

Quality Account 2015-16

Delivering high quality services in the community

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Chair's statement - Raoul Pinnell



In my experience outside the health sector, I concluded that complacency and self-satisfaction within organisations were the enemies that needed to be confronted, in order to achieve a continuing focus on quality.

My view is that striving for quality is a constant. It is a constant struggle to both raise the height of the quality bar and to seek and achieve an ever improving result.

The aim of continuous improvement is, from my observation, materially and consistently achieved through a combination of a dual focus on appropriate targets (measurement) and the right culture (how people behave). Management is responsible

for setting how this balancing act can be achieved and for monitoring and evaluating its progress. But every member of staff has a critical role too. In commerce the historical arbiter of quality was the Quality Controller, who routinely rejected items that did not meet the specified quality at the end of a production line. This has now been replaced with Quality Assurance, in which every worker on the line is responsible for the quality that they deliver.

Increasingly, our staff, in the delivery of community health services, will be using technology, to improve patient care and assure our commissioners of the outcomes of the targets that they have set.

Our approach to technology is to bring together, for staff, standardised sets of clinical protocols which are developed into a range of templates. The information is then captured on tablets and iPads to produce assurance data that also demonstrates, in real time, the delivery of improved care.

The latter requires significant investment, and as a social enterprise, which is able and obliged to reinvest its surpluses, we believe that we are uniquely able to do so.

CEO's statement-Jonathan Lewis



Bromley Healthcare has 877 staff scattered across London's largest borough. How do we ensure they all deliver the best possible care to our patients? We do this by understanding the true challenge of delivering healthcare in the twenty first century and by adapting to meet that challenge.

The great challenge for the NHS in the 21st century will be the management of exponentially increasing complexity, principally the result of an ageing and clinically more complex group of patients who require support from many clinicians and organisations. This many to one condition challenge is very different to the challenge of the NHS at its inception.

Bromley Healthcare has responded to this by creating systems to manage complexity and by learning the skills associated with delivering consistent outcomes in complex environments (Supply Chain Management).

At the same time our patients still require and value most the compassion of our staff when they are at their most vulnerable, and our staff are characterised by their empathy. This must be protected.

We find ourselves then in a situation in which we have to become expert in attributes that have not historically sat well together – empathy and informatics, relationships and systems. Creating an organisation in which these qualities sit comfortably together is the challenge not just of Bromley Healthcare but all future health organisations.

In terms of our staff, our strategy has to be simple because complex strategies can be difficult to remember. This is why we have encapsulated our strategy into three tenets that everyone can understand and everyone can judge themselves by each day. We can confidently say that if every member of staff lives by these tenets every day we will deliver fabulous services to patients and taxpayers alike.

Bromley Healthcare's three tenets:-

1. To continually improve our services
2. To treat others as we would like to be treated ourselves
3. To hit our targets

The quality account provides examples of the strategy set out above. The humanity of our staff and their dedication shines through. Informatics and systems help us deliver better outcomes for less money. I am proud of it and of Bromley Healthcare.

Part 1 Bromley Healthcare - an overview

Bromley Healthcare was established in April 2011 as an employee owned social enterprise, with over 877 staff including Nurses, Therapists, Doctors and Dentists. The community health services that Bromley Healthcare provide include health visiting, district nursing, school nursing and specialist nursing. Bromley Healthcare's services range from helping new parents to care for new born children to supporting the elderly to continue living at home as long as they can.

Bromley Healthcare's CEO, Jonathan Lewis comments *"2015 has been another successful year for Bromley Healthcare in a very challenging period for the NHS. As a social enterprise delivering NHS services we have managed to continuously improve the quality of our services and at the same time increased productivity. We have the highest Friends and Family satisfaction score in London at 98%. Since 2011 we have implemented 301 quality improvements for the benefit of patients and have reinvested £1.5m back into our front line services."*

Understanding the populations that we serve

Located in South-East London, Bromley Healthcare exists to service the community healthcare needs to the citizens of Bromley, and specialist services to Bexley, Croydon and Lewisham. The company employs over 877 staff and in 2015/6 we had over 535,000 patient and family contacts. In order to deliver this care successfully it is important to understand both the current and future needs of our local populations.

The population we service is diverse across all four boroughs with the borough of Bromley being the largest in London: approximately 150 square kilometers it is 30% larger than the next largest borough.

Although we deliver care in a relatively prosperous area, communities differ and vary substantially across our geography. The North-East and North-West of the Borough and areas of Lewisham, Bexley and Croydon contend with higher levels of deprivation and disease prevalence compared to those found in the South of Bromley.

The populations that we provide care to, is projected to rise by 2.2% over the next 5 years. The number of 0 to 4 year olds has gradually been increasing since 2006 .This rise will impact on how we need to deliver our children's services in the future. Bromley residents aged 75 years are also predicted to rise and it is known that this group will increasingly experience more health complexity. Currently there are 4,102 people known to be living with dementia, and this figure is expected to rise to 6,047 by the year 2030.

It is important to take account of the proportion of ethnic and diverse communities living in the Borough. There is strong evidence that the health experience of people from differing ethnic groups is not always positive. The GLA 2013 Round Ethnic Group Projections estimate that, in 2015, the ethnic minority population of Bromley is 17.9%, and this is projected to rise to 20% over the next few years.

It is known that whilst experiences of healthcare are not as positive for differing ethnic groups there is also variation in their health needs. For example a higher than average proportion of admissions due to diabetes is found in the Asian Black Caribbean groups. A unique ethnic difference is that Bromley contains seven authorised Traveller sites, including Gypsy and Traveller sites.

It is a priority for Bromley Healthcare to listen to the voices of hard to reach communities in the boroughs to ensure that our patient's families and carers receive care to a high standard.

(Ref: statistics taken from Bromley joint strategic needs assessment 2015).

CQC compliance statement

Bromley Healthcare is registered with the CQC for the regulated healthcare services that we provide.

Bromley Healthcare have a nominated individual and registered manager who work together with the CQC and staff in our organisation to monitor and report, in order to ensure that we are compliant with the CQC Essential Standards of Safety and Quality:

Safe, Effective, Caring, Responsive and well led.

Inspection results

Lauriston House Rehabilitation Bedded Unit CQC 2015

On 6th June 2015 there was a CQC visit to the unit by two inspectors. The inspectors congratulated the team on the feedback from patients which was overwhelmingly positive.

- There was good multi-disciplinary team working practices, with all specialities involved to ensure a safe discharge home for patients
- Staff provided kind and compassionate care
- Patients were emotionally supported by staff and pre discharge visits were arranged to offer emotional and practical support to patients
- New dementia champions were being trained to support staff in caring for patients living with dementia
- An interpreter service was available
- A community psychiatric nurse (CPN) was available to support vulnerable patients within the service
- Staff training in some areas was identified as requiring improvement

Special Care Dental service CQC Inspection results 2016

The CQC carried out a comprehensive inspection of the Dental Service in January 2016. Patients told the inspectors that staff were caring and treated them with dignity and respect. The finding included:

- Patients indicated that they felt they were listened to and that they received good care from a helpful and caring practice team
- Patients were involved in their care and treatment planning
- There were effective processes in place to reduce and minimise the risk and spread of infection
- Patients' needs were assessed and care was planned in line with best practice guidance

The Special Care Dental team



Hollybank Children's Respite Centre Ofsted inspection 2015

- Leadership and Management –Good
- Protection of Children- Good
- Progress and Outcomes of Children- Good

The inspector commented that children's 'My Plans' are “**amazing, excellent and individualised**”. They are very reflective of the young person's needs; parents love the plans and want to use them when they go elsewhere as they help with care outside of the Hollybank environment. The Inspectors also commented that the manager was excellent in terms of management skill and her knowledge of the home.



We offer a full range of community services, including:

- Children's services
 - Audiology
 - Community paediatrics
 - Children's Dietetics Service
 - Hollybank (short term break service for children with disabilities)
 - Children's community nursing team
 - Occupational therapy
 - Physiotherapy
 - Speech and language therapy
- Nursing:
 - Bladder and bowel management
 - District nursing including phlebotomy
 - Community Matrons
 - Health visiting
 - Breast feeding Drop in Groups
 - School nursing
 - Specialist HIV nursing
 - Tissue viability
 - Leg Club
 - Chronic Obstructive pulmonary disorder (COPD)
 - Integrated Community Teams
 - Family Nurse Partnership
- Rehabilitation services for adults
 - Community Home pathway service
 - Bedded rehabilitation unit
 - Falls and Fracture service
 - Occupational therapy
 - Physiotherapy
 - Speech and language therapy for adults
- Health and well being
 - Contraception and reproductive health
 - Diabetes-walking away from diabetes
 - Adult dietetics service
 - Health improvement services
 - Henry
 - Live Well
 - Man2man
 - MEND
 - Specialist HIV nursing
 - Smokefree Bromley
 - Working for wellbeing (IAPT)
- Other services
 - Medical Response Team
 - Lewisham winter assessment team
 - Minor oral surgery
 - Special care dental
 - Safeguarding Adults And Children
 - Wheelchair and special seating

Part 2 Our quality priorities for 2016 - 2020

We aim to be the best community care provider that strives for the provision and delivery of caring, safe and effective services to local people, either within people's homes or close to their home and their community.

We know that staff who join us are passionate about caring for people and their community, and that it is important to support them so that they can continue to be compassionate; take pride in their clinical expertise and be innovative. We also understand that healthcare delivery is constantly changing to improve people's experiences of care. We are committed to working in partnership with patients and carers, other health and social care colleagues, and voluntary services to ensure that our local community receives the best.

We believe that our community deserves to receive the best possible care for themselves and their families. We have developed three commitments that we will strive to deliver over the next four years. The commitments are to our patients, carers and staff and are underpinned by our business plan and tenets. Improvements in the quality of care are only achieved through our greatest resource, our staff, and our aspirations have been developed with their involvement.

Our commitments to our patients and staff are as follows:

- We will always know your story and what matters to you
- Your care is delivered by the right staff, with the right skills in the right place at the right time
- We will meet the health needs of our community at the greatest possible value

"We will always know your story and what matters to you"

How will we improve	How would we know we were successful against in hitting our target?
We will ensure that patients have a brief risk assessment within 24 hours or triaged safely within one working day	All staff know their patients story
Develop one patient record	100% of carers /parents needs are considered within the assessment
For people to have one care plan that incorporates all those that care for them	90% of patients/children have a brief risk assessment or triaged safely within one working day
Work with families and carers and focus on what is achievable, by introducing patient person centred goal planning and by recording what matters to them	100% of patients /children have a person centred care plan
Standardised, evidenced-based approach to treatment ensuring that all patients consistently receive the best possible care.	80% of patients have their wellbeing assessed
Implement our action plans for reducing avoidable harms	Zero grade 3 and 4 avoidable pressure ulcers
Be respectful in all of our communication to ensure that people feel valued	50% reduction of falls
Ensure that we are meeting patients and staff differences and respond accordingly.	30% of patients have had their medication reconciled on admission to our services to reduce our medication errors
Work in partnership with others health, social care and voluntary services to meet your needs	year on year increase staff survey, staff feel valued and able to do their jobs effectively
	100% of patients have had their capacity to consent recorded

"We will deliver care by the right staff, with the right skills in the right place at the right time"

How will we improve	How would we know if we were successful at hitting our targets
<p>Implement safer staffing tools that identify staffing needs to patient acuity</p> <p>Making sure that we have the right staff to meet the patient's needs</p> <p>Recruit staff who hold community care values and reflect our communities diversity</p> <p>Benchmark the education attainment of our workforce to ensure they are developed for future roles</p> <p>Develop an education and training programme that ensures people have the essential clinical skills to work along patient pathways from band 2-8</p> <p>To be a host provider for undergraduate clinical training</p> <p>Introduce a rotational preceptorship</p> <p>Commence a leadership programme for band 7 and 8</p> <p>programme for newly qualified staff</p> <p>Introduce our apprenticeship scheme</p> <p>Embed our professional values and professionalism within the workplace</p> <p>Build the size and competencies of our bank so that we can be responsive to fluctuating patient demand</p>	<p>Values based recruitment</p> <p>85% of care is delivered by our substantive staff</p> <p>50% increase in our hosted community and pre-registration nursing and AHP degrees</p> <p>50% of band 5 & 6 have a degree qualification</p> <p>85% of staff achieve their mandatory training</p> <p>80% of staff have their essential competencies signed off within 3 months of commencing employment and then every two years</p> <p>80% of band 7 & 8 have completed a leadership programme</p> <p>An apprentice in 20 of our departments</p> <p>85% staff receive regular 1:1 and an annual appraisal</p>

"We will meet the health needs of our community at the greatest possible value"

How will we improve	How would we know if we were successful at hitting our targets
<p>All services to identify a public health outcome measure</p> <p>Listen and involve children and young people in shaping our services</p> <p>Ensure we are a dementia friendly provider and a mindful employer</p> <p>Develop teams to ensure that they are embedded into the integrated care networks</p> <p>Work with both GPs, social care, the voluntary sector and pastoral care colleagues to ensure collaborative and integrated working</p> <p>Listen to needs of hard to hear groups</p> <p>Ensure we have access to service user groups for carers and patients across our specialties</p> <p>Only invest our resources in activity that demonstrates value and to stop doing those things that add no value to our patients</p> <p>Identify where there are gaps and work with commissioners and other partners to ensure that these needs are met</p> <p>Patients access to services at the right time identifying communication gaps and review Waiting times and DNA to demonstrate good engagement</p>	<p>All services show improvements in public health measures</p> <p>100% of services have access to local service user engagement groups</p> <p>70% of patients show an improvement in one measurable clinical outcome</p> <p>Ensure 10% of feedback is from hard to hear communities</p> <p>100% of services have access to local service user engagement groups</p> <p>Services demonstrate improvements in health and value for money across pathways</p>

Board

Quality / clinical governance committee (exec and board membership)

Reports from quality groups,
CQC essential standards,
Services presentations
Strategic risk register

Workforce development group

Attendance:

Chaired by Director of
Human Resources

Heads of service

Operations Manager

Invited external
stakeholders ad hoc

Patient experience group

Attendance:

Chaired by Assistant
Operations Director

Heads of service

Profession representation

Healthwatch Bromley and
Lewisham

Clinical effectiveness group

Attendance:

Chaired by the director of
Nursing, therapies and
Quality assurance

Operations Manager

Profession representation

External educational
representation

Safer care group

Attendance:

Chaired by the director of
Nursing, therapies and
Quality assurance

Heads of service

Profession representation

Operations Manager

CCG

Part 3 Our achievements for 2015 – 2016

3.1 Patient experience

Bromley Healthcare improvement measures

Patient experience quality standards	Results	Data source
Our patients and carers would recommend us	98%	Family and friends test 1 st in London
Patients have a personalised care plan.	96%	Quality assurance visits
Patients/carers/child's family are involved in their treatment plan	95%	Quality assurance visits
Patients/carers/child's family have copies of their plans	88%	Quality assurance visits
Peoples cultural and religious needs have been met	90%	Quality assurance visits
Carers or parental needs are considered within the assessment	99%	Quality assurance visits
Patients emotional requirements are documented	97%	Quality assurance visits
The patient's carer/family are consulted as appropriate and according to the patient's wishes?	100%	Quality assurance visits

Local service improvement

Patient satisfaction		Target	Q1	Q2	Q3	Q4
Special Care Dental	Patients seen (treatment starts) within 13 weeks of referral	85%	98%	100%	100%	100%
I.A.P.T	Patient experience feedback demonstrates that the majority are satisfied with their therapy experience	90%	95%	94%	94%	94%
Adult Speech and Language	Pt. satisfaction survey: Pt. carers being listened to and that members of staff understand them and their problems	95%	100%	100%	100%	100%
Child Dietetics Bromley	Evaluate through Questionnaire Marjorie McClure School	90%	100%	100%	100%	100%

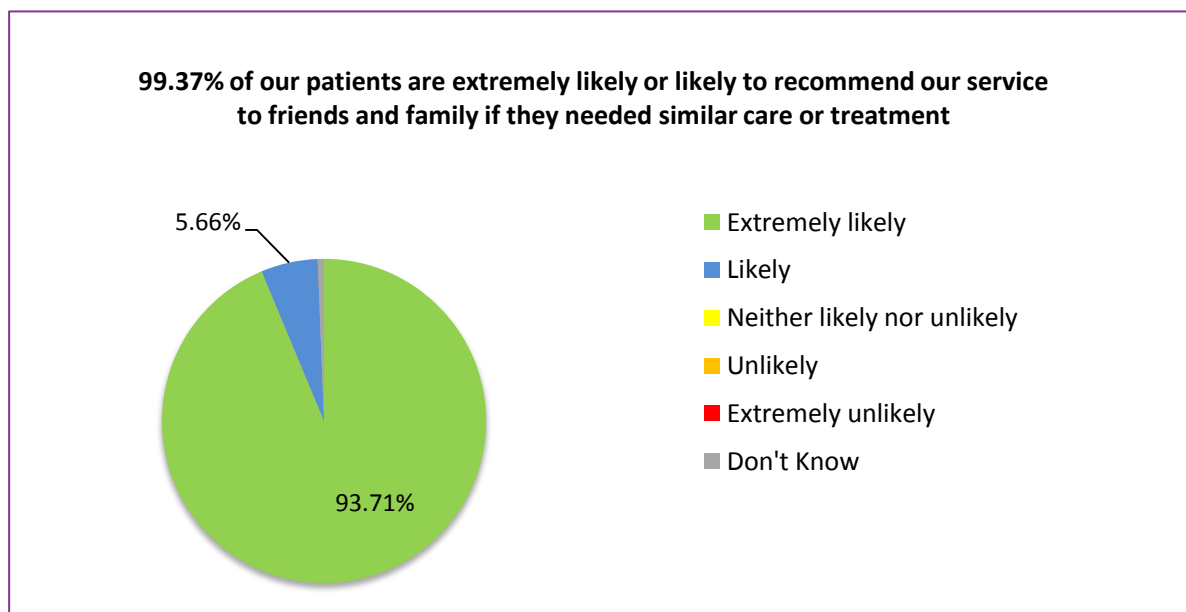
What does our community tell us about our services?

Family and Friends Test (FFT)

The Family and Friends Patient feedback survey has been a mandatory requirement by NHS England since January 2015. The survey provides patients with a simply and quick opportunity to feedback on their experience of using Bromley Healthcare services at any stage of their treatment.

Bromley Healthcare have performed consistently well as an organisation as demonstrated overleaf. As a target for next year we will be seeking to increase feedback from the diabetes and Health improvement services.

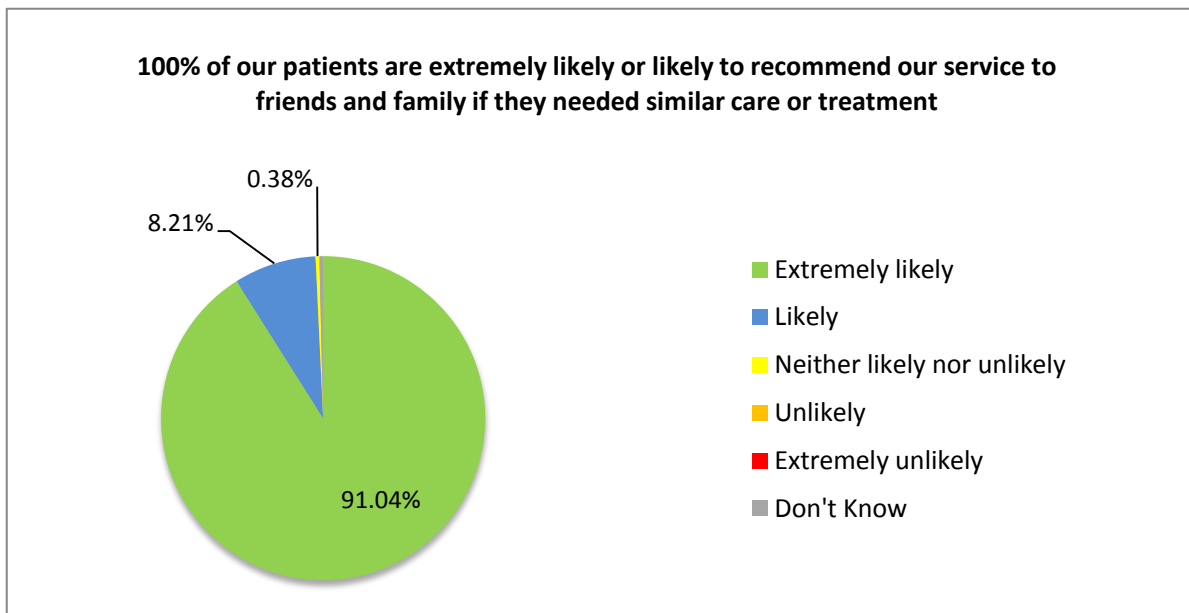
Falls - FFT Patient Survey results



160 questionnaires completed

You told us this	As a result
That you were very impressed with the team and you gave glowing reports on the service	<p>Continue the excellent work of the team!</p> <p>Aim to further improve the % who stated that they are 'likely' to recommend us to give us 100% responses as 'extremely likely' to recommend the service</p>

Community Paediatric Team FFT Results



269 responses received

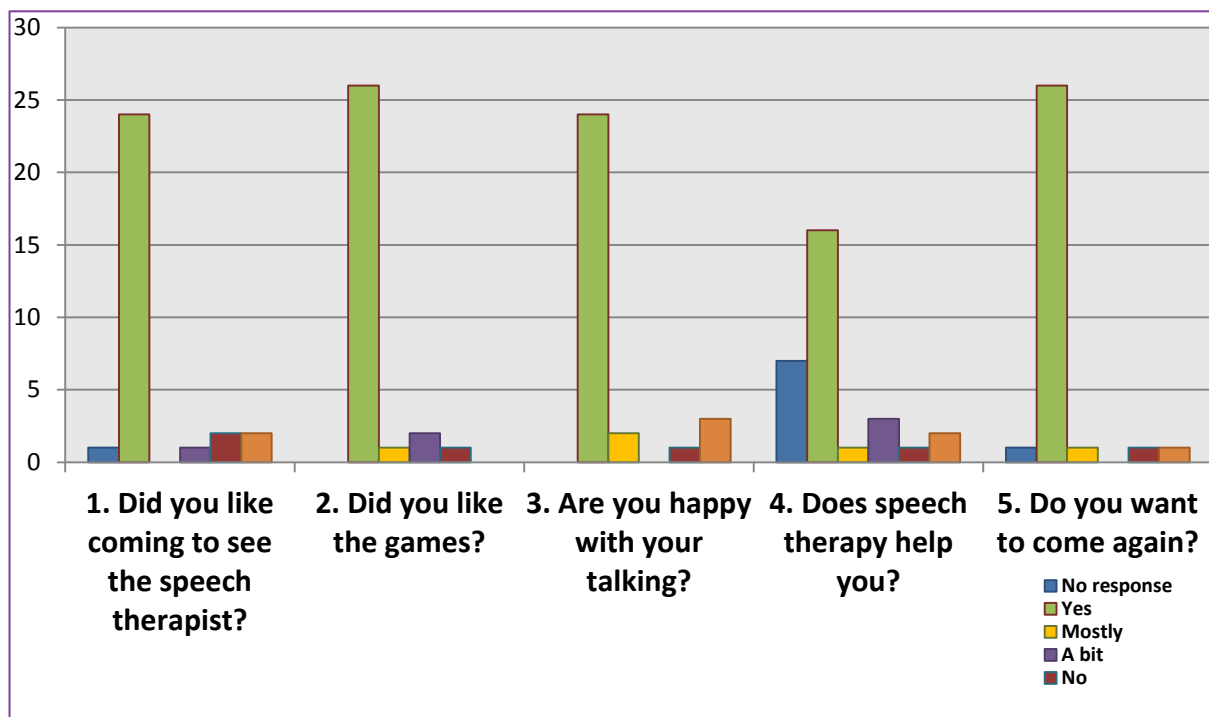
Community Paediatric Team Action plan for satisfaction survey 2016-17

You told us this	As a result
That we sometimes run late in clinics	We will inform you if we are running more than 15 minutes late and keep you informed of how long you are going to have to wait
Waiting times for appointments can be long	We aim to see most patients within 3 months of their referral being accepted by our service
That you would like hot or cold drinks whilst waiting for the appointment	It is not possible to serve hot drinks in case a drink gets spilt and a child gets burnt. Cold water will soon be available in the waiting room
That you wanted air-conditioning in the building	We now have air conditioning in the main waiting area and Dyson fans in the clinic rooms. We are exploring whether we can get air conditioning in the clinic rooms

Listening to the voice of the child in our children's Speech and Language service

It is important that we listen to the voice of the child, and their contributions to how we can improve our services and their concerns should be treated no less seriously than one made by adult. A number of services including Hollybank Respite service, Children's Physiotherapy Service, and Community Paediatrics regularly survey children.

A children's' survey form was designed in order to obtain feedback on Bromley Healthcare's speech and language provision from children with considerable difficulties with comprehension of language. The questions were designed to be as simple as possible and had Widget Literacy Symbols above the words to help comprehension of the questions and the possible responses. A total of thirty children were engaged with.



The responses to the questions indicate that more than 80% of children perceive their experience with the speech and language therapist as positive. Although these results are pleasing in terms of the children's' responses, therapists were unsure in all cases whether the children were able to make informed responses to all the questions due to their comprehension levels and to the complexity of the question's intention e.g. 'Does SLT help your talking?'. There is a tendency for some children in these settings to 'please' adults or to overuse 'yes' as a response. It is therefore important to be aware of these limitations, and to consider the results accordingly. The intrinsic difficulty with getting these cognitively young children to comment on the service is that their comprehension is low and therefore we cannot be sure that all the questions are fully understood.

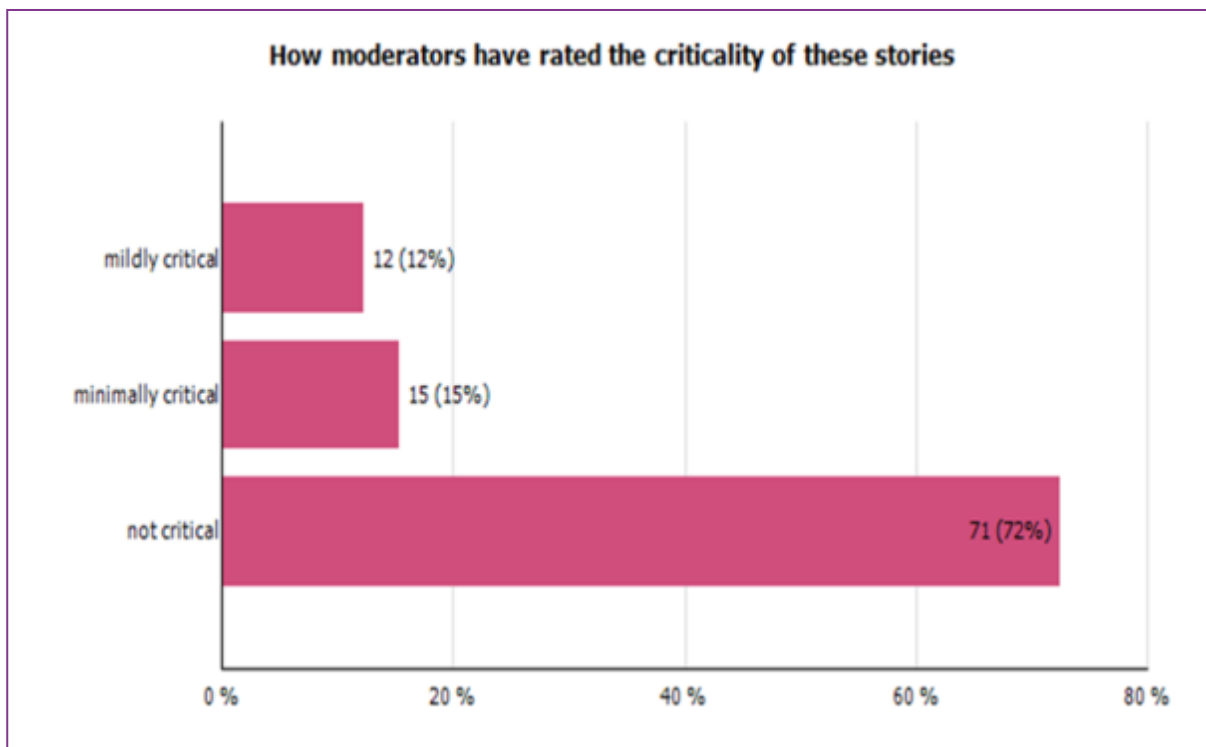
Bromley Healthcare - working with children - listening to the Voice of the child



Patient Opinion

Patient Opinion is an on-line feedback option which allows service users to share their experience of using Bromley Healthcare services staff learn from the service-users postings about what was good and what was not so good and the organisation is able to make a public posting about what they are going to do to improve services. All posting on Patient Opinion are responded to on an individual basis usually by the Head of Nursing, and on many occasions further details of the issue are requested in order that if at all possible steps are taken to resolve the issue.

Since July 2014, there have been 98 comments raised on Patient Opinion and 128 responses made to these stories.



Of the 98 opinions expressed, 79 were positive, 12 negative, 7 mixed or unclear (containing both positive and negative). Positive & mixed feedback accounts for 88% of feedback. Positive feedback has been received for many of Bromley Healthcare services. The Bladder and Bowel service in particular has been praised highly.

Examples of the feedback through Patient Opinion include:

School Nurses

Posting by Teachers: This service is invaluable to schools - our dedicated school nurses are at the end of the phone for support and guidance for both parents and the school. We have developed strong links with the team. Our School Nurse Team assist with individual care plans for children with specific medical needs, staff training to ensure we are familiar with and able to effectively store and use inhalers and Epipens, hold Puberty talks for our year 6 children as well as general medical support throughout the academic year.

'Our experience with the School Nurse system has been entirely positive. It is a proactive and supportive service providing:

Support for children with additional needs in order to meet their health needs whilst in school.

Advice and help on specific and acute child health care.

District Nurses

"Just wanted to say many thanks to one of your District Nurses for the kind and compassionate service that she showed to my mother following heart bypass surgery. She most kind, caring, and attentive and it has been a great pleasure to have her and received her very professional care. Once again many thanks, and I wish the Nurse all of the very best for her progression in her future career - it will be well deserved"



Annual GP survey

A close working relationship with general practice and the Bromley GP Alliance. is critical to the successful delivery of Bromley Healthcare's services. As such we invest a significant amount of time in understanding what the needs of primary care are and use this to develop our services accordingly. The strength of this relationship is reflected in the results of our annual survey of GP colleagues and our academic half days:

93% of GPs said it was easy or very easy to refer to Bromley Healthcare services

77% said their patients were either satisfied or very satisfied with Bromley Healthcare services

75% would be likely or very likely to recommend our services to a family or friend.

"The Single Point of Entry referral form (SPE) is an excellent development"

"The "SPE form is very easy to use especially now that you can attach consultations"

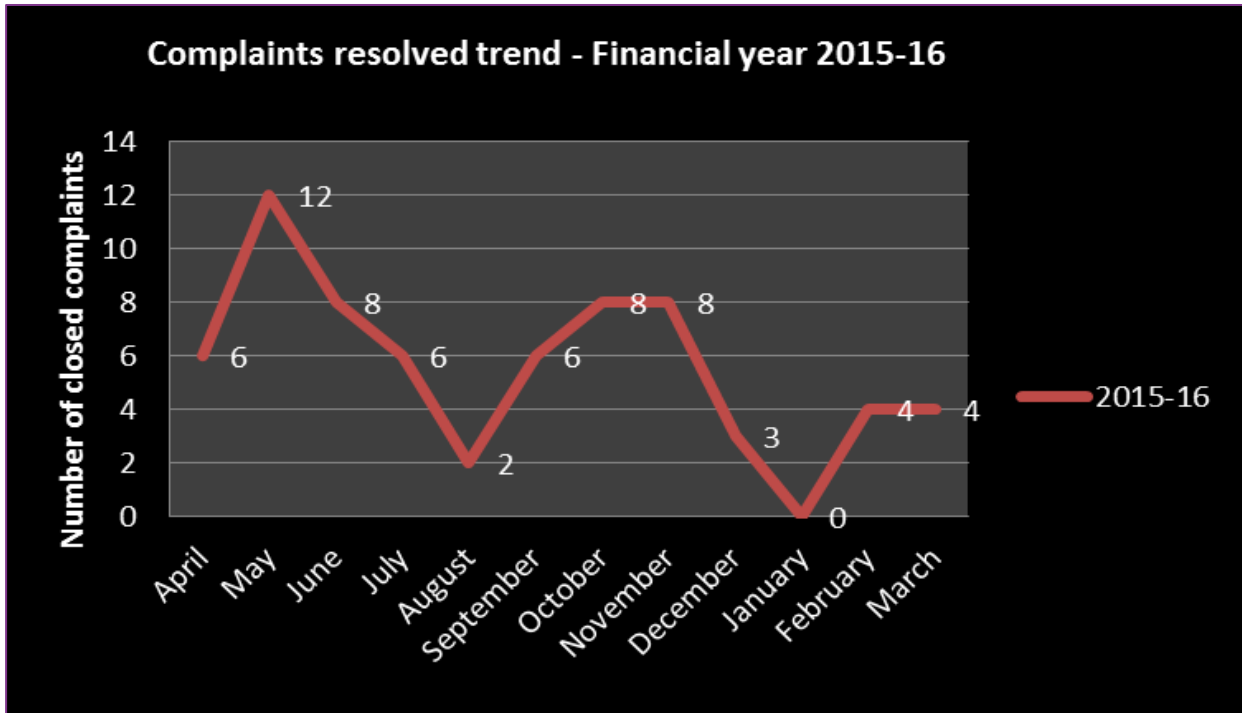
"Your staff are caring and tend to go out of their way on behalf of patients"

Bromley Healthcare – GP academic seminar



Complaints

If clients are not happy with their treatment, or any other matter connected with a service that Bromley Healthcare provide, clients can make a complaint or make a suggestion on how to improve the service.



Examples where services have shown learning from complaints

Delayed referral	Following a delay in a referral being processed and an appointment being offered processes around receiving referrals and typing reports have been reviewed and updated
Improve the quality of Respiratory assessments	All qualified staff has been issued with oximeters (blood oxygen saturation measure) to improve the assessment of patients
Improved communication	The card given to patients regarding ringing for their next appointment had been amended to give clearer instructions

Excellence in compassionate care

HSJ Awards: Compassionate care in action: The 'My Plan' initiative

The Hollybank Children's Respite service was nominated for a Compassionate Care Award. In 2012, Hollybank launched a unique approach to personalised and compassionate patient-centred care, with the 'My Plan' initiative.

'My Plan' is an individually tailored care plan developed in partnership with children and young people, their families, carers and healthcare professionals at Hollybank. Each young person has their own 'My Plan'. The plan is uniquely holistic, including all aspects of care including health, education and leisure. It also covers likes and dislikes that are frequently missed in care plans – allowing staff to deliver personalised care and support.

Child and parent surveys and review meetings are conducted to get their views on what is working and what isn't – action plans are made and shared.

For each young person:

- Active involvement in care builds independence and decision making skills
- Their voice is heard: "No decisions about me without me"

For families, parents and carers: confidence and reassurance that the needs of the child are met.



3.2 Clinical effectiveness – to develop and strengthen care pathways

Clinical effectiveness quality standards	Performance	Data source
Patients have consented to treatment	95%	Quality Assurance Visit
patients assessment of forgetfulness and memory concern completed	88%	Quality Assurance Visit
Information available to promote self-care, self-management and independence	97%	Quality Assurance Visit
Evidence of integrated working with other providers	88%	Quality Assurance Visit
Services demonstrate that they are using outcomes	79%	Quality Assurance Visit
Early identification of patients with memory problems and appropriate onward referral	All targets met	NHS England Commissioning for Quality and Innovations (CQUINs) Scheme Report
Prevention of unnecessary hospital admissions and to work in an integrated way to improve the whole system discharge pathway	All Targets met	NHS England Commissioning for Quality and Innovations (CQUINs) Scheme Report

Clinical effectiveness- service quality improvement goals for 2015/6

	Service	Target	Q1	Q2	Q3	Q4
Shows significant improvement in functioning for patients experiencing anxiety and depression	IAPT	40%	N/R	53%	48%	48%
Patients with swallowing problems show an improvement in one score in their outcome measures	S<	80%	21%	33%	44%	70%
Children with faltering growth or poor weight gain demonstrate improvements in outcomes	Children's dietetics	85%	100%	80%	100%	100%
Rapid response to parents requesting specific breast-feeding expert help	Health visiting	90%	N/R	N/R	100%	100%
Where level 3 psychological support needs are identified, we will refer people to more specialist services	HIV	95%	100%	100%	100%	100%
Maintain ulcer healing rates in <12 weeks striving for an average healing rate of 5.7 weeks	Tissue viability	95%	95%	100%	85%	80%
% of patients for whom QOF indicator has been recorded and GPs informed	COPD	80%	100%	97%	N/R	88%
20% average improvement in Tinetti scores of patients discharged from the Balanced Lifestyle group	Falls	20%	N/R	19%	34%	33%
Improvements in physical function using the Modified Bartel Index	Rehabilitation Home pathway	75%	Not due	80%	Not due	92%

Aspiring to achieve excellence

One of the main priorities for Bromley Healthcare is to ensure that our patients receive high quality healthcare to meet their needs. The National Institute for Health and Care Excellence (NICE) continually develops guidance and standards to drive improvement in the quality of care for patients. It is important for us to understand that our interventions are effective and deliver value.

Health Visitors Ages and Stages Questionnaires

The Department of Health has developing an outcome measure of child development at age 2 – 2½ years. The data for which will be published in the Public Health Outcomes Framework from 2015. The measure will help monitor child development across England from year to year, and potentially also use the data to track children's outcomes as they grow up.

In addition to providing national and local population level data, the assessment tool used for the measure, Ages & Stages Questionnaires®, Third Edition, (ASQ-3™): supports health visitors to identify any early problems in individual children's development leading to effective early intervention, help to support children to be ready for school and learning, and feed into the child's two year review.

ASQ3 was developed as a parent completed developmental and social-emotional assessment tool used for screening and was introduced in Bromley in June 2015. The full ASQ programme includes 21 questionnaires ranging from 1 month to 66 months. For the 2-2.5 year assessment there is a choice of questionnaires 24 months/27 months or 30 months.

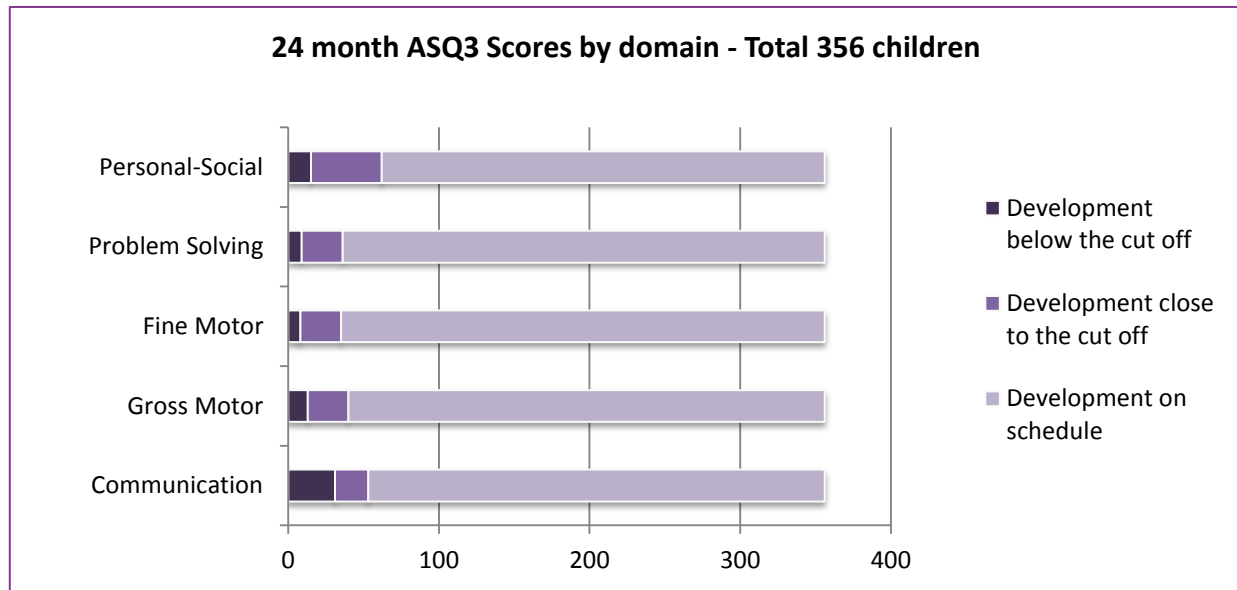
The appropriate questionnaire for the child's age can be posted or given to parents in person, Each questionnaire has a short demographic section and 30 questions about the child's development divided into five domains with response options of 'yes', 'sometimes' 'not yet'.

The 5 domains are:

- Communication
- Gross motor
- Fine motor
- Problem solving
- Personal social

The ASQ-3 results in a score (out of 60) for each area (communication, gross motor, fine motor, problem solving and personal-social) and these are compared to cut-off points on a scoring sheet. Scores beneath the some cut-off points indicate a need for further assessment; whereas scores in other cut-off point's area call for discussion and monitoring; and scores above the cut-off suggest the child is on track developmentally the cut off points vary depending on the questionnaire being used.

The table below shows that at 24 months of age, over 82.5% of children assessed using the ASQ3 scores showed that they were reaching their developmental milestones.



Audit of outcome measures for children with faltering growth referred to the children's dietetic service

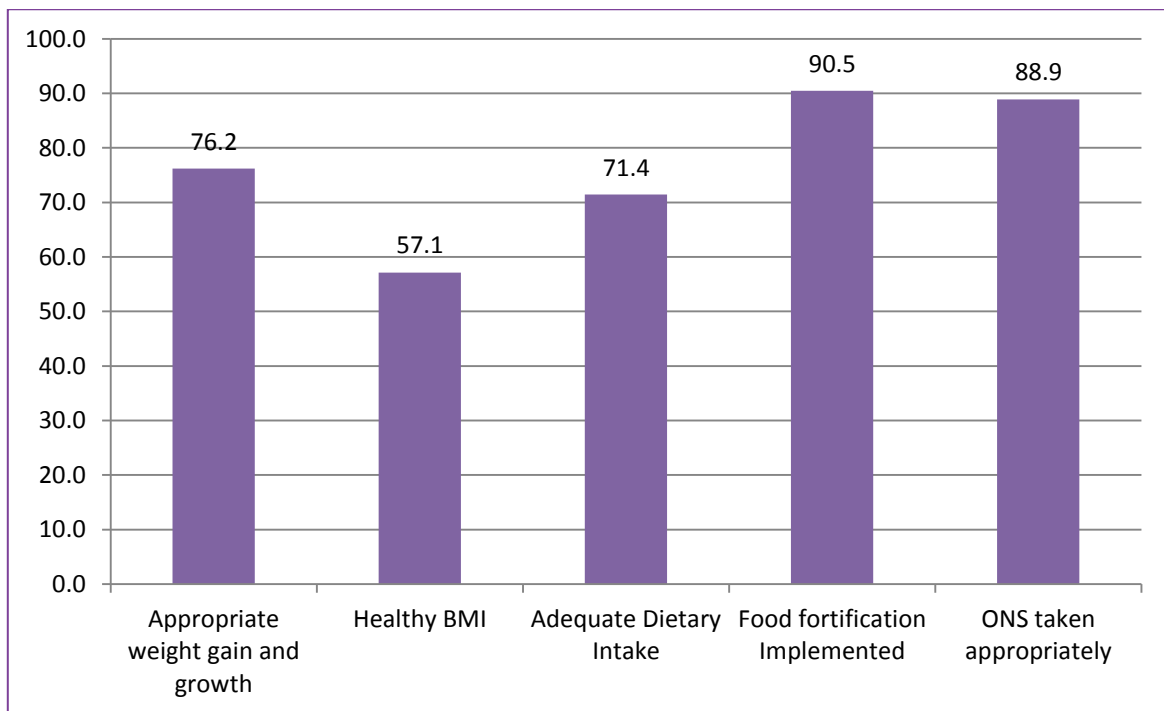
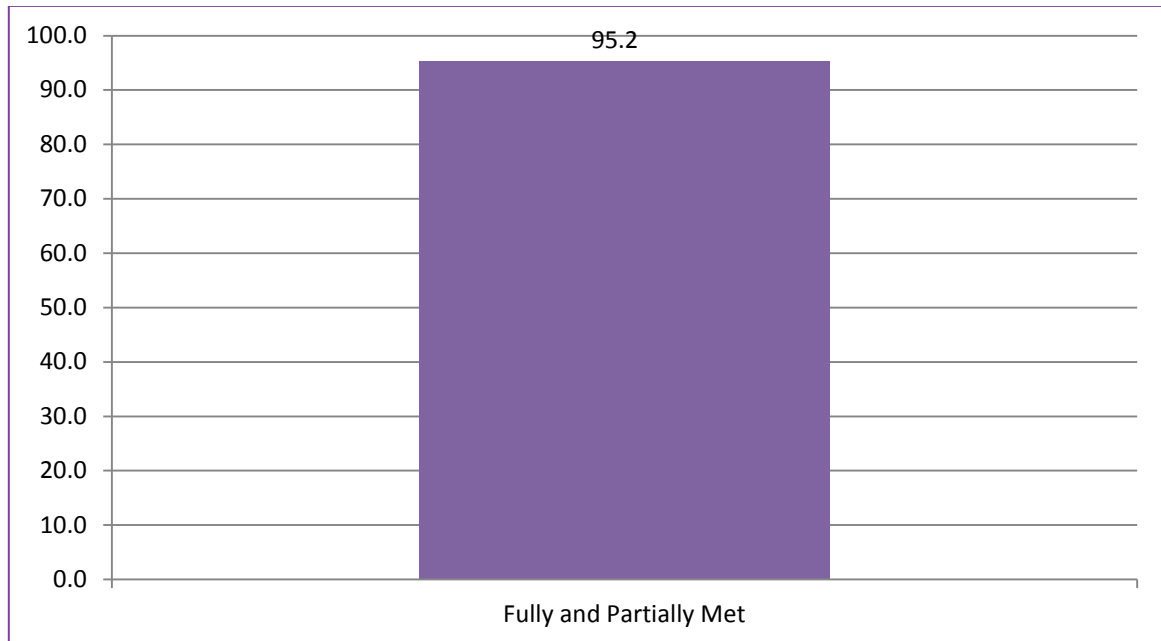
To ensure that we are providing an effective service to children with faltering growth we carried out an audit of our children's dietetic service. Children were assessed for appropriate weight gain and growth, if children over 2 years of age had a healthy BMI; that food fortification had been implemented and that oral supplements were taken appropriately.

At least 85% of children referred for faltering growth should show improved outcomes

- 57.1% of patients were fully meeting their outcomes at their review appointment
- 38.1% were partially meeting their outcomes at their review appointment
- 4.8% of patients were not meeting any of their outcomes at their review appointment

95.2% of patients were either fully or partially meeting their outcome measures at their review appointment.

Percentage of patients meeting the individual outcomes at their review appointment



The audit has demonstrated that children referred to the dietetic service have significant improvements in their clinical outcomes in terms of growth.

By developing an outcome measure for faltering growth it has helped standardise the aim of treatment for each child taking into account their diagnosis, age and social circumstances. This has led to better goal setting and achievement of growth. All children showed improvement as a result of their dietetic intervention.

MEND and HENRY healthy lifestyle programmes

MEND (Mind, Exercise, Nutrition ... Do it!) is a free healthy lifestyle programme for children aged 5-13 years. The programme supports children above a healthy weight, to become fitter and healthier through fun activities for all of the family.

"I've enjoyed the programme very much. It keeps me motivated and focused to eat well and add more activities for my children. I am now encouraged to go swimming."

"The MEND team in my opinion were fantastic! All are very easy to talk to or approach. They are a total credit to the scheme."

The Healthy Weight team



HENRY- Health Exercise Nutrition for the really young. This holistic eight week course recognises that emotional wellbeing and confident, responsive parenting are just as important for a healthy lifestyle as nutrition and activity.

"I can honestly say that the course exceeded my expectations and I have learnt more than I expected. Whether directly or indirectly we are all benefiting more as a family." (March 2016)

Smokefree Bromley service

Clients can get free help and advice from trained advisors who provide specialist stop smoking support. Clinics are available across the borough as well as Bromley Healthcare's Smokefree Bromley mobile clinic (pictured in the background below).

The Stop Smoking team– with Bromley Healthcare's Team of the Month award



Improving Access to Psychological Therapies (IAPT)

The IAPT service is provided by Bromley Healthcare (who has the clinical lead) for the step 3 services, Bromley & Lewisham MIND for step 2 Level of service and Bromley Community Counselling Service for practice based counselling services.

Historically the service has been under pressures to meet performance / contract targets and struggled with leadership / staffing issues. This resulted in the failure to meet the IAPT targets in Qs 1 & 2 in 2015/16.

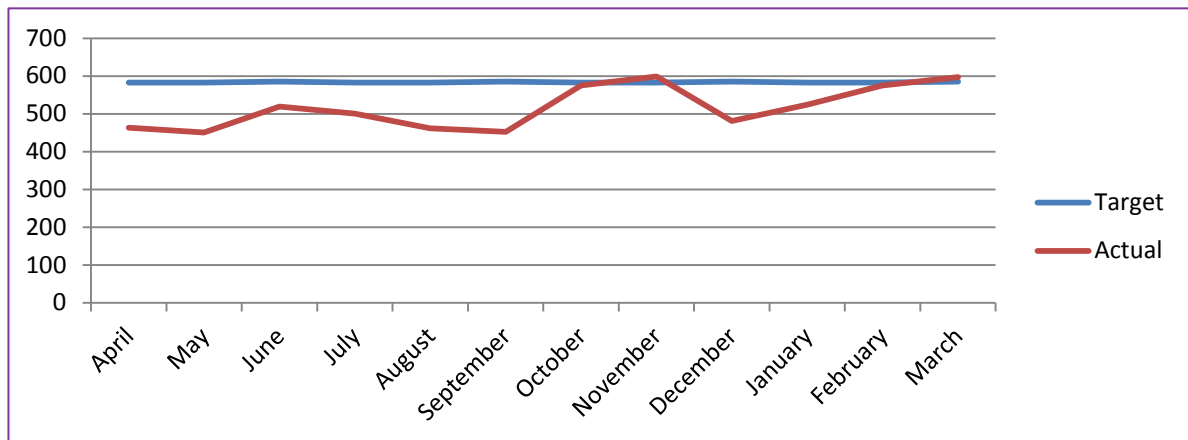
The Clinical Commissioning Group asked the service to meet its performance targets in Quarters 3 and 4 with the exception of the recovery rate this was achieved. The recovery rate had increased gradually over the last 6 months and the service exceeded the target in Quarter 4. Over performance against the performance targets continues into April 2016.

The IAPT team – with Bromley Healthcare’s Team of the Month award.

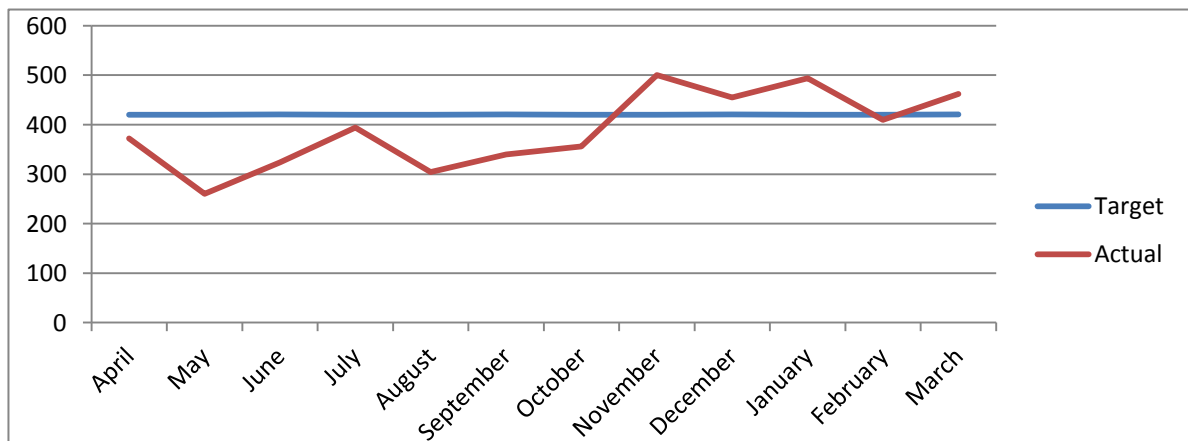


This improvement in performance is demonstrated in the graphs below, and has resulted from taking a whole system approach to the service, and by encouraging closer working across all of the partner agencies.

2015-16 Referrals into the service



2015-16 Entering Treatment



Diabetes improvement

A new model of working saw the adoption of an integrated care pathway model for diabetes across all tiers and providers in Bromley. It was recognised that the majority of routine diabetes care can be provided in the primary setting together in partnership with patients, and that a large proportion of specialist care can be provided by a specialist community services, rather than concentrating on secondary care.

The service focused on achieving the best outcomes for patients, with easy local access to care and best value for commissioners ensuring that the care for diabetics is located in the most appropriate and convenient location for the patient and that we work to increase the level of self-management of their condition by patients. Previously, only half of patients received all of the NICE guidelines (National Institute for Health Care and Excellence) 9 recommended care processes and treatment targets.

The service has shown improvements of the following recording key care processes for community diabetes service of over 80%.

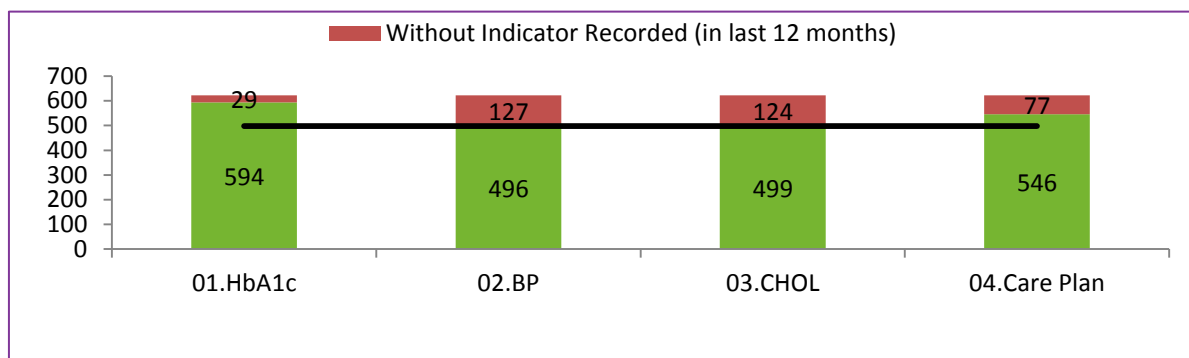
- HbA1c (a blood test enabling clinicians to get an overall picture of what our average blood sugar levels have been over a period of weeks/months)
- Blood pressure,
- Cholesterol and
- Care Planning

To date 30/45 practices are signed up to the Advanced Primary Care Practice (APCP) scheme and we are working with the local GP Alliance to look at models to provide the principles of the scheme to the remaining 15 GP practice's patients - i.e. achieve 100% coverage in 2016/17.

Since the start of the scheme we have repatriated over 150 patients from secondary care to the community service and over 450 patients from the community service to primary care accredited practices.

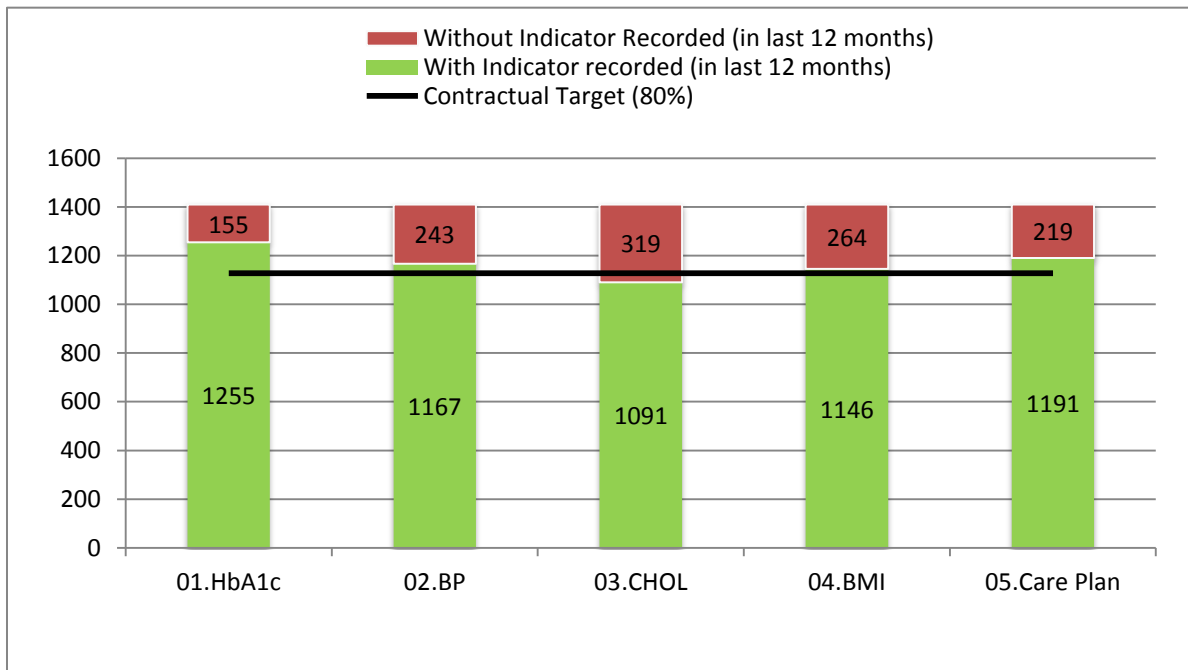
Croydon Diabetes Results

All Patients



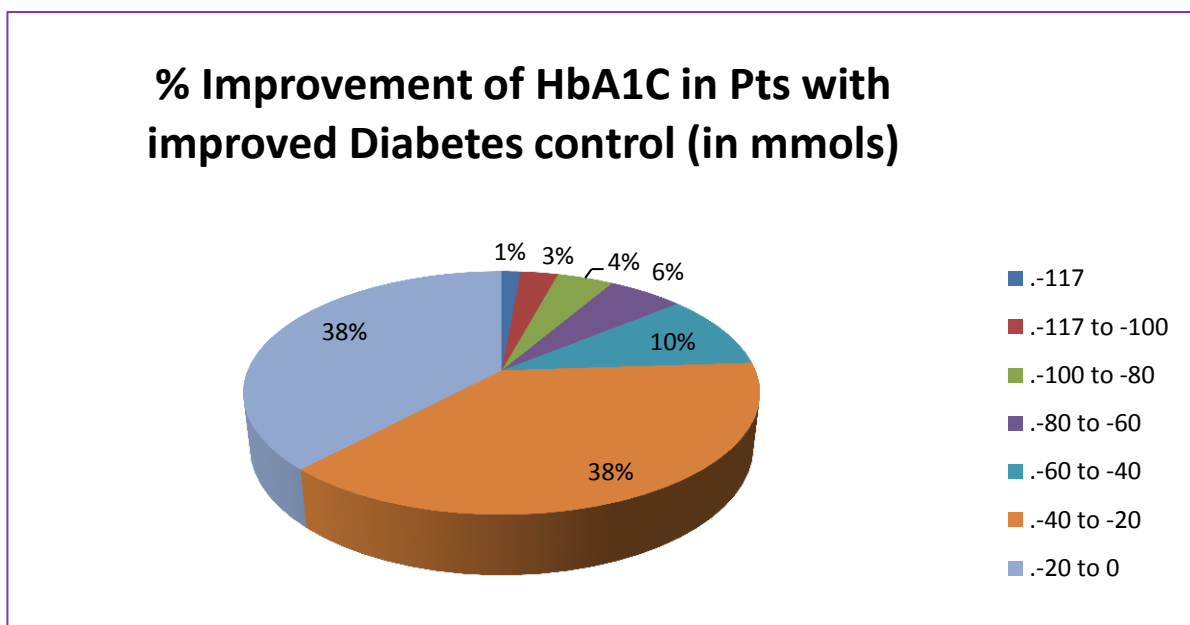
Bromley Diabetes Results

All Patients



Improvements in HbA1c results for patients within the community service

We undertook an audit of the improvement in HbA1c of patients diagnosed with Type 2 Diabetes following the initiation of Insulin or GLP-1 therapy by the Diabetes Community Team for the period July 2014 – July 2015. This related to 112 patients and identified that 63% of patients showed an improvement in HbA1c levels. The following pie chart shows the 63% improvement broken down by range of improvement by mmol:



Access to patient education programmes exceeds national performance (referrals in excess of 80% of diagnosed patients in accredited practices, at least 70% of those referred attend course and of those 97% complete the course). Nationally on average only 16% newly diagnosed patients are referred to patient education < 1 year diagnosis and only ¼ of these attended. In Croydon those attending the courses there is a high level of completion (DAFNE 93%, DESMOND 89%, conversation mapping 81%)

Innovation and Technology

Insulin pump

Bromley Healthcare staff have been very proactive in seeking solutions to improving service provision by utilizing new technology.

An example of utilising Innovation to improve patient care is the Insulin pump as displayed below by the Bromley Healthcare diabetic specialist nurse Ruth Allinson.

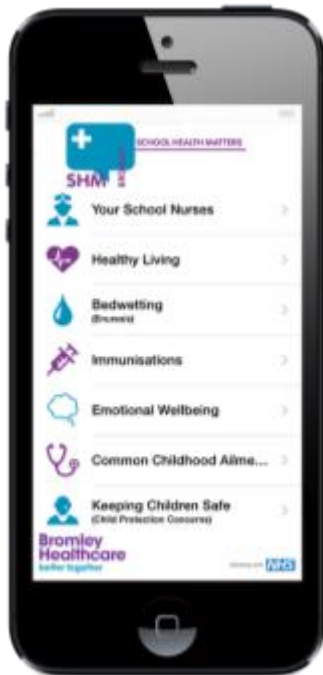


An insulin pump is a small electronic device, about the size of a mobile phone that can be easily carried on a belt or inside a pocket making it virtually invisible to others and allowing a very discreet therapy.

The pump, through a Continuous Subcutaneous Insulin Infusion, replaces the need for frequent injections by delivering precise doses of rapid-acting insulin 24 hours a day to closely match the body's needs.

The roll out of the patient clinical information system 'EMIS' has been a huge undertaking which has included the training of staff to use iPads while out and about in the community. The technology is helping us to understand how we can deliver care more safely and effectively, and the ability to measure clinical outcomes.

School Nursing Service – ‘School Health Matters’



This app was developed with the help of the Health Improvement Service and is an excellent example where services have worked together to develop a service improvement.

The app has increased the communication channels to children, young people and their families, as well as raised the profile of School Nursing.

The purpose of the app was to help parents to answer those tough teenage questions on health matters ranging from the changes they undergo during puberty to treating common childhood problems like enuresis (bed wetting).

Working with external providers - Integrated care networks

Bromley's Biking Buzz

Bromley Healthcare children's physiotherapy team attended Bromley's Biking Buzz which is a fantastic free biking event looking to get children cycling, and with the emphasis on offering help and advice on adapted bikes. All of the children was assessed for the most suitable bike and left with a pack containing details of charities available to help with funding, where to take your bike when you've got it and information on cycling groups to join.

"We saw a couple of children riding bikes who have never managed it before."

Podiatry survey with Healthwatch

Healthwatch undertook a patient engagement exercise on behalf of Bromley Healthcare and the Bromley CCG.

Healthwatch held a focus group with service users of Bromley Healthcare's podiatry service to establish the common themes and experiences. The results established that the service offered by podiatrists themselves was of an excellent standard.

Working in partnership to support people with dementia.

Alzheimer's Society's 'Dementia Friends' programme is the biggest ever initiative to change people's perceptions of dementia. It aims to transform the way the nation thinks, acts and talks about the condition. Bromley Healthcare is a member of the **Kent Dementia Action Alliance** which supports communities and carers to recognise early signs of dementia.

Clinically early screening of dementia is being offered across all clinical services in Bromley Healthcare. In 2015-16 we successfully delivered our CQUIN that supported our ability in the early identification of people with dementia and those experiencing cognitive impairment. Bromley Healthcare places particular emphasis on working towards supporting and signposting carers appropriately and to ensure that all staff (both clinical and administrative) have a dementia friendly focus.

Working to improve the mental wellbeing of our community – away day with Oxleas

We held an away day with our community teams and teams from the older adults directorate in Oxleas to understand how we can improve to support each other with referral pathways and the early recognition of people who are physically unwell who may be suffering from mental illness, as it is important that we look at people completely and not treat them in isolation.

Bromley Healthcare Working with staff at St Cecelia's Leonard Cheshire Disability home in Bromley

The rehabilitation engineer and the clinical lead of Bromley Healthcare wheelchair and special seating service visited St Cecelia's Leonard Cheshire Disability (LCD) home in Bromley. LCD provides care for people with physical and sensory impairments and people with learning disabilities.

The expertise of the Bromley Healthcare staff helps to ensure that the clients get the right kind of wheelchair for their needs, as well as on-going support and advice or repairs.

Quotes from Leonard Cheshire Disability staff:

'I was very impressed with the way that the team worked together to question a resident of the home, to ensure that she was clear about her options and the advice and support that we were offering.'

'Yet again, it had been a privilege and a joy to witness the person to person, professionalism and care of the staff of Bromley Healthcare.'

Wheelchair service Team – working with St Cecelia’s Leonard Cheshire Disability



Desmond Team of the Year

This international award recognized the innovative approach and hard work exhibited by the Health Improvement Service’s Lifestyles team when delivering the ‘Walking Away from Diabetes’ programme in Bromley.



3.3 Safety – Improved patient safety and reduce harm

Providing safe care to our patients is a priority for Bromley healthcare. We recognise that the communities that we work with are all vulnerable, therefore it is essential that from that initial encounter we protect them by having robust ways of working in place as well as having the skills and competencies to recognise quickly when further help is required.

Patient safety goals for 2015-16

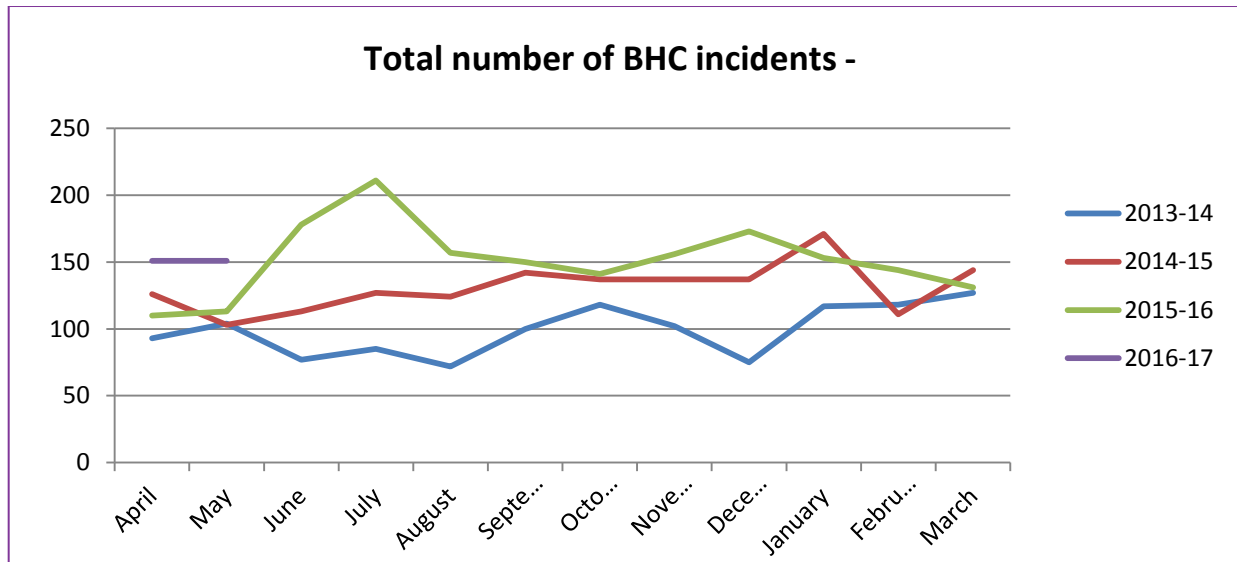
Quality indicator	2015/16	2014/15	Data source
Zero tolerance for MRSA bacteraemia	0	0	Infection control
Zero tolerance for Clostridium difficile	0	0	Infection controls
Able to demonstrate that there is learning feedback from the outcomes and action plan and learning from incidents to staff?	94%	n/a	Quality assurance visits
Mental Capacity assessed for each patient	81%	n/a	Quality assurance visits
Staff can give examples of being open and honest open and honest with patients and have involved them when things have gone wrong	100%	n/a	Quality assurance visits
All patients have a risk assessment in their medical records	94%	n/a	Quality assurance visits

Summary of our service specific improvement patient safety goals 2015-16

	Service	Target	Q1	Q2	Q3	Q4
Highest standards of infection control 100% best practice, 100% of the time	Dental	90%	93%	n/r	99%	99%
Patients seen for a swallowing problem in the community will be given an eating and drinking plan to reduce the risk of aspiration	Adult Speech and Language therapy	70%	43%	79%	82%	73%
All clients under 16 have a Fraser assessment at each visit	C&RH	85%	100%	100%	100%	100%
Post-operative prostatectomy patients will be fast tracked and seen within 3 working days of received referral	Bladder and Bowel	100%	99%	50%	100%	100%
To assess children with suspected non accidental injury within 1 working day	Community paediatricians	80%	86%	100%	86%	100%
Urgent patients seen within 2 hours	Medical response team	90%	82%	67%	50%	100%
Falls risk assessment completed within 72 hours	Home pathway beds	100%	Not due	100%	100%	Not due

Incident Reporting: Total number of Bromley Healthcare incidents since 2013

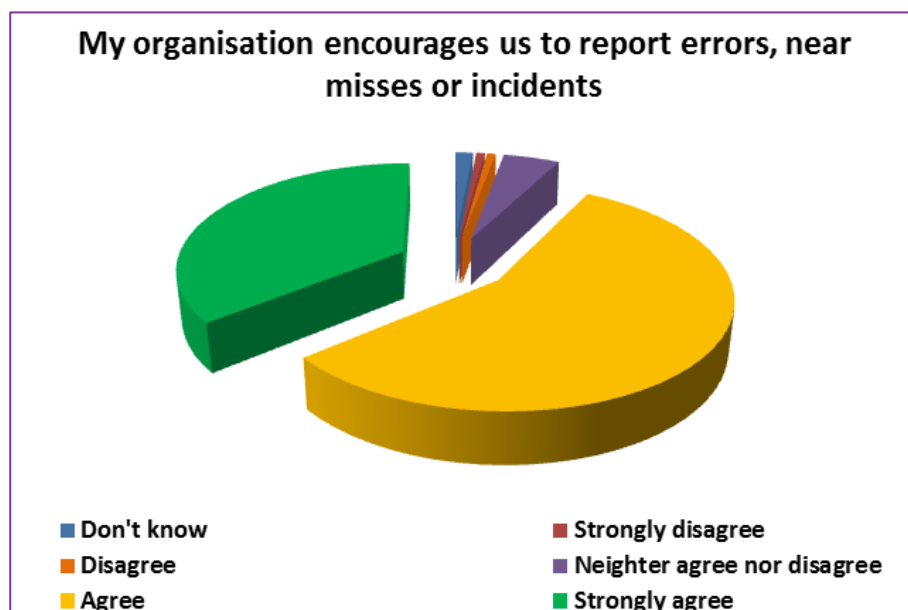
Incidents, improvements in safety and safeguarding strategic plans are monitored and developed through the improving safer care group. There is a trend towards a higher number of incidents being reported. It is felt there is a strong culture of incident reporting in the organisation embedded over time through training at induction and line managers reinforcing this practice.



Incident Reporting- Staff survey results (2015-16)

89% of staff knew how to report a concern about unsafe clinical practice.

92.3 % of staff agreed that 'my organisation encourages us to report errors near misses or incidents'.



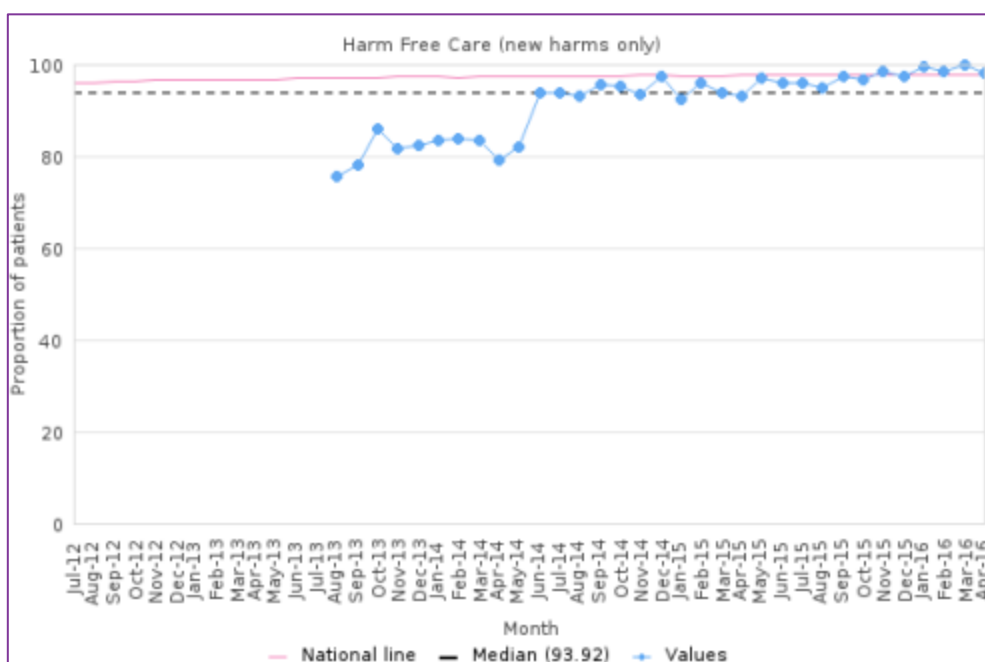
76% of staff agreed that they would feel secure raising concerns about unsafe clinical practice.



How safe are we?

National Safety Thermometer

Bromley Healthcare contributes to the National Safety Thermometer. We continue to show improvement in ensuring that patients who are in receipt of our care do not experience any harm the national target for patients receiving harm free care is 95% at Bromley healthcare we achieved that figure by March 2016.



Learning from incidents and improving our care

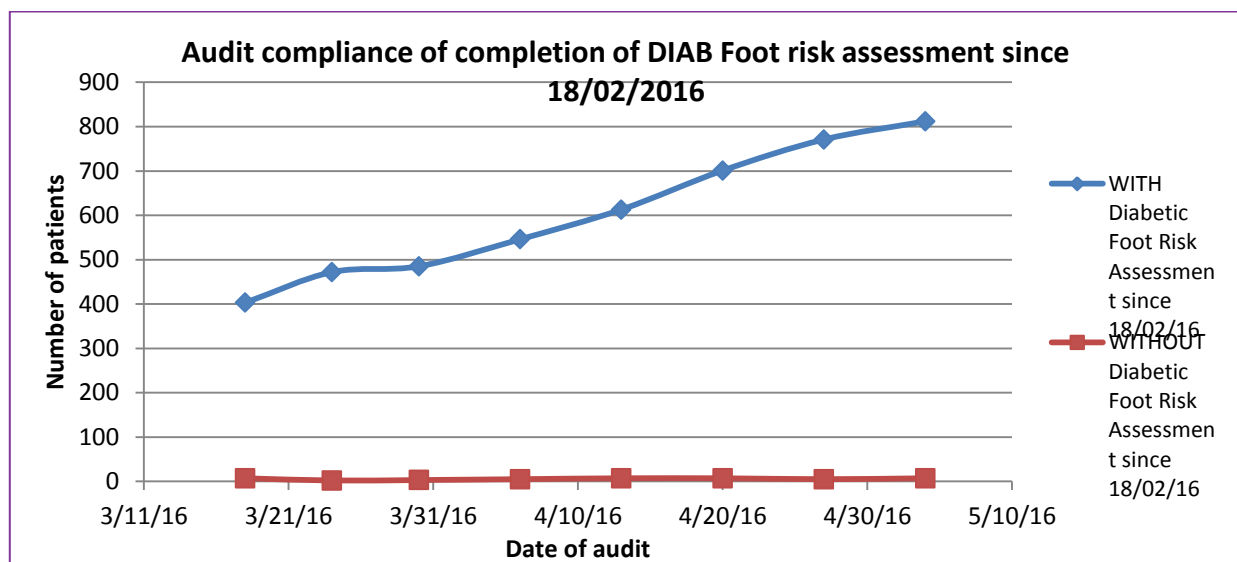
Improving podiatry assessments for people with diabetes

To ensure that our service follows NICE guidelines in 2015/6 we piloted our new podiatry patient record. The patient record assessment templates were redesigned to reflect the assessment criteria in line with the quality recommendations of the NICE Guideline for the management of the diabetic foot. The redesign demonstrated improvements in the delivery of safer standards of care.

The podiatry department received daily reports on their completion of the template and this has improved safety performance from 10% to >98% as described in table 1.

The graph below shows the improvement in the quality of podiatry assessments for those patients with diabetes who have podiatry care needs.

Table 1



Preventing breakdown in skin integrity

Pressure Ulcers continue to be our most common cause of serious incident. We currently participate in the Health Innovation Networks community of practice programme to reduce pressure ulcers in south east London and have a commitment to the sign up to safety campaign to reduce avoidable pressure ulcers by 50%. The total incidents of grade three and four pressure ulcers are reduced throughout 2015/6 including the number of avoidable pressure ulcers 11 in Quarter 1 to 4 in Quarter 4. We have a commitment to have 0 grade 3 and 4 by 2016/7.

Pressure Ulcer App

We have joined forces with Kings Health Partners and 3M Healthcare to launch an educational app to assist staff with training in pressure ulcer prevention. The app was introduced to support staff with education on pressure ulcer prevention care. Currently 79.1% of staff have completed the training using the app we aim for this to increase to 95% by 2016/7. 3M Healthcare will be supporting the tissue viability team to raise awareness and to assist with downloads by contacting teams and providing short meetings.

KING'S HEALTH PARTNERS
Pioneering better health for all

Bromley Healthcare
better together

Kings Health Partners and Bromley Healthcare Tissue Viability Training & Education App.

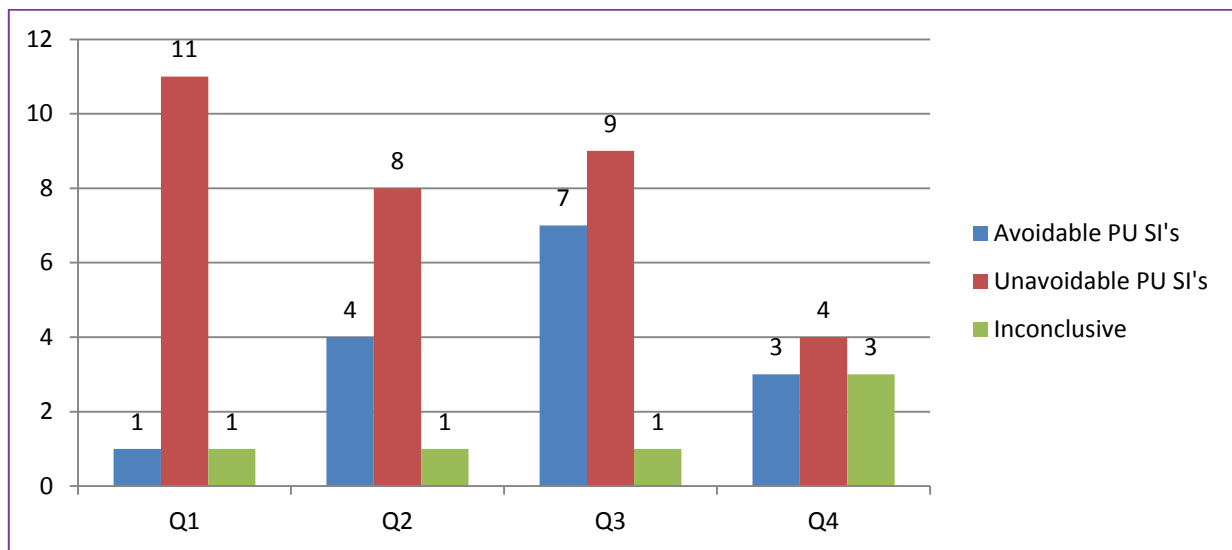
- Improve your clinical skills and knowledge with quick and convenient access to training on the go.
- Complete bite sized modules and test your knowledge with quizzes.
- Keep track of your progress and compare your scores with colleagues in your job group and hospital.

Be the first Community Team or Service to have all staff trained and

win a selection of cupcakes!*

Learning at your fingertips with the new King's Health Partners and Bromley Healthcare training and education app.

Table 2 Comparison between avoidable and unavoidable for pressure ulcer SI's



In March 2016 we undertook an audit of patients known with a grade 3 and grade 4 pressure ulcer, the results were:

Measure 1 - 80% records had evidence of an assessment of risk

Measure 2 - 100% records had a Medley assessment and score

Measure 3 - 100% records had a grading according to the NCPUAP category

Measure 4 - 32% records had a photograph, of the remaining 68% 90 % had a 'wound assessment tool completed, within which evidence that the wound had been measured - for some of the tools completed photo taken was ticked but no evidence of photo in record

Compliance of 100% is expected against NICE guidelines. The documentation of assessment of risk fell short by 20%, there was a shortfall in the number of photographs available in the records this needs to improve to 100%. This work continues to be a priority for us in 16/17.

The Family Nurse Partnership -promoting positive experience to the parent.

The Family Nurse Partnership is a voluntary programme for first time young mums and dads. A specially trained family nurse visits regularly from early pregnancy until the child is two. Family nurses are helpful, friendly, non-judgmental and respectful to young parents and any other family members who may play a role in the baby's life. In December 2015 the FNP team laid on a Christmas party for their service users. At that party the team carried out a short evaluation and received very positive feedback:

"It helped that you can talk to someone you can trust, they are not just there for the baby, they are there for us"

"It's is someone (FNP Nurse) that I get along with, you trust them enough to learn new things: bathing baby, making bottles, changing nappies"

The Falls Team



Falls tea party

The first anniversary of the Balanced Lifestyle Group saw the Falls and Fracture Prevention Service host a tea party for its former and current members.

The group is an individually tailored, evidence-based exercise and lifestyle programme comprising of 12 weekly group sessions and a home exercise programme.

Two of the staff have qualified as postural stability instructors; an evidence based programme designed for frailer older people with a history of falls in the community.

The aim of the group is to improve postural stability and prevent falls and injuries through safe, effective, life related exercise.

The exercises are tailored to individual health, functional and fall specific needs, personal goals and interests. It also informs and educates participants how they can make positive health and active lifestyle choices that reduce the risk of falls, improve functionality, and quality of life by encouraging patients to make positive health and lifestyle choices.

The Falls tea party was a great success and a chance for the clients and their family members to dress up and enjoy one another's company. The event was held in a church Hall in Bromley. Several of those present had arrived by bus, an option that was just not available to them prior to the intervention provided by the Falls team.

Clients enjoying the Falls tea party



Patient Safety

The Adult Speech and Language service won a **Health Innovation Network South London** innovation grant for its 'making mealtimes matter.'

This innovation enables staff to deliver swallowing and dysphagia training to staff working in nursing homes, ensuring that people are less likely to choke or develop aspiration pneumonia.



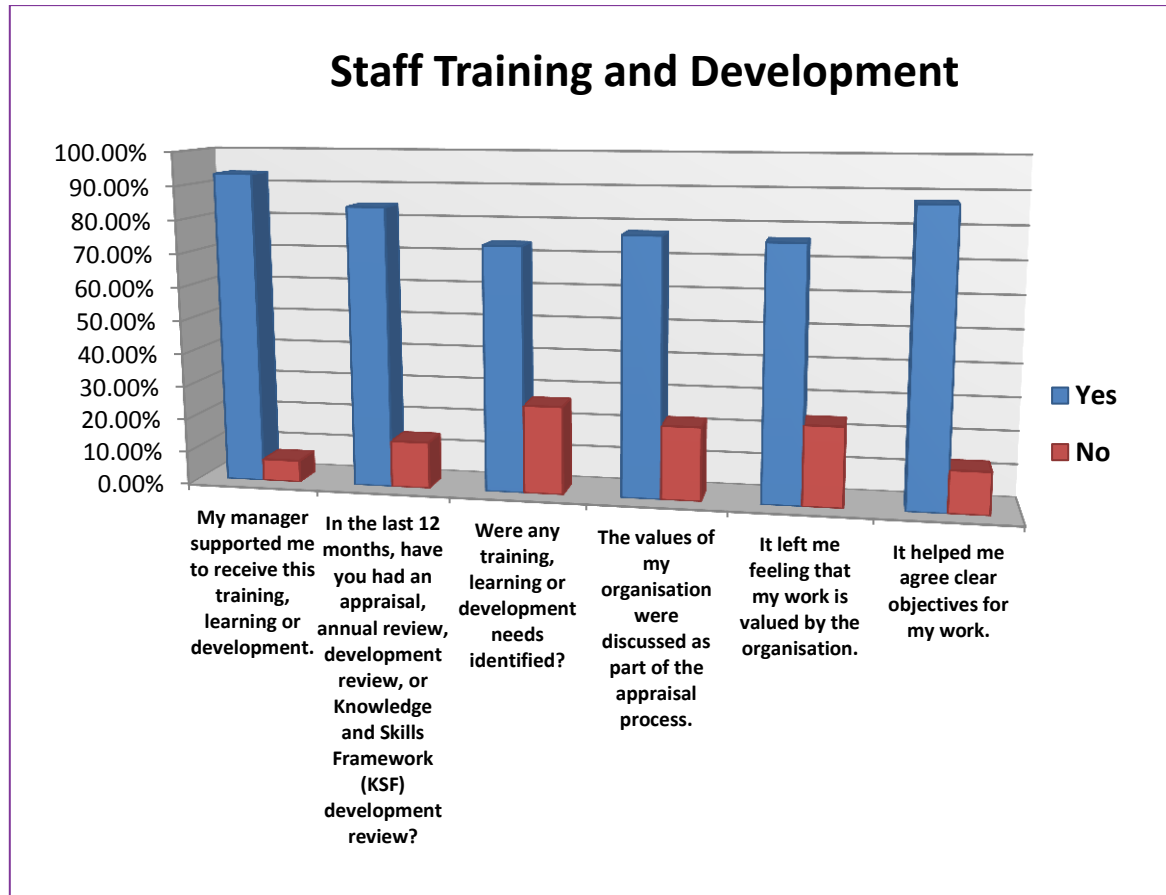
Part 4 Bromley Healthcare-a great place to work

Standard	15/16	14/15	Source
Mandatory training	86%	86%	Training team
80% of staff are trained in Level 1 safeguarding	83%	90%	Training team
80% of staff are trained in level 2 safeguarding children	83%	77%	Training team
80% of staff are trained in level 3	83%	83%	Training Team
100% of staff receiving safeguarding supervision	100%	100%	Children's safeguarding team
Appraisal	83%	82%	Training Team
Vacancy Rate	10.71%	-	Human Resources

Supporting Staff Training

Staff Survey 2015-16

The results of our performance against our training and appraisal performance is supported by the feedback from our staff survey:



Care Certificate

St Christopher's Hospice held an awards evening in December 2015 to recognise the success of students, including four from Bromley Healthcare, who have completed the Care Certificate Programme in partnership with St Christopher's Learning Centre.

The Care Certificate (Cavendish) from St Christopher's, has been given City and Guilds accreditation for its high teaching standards and assessment rigour.

The aim of the course is to ensure that all new staff new to healthcare are equipped with the knowledge and skills to provide high quality, compassionate care. The programme co-ordinator, commented on the particularly high standard of work produced by the Bromley Healthcare students.

Care Certificate awards



GP Academic half-day seminar

Bromley Healthcare staff were delighted with the excellent turn out at the Bromley Healthcare Diabetes Conference in February 2016. Over 90% of attendees told us they found the event useful.

We had presentations from external speakers such as; Kings College Hospital, Dr Patha Kar, Ex-Clinical Director for Diabetes Portsmouth Hospital NHS Trust and Dr Charles Gostling, Diabetes Joint Director from the Health Innovation Network. This event was also an excellent opportunity to formally introduce our new heads of service, as well as sharing some of our successes with the Advanced Primary Care Practice model.

Bromley Healthcare Diabetes are also launching a programme of education evenings designed to keep primary care teams up dated with all our services and specialties. The evenings will also be a good opportunity for networking between our dedicated Consultants, Specialist Nurses and Primary Care Teams.

Supporting leadership

A number of our staff have been on leadership programmes or completed the NHS leadership programme. We believe in promoting good access to clinical leadership has a positive experience to both our staff and patients. Each month we award an individual and team for their contribution to outstanding work.



Many congratulations to Nicola Cottington who received the NHS Leadership Academy Award in Executive Healthcare Leadership from Simon Stevens, CEO of NHS England, at an awards ceremony at The Royal Institute of British Architects.

The programme is the world's leading development programme for aspirant directors and takes a year to complete.

Awards

Gillian Harman, our award winning Tissue Viability Specialist Nurse, has been shortlisted for yet another award. This time it's the '**Chronic Oedema and Lipoedema Nurse of the Year**' (British Journal of Nursing Awards).



Queens Nurse: This title was awarded to Debbie Roots the specialist C.O.P.D. Nurse in recognition of the fact that she has demonstrated a high level of commitment to patient care and nursing practice.



Innovation and Growth Award

Bromley Healthcare received the **Innovation and Growth Award** at the annual Bromley Business awards ceremony in October 2015.

The Bromley Business awards are part of the prestigious London Business Awards celebrating business success and bringing together best practice within the communities. The award categories recognise outstanding, local small to medium sized businesses.



As a local employer, and an organisation that serves the local population, the judges recognised the work that we have all done in:

- Securing the highest friends and family scores in London 98%
- Improving clinical effectiveness
- Improving productivity
- Implementing integrated care models
- Successfully winning new contracts (7% annual growth)
- Improving recruitment process through the use of a new software system
- Improving our clinical information systems by introducing another new software system that works more closely with the system used by our GP colleagues

Bromley Business Awards Innovation and Growth Award



Staff Awards

Nominations for the star and team of the month awards demonstrate that staff are recognised by their colleagues for the great work they do.

Team of the Month - Adult Speech and Language Therapy



Star of the Month - Angela Bowman, Fracture Liaison Nurse



Staff Ball

The Bromley Healthcare charity supports the annual Staff Ball at which a number of staff awards are presented in recognition of the hard work that is carried out by staff throughout the year.

Staff Ball.



Bromley Healthcare Charity

The objectives of the charity are based around providing supportive environments to enable people to learn new skills, build their confidence and feel more positive. The charity currently support five different areas and are doing this in partnership with a range of specialist charities and with the help of volunteers.

Attendance at the clubs and groups is free although a referral from a clinician is required in some instances. This year our plan is for the charity to support local groups to make at least 13,000 connections with local people.

As Dr Andrew Parson, a local GP and Chair of the NHS Clinical Commissioning Group said:

" I welcome the work of the Bromley Healthcare Charity, as it encourages 'self-help' and recognises the importance of personal motivation in looking after one's own health."

1. Baby Café



Provides breast feeding support in a coffee club environment. Run by the National Baby Café. 1,500 mums have attended the group over the past year and in a recent evaluation, 98% of members felt that 'joining the Baby Café has had a positive influence on them, their baby and their family. Member's comments included:

"Kate has been amazing and very encouraging with our feed struggles."

"Really helpful to talk to a breast feeding counsellor"

"Excellent advice and very relaxed atmosphere. Great to have someone to reassure one that things are progressing well, particularly when you are a first time parent"

"I really struggled to breastfeed initially and probably would have given up without Kate's support. She also spotted my baby's tongue tie and referred him so that he was treated quickly".

2. Stroke Club



Volunteers support people recovering from a stroke in a social environment with specialist therapy input. Run by the National Stroke Association.

3. Leg Club

Supports people recovering from leg wounds in a social setting with clinical support. Run by Bromley Healthcare and The Lindsay Leg Club Foundation.

4. Walking for health

Encourages mums to stay active during pregnancy and after birth. Takes people on walks led by volunteers with support from the ramblers association and Macmillan Cancer support.

5. Easy Breezy Course

Supports people who are experiencing breathing difficulties. Run by Bromley Healthcare and Bromley Working for Wellbeing.

Statements from Stakeholders

NHS Bromley C.C.G

Clinical Chair: Dr Andrew Parson

Chief / Accountable Officer: Dr Angela Bhan

Bromley Healthcare Quality Account 2015-16

Thank you for the opportunity to comment on Bromley Healthcare's quality account for 2015-16. Bromley CCG is committed to working closely with Bromley Healthcare CIC to ensure the ongoing delivery of high quality services for our population. Bromley Healthcare provides a range of community services to the population of Bromley for adults and children in addition to the GP out of hours service (EMDOC) and the rehabilitation service.

Clinical Quality Review Group (CQRG)

Bromley Healthcare has participated fully in the monthly Clinical Quality Review Group meetings where performance against key quality indicators is measured and reported. In addition the CCG attends the Safer Care Group, formerly the BHC incident review panel and the Bromley Healthcare/Kings Pressure Ulcer Panel through which additional assurance is gained.

Achievements and Challenges

Bromley CCG is extremely pleased that Bromley Healthcare staff have won plaudits particularly in relation to Tissue Viability and COPD and is held in such high esteem by service users and we welcome the emphasis going forward on personalised patient care and partnership working. Bromley Healthcare, like many healthcare providers, faces the challenges of recruitment and retention of clinical staff and we therefore welcome the opportunity to work with the organisation to develop new ways of working and developing fully integrated services across all providers. The quality improvement targets agreed between the CCG and Bromley Healthcare that are outlined in the Quality Account have largely been achieved and, where performance targets were not met, these are being addressed through relevant recovery plans which are monitored through the CQRG. This year there have been some particular challenges around waiting times in some services and where there have been adverse incidents Bromley Healthcare have worked to improve leadership and staff clinical skills.

Commissioning for Quality and Innovations (CQUINs)

The CCG commissions for quality improvement and innovation also known as CQUINs. For 2015/16 these included: early identification of patients with memory problems and appropriate onward referral; working with healthcare providers across Bromley to prevent unnecessary hospital admissions and to work in an integrated way to improve the whole system discharge pathway. Bromley Healthcare met all targets.

The CCG has seen considerable improvements in leadership and learning from feedback and incidents strengthen and, going forwards, welcomes the opportunity to work with the organisation to embed improvements within the rehabilitation, podiatry and diabetes services.

Sonia Colwill CCG Director of Quality, Governance and Patient Safety

NHS Lewisham CC

‘Your Quality Account is very comprehensive and quite ambitious.’

‘Please feel free to reference that Lewisham CCG has read this and supports the key objectives in your quality account.’

‘We particularly liked your desire to have one single patient record and congratulate you in your passion to achieve this.’

Alison Browne -Nursing and Quality Director

NHS Bexley CCG

‘The Quality account presents a picture of improvement in a successful year.. Patient Feedback was good’

‘The use of the pressure Ulcer App is welcome, along with a focus on improving the assessment of Pressure Ulcers’

David Parkins Assistant Director of Quality

Statement from Healthwatch Bromley

Bromley Healthcare Quality Account 2015-16

This report is a response from Healthwatch Bromley reflecting on the work and achievements of Bromley Healthcare 2015-2016. Healthwatch would like to note that this is a well-presented, positive and easily accessible report from Bromley Healthcare. We appreciate the opportunity to comment on the services delivered by Bromley Healthcare within the London Borough of Bromley.

Areas of Success

From a Healthwatch Bromley perspective this is a report with a welcome focus throughout on staff, patients and service development. The breadth shows a wide range of work, with some improvements, as well as particular attention on learning from patients and service users in order to innovate and improve the range and quality of services provided by Bromley Healthcare.

Further areas of success include:

- Emphasis on working in partnership with a wide range of other professionals and organisations, for example local GPs, The Family Nurse Partnership, 3M Healthcare and Kings Health Partners
- Emphasis of innovative methods to engage with the service users and obtain constructive feedback, particularly in the creation of a mobile app
- Good emphasis on staff training, evidenced by the increasing percentage of staff trained in Level 2 Safeguarding children from 77% to 83%
- Clear evidence demonstrating the way the organisation has learned from incidents, concerns and complaints, and responded with service changes and improvements. For example, the improvement of quality of respiratory assessments by issuing all qualified staff with oximeters
- Good clear evidence of listening to patient feedback on referral process and service provision
- Healthwatch is pleased to see an emphasis on the use of sensible strategies regarding the investment of resources in activities that are truly valuable to patients
- Healthwatch is pleased to see there is high levels of patient satisfaction with the bladder and bowel service in the borough (captured on patient opinion)

Areas for Improvement

Further areas of improvement and clarification include:

- Bromley Healthcare offers a mixture of supervision, training, and regular 1-1 as appropriate to individual staff's role. However, the report states that only 85% of staff receive regular one-to-one meetings and annual appraisals. Although this is not part of the target, Healthwatch would like to see an improvement in the percentage of staff receiving regular personal supervision and support to promote best practice
- The organisation also missed reaching the stretch targets in some areas. The most evident being the target for patients with swallowing problems to "show improvement in one source in their outcome measures" - the target was 80% and Bromley Healthcare only reached a total of 70%. Whilst the improvement from 21% to 70% is encouraging, Healthwatch would like to see the service further rise to the challenge of reaching 80% in the coming year
- After a staff survey conducted by the Picker Institute, it was noted that only 76% of staff agreed that they would feel secure raising concerns about unsafe clinical practice. While Healthwatch appreciates that Bromley Healthcare ranked second best when benchmarked against 6 other acute trusts, this is still an area of development for the organisation, in order to ensure best working practice and a safe environment for their patients

Areas of clarification

Healthwatch Bromley and Lewisham would like to see further information regarding how Bromley Healthcare will ensure that patients have a brief risk assessment within 24 hours, or are triaged safely in one working day. Healthwatch was particularly pleased to see Bromley Healthcare working closely with the Oxleas Older Adult Directorate to support each other with referral pathways. Further information around how this joint working would look in practice would be welcomed by Healthwatch Bromley.

June 2016

Statement from the Bromley Health Scrutiny Committee

Extract from minutes of the meeting held at 4.00 pm on 8 June 2016

Present:

Councillor Judi Ellis (Chairman)
Councillor Pauline Tunnicliffe (Vice-Chairman)
Councillors Ruth Bennett, Kevin Brooks, Ellie Harmer and David Jefferys
Linda Gabriel, Healthwatch Bromley

Also Present:

Councillor Diane Smith, Executive Support Officer to the Portfolio Holder for Care Services

11 BROMLEY HEALTHCARE QUALITY ACCOUNT 2015/16

Report CSD16088

The Chairman moved that the attached report, not included in the published agenda, be considered as a matter of urgency on the following grounds:

There is a requirement for the quality accounts of all health providers to be endorsed by the Local Authority and to be submitted to NHS England by 30th June 2016.

Natalie Warman, Director of Nursing, Therapies and Quality, Bromley Healthcare and Julie Miller, Clinical Quality Team Manager, Bromley Healthcare presented the Bromley Healthcare Quality Account 2015/16 to the Sub-Committee, which outlined the provision delivered by Bromley Healthcare across the Borough during 2015/16 and quality priorities for 2016-2020. There was a statutory requirement for all NHS public funded bodies to provide their Annual Quality accounts to NHS England for publication by 30th June 2016, and for this to contain a supporting statement from the Health Scrutiny Sub-Committee.

The Director of Nursing, Therapies and Quality confirmed that the quality priorities for 2016-2020 would be informed by the South East London Sustainability and Transformation Plan and Local Care Networks, and that work would be undertaken in parallel with these initiatives. Bromley Healthcare had developed three key commitments to patients, carers and staff which comprised knowing each patient's story and what mattered to them, ensuring their care was delivered by the right staff with the right skills at the right place and time, and to meet the health needs of the community at the greatest possible value.

The Sub-Committee generally agreed that the Bromley Healthcare Quality Account 2015/16 was an accurate account of service provision, parts of which had been scrutinised by the Care Services PDS Committee and the Health Scrutiny Sub-Committee during 2015/16, and noted the areas identified for future improvement between 2016-2020 and how the implementation of this would be monitored.

The Chairman was pleased to note the emphasis Bromley Healthcare placed on valuing and developing its staff, and that Bromley Healthcare was developing an education and training programme to assist people to build a career within community health services in the Borough. This included work with Bromley College of Further and Higher Education to promote careers within health and social care, and the creation of work placements for students and apprentices.

A Co-opted Member highlighted that Bromley Healthcare met every six weeks with Healthwatch Bromley which supported good communication and closer links between Bromley residents and Bromley Healthcare.

RESOLVED that the Bromley Healthcare Quality Account 2015/16 be supported by the Health Scrutiny Sub-Committee.

Information Governance Toolkit statement 2015-16

We take patient information security very seriously at Bromley Healthcare.

The Information Governance toolkit requires us to self-audit thirty nine requirements which are then scored from 0 to 3. These requirements are then grouped into one of five categories. In order to be compliant with the Toolkit, we must be at Level 2, as a minimum, for ALL our requirements. This year, our overall compliance score was 90%, which was up from the previous score of 82%.

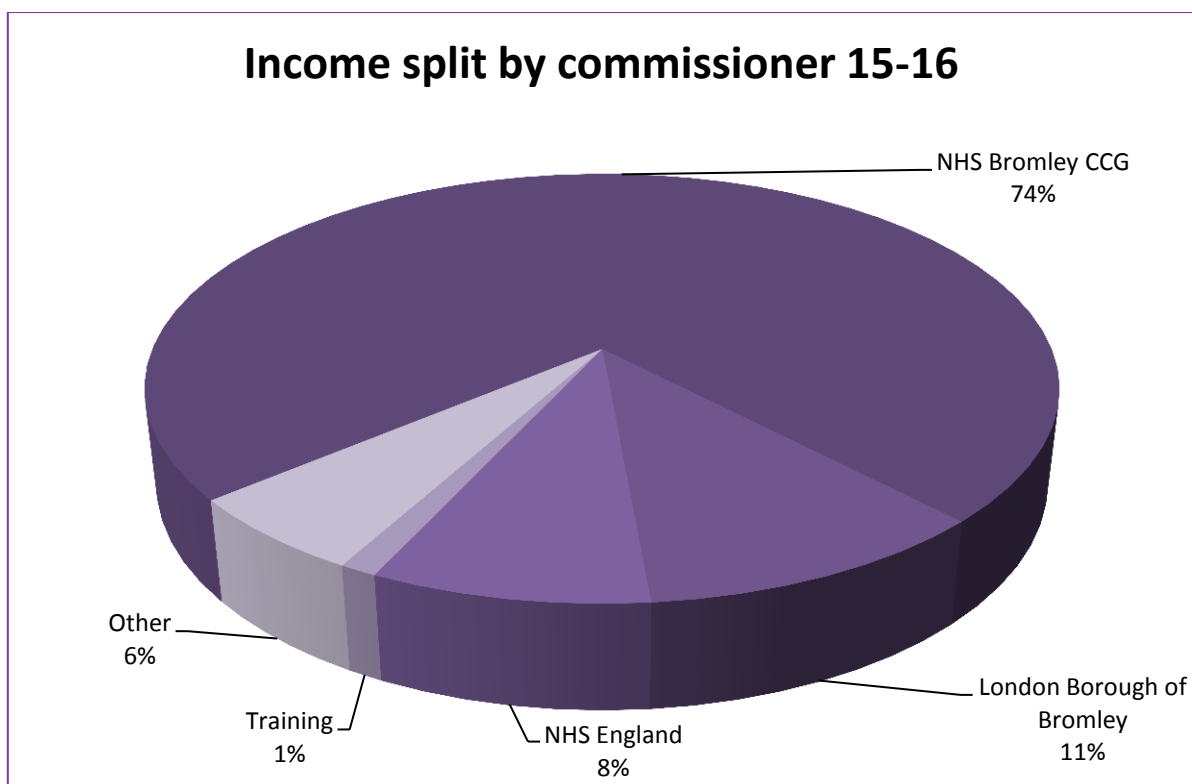
Two categories: Secondary Use Assurance and Clinical Information Assurance, both scored **100%** for the second year running.

Statement of Income

Bromley Healthcare was established as a Social Enterprise on the 1st April 2011 providing high quality NHS care. Since inception, Bromley Healthcare has reinvested over £1.5m back into its front line services.

At the end of the financial year 2015/16 Bromley Healthcare delivered its financial plan, additional community activity over its contracted baseline and a predominantly 'green' balanced scorecard (demonstrating strong financial performance and KPI achievement across services.)

Bromley Healthcare received income from the following organizations during 2015/16:



NHS Bromley CCG	74%
London Borough of Bromley	11%
NHS England	8%
Training	1%
Other	6%
	100%

24th June 2016

Statement by a senior employee in respect of the Quality Account

The Directors are required under the Health Act 2009 to prepare a Quality Account for each financial year.

The Department of Health has issued guidance on the form and content of the Annual Quality Account (in line with requirements set out in Quality Accounts legislation). In preparing their Quality Account, directors should take steps to assure themselves that:-

- The Quality Account presents a balanced picture of the trusts performance over the reporting period.
- The performance information reported in the Quality Account is reliable and accurate
- There are proper internal controls over the collection and reporting of the measures of performance included in the Quality Account and that these controls are subject to review to confirm that they are working effectively in Practice.
- The data underpinning the measure of performance reported in the Quality Account is robust and reliable, conforms to specified data quality standards and prescribed definitions, and is subject to the appropriate scrutiny and review.
- The Quality Account has been prepared in accordance with any Department of Health guidance.

The directors confirm to the best of their knowledge and belief that they have complied with the above requirements in preparing the Quality Account.

By Order of the Board

Signed


.....
Raoul Pinnell
Chairman

Date 28/06/16


.....
Jonathan Lewis
Chief Executive

Date 28/06/16