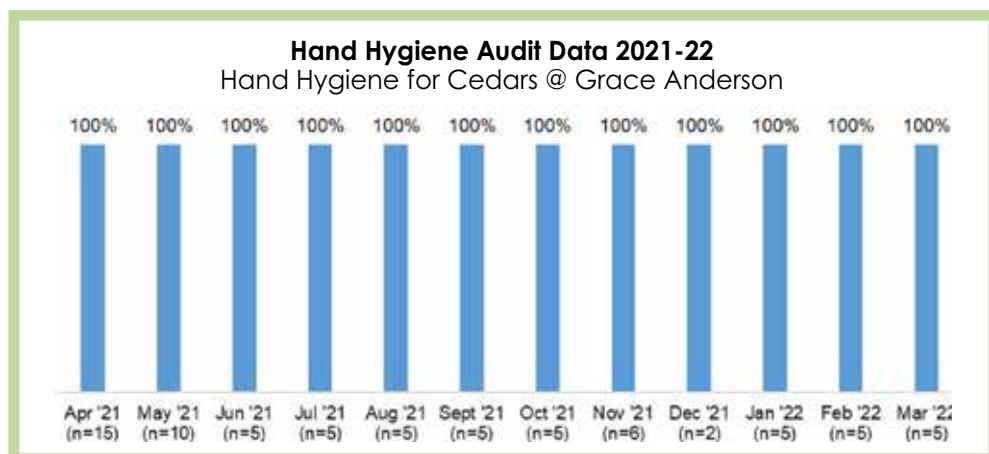
and share best practice. Overall responsibility is held by our Director of Infection Prevention and Control.

A robust infection prevention programme runs throughout the year and is offered to all of our staff members.

Compliance with the Social Care Act 2008 is monitored through audits including environmental, Personal Protective Equipment (PPE) use, Hand hygiene and Bare Below the Elbow.

During 2021-22, infection prevention and control provision remained, with Covid-19 huddles continuing at the start of the year attended by Your Healthcare's leadership and frontline and support service leads. This enabled knowledge exchange and decisions on the prioritisation of provisions, in the changing Covid-19 landscape. As the restrictions loosened and the organisational impacts reduced, the huddles ceased and our Infection Prevention Lead maintained regular contact with the South West London Infection Prevention team as well as Your Healthcare's senior leadership

We continue to have a low level of Serious and Duty of Candour incidents



and service leads, providing a regular update item to the fortnightly Senior Leadership meetings. This ensured that changing Government guidance and directives were effectively implemented across the organisation including cleaning protocols, environmental risk assessments, social distancing and in-patient Covid-19 prevention and management.

Audits continued to be prioritised during this period of very high infection and transmission risk, demonstrating good compliance across all areas.

Patient Led Assessment of the Clinical Environment (PLACE)

This annual assessment, which aims to improve standards of cleanliness across all hospitals, hospices and social enterprises that provide NHS care,

was paused in 2020-21 and remained paused in 2021-22 due to ongoing pandemic restrictions, capacity issues and staffing challenges.

Venous Thromboembolism (VTE) risk assessment for in-patient service users

A patient's risk of developing a VTE, has a direct safety impact on them, therefore we undertake snapshot audits at our in-patient service. This has continued to demonstrate high compliance, with an average across the year of 93% of patients having VTE assessments completed within 24 hours of admission.

Monitoring pressure ulcers and moisture lesions

Pressure ulcer prevention and management is one of our top clinical

safety priorities. In 2021-22, three Category-4 pressure ulcers were reported by Your Healthcare.

These were all reported through the required reporting channels and none met the criteria for raising a safeguarding issue with the local authority. They were investigated, root cause analysis completed, and learning was appropriately acted upon.

Our incident reporting system distinctly captures all categories of moisture lesions and pressure ulcers including those that are unstageable as per the *NPUAP/EP UAP/PPPIA (2014) International Classification Tool. In cases where more than one lesion is present, each lesion is reported separately to support accurate data capture and clinical investigation.

(*National Pressure Ulcer Advisory Panel, European Pressure Ulcer Advisory Panel and Pan Pacific Pressure Injury Alliance).

Incidents

In 2021-22 the total number of valid incidents reported at Your Healthcare were 1,046 of which 352 were Your Healthcare attributable. 953 of the reported incidents were patient safety incidents.

Despite the challenges imposed by the ongoing pandemic, a strong learning and reporting

culture was maintained. Staff members continued to report things that could have gone wrong (near misses) and did go wrong (incidents). This enables review and learning to take place which supports improvements in the quality and safety of service provision.

Near misses accounted for 9.94% of all incidents reported in 2021-22. Training on the reporting of incidents and near misses is provided during the Your Healthcare induction of new staff members and at each mandatory update. When incidents or near misses occur, team and service leads undertake a complete risk management and learning process. Appropriate actions are taken and learning is shared through committees, team meetings, internal communications and training, with any trends highlighted, for the purpose of reviewing practice and implementing improved systems.

Serious incidents are rare, however, and staff members are trained to be vigilant to ensure that if one occurs it is identified early. In these instances, immediate action is taken to mitigate the immediate risks and it is reported to the relevant external bodies and investigated. This supports learning and the prevention of reoccurrence.

Safeguarding Adults and Children

Your Healthcare has a long-established safeguarding structure and culture. The safeguarding team, which comprises Lead Adult Safeguarding Nurses and a Named Nurse and Assistant for Children's Safeguarding, supervise and train Your Healthcare staff members.

These specialist safeguarding practitioners also provide the organisation with assurance that it is meeting its responsibilities through audits and the scrutiny of cases. They now report into a Joint Safeguarding Committee operating collaboratively between Your Healthcare and Hounslow and Richmond Community Healthcare NHS Trust which in turn reports to the Your Healthcare Board.

Safeguarding Supervision

All staff members are able to ask for advice directly from the safeguarding team who maintain an open-door policy. Formal supervision is provided face-to-face and through virtual routes, to suit the needs and capacity of staff members and the supervision team.

Through the support provided by the safeguarding team and service leads, staff members are fully equipped to take the necessary action to promote the safety of service users. Staff members who work directly with children and their families receive safeguarding supervision as stipulated in our

Safeguarding Supervision Policy.

The safeguarding team have additional training in supervision skills and also access supervision both individually and in group settings.

The specialist safeguarding nurse working in the School Health service, focusses on the supervision of non-clinical team members who may interact with, and support, vulnerable children and young people as part of their role.

Key Achievements for 2021-22:

An adult safeguarding passport was developed during 2021-22. This followed the successful creation and rollout of a children's safeguarding passport in 2020-21.

This was developed for staff, in response to pandemic restrictions, and staff member capacity to attend lengthy training sessions. This supported the collation of relevant training which could then be signed off and submitted to the training team.

Partnership Working

We are active partners with both the Adults Safeguarding Board and Children's Strategic Partnership Board, with practitioners completing joint audits with the Kingston and Richmond Partnership Board. We contribute to discussions and support the embedding of recommendations that come from these workstreams.

Joint supervision with our partners in social care is encouraged, whilst attendance at multi-agency case discussions is encouraged with adult cases, and required for children's cases, supporting safer outcomes for our service users.

Complementary mental health supervision continues for the School

Health team half-termly, negotiated with and provided by, our children's Social Care partners, Achieving for Children. This meets the needs of the School Health team's work, with a continued increase in the number of children and young people with mental health problems, who can be a risk to themselves and others.

During 2021-22 we continued to work actively with our social care partners to ensure that we met the needs of the most vulnerable families. During and after the pandemic period, the impact of increased and extended social isolation, and increased financial and emotional stress, continued to be actively considered in the way that we delivered and prioritised our services.

Falls

We closely monitor the incidence of falls occurring in our services to ensure the safety of our service users. They are supported in their environments, whether being cared for as an in-patient, or at home, to minimise their risk of falling.

In 2021-22 we had an average of 2.06 falls per 1,000 occupied bed days on our in-patient unit, well below the most recent national benchmark of 6.9.

Learning from Deaths (Mortality Review)

Your Healthcare uses a case review form, adapted from the Preventable Incidents, Survival and Mortality (PRISM) methodology, to review in-patient deaths.

These reviews are supported by the Ward Manager, Lead for Service Effectiveness, commissioned General Practitioner and the End of Life Lead.

During 2021-22 the significant increases in Mortality incidents, experienced in 2020-21 and linked to the early stages of the Covid-19 pandemic, abated and the figures for 21-22 returned to a low and less remarkable level of 3.

Freedom to Speak Up

Our culture is one of openness and honesty, where staff members are able to raise concerns without fear of reprisal or victimisation.

Staff members can raise concerns about poor practice, or wrongdoing that could cause harm to service users, their carers or colleagues. If a staff member feels the response they receive does not meet their needs, they can contact the Freedom to Speak up Guardian who is a non-executive Director at Your Healthcare. This is an independent and impartial role, publicised to staff members across the organisation. Concerns can also be escalated to a Board Lead or to the Managing Director.



Effective

We published
5 papers in
academic
journals across
2021-22

We have continued to place great importance on providing our service users with high quality care through the delivery of effective services.

Staff members have continued to learn new skills, embracing the use of digital technologies, and further developing new ways of working, to meet the challenges the pandemic presented.

The ongoing and relentless pace of change continued to place huge demands on our staff members who maintained quality services throughout this period. Teams have risen to the range of challenges and demands placed upon them and have continued to support specific Covid-19 interventions including the Long Covid Service that has been developed.

Audits

Audits are an important aspect of our quality processes, helping to improve services for users against approved guidance.

Your Healthcare adheres to the National Institute for Health and Care Excellence (NICE) standards and guidance, alongside those from other regulatory and professional bodies. We use audits to support changes being made at team, service or at an organisational level.

Local (Internal) audits

Local audits and service reviews were able to be increased again through 2021-22 as services adjusted to new ways of working and service demands. The key focus, however, remained appropriately on Infection prevention related audits.

Some examples of infection prevention audit activity during 2021-22:

- Environmental risk assessments
- Bare below the elbow
- Hand hygiene
- Personal Protective Equipment use

We ran a successful **Research and Audit Day** during the year, following a year-long Covid-19 related hiatus. This was a great success, highlighting a wide range of service improvements, audits and research activity across Your Healthcare.

National Audits

Participation in national cardiac and respiratory rehabilitation audits continued during this period, despite service pressures, with excellent outcomes.

Research

Our well established Research Support Team, continued to promote excellence and enhance evidence-

based best practice. The team receives research proposals from staff members and offers feedback and support from proposal through ethics, to delivery. It tracks progress and then shares outputs with the wider organisation.

At Your Healthcare, staff members are encouraged to take an innovative approach to care and service delivery, and the research team supports their 'freedom' to design research projects that might lead to improved service outcomes. Staff members also have access via this team to the Transform Research Alliance, formed from social enterprises offering NHS funded services. New and ongoing projects are supported by the Research Lead and rotating assistants and these are monitored and supported through the Quarterly Research Group.

Our Research Projects in 2021-22

A wide range of research projects got underway during 2021-2022 and of these, five reached the stage of publication. These were wide ranging in their focus, including: Making Recovery Meaningful for people with intellectual disabilities, the effect of implementing Individual Cognitive Stimulation Therapy for patients with Dementia during Covid-19 and an examination of how to best support service users to Age Well with Diabetes. There was also an

interesting look at the impact of the wellbeing interventions put in place for Your Healthcare staff members during the pandemic, still in operation.

Equality and Diversity

We are committed to equality and diversity within our workforce and ensure that we are compliant with the Equality Act 2010 and national frameworks and strategies. We adhere to the Workforce Race Equality Standards (WRES) and the Equality Delivery System (EDS2) which is a robust framework launched to assist NHS organisations, and those providing NHS services, to review and improve their performance for people with protected characteristics and ensure that services are fair and accessible to all.

The impact of the Covid-19 pandemic on vulnerable people and groups made it essential that we could easily identify people considered to be at greater risk. This included ensuring ethnicity was recorded at the point of contact with service users and patients, and our high rates of recording continued to be maintained during 2021-22, through a concerted level of encouragement by the Data and Information Team.

Service users and patients were

asked to confirm how they wished their ethnicity to be recorded where this was unclear, and any risks and vulnerabilities were noted. Risk assessments were carried out for all staff members to ensure the safety and well-being of our workforce. Homeworking continued to be promoted during high-risk periods of the year and this was supported where work type allowed. Staff members, where relevant, were directed to shield and offered regular contact and support calls.

Following our Equality, Diversity and Inclusion Survey, initial Race Equality Inclusion Network group was rolled out, with Age, DiverseAbility and LGBTQ+ to follow. Activities also took place alongside colleagues at Kingston Hospital NHS Foundation Trust and Hounslow and Richmond Community Healthcare NHS Trust.

Training and Development

A range of training and development opportunities are offered at Your Healthcare including apprenticeships, independent prescribing courses and master's and degree courses including the Specialist Community Public Health Nurse qualification (SCPHN).

The SCPHN programme ran again

in 2021-22, despite the challenges for students and mentors working in different and challenging ways. This demonstrated the resilience of both the students and the staff members mentoring them and the value the organisation places on developing the workforce.

The Learning and Development team's ability to respond quickly to new ways of working during 2020-21, meant that lots of training had been successfully moved online for staff members during 2021-22. During the latter part of the year as restrictions started to lift, consideration was given to moving any training that may be better suited to a face-to-face format, back into the classroom. These two forms of delivery supported the maintenance of mandatory training levels. Service leads continued to highlight and promote the importance of training attendance, supporting the delivery of good quality and safe provision to service users.

Apprenticeships

During 2021-22 five staff members embarked on apprenticeships, including Health Care Support Workers, a Safety, Health and Environment Technician and a Nursing Associate.

Caring & Responsive



Compassion, respect and dignity are essential and central to the way we deliver care. Our services are delivered in direct response to the needs of our service users and their families.

In the context of the pandemic's continuation during 2021-22, this has required us to deliver services in a way that supports service users to feel safe but still ensuring that they feel we are accessible.

Hybrid delivery has become the new norm and services, whilst being provided in a patient-centred way, are mindful of the particular needs, desires, understanding and ability of users, and are likely to remain in a range of formats beyond this challenging period.

Feedback has suggested that many services have become more accessible to a range of service users when delivered in a range of flexible formats.

Services have become more accessible through different delivery formats



Duty of Candour

Promoting a culture of openness plays an essential role in improving safety for any of our service users, as well as the healthcare services we provide.

Our 'Being Open and Duty of Candour' Policy has ensured that our teams can be open and honest with anybody who may have been harmed as a result of a reportable incident. We can be transparent, explaining what went wrong and providing feedback on what we have already done to support them and will do in the future to prevent similar incidents reoccurring.

We are listening...

Feedback is really important to us as it helps us to understand how service users experience our provision.

Our “You Said, We Did” approach is embedded throughout our organisation and we are committed to informing people about how their views and opinions have influenced change.

You said

“The lunch was a bit disappointing. Some students felt that they did not get enough and did not like the selection. The talk from Kooth was great”

*Secondary School Mental Health Conference,
November 2021*

“Video clip stalled a couple of times but restarted. Couldn’t do the quiz as it needed a password? Wouldn’t accept my email address anyway. Anaphylaxis quiz was a different format which I used successfully.”

Online Anaphylaxis training to schools November 2021

We are able to seek feedback through a range of routes both on and offline and through the use of a QR code.

This approach has supported feedback from a wide range of service users who operate in different contexts.

Below are some issues raised, and our responses and actions:

We did!

We shared the feedback with our facilitators and the learning will inform the way we plan and deliver the next year’s conference.

School Health Team

MS Forms for the quiz were amended to allow external trainees to complete.

School Health Team

Caring and Responsive



Concerns and Complaints

Out of the 255,253 of service user contacts we had in 2021-22, we dealt with 25 concerns and responded to 28 complaints.

All complaints that we receive are reviewed, investigated and responded to as quickly and efficiently as possible by the services providing the care and treatment. This supports a speedy resolution of the issue that is to the satisfaction of those raising concerns.

The Parliamentary and Health Service Ombudsman (PHSO) provides an independent complaint decision service for complaints that cannot be resolved by organisations providing NHS funded care.

In 2021-22 all complaints that we received were resolved without the need to escalate to the PHSO.



Feedback from service users

The Friends and Family Test, is a quick and standardised service user experience survey, which we use to collate patient experiences of care. Due to the pandemic restrictions, capacity issues and other priorities this was suspended during 2020-21 but reinstated during 2021-22.

Many service areas collect their own service user feedback, in addition to the delivery of this survey.

Service User Feedback



I could not express how much the whole of the staff from top to bottom helped me with fantastic care in the whole time I have been in their care, I could not think of anything that could be done better

Cedars @ Grace Anderson, July 2021



Supportive, effective and professional service, with a great emphasis on meeting the needs of individuals

Physiotherapy Team, July 2021



Your help and advice were excellent in helping get treatment for my husband

Falls Prevention Team, August 2021





Staff Member Wellbeing

Learnings from the 2020-21 Wellbeing Survey continued to inform the provision made to our staff members, to support their wellbeing during and beyond the pandemic.

The initiatives in place included access to personal counselling, team support and proactive wellbeing initiatives such as a weekly yoga session run online.

Access to these services was supported by service leads highlighting the importance we place on maintaining the wellbeing of our staff members.



Well led

Virtual delivery of committees and meetings across the organisation commonplace

We operate a rigorous governance framework where our committees report, and provide assurance to, our Board through our Integrated Governance Committee, chaired by our Managing Director.

The majority of committees continue to function during this extraordinary period with some required adjustments to the timings and format moving, in the main, to a virtual delivery model. Towards the end of 2021-22, some committees began to be delivered in a hybrid format through interactive technology available to all staff members. These sessions for face-to-face participants were run within the required Covid-19 guidelines.

External audit of our ISO 27001 accredited Data Centre

Your Healthcare IT Services' hosting service is IEC/ISO27001:2013 accredited.

We achieved and maintained ISO 27001 accreditation which relates to the security of any data held in our Data Centre and which is subject to an annual external audit.

Data Security and Protection Toolkit

We maintained our 'Standards met' for our Data Security and Protection Toolkit submission 2021/22 and are working towards 'Standards Exceeded' for 22/23.

This annual self-assessment offers assurance that as an organisation we are practicing good data security and that personal information is handled correctly and safely. The Toolkit also requires us to demonstrate that we are compliant with the National Data Guardian's Data Security and Protection Standards for health and social care.

Data Quality

We understand the importance of data quality and adhere to organisational and regulatory requirements. By meeting these regulations, we are able to demonstrate that the data we hold is accurate, and we are able to use it to demonstrate performance improvements and support future planning.

Our data systems ensure that our Service Leads, Board and external

stakeholders have the right information to make decisions and develop action plans.

We are also part of local shared care record keeping systems which support safer and swifter interventions and outcomes for our service users.

Digital Innovation

Having made the investment in 2020-21, to ensure that staff members had access to the equipment they required to be able to work safely and effectively from home, hybrid working practices continued in 2021-22.

The use of Microsoft Teams became further embedded across the organisation with increased staff member uptake of its broader functionality. This supported service user access to services through a range of routes and increased efficiencies, particularly in relation to the time needed to attend meetings and reduced transport costs. In addition, asymptomatic staff who tested positive for Covid-19 during this period, were able to continue to work from home, where their roles allowed this.

Membership Council

Your Healthcare is a membership organisation, and the input and views of members are enacted through the YH Membership Council. The Council comprises elected staff and community representatives and provide a membership voice to the Board and Managing Director.

The Council ensures that the organisation is held to account in meeting its commitment to the delivery of social value and community benefit. The Council meets quarterly and provides reports to the YH Board.

Futures Forum

YH offers all members an opportunity to contribute to the future and direction of the organisation through our Futures Forum which harnesses views, promotes innovation, successes and collaboration, and provides a means for everyone to feel included in the work of the organisation.

The Forum made a successful transition to an online format during 2020-21 and this has been noted to have increased attendance from a wider group of YH Members during 2021-22.

Looking ahead

We will continue to evolve, reflecting the changing NHS, health and social care landscape, and taking on board learnings from the Covid-19 pandemic.



We will continue to prioritise the safety of our service users and staff members, acting upon the learning and developments that have emerged from the pandemic period



We are committed to addressing health inequalities and will support the maintenance of our hybrid working models keeping service user and patient needs at the centre of our future decision making and service design



We will continue to work to improve patient safety outcomes, supporting staff members to raise incidents through the Patient Safety Incident Response Framework Transition.



We will support research and audit throughout the organisation, increasing the breadth of our audit and research activity, showcasing this at our Research and Audit Day.



We will continue to work actively with our partners across South West London in the development of the Integrated Care Systems and with a heightened focus on Kingston Place.

yourhealthcare

Established in 2010, we are a social enterprise not-for-profit organisation that delivers integrated health and social care services for residents in the Royal Borough of Kingston, and learning disability and autism services for adults in the London Borough of Richmond.

If you require this document in any other language or format, please email the Your Healthcare Customer Care Team within Front of House who will be happy to help

چنانچه این سند را به زبان یا در قالب فرمت دیگری نیاز دارید، لطفاً از طریق ایمیل contact@yourhealthcare.org با تیم پشتیبانی مشتریان Your Healthcare تماس بگیرید تا با کمال میل به شما کمک کنند.

إذا كنت تحتاج هذه النشرة في أي لغة أو شكل أخرى، يرجى الاتصال بفريق خدمة الرعاية الصحية للعملاء الذي سيكون سعيداً للمساعدة
contact@yourhealthcare.org

이 문서를 다른 언어나 형식으로 원하신다면,

귀하의 헬스케어 고객관리팀

(contact@yourhealthcare.org)으로

이메일을 보내주시십시오. 기꺼이 도와 드릴 것입니다.

Jeśli chciałby Państwo otrzymać ten dokument w dowolnym innym języku albo w innym formacie, prosimy o skontaktowanie się z zespołem ds. opieki nad klientem Your Healthcare pod adresem e-mail contact@yourhealthcare.org.

இந்த ஆவணத்தை வேறு ஏதேனும் மொழியில் அல்லது வடிவத்தில் பெற விரும்பினால் contact@yourhealthcare.org ஏனும் முகவரியில் உங்கள் நலப்பராமரிப்பு வாடிக்கையாளர் சேவை மையத்திற்கு மின்னஞ்சல் அனுப்பங்கள். அவர்கள் உங்களுக்கு மகிழ்ச்சியுடன் உதவுவார்கள்

Your Healthcare CIC

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Company no. 06762290

Our Locations

1. Cedars @Grace Anderson, Teddington Memorial Hospital
2. Hollyfield House
3. Sheridan House
4. Surbiton Health Centre

We run services from the locations below as well as other community sites, such as local schools.

