



your healthcare

Quality Accounts

April 2022 - March 2023

At the heart of the community

Welcome to our Quality Accounts

At Your Healthcare we are proud to deliver safe, high quality, patient-led community health and social care services in Kingston, and learning disability services in Richmond.

I am pleased to introduce this year's quality accounts, which documents our journey as we emerged from the worst of the SARS-Cov-2 pandemic. The impact of Covid-19 on daily life lessened for the general population during this period, with social restrictions, testing and isolating requirements being lifted. Healthcare settings however, were the last area to experience a reduction in infection prevention related restrictions, including mandatory mask wearing and testing. Our teams continued to respond to these conditions with the pragmatism and professionalism that they exhibited throughout the pandemic. This has been highlighted through the CQC inspections that have been undertaken during this period, both of which have rated good at a time when services have been under significant additional pressure. Your Healthcare is commissioned by the NHS and delivers NHS services, but as a Community Interest

Company we have much greater freedom to innovate and adopt new and better ways of working. This was put to the test in August 2022, when our externally provided clinical record keeping system experienced a total failure.

Experts in our IT team built a basic app to deal with immediate problem, but when the extent of the IT failure was assessed, it became apparent that it might be weeks or months before the main system would be accessible again. Using a cloud-based platform by Microsoft, within 18 days the team had built a local, organisation-wide, care record system, complete with training content, which was designed to meet the specific needs of our staff members, and improved with their input over the following months. The ability of our teams to ensure the quality and safety of our services were not adversely affected by the outage, was recognised within the South West London Integrated Care System and commended in a Microsoft report.

Feedback from our partners is, of course, highly valued. But the comments and views of our service users is fundamental to our ability to learn and improve as



Ed Montgomery
Managing Director

an organisation. In 2022-2023 the number of compliments received by our services increased 4-fold to 2,188. Complaints decreased (to 13), all were used as learning opportunities internally and resolved without recourse to the external ombudsman.

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 2022-23.

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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 make the reasonable adjustments required to ensure everybody feels treated 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.

How we moved forwards from the pandemic period in 2022-23

The Covid-19 pandemic

We are committed to providing high quality, safe, effective, responsive and well-led care and this remained vital in 2022-23, as the organisation emerged from the worst of the SARS-Cov-2 pandemic.

At the end of March 2023, the NHS stopped publishing daily Covid-19 death data. Despite fluctuations across the year, on April 1st 2022, the daily reporting rate, based on Covid-19 being mentioned on a death certificate, was 162, falling to 62 on March 31st 2023.

The impact of Covid-19 on daily life lessened for the general population during this period, with social restrictions, testing and isolating requirements being lifted. However, healthcare settings were the last area to experience a reduction in infection prevention related restrictions, including mandatory mask wearing and testing.

Whilst the significant restrictions placed on peoples' daily lives reduced, the health, economic and social impacts

of such a prolonged and challenging period continued and are likely to remain for some time to come.

The Clinical Record Keeping Outage

On 4th August 2022, staff became aware of a problem with their externally provided clinical record keeping system.

The provider confirmed that this was due to a suspected cyber attack but that there was no concern about data safety. Staff swiftly moved over to their business continuity plans and, as the outage period extended, showed great resilience and fortitude, formulating plans to manage the scheduling of visits and the creation and storage of clinical records and care plans. Regular safety huddles were held and communication flows to teams stepped up. Within 18 days the IT team had built a local, organisation wide, clinical record keeping system, complete with training content, subsequently developing enhanced system capability as the outage extended over a 6-month period.

The permanent system came back online on 16th January 2023 and the learning from the extraordinary event has been analysed and shared and informs ongoing business continuity planning.

Our Community

During this period, the Kingston community continued to experience the effects of living through a lengthy pandemic.

Whilst restrictions on social contact were removed, new ways of working and delivering services became embedded with some positive implications. Learning gained throughout the pandemic period supported the delivery of healthcare services in different ways which improved efficiency and accessibility. This was of particular importance as the demand for some services, including mental health and safeguarding, escalated. This can be wholly or partially attributed to the combined effects of the pandemic period and on national financial insecurity, with its wider social impact.

Our Key Responses

During this continuing extraordinary period, our infection control team, supported by wider members of the organisation, continued to prioritise the safety of the service users and staff under its care.

The procurement, storage and management of PPE continued, to ensure the risks to staff and service users were minimised and inpatient and personal testing and isolation regimes were maintained, compliant with changing national guidance. The Covid-19 vaccination booster programme was also supported directly and indirectly, through promotion to service users.

The most vulnerable adults and children in our care continued to be prioritised during this year, with creative responses continuing from across the organisation, where staff absence due to isolation required it. Staff needs continued to be well supported through the delivery of a well-designed and established wellbeing programme funded by the organisation. Its continuation acknowledged the ongoing emotional impact of the pandemic period on staff and their families both in and out of work.



The health, economic and social consequences of such a prolonged and challenging period continued and are likely to be sustained for some time to come



Care Quality Commission Inspections

Your Healthcare is registered with the Care Quality Commission (CQC), and uses its Key Lines of Enquiry (Safe, Effective, Caring, Responsive and Well Led) to monitor the quality and safety of delivered care. This helps to ensure that we, as a provider, work to quality standards.

Two focussed health inspections and one social care inspection that took place during 2022-23, provided the organisation with overall **Good** ratings, for community health services for adults, community health inpatient services and the Shared Lives provision. The CQC recognised the particularly strong service user focus in adult community health services, by awarding them **Outstanding for Caring**.

These were significant achievements for services that had navigated the challenges of both an extended pandemic period and a clinical records keeping system outage.

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 are committed to ensuring that our service users and staff members are kept safe and protected from avoidable harm.

The number of Quality Concerns raised against us by other organisations remain low

This has remained of enhanced relevance as we have moved from a more to less restricted period of delivery, still directly and indirectly impacted by Covid-19. The learning accumulated between 2020 and 2022 enabled us to develop our support services for staff and our service provisions, in new and sustainable ways, that have become embedded as 'business as usual' amongst our workforce.

Infection Control

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

Overall responsibility for this area is held by our Director of Infection

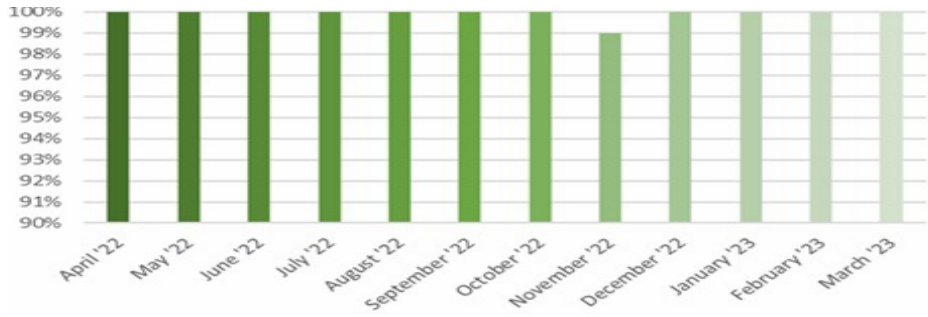
Prevention and Control, overseen by the Infection Prevention and Control Lead who in turn supports the IPC operation group. This group of frontline service leads provide support and guidance to their colleagues and share best practice.

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

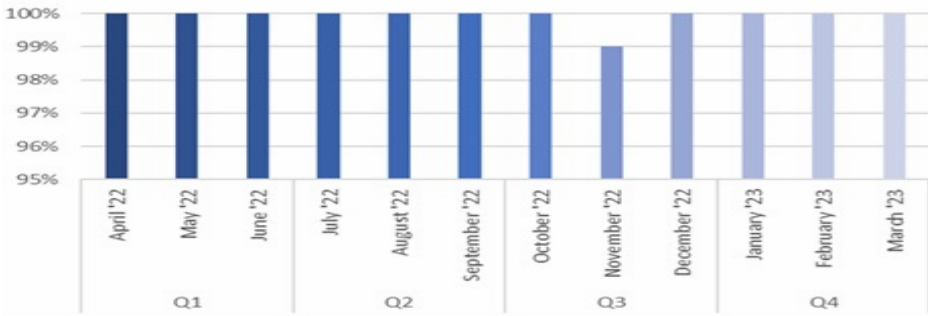
Compliance with the IPC elements of the Social Care Act 2008 are monitored through a range of audits, including environmental, Personal Protective Equipment (PPE) use, Hand Hygiene and Bare Below the Elbow.

During 2022-23, infection prevention and control provision returned to normal arrangements but the Infection Prevention Lead maintained regular contact with the South West London Infection Prevention Team and provided updates to the Senior Leadership Team and Frontline Service teams. This ensured that changing Government guidance and directives were effectively implemented across the organisation, through policy and process updates, environmental risk assessments, and vitally, inpatient Covid-19 prevention and management. Audits continued to be prioritised during this period of continued high infection and transmission risk, demonstrating good compliance across all areas.

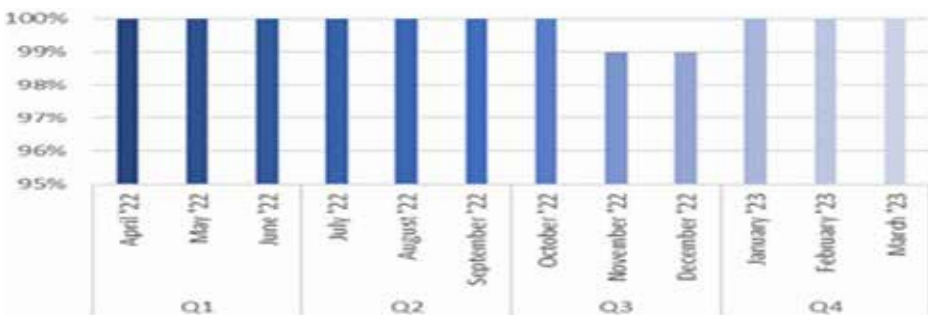
Hand Hygiene Audit Data – Cedars Hand Hygiene Audit 2022/23



Bare below the elbow Audit – Cedars 2022/23



PPE Audit Data – Cedars PPE Audit 2022/23





This year we introduced staff to the glove use reduction programme 'Going green for gloves' supporting NHS providers to reduce their significant carbon foot print.

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 between 2020 and 2022 due to pandemic restrictions, capacity issues and staffing challenges.

It returned in a 'light' local format in 2022-23 instead of a national format, with the intention to run a National PLACE in 2023-24.

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 within our inpatient service.

This has continued to demonstrate very high compliance, with an average across the year of 99.24% 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 2022-23, no category 4 pressure ulcers were reported by Your Healthcare.

When pressure areas and moisture lesions are discovered, they are reported through the required reporting channels and, where they meet the relevant criteria, raised as a safeguard with the local authority. They are then investigated through root cause analysis and, any identified and required changes to process and practice, 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/ EPAUP/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 2022-23 the total number of valid incidents reported at Your Healthcare was 1301. 1109 of these incidents were patient safety incidents and 32% of them were attributable to us.

Despite the impact of the previous 2 years of pandemic related challenges and the temporary but extended loss of our externally provided clinical record keeping system, YH maintained a strong learning and reporting culture. Staff continued to report things that could have gone wrong (near misses) and did go wrong (incidents). This enabled review and learning to take place which supported improvements in the quality and safety of service provision.

In 2022-2023, near misses, those incidents which nearly led to harm occurring, accounted for 12.4% of all reported patient safety incidents. This represented an increase from 2021-2022, highlighting our high-quality reporting and learning culture. Training on the reporting of incidents and near misses is provided during the Your Healthcare new staff induction 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. Practice is then reviewed and improved systems implemented. This was of particular importance in a year where staff had to move swiftly from a permanent, to a temporary electronic clinical record keeping system, transitioning back to the permanent system when it came back online. There were many related challenges for staff and the reporting of these as incidents has supported analysis of this extraordinary event, it has also highlighted the resilience and agility of our Information Technology team and supported enhanced business continuity planning.

Serious incidents are rare; however, staff members are trained to be vigilant, ensuring that if one might have occurred it is identified early and, where necessary, staff seek the support of an Incident Review Group. In these instances, immediate action is taken to mitigate against any immediate risks and then the incident is reported to the relevant external bodies and investigated. This supports learning and the

opportunity to reduce the risk of future incidents occurring.

In 2022-23 the organisation commenced the transition to a new way of working with patient safety incidents, building its Patient Safety Plan, compliant with the new Patient Safety Incident Review Framework. This included the recruitment of Patient Safety Partners who bring a patient view to the oversight of how incidents are investigated and the roll out of appropriate levels of specialist staff training, for those who will be required to consider incidents through a systemic lens. This work stream will continue into 2023-24 before roll-out as the new way of working, which aims to improve patient safety outcomes.

We are proud that we only needed to report 1 serious incident this year but proactively investigated non-reportable incidents to support learning.



Key Achievements for 2022-23:

The use of Safeguarding Passports which monitor staff training levels, have become part of business as usual at YH and support staff to build up training in a modular way, acknowledging the challenges staff face attending extended training courses.

Complementing this approach, the team have been able to deliver additional training sessions to practitioners during 2022-23 and held a successful level 3 day that received positive feedback from its attendees.

They have also participated in multiagency work including dip samples and a cultural competencies workshop. They continue to contribute to practice learning reviews and ensure that learning is disseminated to staff and action plans, when required, are reviewed and completed.

Safeguarding Adults and Children

Your Healthcare has a long-established safeguarding structure and culture. The safeguarding team, lead adult safeguarding nurses and a named nurse and assistant for children's safeguarding, supervise and train Your Healthcare staff.

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

Safeguarding Supervision

All staff are able to ask for advice directly from the safeguarding team and they maintain an 'open-door policy' on and offline.

Formal supervision is provided face-to-face and through virtual routes, to suit the needs and capacity of staff and the supervision team. Through the support provided by the safeguarding team and service leads, staff members are supported to be fully equipped to take the necessary actions required, 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. This requirement has become even more vital in

2022-23, as the numbers of children receiving safeguarding input continued its upward trajectory. The Safeguarding Team have received additional training in supervision skills and also access individual personal supervision and group supervision to support the quality of their provision.

A specialist safeguarding nurse continues her work within the School Health service, focussing on the supervision of non-clinical team members who may interact with, and support, vulnerable children and young people, as part of their role. She provides focussed support and opportunities for learning and development in the sessions provided.

Partnership Working

We are active partners with the Adults Safeguarding Board and Children's Partnership Boards, with practitioners completing joint audits with the Kingston and Richmond Partnership Board (KRSCP).

We contribute to discussions and support the embedding of recommendations that come from these workstreams. During 2022-23 this included active participation in a serious case review following the death of a child. Learning from the review was disseminated to staff through a sequence of events held by the KRSCP.

Joint supervision with our partners in social care is encouraged and attendance at multi-agency case and strategy discussions is encouraged for adult cases and required for children's cases. This approach aims to support safer outcomes for our service users. Involvement in the children's multi-agency strategy discussions is vital, supporting effective decision making about children at risk. The increased number of these discussions across the last 3 years has been marked, rising from 250 in 2021-22 to 312 in 2022-23. Complimentary 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. This upward flow shows no sign of abating, likely impacted by the after effects of the Covid-19 pandemic and cost of living crisis and their wide ranging impacts on families.

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 inpatient, or at home, to minimise their risk of falling.

In 2022-23 we had an average of 2.84 falls per 1000 occupied bed days on our inpatient unit, well below the most recent national benchmark of 6.9.

Learning from Deaths (Mortality Review)

Your Healthcare use a case review form, adapted from the Preventable Incidents, Survival and Mortality (PRISM) methodology, to review inpatient deaths.

These reviews are supported by the ward manager, lead for service effectiveness, commissioned general practitioner and the end of life lead. During 2022-23 there was 1 death which was reviewed using the local tool. Through this review it was established that the care provided before, during and after death, was of a good quality.

LeDeR- Learning from Lives and Deaths

Research has shown that on average, people with a learning disability, and autistic people, die earlier than members of the wider population and do not receive the same quality of care.

LeDeR reviews the deaths of these groups, looking at key episodes of health and social care that they received. It supports an understanding of what excellent practice looks like and highlights development areas which then inform service improvements. These are designed to reduce inequalities in care and reduce the number of people dying sooner than they should. Notifying LeDeR about these deaths is not mandated but there is a strong expectation, supported by the Care Quality Commission (CQC), that health and social care service providers, will do so. YH complies with this expectation and notifies LeDeR in

Your Healthcare Neuro developmental Services - Project 2020, which trains and supports carers to advocate for Service users to access preventative healthcare appointments was an RCN and Nursing Times Finalist

the event of the death of a service user, open to its services, and participates in regional steering groups.

Freedom to Speak Up

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

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

Effective

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

Staff have continued to learn new skills, embrace the use of digital technologies and further develop new ways of working, to meet the pandemic and record keeping system challenges.

The ongoing and relentless pace of challenge and change has continued to place huge demands on our staff who have maintained quality services throughout this period. Teams have risen to this challenge, switching back and forth between record keeping systems and continuing to support specific Covid-19 related interventions, including the Long Covid Service.

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 audit to support changes being made at team, service and organisational level.

Local (Internal) audits

Local audits and service reviews, which had increased through 2021-22, as services adjusted to new ways of working and a reduction in service demands, reduced again during 2022-23.

Again, this was due to the challenges associated with the clinical record keeping system outage. For 6 months of the year it was particularly difficult for staff to easily access and review data sets, generated prior to the outage period. Appropriately, YH focussed on Infection Control and Prevention audits. Staff were also provided with an adjusted and simplified record keeping audit tool, which acknowledged their capacity challenges and the temporary system that they had been working with for 6 months of the year.

Some examples of infection prevention audits activity during 2022-23:

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

Despite the challenges, the annual Research and Audit Day went ahead and was attended by partner providers and The Transform Research Alliance. As in previous years it was a great success, highlighting a wide range of research, audit and service improvement activity across YH, something that was commented upon by the CQC regulatory team that attended.

National Audits

Participation in national cardiac and respiratory rehabilitation audits continued in 2022-23, despite service pressures, with excellent outcomes.

Research

Your Healthcare's now 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 are encouraged to take an innovative approach to care and service delivery and the research team supports their 'freedom' when they design research projects that might lead to improved service outcomes. Staff have also had access, via this team, to the Transform Research Alliance, formed from social enterprises offering NHS funded services.

Our Research Projects in 2022-23

A wide range of research projects was underway during 2022-2023 and of these, 2 reached the stage of publication. These were wide ranging in their focus. They included an investigation into the prevalence of sleep disorders in adults with learning disabilities and research making the case for CCOMS. CCOMS is a non-prescription online ordering system operated by Convatec, which is designed to obtain stock items for patients in the clinic. This system creates greater financial and practical efficiencies for delivery to service users. New and ongoing projects are supported by the research lead and rotating assistants and these are monitored and supported through the Quarterly Research Group.

Staff are encouraged to take an innovative approach to care and service delivery.



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 ongoing impact of the Covid-19 pandemic on vulnerable people and groups continued to make it essential that YH could easily identify people considered to be at greater risk. This included ensuring ethnicity was recorded at the point of contact with patients and our high rates of recording continued to be maintained, during 2022-23, through a concerted level of encouragement by the Data and Information Team. There were however, some challenges in the 6 months without our permanent record keeping system, as the temporary system did not have full functionality.

Hybrid working between the work and home environments continued to be promoted, for those staff who were at greater risk from Covid-19 and where their roles allowed. Despite the reduction in Covid-19 work-based

restrictions across the year, good hand washing, and regard to high quality cleaning protocols have been maintained and whilst access to Covid-19 testing kits has changed, staff are clear about how to access them with ease.

A full range of network groups rolled out across the year, as planned. These were an age, diversability, race, equality and inclusion and an LGBTQ+ group. These were open access groups for staff, supported by a contracted EDI facilitator. At the end of her tenure a plan was put in place to take these forwards, with senior leadership sponsorship, whilst facilitated by staff who would have access to facilitator training. A survey of the groups' membership was also undertaken with good uptake and learning for the organisation.

Training and Development

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

The SCPHN programme ran again in 2022-23.

The Your Healthcare Leadership programme, remained under review during 2022-23, after being run twice, in order to establish with certainty whether it met all of the needs of the organisation in the most cost effective and impactful way. It was anticipated that it, or something replacing it, either as a single comprehensive programme or as modular delivery would be rolled out for staff at all levels of the organisation during 2023-24.

The Learning and Development team moved the majority of training online for staff in 2021-22 as a response to the restrictions imposed by the Covid-19

pandemic. This has remained, in many cases, a more efficient and effective way of delivering and receiving training but a significant amount was moved back into a face to face setting which supported different learning styles. These two approaches continued to support the maintenance of mandatory training levels for staff with some ongoing challenges for some teams due to staff capacity. The training team continue to provide service leads with up to date compliance information to ensure their continued promotion of training attendance which supports the delivery of good quality and safe provision to service users.

Apprenticeships

During 2022-23, 13 staff members embarked on apprenticeships representing a significant increase on the previous year. The programmes included, Registered Nursing, Nursing Associates Health Care Support Workers, and Physio and Occupational Therapy.



Caring &

Responsive

Compassion respect and dignity are essential and central to the way we deliver care.

Outstanding for Care

Our services are delivered in direct response to the needs of our service users and their families.

The way we delivered services changed during the Covid-19 pandemic's height, necessitated by infection prevention and control restrictions and the need to support service users to feel safe.

A culture of openness plays an essential role in improving safety

During 2022-23 the majority of service provision, that had previously been moved to an online format, returned to face-to-face, however, a level of hybrid delivery was sustained as part of 'business delivery as usual'.

This approach supports a range of efficiencies and is based on service user feedback that has suggested that many elements of service delivery have become more accessible to a range of service users when provided in a range of flexible 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 the result of a reportable incident. We can then explain what went wrong, apologise and provide feedback on what we have already done to support them and will do 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.

We are able to seek feedback through a range of routes on and offline and through the use of a QR code. This approach has supported feedback from a wide range of service users who access our services in different settings.

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.

Opposite are some issues raised, and our responses and actions.

You said

In relation to primary age Personal Health and Sex Education (PHSE) delivered by the School Health Service:

“I didn’t think it was very clear how babies are actually made, it left some children confused and had to re-explain to the children”

In relation to the Cardiac Rehabilitation Programme delivered by the Cardiac Rehabilitation service:

“I would prefer it to roll onto level 4, to get my health to a useful level with supervision”

We did!

A theme from recent feedback has highlighted that the video resource we use is not meeting learners’ needs and it has been removed from the lesson plan with the topic now covered through discussion.

We have developed a cardiac rehabilitation phase 4 which is due to roll out in the service in April 2023.



Concerns and Complaints

Out of the 254,355 service user contacts we had in 2022-23, we dealt with 13 informal complaints (concerns) and responded to 13 complaints, both figures representing a significant decrease on the previous year. It must be noted that the service user contact numbers for this year cannot be claimed as being 100% accurate due to the challenges the organisation faced, related to the clinical notes system outage, referred to earlier in the accounts.

Informal complaints are managed at a service level, escalating them to the attention of our service effectiveness team when additional support is required. A redesign of this process took place at the end of 2022-23 and services will, in 2023-24, be able to centrally log all of those informal complaints that they manage, on an easy to use app. This will support a greater understanding of any themes emerging across the organisation. 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 2022-23 all complaints that we received were resolved without the need to escalate to the PHSO.



**In 2022-2023
the number of
compliments
received by our
services increased
4-fold to**

2188

Feedback from service users

The Friends and Family Test is a quick and standardised service user experience survey which we use to collect patient experiences of care.

Many service areas collect their own service user feedback, in addition to the delivery of this survey, to support an ongoing review of specific aspects of their delivery.

Service User Feedback:



The postnatal class has been brilliant! Staff have delivered it so well and it has been very enjoyable and thoroughly informative. Thank you for putting on this class! I'm so glad we could come along



Two different nurses really took their time to ensure the procedure was right for me, they answered all my questions and put my mind at ease and thoroughly looked into my case. I could not recommend them any more they were amazing



Staff Member Wellbeing

Learning from the 2020-21 wellbeing survey continued to inform the provision made to our staff during 2022-23.

The organisational initiatives in place included access to personal counselling, team support and proactive wellbeing initiatives such as a weekly yoga session and a monthly Menopause Matters group. These initiatives were extremely well attended.

This initiative proactively considers the needs of the organisation's workforce, whose largest staff group are female and most likely to be experiencing the symptoms of the menopause. Access to these services and initiatives was supported by service leads, highlighting the importance we place on maintaining our staff members' wellbeing.

The Menopause Matters group was very well attended.



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.

The organisation's committees moved into a fully hybrid format during 2022-23, facilitated by the interactive technology available for staff at YH.

This has supported ongoing ease of access and supported time and cost efficiencies. For face-to-face participants, infection prevention and control advice was followed as required by any relevant Covid-19 guidelines.

External audit of our ISO 27001 accredited Data Centre

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

In 2023-23 YH achieved and maintained its 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. In addition to this, YH achieved Cyber Essentials Plus which relates to maintaining the safety of an organisation's data against cyber-attack which is also subject to an annual external audit. It must be noted that the clinical notes outage that the organisation suffered related to a cyber attack on the provider organisation not on YH's own systems.

Data Security and Protection Toolkit

After achieving 'Standards Met' for our Data Security and Protection Toolkit submission in 2021/22, we were successful in achieving 'standards exceeded' in 2022-2023.

This annual self-assessment provides assurance that, as an organisation, we are practising good data security and that personal information is

We were successful in achieving 'Standards Exceeded' in 2022-23.

handled correctly and safely. The toolkit also requires us to demonstrate that we are compliant with 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, we are able to demonstrate that the data we hold is accurate, and we are able to use it to demonstrate performance improvements and to support future planning.

Our data systems ensure that our service leads, boards and external stakeholders have the right information to make decisions and action plan.

We are also part of local shared care record keeping systems which support

safer and swifter interventions and outcomes for our service users.

Our data quality was somewhat compromised during 2022-23 due to the Carenotes clinical records outage and the impact on our data reporting systems. We maintained very clear lines of communication with our partners and commissioning teams during this period and, where possible, provided data retrospectively, once our system was up and running again in January 2023.

Digital Innovation

All YH members have access to the digital equipment that they require to perform their roles on and off-site and enabling them to work, where relevant and appropriate, in a hybrid way. This has continued to support flexible working, work stream efficiencies and attendance at partner meetings.

In addition, the organisation has upgraded the digital interfaces in its meeting spaces, acknowledging the ongoing requirement for hybrid meetings. It has also improved the visual and sound quality which supports more meaningful and participatory sessions with internal staff and external partners, whether located on or off site.

Annual Members Survey 2022-23

Our Annual Members survey was delayed in 2021-22 due to capacity pressures, but run at the beginning of 2022-23.

73% of staff completed the survey and it had an engagement rate of 88% which demonstrated a pleasing upwards trajectory. Engagement scores are calculated from specific questions in surveys and measure how committed employees are to helping an organisation to succeed.

The 2022-23 survey was run at the end of the year with 69% of staff completing the survey and we achieved a further improvement to the engagement score from the previous year to 89%.

YH members have 5 Freedoms, one of which is the freedom to ask questions and there are a variety of routes by which they can do this and can also provide feedback about their work-based experiences.

Members are also supported through their supervision and one-to-ones, to explore concerns and challenges that may need to be escalated by their supervisor and/or manager.

Membership Council

YH is a membership organisation and members can also provide their views through the YH Membership Council.

The Council comprises elected staff and community representatives and provides a membership voice to the Board and Managing Director.

The Council ensures that YH 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 direction of the organisation through our Futures Forum this harnesses views and promotes innovation, successes and collaboration, whilst providing 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 continued to support increased attendance from a wider group of YH Members during 2022-23.

Looking ahead

We will continue to evolve and change to reflect health and social care changes whilst responding to the requirements of our commissioners, regulators and the NHS Patient Safety Plan.

- ✓ We will continue to prioritise the safety of our service users and staff, developing our systems approach to improving patient safety outcomes through the publishing of our Patient Safety Plan and the enactment of associated workforce training and oversight activity.
- ✓ We will develop our patient engagement activity across the organisation, to ensure that the people at the heart of our delivery have the ability to contribute to its design and review.
- ✓ We will remain committed to addressing inequalities in health and will continue to develop our digital infrastructures to support swifter and more efficient and effective health access for our patients and service users.
- ✓ We will continue to support research and audit within the organisation, increasing the breadth of our audit, and service development review activity across a broader range of services, and will showcase this to our membership, system partners and regulators 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 an enhanced 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 고객센터 (contact@yourhealthcare.org)로 이메일을 보내주세요. 기꺼이 도와 드릴 것입니다.

Jeśli chcieliby 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 எனும் முகவரியில் உங்கள் நலப்பராமரிப்பு வாடிக்கையாளர் சேவை மையத்திற்கு மின்னஞ்சல் அனுப்பங்கள். அவர்கள் உங்களுக்கு மகிழ்ச்சியுடன் உதவுவார்கள்

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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.

