



At the heart of the community

your healthcare

Annual Review

Including Quality Accounts
& Financial Summary

April 2019 - March 2020

Welcome

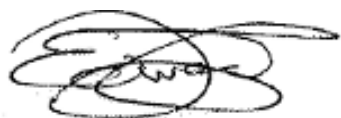
Welcome to our Annual Review for 2019/20, including our Quality Accounts and Financial Statement, that we hope provides an insight into who we are and how we support our community.

Your Healthcare is built on our people, and we would like to thank everybody for their continuing dedication, hard work and support, not only for the compassionate care you give to our service users and their families, but for also showing that same care for each other and whilst working with our partners.

Our Quality Accounts highlight how effective our culture is in ensuring that we continue to deliver the best care possible. We openly encourage each other to learn and develop, ultimately ensuring that any learning then becomes best practice.

At the time of writing, we are continuing to work through the unprecedented Coronavirus pandemic. We are incredibly proud of everybody for rising to this extreme challenge. From our frontline service teams who have continued to work hard to deliver vital services, through to our support teams who have innovatively provided a platform for these services to continue to be delivered, everybody has played their part. We are truly grateful for everybody's help and support.

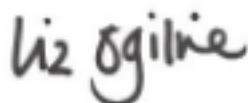
Your Healthcare is proud to be a part of the wider NHS, health and social care family. Whether we support or lead, are involved in initiatives or collaborations, it is great to be part of the journey to explore, innovate, and ultimately continue to bring the best care available to our community.



Ed Montgomery



Kevin Barrett



Elizabeth Ogilvie



Ed Montgomery
Managing Director



Kevin Barrett
Chair



Elizabeth Ogilvie
Chair, Membership Council

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About us

Established in 2010, Your Healthcare CIC is 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.

As a Community Interest Company (CIC), we reinvest any surplus that we generate back into our frontline services thereby benefitting our community. We were the first London NHS organisation to be established as a social enterprise (a Mutual) in 2010 and since then we have continued to invest in, and provide, a wide range of health and social care services, guided by what our local community, and our staff members, tell us is most needed.

We're guided by our local community and our staff members



We support our community

Our community is at the heart of everything we do. We are a socially responsible organisation with the ability to respond quickly and deliver integrated care that achieves the best outcomes for service users and their families.

Our support teams are vital to us. From Learning & Development through to Facilities and IT, they provide an efficient yet innovative platform for our frontline teams to deliver their services. Our frontline services provide a range of health and social care services for babies, children, parents, young adults, through to older people, and including those with the most complex needs. Our teams offer a person-centred approach, ultimately helping the individual to feel as comfortable as is possible.

We value our people

Everyone is valued, and are encouraged to 'have a voice' and to come together to own our environment so that it is one that we can all learn and thrive in, providing a positive platform for us to deliver the best health and social care possible for our community.

We care about our people, and their wellbeing is important to us. We ensure support and guidance is available including running Health and Wellbeing days that cover topics such as healthy eating, BMI checks, emotional and financial wellbeing support.

The essential principles of equality and inclusion are embedded within the very fabric of our culture. We treat everybody the same, fairly and with respect, and embrace the rich variety of views that diversity brings. Our ultimate aim is for all our staff members to feel included, be connected, enjoy work and deliver the best services available for our community and for each other.

We work in partnership

We value our relationships with commissioners, stakeholders and other local partners which ensures that the care we deliver is of the highest quality and is responsive to the needs of our local community.



We encourage our members to have a voice, and feel included and connected

Our people and our culture

We encourage all our members to have a voice. They contribute significantly to creating our values and a culture that supports learning, innovation and the delivery of high-quality services. We are all driven to achieving high levels of satisfaction from users of our services.

Our membership

Your Healthcare is a staff-owned membership organisation. We are made up from staff members who are employed by us, and community members, from the general public. Both of these membership groups are elected to sit on our Membership Council. This provides an additional route for our staff members to influence our culture and operational aims, with a representative sitting on our Partnership Board.

The objectives of our Membership Council include:

- Connecting with communities
- Building structures which support collaboration and coproduction
- Delivering for social benefit
- Driving forward research and innovation

A culture that encourages learning

We encourage everybody to learn and develop. Support is offered to ensure staff members have the knowledge and skills to work safely and effectively in their role, including completing mandatory training for their respective roles.

Our learnings are also used to continually improve the quality of our services, as highlighted in our Quality Accounts section from page 12 of this Annual Review.

What our staff members said... Annual Member Survey feedback



Our Freedoms

Our Manifesto helps drive us and contains our values and strategic objectives. 'The Exemplar Platform' is our model for continuous service improvement which supports the delivery of high quality and sustainable services.

Our Freedoms are included within our Manifesto and create a connectedness, motivation and energy, providing us with a platform to innovate and make changes happen where most needed.

Our Freedoms ensure we review and improve our processes and systems, as well as encouraging our staff members to develop.

- **Freedom to change things for the better**
- **Freedom to ask questions**
- **Freedom to tell our great stories to help retain and grow the YH model**
- **Freedom to innovate and develop new ways of working**
- **Freedom to speak with partners about aligning services that benefit our community and provide best value for our commissioners.**

96%
We are proud of the services Your Healthcare provides

97%
If a friend or relative needed treatment we would be happy with the standard of care provided by YH

96%
We enjoy our jobs

84%
We agree that YH cares about our health & wellbeing

We received our highest response rate yet, with
77%
of our staff members managing to respond

87%
We have access to the learning and development needed to do our jobs well

87%
We agree that YH operates under its values

98%
We know what is needed to be successful in our jobs

Supporting our community

We pride ourselves on being able to make a difference to our community no matter what the person's need is.

Whether supporting a parent to feed their new-born baby, assisting a child or young adult who may have difficulty communicating with their friends, an older person who needs to come home from hospital and needs subsequent care afterwards, or helping somebody referred to us from their GP to rehabilitate after a heart attack, we are there for our community.

We offer support from birth to older age, understanding and meeting a range of needs including the most complex



Supporting our children, young adults and their families

From a new-born baby through to young adults we ensure that a family receives the care and support they need. Our 0-19 service supports families every step of the way.

... help from birth

As well as the joy of a new-born baby, we understand that for some families this can also be a stressful time. Our health visitors provide reassurance, guidance, and care ranging from help with breast and bottle feeding through to hosting support groups where parents can share their experiences.

... therapy during the critical years

The critical stages in a child's development are between birth and 5 years of age. Our Children's Speech & Language Therapy team provides support for those having difficulty communicating, eating or drinking with their aim being to help service users to improve or overcome these difficulties.

To ensure there is a constant and cohesive journey throughout their development, our Health Visitors and Children's Speech & Language teams work closely with our partners at Achieving for Children, the local provider of integrated services for children with disabilities, as well as with local schools.

... coping with more complex needs

Sometimes children and young adults require more specialist support. Our Specialist Outreach team provides this type of support for conditions that may require different levels of intervention, including Autism Spectrum Disorder (ASD) and Attention Deficit Hyperactivity Disorder (ADHD). Pre-school age children can be referred to our partners at the Moor Lane Centre as needed. We contribute in the Royal Borough of Kingston's SEND (Special Educational Needs and Disability) planning process, deciding which specialist education setting best meets their needs, and will also provide care when they arrive at school.

... health & wellbeing, including at school

Pupils who are emotionally and physically healthy are best placed to get the most out of their education, and our School Health Service works within schools to promote healthy lifestyles.

To understand a pupils' needs we use the National Child Measurement Programme and also a new School Entry Health Assessment. We also regularly run group activities, drop-in sessions and health promotion talks.

Our School Health team hosts an annual Mental Health Conference for secondary schools, supporting students to develop into the role of Mental Health Ambassador for their school.

In 2019 the School Health team worked on a childhood obesity project, commissioned by Public Health Kingston. This included children and their families attending a workshop, facilitated by HENRY, a healthy start organisation who work to offer a better start in life through good nutrition and supporting family wellbeing.



“ We truly try our best to make a difference. Helping a child to express themselves, swallow food or simply drink more easily – these are things that we can all take for granted but can make such a difference to a young person’s life. We’re proud to be able to help in whatever way we can. ”

Carmel Brady Lead for Children’s Speech and Language Therapist Service.



We make the best use of local resources so we can fully support our community

CNRT Aquatic Exercise Group

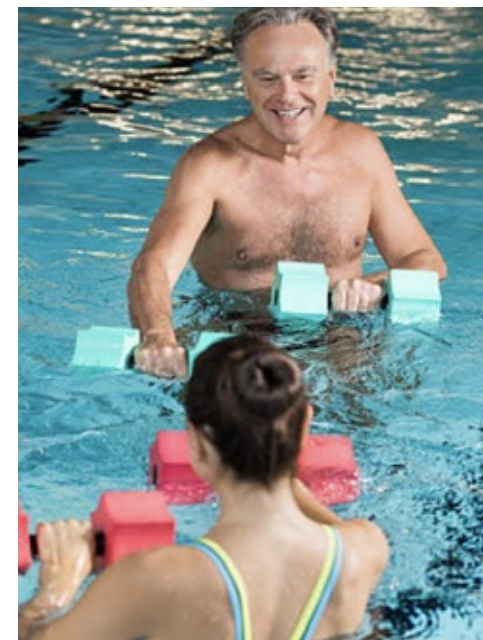
Exercising in the water benefits those who find other surfaces challenging.

Physiotherapists from our Community Neuro Rehabilitation Team (CNRT) set up an Aquatic Therapy class at the Safari Hotel Pool, Chessington World of Adventures, for people referred to the team who were assessed as benefiting most from water based exercises.

The aim of these classes were to improve balance, core strength, range of movement, manage pain and build fitness, including using various buoyancy and resistance aids to adapt the exercise for the individual.

Our therapists have completed the Foundation Hydrotherapy course run by the Aquatic Therapy Association of Chartered Physiotherapists (ATACP).

There was quite a bit of preparation involved in setting up these classes, including exploring various locations to ensure they were appropriate, checking accessibility, pool temperatures and facilities as well as organising the hire arrangements and promotion of the class.



“

I am loving the exercise group although I feel tired afterwards.

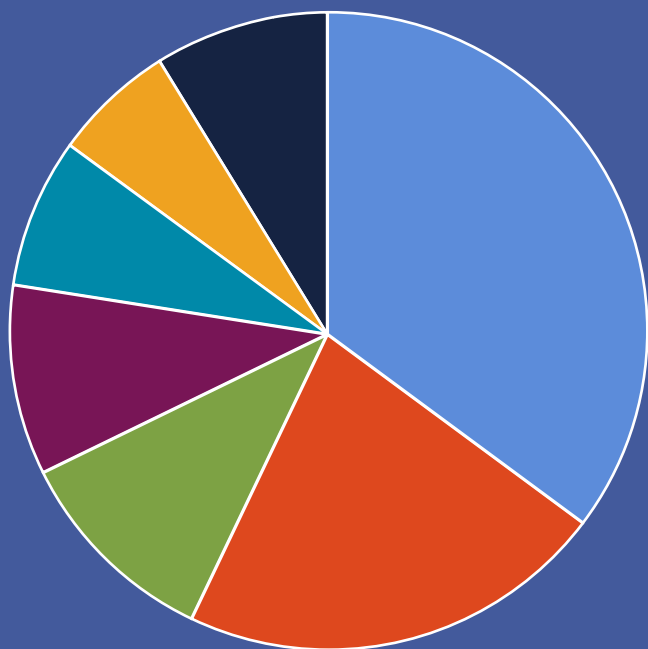
I do, however, feel like I have done some work!

”

Working with our partners

We enjoy working alongside our partners both nationally and locally, and continue to build strong working relationships with other social enterprises and community interest companies.

Number of referrals by partner



36%
GPs

22%
Self Referral

11%
Midwifery Service

9%
Hospitals

7%
Community Health Services

6%
Care Home/
Nursing Home

9%
Other sources of referral

KCC locality networks

The Kingston Coordinated Care Partnership (KCC) is an alliance of health and care providers and commissioners who came together in 2015 to design and deliver a more integrated model of health and care services.

In 2019, the KCC Partnership Locality Networks Development Programme Board was established to oversee and drive through a number of projects around workforce organisation development, pathway reforms as well as the further development of Multi-Disciplinary Teams (MDT) following the setting up of Primary Care Networks in July 2019.

This programme introduced new roles such as Social Prescribers, High Intensity User Support, Specialist Outreach Support and a Community Dementia Nurse. These workstreams supported, and continued to adopt, new ways of working established from the work within the KCC framework.

The Locality MDT project commenced in August 2017 with the aim of identifying individuals on GP practice lists, who have complex needs which can be a bit more difficult to support, and by using a personalised preventative approach help prevent hospital admissions, and enable people to remain in their own homes rather than more institutional care. This work has informed much of the system-wide work that has emerged following the publication of the NHS Long Term Plan.





Consistent approach to preventing falls

Our physiotherapy-led Falls Service aims to reduce risks of falling by increasing the person's awareness of the reasons for falls, maintaining or improving stability, and mobility, and helping them to enjoy a greater level of independence.

This service is available to those aged over 65 referred to the service. The Falls Service has worked closely with our partners including Public Health, Hounslow and Richmond Community Healthcare Trust (HRCH), Kingston Hospital Foundation Trust (KHFT), Royal Borough of Kingston (RBK)

and the voluntary sector to review various different approaches, and agree a consistent approach to the management of falls. This has been a very positive initiative and we now have a referral pathway utilising our Single Point of Access, for all falls referrals, and a consistent method of assessment.



The High Intensity User Service continues to develop, supporting isolated and vulnerable people in their own homes.

High Intensity User Service

This service offers dedicated support for those people visiting Hospital Accident & Emergency (A&E) departments more than 10 times in a 12-month period. Funded as a pilot in October 2019 our High Intensity User service was set up to address a person's emotional needs as well as helping to reduce any unnecessary visits to A&E.

These individuals may be experiencing issues such as poor mental health, inadequate housing, drug and alcohol dependency, or have difficulty in managing complex medical conditions.

Paramedics and Rapid Response teams working well together

Rapid Response advanced nurse practitioners have worked in the locality for many years. They have in-depth clinical knowledge and good working relationships with other professionals in community services. The service's objective is to see patients on behalf of the GP and prevent avoidable hospital admission.

Not all patients ring their GP, some ring 999 and paramedics from the Ambulance Service are dispatched to see and assess them - often a hospital admission is not necessary. A shadowing programme is now in place where ambulance staff from the local station spend the day with Rapid Response practitioners observing our approach to managing the presenting complaints without the need for hospital admission. This promotes greater awareness of the extended roles of the Rapid Response team, reduces duplication and ensures a more comprehensive service reducing the pressures of busy A&E departments.



“...very helpful to see the process from the Rapid Response team side receiving the referrals not only from local authorities but GPs too.”

Our Quality Accounts



Inspected and rated

Good



We strive to deliver outstanding services for our community that are safe, effective and person-centred, within a culture of continuous learning, improvement and best practice. Our Board and committees monitor our progress towards achieving our quality objectives.

Our commitment

Your Healthcare is committed to ensuring that our services are safe, effective, caring, responsive and well led.

Our governance structure enables oversight and scrutiny of our service delivery and activities, as well as providing assurance to our Board and Managing Director that our services provide high quality, safe and effective care.

Care Quality Commission (CQC) rating

We are registered with the CQC and were last rated in 2017. Our quality monitoring is based on CQC Key Lines of Enquiry model - Safe, Effective, Caring, Responsive and Well Led.



Our current CQC ratings for our services are listed to the left.

Are services

Safe?	Good
Effective?	Requires improvement
Caring?	Good
Responsive?	Good
Well led?	Good

Looking back at some highlights...

Apprenticeships

We are committed to ensuring all our members have opportunities for learning and development and since our Apprenticeship programme started in 2017 the take up of apprenticeships has grown year on year.

Increasing our medicines management support

Patient safety is a priority for us and one of the key areas we focus on is medicines management and its associated clinical risks.

We appointed a Medicines Management Lead who works in partnership with our contracted service from Kingston Hospital NHS Foundation Trust. This role has a focus on ensuring that all medicine incidents are reviewed in a timely manner and that learning and best practice is widely shared. This role also provides guidance and support to our independent and community prescribers, and ensures that we operate to local and national guidance and legislation.

Helping to identify patient deterioration: NEWS2 tool

In 2018 our Community Nursing Service highlighted the need for a more formal system to be in place to identify the deteriorating health of patients in the community.

It was agreed that NHS England's National Early Warning Score too, NEWS2, revised in 2017 and used in acute hospital ward-based settings, could be adapted for community use.

By adapting the tool, our team created an escalation pathway that identifies the appropriate community and emergency response. This ensures a consistent approach across all of our nursing teams. A training package was also developed and rolled out across the nursing teams in 2018.

A short audit in June/July 2019 identified that the NEWS2 tool was being used in 100% of situations where deterioration or acute illness was suspected, with 6 responses stating that onward escalation to the emergency services was enhanced by use of the SBARD tool (Situation, Background, Assessment, Recommendation and Decision making).

Our Quality Accounts: April 2019 to March 2020

We have followed the Care Quality Commission's (CQC) Key Lines of Enquiry model for this section of our report. The categories are: Safe, Effective, Caring, Responsive and Well Led.

SAFE

We are committed to ensuring that our service users and our staff members are kept safe and protected from avoidable harm, and build on lessons learned to improve our systems and processes, and enhance the delivery of safe care.

Raising quality concerns

We developed, and implemented, a Quality Concern process which enables other health and social care providers to raise any quality and safety issue concerns with us.

This ensures that any quality and safety concerns are swiftly investigated and addressed to improve service delivery and better outcomes for our local community.

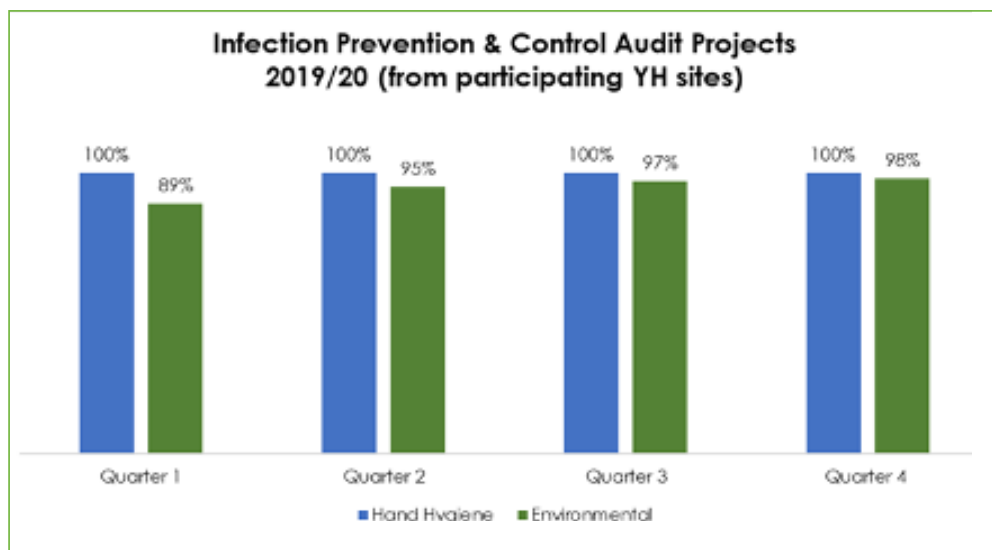
Infection Control

High quality infection prevention and control is essential to ensure that all users of our services, and our staff members, receive and deliver safe and effective care. Our team of Infection Prevention and Control 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 training is offered to all our staff members.

Compliance with the Health and Social Care Act 2008 is monitored through audits including environmental, hand hygiene and bare below the elbow.

2019/20 environmental audits demonstrated good compliance



at all of our sites. Cedars at Grace Anderson hand hygiene results showed 100% compliance throughout 2019/20. Results for bare below the elbow audits improved across all sites as a result of increasing the number of awareness sessions held so that 98% of staff members were fully compliant. The results of audits are shared with our staff members with additional training provided where required. Our inpatient unit reported no MRSA bacteraemia, Clostridium difficile or Escherichia coli bacteraemia cases, where Your Healthcare were responsible, for during 2019/20.

Quality improvement projects undertaken in 2019/20 included:

- **Greater involvement of independent prescribers in antimicrobial stewardship.**
- **Training awareness on Gram-negative blood stream infections and the new SARS-CoV-2.**
- **Research Project on Intravenous Therapy following the National Institute for Health and Care Excellence (NICE) Guidelines.**

Venous Thromboembolism (VTE) risk assessment for inpatient service users

A patient's risk of developing a VTE has a direct safety impact on them therefore we undertake snapshot audits at our inpatient service. This has demonstrated 100% compliance with VTE assessments being completed within 24 hours of admission.

Monitoring pressure ulcers

Pressure ulcer* prevention and management is one of our top clinical safety priorities. In 2019/20 there were no category 4 pressure ulcers reported by Your Healthcare.

**An injury to the skin and underlying tissue usually over a bony prominence, caused by sustained pressure on the skin including pressure associated with shear. Those service users at greater risk include those with poor nutrition and hydration, or at the end of their life.*

Our highly skilled Tissue Viability Nurses, along with other nursing teams and safeguarding, run a weekly Pressure Ulcer Review Group which reviews pressure ulcer incidents. This group has been fundamental in the prevention and management of pressure ulcers, escalating those where there are concerns regarding further

investigation, and reporting, serious incidents to enable improvements to be made.

Our incident reporting system from April 2019 captures moisture lesions along with pressure ulcers. Deep Tissue Injury and Unstageable pressure ulcers are also captured on our incident reporting system as distinct categories as per the **NPUAP/EPUAP/PPPIA (2014) International Classification Tool. Where there may be more than one pressure ulcer, moisture lesion and other distinct categories, these are reported separately to ensure ease of data review, investigation and data accuracy.

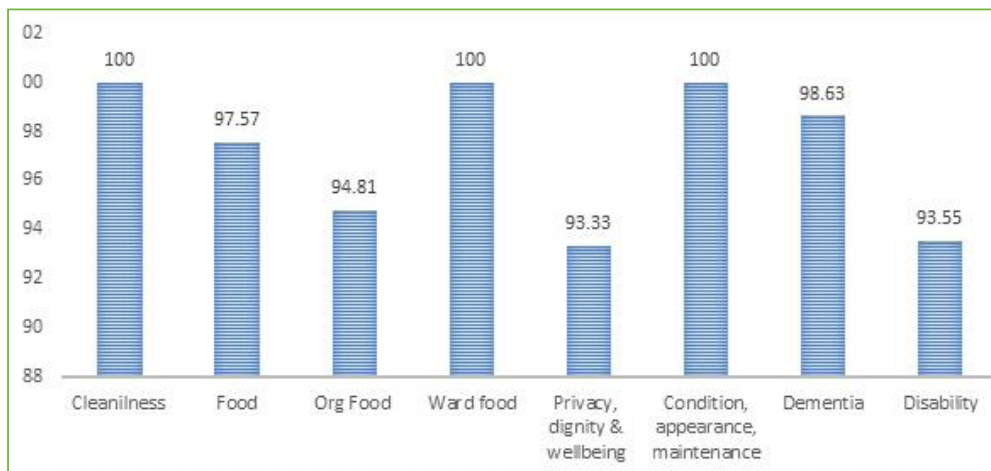


The Patient Led Assessment of the Clinical Environment (PLACE)

This assessment is undertaken on an annual basis with the aim of improving standards of cleanliness across all hospitals, hospices and social enterprises that provide NHS care.

The assessment covers areas such as general cleanliness (which can be linked to lower infection rates), meal content, delivery of service, privacy, dignity and dementia-friendly considerations, as well as the decoration and maintenance of the environment. All of these ensure patients are safe and comfortable during their admission.

2019/20 results were excellent as can be seen below:



Incidents

In 2019/2020 the total number of incidents reported at Your Healthcare were 1,092, and of these 752 were patient safety incidents, of which 281 of these were Your Healthcare incidents.

A strong reporting and learning culture is supported, and staff members encouraged, to report where things could have gone wrong (near misses) or did go wrong (incidents) so that we review, learn and make changes to improve quality and safety. In 2019/20, 10.8% of incidents were near misses. Training on the importance of reporting near misses is emphasised at induction and 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 in order to review practice and implement improved systems.

There has been little change in the proportion of patient safety incidents leading to moderate harm or above during 2019/20. The majority of these types of incidents lead to no harm.

Serious incidents are rare, however staff members are trained to be vigilant to ensure that if one occurs they are identified early, immediate action taken to mitigate the immediate risks and, reported to relevant external bodies as well as investigated to ensure that similar incidents don't reoccur.

***A Serious Incident is an incident where patients, receiving NHS funded care, are seriously or permanently harmed and may die or where there may be alleged abuse, or where a service provision is threatened.**

We build on lessons learned to improve and enhance the delivery of safe care



**National Pressure Ulcer Advisory Panel, European Pressure Ulcer Advisory Panel and Pan Pacific Pressure Injury Alliance. (2014) Prevention and Treatment of Pressure Ulcers: Quick Reference Guide. Emily Haesler (Ed.). Cambridge Media: Osborne Park, Western Australia Available at: <http://www.internationalguideline.com/static/pdfs/NPUAP-EPUAP-PPPIAPUQuickReferenceGuide-2016update.pdf>



Safeguarding adults and children

Your Healthcare has a long-established safeguarding structure and culture across the organisation. Our Safeguarding team comprises Lead Nurses for Adult Safeguarding and a Named Nurse for Children's Safeguarding. The children's team also have a Safeguarding Advisor to support with supervision and training.

These are specialist practitioners in safeguarding who provide the organisation with assurance that it is meeting its responsibilities through audit and scrutiny of cases, reporting to our Safeguarding Committee which in turn reports to our Board.



Key Achievements for 2019/20

- We worked hard to achieve greater cohesion across child and adult safeguarding, and encouraged the "think family" approach to safeguarding, streamlining our processes through a joint policy approach.
- We worked with Public Health to develop a suicide prevention information leaflet for staff which enhanced awareness and understanding of how to respond to concerns around suicide risk.
- We worked closely with partners to support the implementation of the Vulnerable Adults Multi-Agency Meeting (VAMA) in Kingston.
- We worked with partners across the South West Sector to share good practice on the implementation of the Mental Capacity Act with particular reference to supporting people at risk of self neglect. We are committed to supporting service users rights and safeguarding their health and wellbeing.

Safeguarding Training

All staff members receive safeguarding training within their Induction when they start work with us. Further training is then provided at a level dependent on their job role. This is in line with national guidelines and the YH adult and children safeguarding training strategy. Additional topics covered include: domestic abuse, female genital mutilation, honour-based violence, sexual exploitation, human trafficking and modern slavery. The Safeguarding team also offers briefing sessions for staff to update on safeguarding issues, changes in local and National Policy and learning from local and National Serious Case Reviews. All staff receive Prevent (Counter Terrorism) training.

**In February 2020
our Safeguarding and
Service Effectiveness teams
jointly launched Level 3 Adult
Safeguarding and Incident
Training for our incident managers.**

External speakers attended from NHS England, emergency services and our local authority social work teams this enhances our safety agenda.

Safeguarding Supervision

All staff are able to ask for advice directly from the safeguarding team and we pride ourselves in having an open-door policy. 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 receives additional training in supervisory skills and also accesses supervision both individually and in group settings.

Partnership Working

We are active partners within both the Adults Safeguarding Board and Children's Partnership Boards with practitioners completing joint audits, contributing to discussions about the outcomes and recommendations from the Kingston and Richmond Partnership Board. Joint supervision with our partners in social care, and attendance at multi-agency case discussions, is encouraged and supported to ensure the safety of our service users .



What our partners say:

The Kingston Safeguarding Adults Board (KSAB) has created the Kingston Safeguarding Adults Practice Awards to recognise professionals working within the Borough whose work exemplifies the key safeguarding principles as set out by the statutory guidance of the Care Act 2014.

As well as recognising your work, this award is also intended to identify and share good practice to improve the safeguarding of adults at risk across the borough.

You were nominated in recognition of your work with a patient in the community whose life was at risk due to the complex circumstances. Your teams close monitoring ensured services were able to come together for a multi-agency response, and ensured the patient received the care required. You and your team provided reassurance and emotional support, for which the patient has expressed her gratitude.

On behalf of the Board, we would like to present you with this award and thank you again for your exemplary work.



Falls

We closely monitor the incidence of falls occurring in our services, to ensure the safety of our service users and the environment in which they are supported to minimise the risk of falling.

In 2019/20 we had an average of 3.55 falls per 1,000 occupied bed days on our inpatient unit (national benchmark of 6.6 in 2015). Our community nursing services are able to support service users who have fallen in the community by using a raizer chair, once they have been triaged and its use agreed.

Learning from Deaths (Mortality review)

Following the CQC report in 2016 'Learning, candour and accountability: a review of the way trusts review and investigate the deaths of patients in England', and the 2017 National Quality Board's 'National Guidance on Learning from Deaths', we have developed a case review form that has been adapted from the Preventable incidents, survival and mortality (PRISM) methodology that is used to review inpatient deaths.

We have a multi-disciplinary review approach with governance oversight at each case review to provide challenge. This offers a

systematic approach to the review of inpatient deaths and any service or care complications, all with the aim of improving patient care and providing professional learning.

Freedom to Speak up Guardian

Our culture is one of openness and honesty, helping to provide a platform to enable staff members to raise any concerns without fear of reprisal or victimisation.

We have a robust 'Raising Concerns' policy and staff members are encouraged to speak up if they have any concerns about poor practice or wrongdoing, things that can harm service users, their families, carers, colleagues or the public. We aim to address and action issues quickly. In the event that the staff member feels that the response has been insufficient, they can contact our Freedom to Speak up Guardian (FTSUG) who is a Non-Executive Director at Your Healthcare. This FTSUG role is independent and impartial, working with staff members across the organisation to protect their safety, ensure the quality of care and to promote a learning environment thereby supporting and improving outcomes for all staff members. Concerns can also be escalated to a Board Lead or to the Managing Director.

EFFECTIVE

We place great importance on providing our service users with the highest standards of care, and the best outcomes, ensuring that our staff members are practising using the most up-to-date evidence is crucial.

Audits

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

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

Local (Internal) audits

In 2019/20, local audit projects were completed and results shared with relevant committees, ultimately ensuring that any learnings and best practice were widely circulated."



Some examples of audit activities during 2019/20:

- Clinical record keeping
- Safeguarding supervision
- Antibiotic prescribing
- End of life documentation
- Enuresis Service audit
- Compliance with NICE controlled drug guidance and prescribing
- Infection Prevention and Control environmental and clinical practice audits
- Malnutrition Universal Screening Tool (MUST) audit

National audit

We participated in a range of national audits including Sentinel Stroke National Audit (SSNAP), UK Parkinson's Audit – Transforming Care, and National Audit of Cardiac Rehabilitation (NACR). Data analysis is in progress for both UK Parkinson's Audit Transforming Care, and National audit of Cardiac Rehabilitation (NACR).

During 2019/20 our Infant Feeding Team took part in the Unicef UK Baby Friendly Initiative Stage 3, a World Health Organisation and Unicef programme. They successfully achieved full accreditation in November 2019.

Research

Your Healthcare has established a research projects team to promote excellence and improve evidence-based best practice. The team receives staff member feedback on proposals, provides feedback, tracks research progress and helps share outputs to other teams and services. This team can also offer approval where NHS ethics approval does not apply.

We are also a founding member of the Transform Research Alliance formed from 11 social enterprises who provide NHS funded care across the country; we continue to contribute and participate in this Alliance.



Our Research Support team:

- Published a peer reviewed publication in the Journal of Intellectual Disability Research entitled "Interventions for Sleep Difficulties in adults with an intellectual disability: a systematic review."
- Presented research posters at the Royal College of Psychiatrists International Congress at the ExCel Centre entitled "A service evaluation of sleep interventions for adults with an intellectual disability accessing a community team".
- One of our Neurodevelopmental Community Nurses was nominated for a Learning Disability Nurse Award with his submission on Adults with Learning Disabilities and the impact of effective bowel management on short and long term bowel health and quality of life.



Training and development

A range of additional training opportunities are offered including apprenticeships, independent prescribing courses, masters and degree courses such as BSC Specialist Practitioner District Nursing and Leadership courses apprenticeships.

We work with partners to offer opportunities for students from University of Roehampton and Kingston University and in 2019/20, 64 students had placements in services such as School Health and Community Nursing.

Apprenticeships

During 2019/2020 our staff members embarked on 23 apprenticeships including Business Administration, Data Analysis, Facilities Management, Improvement Excellence – levels 4 and 5; Lead Adult Care Worker, Nursing Associate, Operations/ Departmental Manager and Team Leader/Supervisor apprenticeships.

Equality and diversity

We are committed to equality and diversity within our workforce, and we ensure that we are compliant with national frameworks and strategies including the Equality Act 2010.

In support of this we adhere to the Workforce Race Equality Standards (WRES) and the Equality Delivery System (EDS2) which has 18 outcomes for NHS commissioners and providers to assess and grade themselves. These outcomes relate to issues that matter to people who use or work in NHS funded services.

Audit and Research Day 2019

Audit and Research Day 2019 was highly successful in showcasing the range of activities being undertaken through the posters and presentations displayed.





CARING AND 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.

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.

We have a 'Being Open and Duty of Candour' Policy that ensures that our teams can be open and honest with anybody who may have been harmed if an incident has taken place.

We're then able to explain things, or apologise, to someone who may have been harmed following an incident.

We are listening...

Feedback is extremely important to us so that we can continue to learn and understand the experiences of our service users. What is even more important though is ensuring that the feedback is not only listened to but acted upon.

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.

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

You said

We did!

"I feel in my mother's case it may have benefitted her to be a little more physically active on a regular basis"

Cedars at Grace Anderson.

"Max heart rate info would be handy"

Community Neuro Rehab team.

"Weights for legs need replacing/updating"

Community Neuro Rehab team.

We have introduced some activities in the morning, and will be developing this further.

We have purchased, and are using new heart monitors.

We have purchased some new weights.

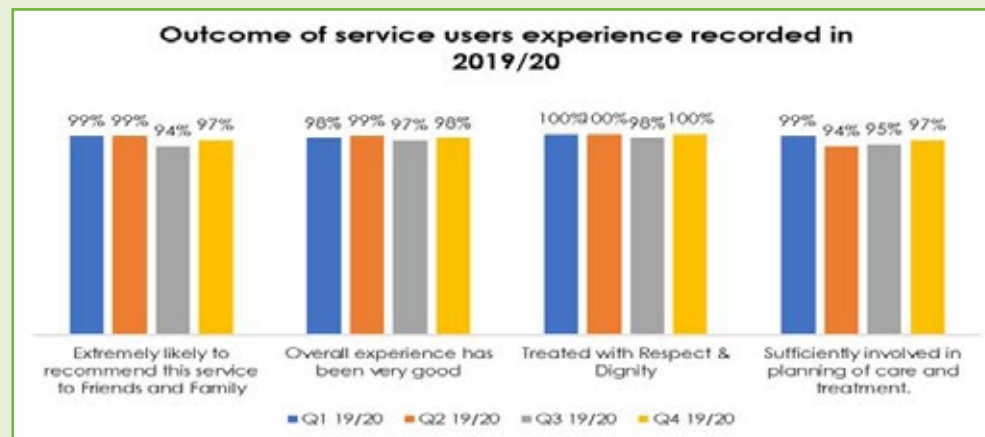
Compliments

We received in excess of 285 cards, messages, notes, gifts, and expressions of thanks.

Feedback from service users

The Friends and Family Test is a quick, standardised service user experience survey.

In 2019/20, we received a total of 1,647 completed surveys, 73% commented on their experience. The graph to the right shows responses to the four key questions (indicators).



Concerns and complaints

Out of the 290,000 service user contacts made in 2019/20 we received 23 concerns and 20 complaints.

All concerns and complaints received by us are reviewed, investigated and responded to as quickly and efficiently as possible by the services providing care and treatment in order to provide a speedy resolution that is to the satisfaction of those raising concerns. The Parliamentary and Health Service Ombudsman (PHSO) provides an independent complaints decision service on complaints that are unable to be resolved by organisations providing NHS funded care. In 2019/20 all complaints received by us were resolved without the need to escalate to the PHSO.

The service provided was outstanding. The care they provided for my husband and the time they spent discussing that and related issues with us was very much appreciated. It was so reassuring to know they were a phone call away
Community Nursing

Staff are super, good care givers. Social skills are brilliant, all round no concerns that my mum is here. She is so happy, which shows the level of trust. Thank you
Cedars at Grace Anderson

I have found the staff to be supportive, welcoming, caring, and informative. I have never felt rushed. I have always been treated as an individual and listened to. Staff has been absolutely lovely - really reassuring and thorough.
ADHD Team

Absolute brilliant group. I would never have had the confidence to do this alone but now feel confident to carry on. My mobility and confidence have greatly improved. Thank you.
Community Neuro Rehab

The nurse was so kind and helpful in giving advice and inspired confidence in helping to get better.
Rapid Response

Highly professional, well-informed team. Always willing to answer questions.
Cardiac Rehab

I was treated with dignity and respect. My questions were answered clearly and my concerns addressed. Everything was clearly explained and the meeting was very positive.
Continuing Healthcare

96%
of our service users would be "Extremely likely" or "Likely" to recommend our service to friends and family if they needed similar care or treatment.



WELL LED

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

Appointments

During 2019/20 we recruited and appointed the role of Managing Director who is the also the CQC nominated individual for our services.

New registered managers were appointed for our healthcare services. All checks were completed according to the Health and Social Care Act 2008 (Regulated Activities) Regulation 2014.

ISO 27001 accreditation

Your Healthcare achieved ISO 27001:2013 accreditation in November, relating to the security of any data held in our Data Centre and is subject to an annual external audit.

By being compliant we demonstrate our community can trust us

Data Security and Protection Toolkit

We have achieved 'Standards Met' for the Data Security and Protection Toolkit self-assessment tool, which replaced the Information Governance Toolkit in 2018/2019.

This demonstrates that as an organisation we are practicing good data security and that personal information is handled correctly. This toolkit also requires us to demonstrate that we are compliant with, or are working towards, meeting the National Data Guardian 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 it demonstrates that the data we hold is accurate, meaning we can show and improve performance as well as assist with future planning.

Our data systems ensure that our Service Leads, Board and external stakeholders have the right information to make decisions and take actions as required.

We are also contributors to local shared record systems and population health management.

Your Healthcare 2019-20 Quality Account response from the Kingston Clinical Commissioning Group



South West London
Clinical Commissioning Group

“Thank you for sharing the Trust’s 2019 -20 Quality Account with Kingston Clinical Commissioning Group. The Director of Quality, the Borough Clinical Lead and members of the broader Quality team have reviewed the report and comments have been collated. We are satisfied that the Quality Account has been developed in line with the national requirements and gives an overall account and analysis of the quality of services Your Healthcare provides.

The CCG continues to be proud of the effective working relationship with Your Healthcare in the key area of Quality and recognise the commitment of the organisation to continue to improve quality and safety for patients. Your Healthcare's commitment to audits to support improvement in quality and safety is recognised by the CCG, in particular the sleep difficulties for adults with learning difficulties which was peer reviewed by the Journal of Intellectual Disability Research. It is also of note that one of the Neurodevelopmental Community Nurses was nominated for a Learning Disability Nurse Award with their submission on Adults with Learning Disabilities and the impact of effective bowel management on short- and long-term bowel health and quality of life.

It is also worth mentioning the ongoing commitment and development of the apprenticeship scheme which supports staff to develop and positively develops the quality, safety and experience of patients.

At the end of the 2019/20 year Covid 19 impacted greatly on the all healthcare providers and led to the development of new ways of working with partners across health and care, supporting the goal of a safer patient journey of which Your Healthcare were an integral part.”

Fergus Keegan

Director of Quality

(Croydon, Kingston and Richmond)

Summary of our financial statements

The audited accounts for year end March 2020 show an operating surplus of £343,062. This surplus is available for reinvestment for delivering further benefits to the community. The company has invested £446,944 in capital expenditure for the year to 31 March 2020.

Taken from our 'Report and Financial Statements for the year ended 31 March 2020'.

Income and expenditure and balance sheet for year end March 2020.

Income and expenditure account Year ended 31 March 2020		Year ended 31 March 2020 £	Year ended 31 March 2019 £
Turnover	2	29,754,624	33,020,198
Cost of sales		(25,439,756)	(28,169,465)
Gross surplus		4,314,868	4,850,733
Administrative expenses		(3,972,806)	(3,951,107)
Operating surplus	3	342,062	662,405
Financing net income		71,030	32,588
Surplus before tax		413,092	694,993
Tax on surplus on ordinary activities	5/6	(100,494)	(163,227)
Surplus for the year	17	312,598	531,766

Notes:

1. All of the above results are derived from continuing operations.
2. Rental income from tenants at Hollyfield House and Hawks Road of £269,955 (2019: £252,241) is included in the above turnover.

Turnover for the year to March 2020

Turnover for the year of £29M was mainly generated from clinical service provision, with £23.5M (79%) of this being received from Kingston Clinical Commissioning Group and the remainder from other NHS organisations and local authorities. This income has been generated in line with the company's objectives to provide high quality health and social care services, accessible to the local community. Commissioned by Kingston Clinical Commissioning Group and the Royal Borough of Kingston (RBK), we have developed a combined health and social care provision for our local community.

Balance sheet

All amounts relate to continuing operations and comprehensive income.

Balance sheet As at 31 March 2020		Year ended 31 March 2020 £	Year ended 31 March 2019 £
Tangible fixed assets	7	5,337,225	5,842,492
Investments	18	108,500	108,500
Total non current assets		5,445,725	5,950,992
Current assets			
Debtors	8	1,730,793	1,771,908
Cash at bank and in hand	15	6,102,009	7,173,978
		7,832,802	8,945,886
Creditors: amounts falling due within one year	9	(5,067,315)	(6,641,683)
Net current assets		2,765,487	2,304,203
Total assets less current liabilities		8,211,212	8,255,195
Creditors: amounts falling due more than one year	10	(1,803,312)	(2,326,000)
Provisions	19	(271,239)	(359,471)
Net pensions asset / (liability)	20	-	-
Net assets		6,136,661	5,569,724
Capital and reserves			
Called up share capital	13	2	3
Retained surplus	17	6,136,659	5,569,721
Reserves		6,136,661	5,569,724

The financial statements of Your Healthcare Community Interest Company, registered number 06762290 were approved by the Board of Directors on 1 December 2020.

Approved by the Board and signed on its behalf by E Montgomery, Managing Director.

Comprehensive income

There was also comprehensive income of £5569,721 (2019: £414,736)

Statement of comprehensive income Year ended 31 March 2020	Year ended 31 March 2020 £	Year ended 31 March 2019 £
Surplus for the year	312,598	531,766
Other comprehensive income		
Surplus arising on remeasurement of net defined benefit liability	314,000	(141,000)
Deferred tax current year charge	(59,660)	23,970
	254,340	(117,030)
Total Comprehensive Income for the Year	566,938	414,736

Declaration of directors' interest

Regulations require that Non-Executives and Executive Directors declare any conflict of interest if they have any links with companies undertaking or seeking to undertaken business with Your Healthcare. They have to make an annual declaration in a register which is updated annually.

Below reflects the declaration of interests made at Audit and Assurance Board meetings and in the Declaration of Interests made annually.

Non-Executive Director	Declaration
K Barrett	None
S Brennan	CEO of Staywell
J D Budd	Director of Commissioning at Barnsley CCG
E Corrado	None
A Nazemetz	Shareholder in Avegen Limited (owner of HealthMachine™ clinical software product)
Executive Director	
G Henderson	None
K S Kumaran	None
E Montgomery	None
J Sherlock	None

2019/2020: Company facts

CARING FOR OUR COMMUNITY

29,513

local people
offered
**care and
support**

2019/20:
290,000

service user
contacts

REFERRALS:

9%

rise in referrals
for our

Rapid Response Team

.....
**Single Point of Access
Team (SPA)**
received

14,627

referrals from partners



District nurses
received

6,256

referrals

ADMISSIONS:

**Inpatient
service**
dealt with

420

admissions

.....
263 from hospital,
157 from a care home or
direct from their home

428

patients
were discharged
from Cedars

.....
374 were discharged
home or to a nursing home

OTHERS:

Autism Spectrum Disorder Service
(Assessment & Diagnosis) dealt with
1,522
outpatient appointments
for Kingston residents)

Social reablement
provided

21,991
hours of care

1,492 cases were reviewed at
Primary Care Network
meetings held at **GP surgeries**



where discussions were held on
how best to provide care to meet the needs
of a complex patient

Looking ahead: 2020/2021

We will continue to adapt and change to reflect the evolving picture of health and social care:

- We will continue to build our risk management processes and training to further enhance our ability to identify, manage and mitigate risks and ensure the delivery of safe effective and quality care.
- We will continue to make patient safety a priority and will create a Patient Safety role to lead the patient safety agenda.
- We continue our commitment to be the employer of choice for a well trained, developed and valued workforce and we will expand measures to improve the wellbeing of our members by pioneering new ways of working, developing our digital capability, and by providing dedicated health and wellbeing support.
- We are committed to progressing our research programme and predict a five-fold increase in research funding applications in collaboration with stakeholders including University of Surrey, Kingston University, and Heritage to Health, and anticipate the publication of four peer reviewed papers in 2020/21.
- Building on the work undertaken by KCC we will contribute to the development of Richmond and Kingston Places by working with our partners to improve outcomes for our local community

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 உதவார்கள்

Your Healthcare CIC
Head office,
Hollyfield House,
22 Hollyfield Road,
Surbiton, Surrey KT5 9AL
T: 020 8339 8000
www.yourhealthcare.org



Company no. 06762290

Our Locations

1. Cedars at 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.

