



# Quality Account 2024-25

Empowering people to live their  
fullest lives in the heart of their communities

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## Introduction

### Welcome to Bromley Healthcare's 14th Quality Account.

Bromley Healthcare was established in April 2011 as an employee-owned social enterprise providing community health and care services for people in south east London. Since then, we have grown steadily and now provide over 50 NHS-commissioned services, supporting people of all ages across Bromley, Bexley, Greenwich, and Lewisham. We employ over 1,300 staff, including nurses, therapists, doctors, and dentists, delivering care that is responsive, local, and rooted in the communities we serve (see overleaf, figs. 1 and 2).

This Quality Account marks the end of our 2020–24 Quality Strategy. Over the past four years, this strategy has shaped our priorities and helped embed key improvements across patient safety, clinical effectiveness, and experience. In this year's account, we reflect on the final set of quality priorities delivered under that framework.

2024 also marks the introduction of our first Clinical and Quality Strategy (2024–29), developed with staff, patients, and partners to align with *Community First*, our organisational strategy launched in 2023 (figs 3 and 4). Together, these strategies define how we will improve access, reduce inequalities, and provide safe, high-quality care over the next five years.

Community services are central to a stronger, more integrated health and care system. They play a key role in prevention, early intervention, and keeping people well and independent at home. Our new strategy reflects this — placing more emphasis on neighbourhood working, cross-system collaboration, and using data and lived experience to guide change.

This account offers a bridge between two strategic periods. It highlights the progress made during our previous strategy and sets the foundation for the delivery of our new long-term ambitions.

### Why are we producing a Quality Account?

All NHS healthcare providers have been required to produce an annual Quality Account since 2010. This requirement was set out in the NHS Next Stage Review in 2008.

Our Quality Account is a report about the quality of services provided and is available to the public. The Quality Account's aim is to enhance accountability to the public and engage the leaders and clinicians of an organisation in their quality improvement agenda.

### What are the required elements of a Quality Account?

The National Health Service (Quality Accounts) Regulations specify the [requirements for all Quality Accounts](#). We have used the requirements to form a template, around which our account has been built.

Figure 1: What we do

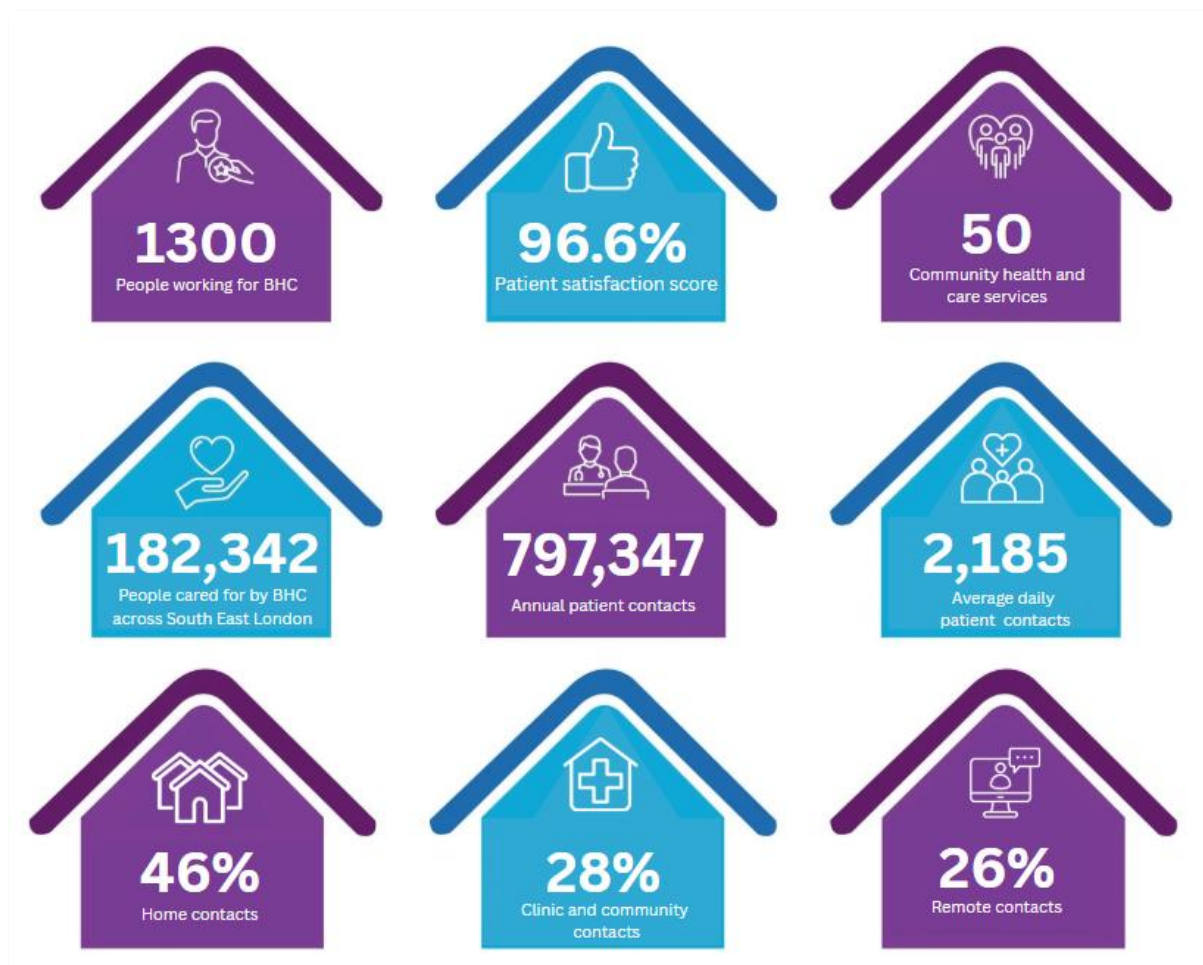
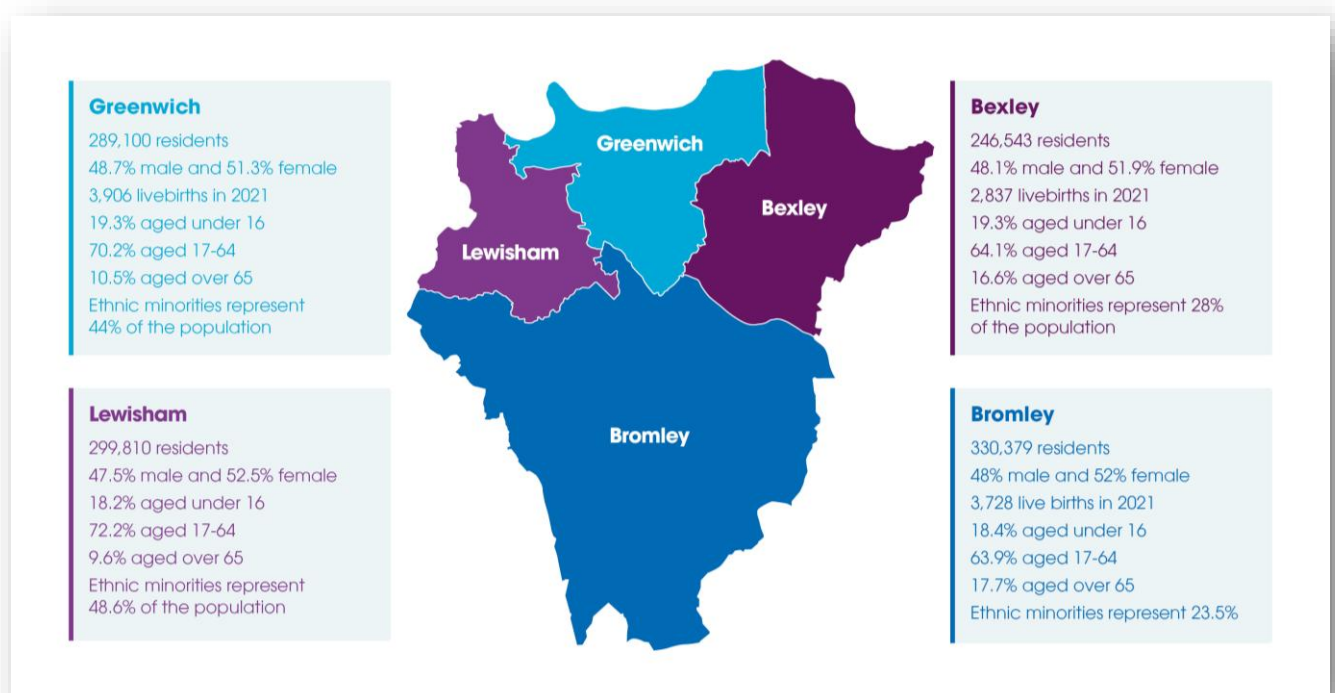
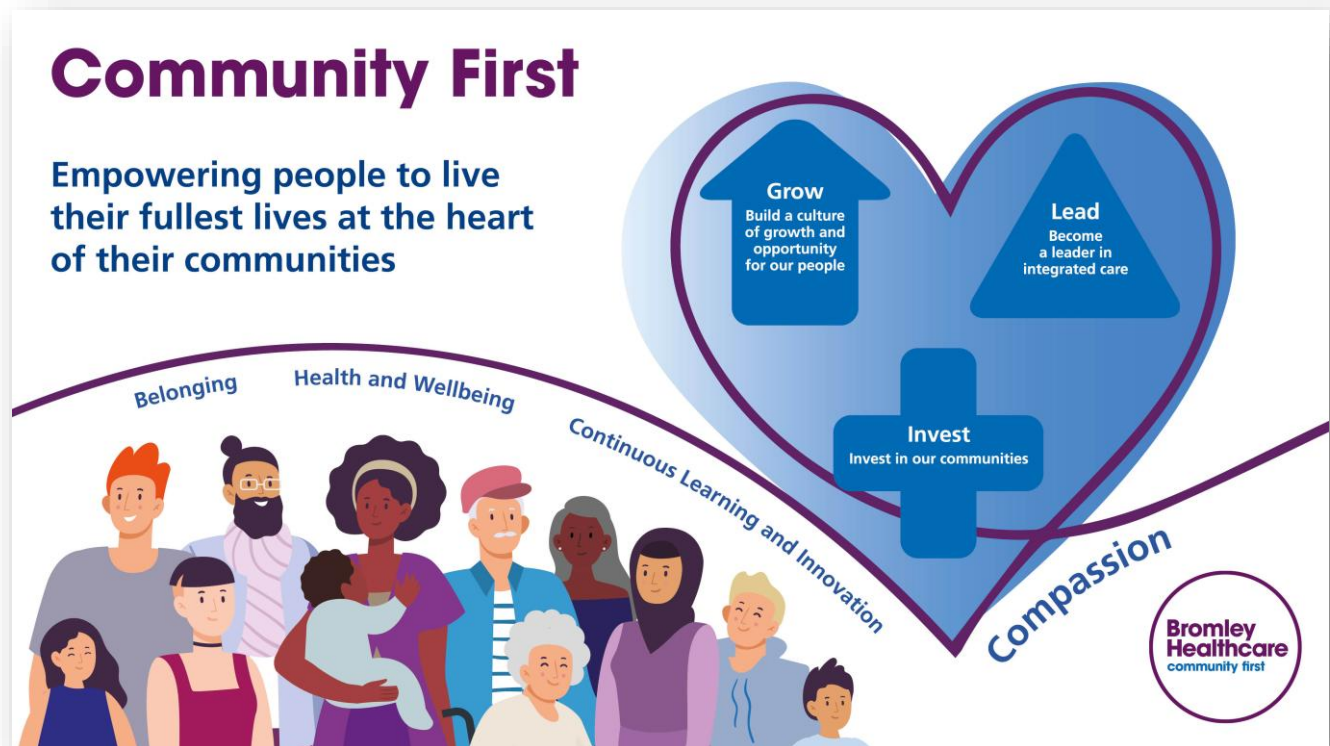


Figure 2: Who we care for



## Our strategy at glance



## Our values





# 1

## Statements from our Chair and Chief Executive

*The information provided in this report is, to the best of our knowledge, and a reasonable reflection of our commitment to quality.*

### Chair's statement – Michael Nutt

I am pleased to introduce this year's Quality Account for Bromley Healthcare.

As Chair, I am proud of the clarity of purpose that runs through this organisation – putting patients and communities first, and delivering care that is safe, accessible, and responsive to local needs.

This year's account captures a significant transition in our quality journey. It marks the conclusion of our 2020–24 Quality Strategy, which helped embed stronger governance, clearer priorities, and more consistent care across our services. At the same time, it launches our new Clinical and Quality Strategy (2024–29), developed alongside our organisational strategy, *Community First*.

What stands out in this report is the way Bromley Healthcare is turning strategic intent into practical, measurable improvements. Whether it's reducing wound healing times using AI, embedding lived experience into service redesign, or strengthening early intervention through joint neighbourhood collaborating with our partners, the focus remains firmly on what matters most: better outcomes, earlier support, and fairer access for all.

Importantly, this work is being led by staff who live and work in the communities we serve. That connection shapes our ambition and keeps us grounded in the reality of what people need from local services.

Thank you to all our staff, partners and patients for your continued commitment, challenge, and insight. It is your input that drives the improvements outlined in these pages and will continue to shape the future of care in our communities.



## CEO's statement – Jacqui Scott

I am delighted to introduce the quality account for 2024/25. This is the second year of our organisational strategy, 'Community First', setting out how we plan to enable people to live their fullest lives in the heart of their communities. As we look forward to next year, our strategy is particularly pertinent to the current times; working as part of Integrated Neighbourhood Teams, to provide a way for people to get better and stay well, rooted in their community with the people that matter most to them.



Collaboration with partners, digital advancements, a deep understanding, and connection with the communities we are privileged to serve – guided by compassion at the heart of everything we do – these are the essential pillars of the future neighbourhood health services.

Of course, this is not a new concept to Bromley Healthcare as there are many frontrunner examples including Proactive Care Pathway, Anticipatory Care Team, B-Chip, to name a few. Community Nursing and Health Visiting teams have worked under the principles of neighbourhood teams for many years serving as a critical link between the community and the wider healthcare system. Their deep local knowledge and insight enabling a flexible response to the real circumstances of people's lives. We are deeply committed to delivering the highest standard of care to our communities as many of our colleagues are also the local people who use our services, as well as carers, families, and representatives of patients.

We are witnessing a transformative era in care where digital advancements are not just innovation but lifelines for patients. From digital consultations and remote monitoring that brings expertise directly into people's homes, to Artificial Intelligence (AI) driven diagnostics that are prolific in the wound care app enhancing accuracy and outcomes as well as reducing healing times. Within our Care Co-ordination Centre, the implementation of online patient booking offers patients more flexibility and control over their appointments and has also reduced patients' non-attendance rates. The Bromley Healthcare Academy team are incorporating AI, Virtual Reality, and simulation to enhance the learning experience. Alongside this, our digital team ensure we have the checks and balances in place to keep us cyber safe - all this technology is revolutionising how we deliver and support care.

However, while digital technology enhances our capabilities, it is compassion that truly defines our success. I witness this in abundance every day and there were many examples showcased at our awards event. Our Lived Experience Advisory Group (LEAG) convenes individuals with experience of using our services, providing a forum where members are empowered to share insight, shape and co-design care. The LEAG community co-chairs share this insight directly with the Board and this year have been integral in championing change across a range of areas.

Most importantly, I would like to thank Bromley Healthcare's exceptional teams, whom I am incredibly fortunate to work alongside every day, for their passion and commitment.

## 2

**Our Clinical and Quality priorities for 2024-25**

## Reviewing our 2020–24 Quality Strategy

The early part of 2024 marked the completion of Bromley Healthcare's 2020–24 Quality Strategy. This four-year framework focused on improving clinical safety, effectiveness, and patient experience. Each year, we set specific improvement objectives shaped by learning from incidents, clinical audit, and feedback from colleagues, patients, and partners.

The final year of delivery concluded in March 2024. Six key quality improvement objectives were successfully completed, helping to strengthen our systems, upskill staff, and improve the consistency of care across services.

These objectives are now closed, with learning and outcomes informing the development of our new Clinical and Quality Strategy.

### Quality improvement objectives and achievements (Completed 2020–24)

#### **Objective 1: Reduce avoidable acquired pressure ulcers**

- A zero incidence of avoidable Category 4 pressure ulcers was maintained.
- The Pressure Ulcer Working Group expanded to include all clinical services.
- New training materials were embedded, and learning was captured through RADAR.
- *Objective closed March 2024.*

#### **Objective 2: Reduce patient falls and ensure appropriate interventions**

- Falls-related incidents continued to decline despite increased activity.
- Bi-monthly learning reviews and policy updates were maintained.
- Targeted training and multidisciplinary governance processes were strengthened.
- *Objective closed March 2024.*

#### **Objective 3: Improve the standard of clinical record keeping**

- Monthly audits, division-led reviews and legal training supported improvements in record quality.
- EMIS training was delivered, and record-keeping standards remain under review as part of ongoing improvement work.
- *Objective closed March 2024.*

#### **Objective 4: Reduce medicines incidents causing harm**

- Medicines safety processes were embedded through monthly audits, updated MAR chart procedures and 100% competency compliance for administering staff.
- Incident themes were addressed and shared through clinical governance forums.
- *Objective closed March 2024.*



## **Objective 5: Improve practice around mental capacity and cognitive deterioration**

- Compliance with dementia training remained above target.
- The Mental Capacity Act (MCA) working group, staff champions, and use of clinical scoring tools helped maintain a consistent approach to assessing capacity and cognitive change.
- *Objective closed March 2024.*

## **Objective 6: Ensure all patients in their last year of life are on the correct pathway and receive high-quality care**

- New tools were introduced to support earlier identification and planning, including the “Surprise Question” flowchart and a contribution to the South East London Out of Hours palliative care audit.
- DNACPR training was scoped and initiated, and the end-of-life and frailty pathway continued to be embedded.
- *Objective closed March 2024.*

## Launching our new Clinical and Quality Strategy 2024–29

Following the completion of the previous strategy, Bromley Healthcare launched a new Clinical and Quality Strategy in April 2024.

Developed in collaboration with staff, patients, carers and partners, this strategy sets out our long-term direction for delivering high-quality, inclusive and responsive care.

It is designed to align with our organisational strategy *Community First*, to meet the challenges facing community healthcare — including rising demand, health inequalities, and the need for more integrated and neighbourhood-based working.

The strategy is structured around four priorities, which guide quality improvement activity across the organisation:

### **1. Delivery of high quality and safe clinical care**

We will continue to improve safety, effectiveness, and consistency in care through high standards of clinical practice, better use of data, and the delivery of system-wide safety approaches.

### **2. Reducing health inequalities**

We are taking a more systematic approach to identifying and addressing health inequalities. This includes the use of population health tools, learning sets for colleagues, segmentation data, and the Health Equity Assessment Tool (HEAT), enabling services to adapt more effectively to the needs of our diverse communities.

### **3. Integrated working to improve health outcomes**

We are strengthening collaboration with primary care, social care, and the voluntary and community sector. This supports more joined-up care, avoids duplication, and ensures that people receive appropriate support closer to home. Our neighbourhood model is central to this approach.

### **4. Improving access to care**

We are focused on reducing long waits, improving patient communication, and removing barriers to accessing care. This includes improving information and

signposting, supporting digital inclusion, and embedding a “no wrong door” approach across services.

### **Divisional alignment and monitoring**

Each division has developed its own set of priorities aligned to the four strategic aims above. These priorities reflect the needs of local populations across Bromley, Bexley, Greenwich and Lewisham, and support delivery at both service and system level.

Progress is monitored through the Clinical and Quality Governance Sub-group, with formal quarterly reporting and oversight and assurance reporting to the Quality & Safety Committee. The first divisional update is scheduled for July 2025.

### **Statements relating to quality of NHS services provided**

In this section of the report, we will make several statements relating to the quality of the services we provide. This allows direct comparison with similar organisations and service users and commissioners can be assured that we are a quality focussed organisation who are engaged in many activities linked to quality improvement.

### **Review of services**

During 2024/25, the number of community health services provided by Bromley Healthcare across Bromley, Bexley, Lewisham, and Greenwich increased to 50 with 797,347 patient contacts.

## **Participation in Clinical Audits**

Clinical audit is a method used to find out if healthcare is being provided in line with standards and enables care providers and patients know where their service is doing well, and where there could be improvements. The aim is to allow quality improvement to take place where it will be most helpful and will improve outcomes for patients. Clinical audits can look at care nationwide (national clinical audits) or locally (local clinical audits) ([NHS England / Clinical audit](#)). Ultimately, Clinical Audit is a Quality Improvement process.

This year, 2023–24 has been an exciting year of developments within audit at Bromley Healthcare. The opportunity arose to re-align our audit service into the Quality Improvement (QI) team which subsequently enhances the assurance that all audit outcomes are being addressed with a QI focus. The team also successfully developed a new audit management tool which lies within our local risk management system, which went live on 1 April 2024.

The development of an audit management tool not only improves the accessibility of audits for staff but also ensures seamless evidence of good governance and compliance, automatically triggering actions plans to encourage staff to address areas for improvement to enhance their performance and the care we deliver to our patients.

### **Clinical Audits Overview**

At Bromley Healthcare we develop an annual robust clinical audit plan which aims to reflect our services key priorities and to assure out-patients, commissioners and our regulators of the quality of our services being provided.

Each clinical audit conducted is measured against set National and Local criteria including NICE Guidance and guidance set by our clinicians' professional bodies. This enables us to

identify a set assurance criterion for which to benchmark the measure of our clinical practice.

In addition to our annual audit plan, various sources of intelligence are used to initiate audits throughout the year as required such as complaints, incidents and patient feedback. We use clinical audit as a quality improvement tool to enhance services, and thorough processes are in place to support our staff to achieve these improvements prior to re-auditing where required.

During 2024–25 a variety of clinical audits were undertaken which reviewed our practice in a wide variety of clinical areas as well as routinely auditing our more our regular clinical practice such as record keeping, infection prevention control, safeguarding and medicines management.

Examples of clinical audits conducted in each of our divisions (Adult and Urgent Community Response and Children, Young People, Therapies and Dental) during 2024–25 can be found in the following table:

Audit title and aim	Outcome/Key Findings	Recommendations
<p><b>Title:</b></p> <p><b>Audit on Child Protection Medical Examinations at Bromley Health Care (BHC) Phoenix Children's Resource Centre.</b></p> <p><b>Aim:</b></p> <p><b>To self-assess quality of child protection, medical assessments carried out by BHC Community Paediatrics team against thirteen Royal College of Paediatrics and Child Health (RCPCH) service delivery standards for the management of children referred for child protection medical assessments.</b></p>	<p><b>Outcome:</b></p> <p>Significant Assurance (95%)</p> <p><b>Key Findings:</b></p> <p>Bromley Healthcare has a standard operating protocol (SOP) in place for all child protection medical assessments carried out by the service, which is shared with social care and police. An information leaflet is provided to parents/carers of children undergoing a Child Protection medical assessment. The SOP is reviewed regularly and updated to ensure compliance with the RCPCH standards.</p>	<p><b>Recommendations:</b></p> <p>Documentation of reasons for offering CP medical assessments beyond the 24-hour time frame needs to be clearer.</p> <p>Ensure all consent forms are uploaded on patient's electronic record.</p> <p>Ensure chaperones are present during medical assessments, document name and role.</p> <p>Document interpreter name and details, if present.</p> <p>Final written reports to be dispatched within 10 days of medical assessment, reasons for delay if any to be clearly documented.</p> <p>Documentation of local referral pathways for dental assessments, optician referrals in SOP as part of the CP medical assessment.</p> <p>Identify avenues for clinicians to access psychological and</p>

<p>emotional support, and legal support if needed.</p> <p><b>Please note:</b> Actions are in place and tracked within BHC to ensure all the recommendations above are implemented.</p>		
<b>Title:</b>	<b>Outcome:</b>	<b>Recommendations:</b>
<p><b>Audit to identify compliance rate in completion of outcome measures.</b></p> <p><b>Aim</b></p> <p><b>To measure the compliance rate in completing outcome measures during the patients 6-month review call. Identify any barriers in place to completing these outcome measures and put action plans in place to address any issue in place.</b></p>	<p>Significant Assurance (100%)</p> <p><b>Key Findings:</b></p> <p>Outcome measures are consistently being completed at recommended intervals as per the commissioning guidance for the Post Covid service (2023).</p> <p>This enhances the effectiveness in the development of informed treatment plans and identifying appropriate ongoing referrals to offer patients at each stage of their journey.</p>	<p>During the 6-month review call the outcome measures are being completed – to continue to meet this standard.</p> <p>Calls were delayed for longer than necessary following completion of intervention due to the system of alerting when calls are due being inefficient. QI project to rectify this in place.</p> <p>High percentage of patients were unable to be contacted by the service. Consider alternative method to engage with patients.</p> <p><b>Please Note:</b> While this audit demonstrated 100% assurance in meeting the measured standards, throughout the course of this audit, the service did identify other improvement opportunities and has action plans in place to address this.</p> <p>These action plans are tracked within BHC to ensure all the recommendations above are implemented.</p>
<b>Title:</b>	<b>Outcome:</b>	<b>Recommendations:</b>
<p><b>Children's Physiotherapy audit of compliance with the Cerebral Palsy Integrated Pathway (CPIP).</b></p> <p><b>Aim:</b></p>	<p>Partial Assurance with Improvement Required (87%)</p> <p><b>Key Findings:</b></p> <p>All children were offered intervention at appropriate age intervals.</p>	<p>For all Children's Physio staff to attend CPIP training annually.</p> <p>Information leaflets should be provided to all families.</p> <p>Physiotherapy team to have a minimum of one CPIP trainer.</p>

<b>To identify if the children with cerebral palsy are being seen for regular joint, range of movement checks in line with the protocol recommendations.</b>	Most children were offered their CPIP assessment within the appropriate timeframe and when this was not achieved there was clear documentation as to why not.	All named physiotherapists should give a treatment rationale relating to the CPIP Amber and red findings for every assessment carried out.
<b>To ensure the quality of the CPIP assessments, including recording of the data correctly</b>	All CPIP assessments carried out were conducted by a suitably trained Physiotherapist.	<b>Please note:</b> <i>Actions are in place and tracked within BHC to ensure all the recommendations above are implemented.</i>
<b>To ensure that staff are completing an analysis of the findings.</b>		
<b>To ensure that appropriate actions were recommended.</b>		

## Statements from the Care Quality Commission and Ofsted

### Care Quality Commission

Bromley Healthcare is required to register with the Care Quality Commission (CQC) and its current registration status is full and unconditional.

The CQC has not inspected nor taken enforcement action against Bromley Healthcare during 2024/25. The organisation has a Nominated Individual and Registered Manager who works with the CQC to ensure that services are compliant with the five essential standards of care: Safe, Caring, Responsive, Effective and Well Led.

Following the inspection involving three core services (Community health services for adults, Community health services for children, young people and families, Community health services for inpatients) between July–September 2021, a programme of actions was implemented, and all improvements have been implemented.

### Ofsted – Hollybank Short Break Service

In February 2025, Hollybank, our registered short break service for children and young people, received a full unannounced Ofsted inspection. The service was rated **Good** across all areas:

- Overall experiences and progress of children and young people: Good
- How well children and young people are helped and protected: Good
- The effectiveness of leaders and managers: Good

Inspectors highlighted the positive experiences children have during their stays, strong safeguarding arrangements, and the commitment of the leadership team.



Parents, carers and social workers highlighted the positivity of children and young people's experiences. One parent said, "They care for my child and love them like I do. This makes me feel safe with my child in their care." A teacher praised staff for how they prepare children for adulthood, described communication as "strong" and commented on the close working with teachers to create a consistent approach.

Areas for improvement included ensuring children's care files are consistently up to date, particularly around EHC plans and social worker information.

Read the full report: [Hollybank Short Break Centre Ofsted Report Feb 2025](#)

### Joint Targeted Area Inspection (JTAI) – Bromley

Between 20–24 January 2025, a multi-agency Joint Targeted Area Inspection (JTAI) took place in Bromley. The inspection reviewed how effectively local agencies work together to identify initial risk and need for children. Bromley Healthcare contributed as part of the Bromley Safeguarding Children Partnership (BSCP). Inspectors praised the strength and stability of partnership arrangements and professional commitment across health, social care, education and policing.

Recommendations made to the BSCP include strengthening some aspects of access, communication and participation in safeguarding processes, particularly out of hours. These are being addressed through the BSCP's ongoing action plan.

## Compliments, complaints, comments and concerns

	Q1	Q2	Q3	Q4	Total 2023/24	Total 2024/25
complaint	14	16	10	15	55	51
concern	61	65	62	42	247	261
comment	26	14	18	11	69	51
compliment	208	225	247	230	910	927

### Complaints

One of Bromley Healthcare's core values, selected by staff, patients, and the public, is Continuous Learning and Innovation. Patient experience is central to this commitment. Feedback offers valuable insight into how care is perceived, and learning from complaints helps drive service improvements.

Following a complaint investigation, we provide a written response outlining the outcome, including any identified learning and actions taken.

In 2024/25, Bromley Healthcare recorded 797,347 patient contacts and received 247 concerns (informal complaints), a decrease of 14 compared to 261 in 2023/24.

The number of comments increased by 18. These are equally important, often containing suggestions for improvement, highlighting issues involving partner organisations, and

identifying learning opportunities. Overall, feedback trends remained consistent with the previous year.

The rise in comments suggests staff are resolving issues early, helping prevent escalation into formal complaints.

In 2024/25, 48 formal complaints were closed—a 6% reduction from the previous year. This reflects our proactive approach to managing concerns through early engagement, clear communication, and appropriate apologies.

Year	Total Complaints	Upheld	Partially Upheld	Not Upheld
2022/23	57	16 (28%)	14 (25%)	27 (47%)
2023/24	51	13 (25%)	8 (16%)	27 (53%)
2024/25	48	11 (23%)	12 (25%)	25 (52%)

The primary themes for formal complaints closed in 2024–2025 were 'Access to Treatment, including Medication', 'Quality of Care,' and 'Staff Attitude/Values/Behaviours.'

Emerging trends and themes are consistently monitored and discussed during the Weekly Incident and Feedback Meeting, which is chaired by the Chief Executive. Key attendees include the Chief Medical Officer, Chief Nurse, Associate Director of Quality and Patient Safety, Heads of Nursing and Therapies, Operational Directors, and the Patient Experience Lead.

For each concern, comment, or complaint where learning is identified, actions are implemented and regularly reviewed to ensure that improvements are sustained, and issues do not recur.

The number of compliments received in 2023/24 significantly exceeds the number of complaints, with a ratio of 20 compliments per complaint. This represents an increase of two compliments per complaint compared to 2023/24. It is important to note that the reported number of compliments does not fully capture the true volume, as many staff members do not document informal positive feedback. We continue to encourage staff to record all compliments to ensure a comprehensive overview of patient satisfaction.

## Never Events

Bromley Healthcare recognises that learning from what goes wrong in healthcare is crucial to prevent future harm and provides a culture of openness and honesty to ensure staff, patients, families and carers feel supported to speak up in a constructive way. Never Events are patient safety events that are wholly preventable' because of the existence of strong systemic proactive barriers at a national level. During 2024/25 there were no Never Events reported.

## Data quality

We accept responsibility for providing good quality information to support effective patient care. We comply with NHS information governance processes and are supported by our Chief Medical Officer, who has recently taken on the role of Caldicott Guardian, and Chief Technology Officer, who is our Senior Information Risk Officer (SIRO).

Most of our services continue to use electronic record keeping through EMIS which provides a single information system and significantly reduces the number of times a patient is required to give personal information because relevant data can be shared electronically between the clinicians involved in their care. These also link into the One London programme to enable data sharing with other Health & Social care providers in London.

All our clinical systems are brought together in our Business Intelligence reporting suite. This suite uses Alteryx to mine, standardise and blend the data from all sources, which enables our informatics team to report seamlessly across all systems and for all services.

## **Data Security and Protection Toolkit attainment levels**

The year 2024/25 is the seventh year of use for the revised version of the Data and Security Protection Toolkit. The Data and Security Protection Toolkit (DSPT) is based on the National Data Guardian's 10 Data Standards and focuses heavily on information and cyber security. As a non-NHS organisation, Bromley Healthcare is classed under Category 3, of the DSPT, which covers 'Other Organisations'. This has meant that we continue to use the existing DSPT toolkit, unlike NHS organisation who have been moved onto a CAF focused toolkit.

The DSPT simply has mandatory or non-mandatory requirements, with organisations being required to meet ALL the mandatory requirements in order to pass. Bromley Healthcare aims to meet 100% of the mandatory requirements, including training, which requires a score of 95% to achieve the target. We were also able to meet the requirements of a number of additional non-mandatory requirements. As a result of having completed similar assessments throughout the year, we are able to obtain the additional necessary and expect to meet the outstanding requirements by the deadline, 30 June. The evidence for the DSPT has been furthered by the fact that we successfully renewed our Cyber Essentials (CE) certification in April and are currently in the process of applying for Cyber essentials Plus (CE+).

## 3

**Achievements and impact for 2024–25**

This section highlights how Bromley Healthcare is turning strategic priorities into measurable improvements for the people we serve. Each example illustrates how services are responding to real needs: improving safety, access, experience and outcomes across our boroughs.

All case studies are aligned to the four priorities in our Clinical and Quality Strategy (2024–29):

- delivery of high-quality and safe clinical care
- reducing health inequalities
- integrated working to improve health outcomes.
- improving access to care

These priorities also directly support the delivery of our organisational strategy, *Community First*, which sets out our ambitions to grow our workforce, lead integrated community care, and invest in sustainable, equitable services. Together, these strategies shape the way we work and define how we measure impact.

### **Strengthening patient safety with PSIRF and Radar Healthcare**

In 2024–25, Bromley Healthcare successfully completed the organisation-wide rollout of the new Patient Safety Incident Response Framework (PSIRF). This nationally mandated framework replaces the previous Serious Incident Framework and represents a shift towards a more open, learning-focused approach to safety improvement.

PSIRF helps us review safety events in a more inclusive, proportionate and systems-based way, supporting learning and reducing harm. The framework is now fully embedded across all services, with staff training, dedicated Quality Days and the involvement of our Lived Experience Advisory Group (LEAG) ensuring a culture of listening and continuous improvement.

Our Patient Safety Incident Response Plan (PSIRP) was developed and approved this year. It now guides how services apply PSIRF in practice, supporting consistent, meaningful investigations that focus on learning.

To complement this, we also introduced Radar Healthcare, a new digital risk management system. Radar allows staff to log incidents more efficiently, track actions in real time, and see patterns that help prevent harm before it occurs. It gives clinical and operational teams quick access to the information they need to act quickly and improve safety across the organisation.

PSIRF and Radar Healthcare are helping to modernise how we approach safety, supporting staff to learn, respond and improve at every level of care.

## Strengthening community safety through Integrated Safeguarding

Bromley Healthcare's Safeguarding Service supports both adult and children's services in Bexley, Bromley and Greenwich. Taking a 'think family' approach, the team helps provide joined-up, safe and person-centred care.

In 2024–25, the service has played a key role in prevention, workforce development, and supporting teams to navigate increasingly complex safeguarding needs.

### Key developments this year include:

- Launched a new Family Safeguarding Training Programme with the Training Academy, combining adult and children's safeguarding training into a single pathway.
- Introduced genograms (visual family diagrams) into children's services to support risk assessment and understanding of family relationships.
- Rolled out adult safeguarding supervision for frontline staff from March 2024, building on the long-standing offer for children's services.
- Introduced a Complex Case Pathway and appointed a dedicated coordinator to support staff with complex adult safeguarding concerns.
- Improved safeguarding training compliance across most areas, with 90%+ achievement in key topics (see table below).
- Expanded Mental Capacity Act (MCA) training with revised content and practical tools to support decision-making.
- Developed a new EMIS template for safeguarding supervision to improve case discussions and record keeping.

Safeguarding supervision remains a vital part of safe practice. Children's staff continue to receive regular one-to-one supervision, while adult teams now benefit from group-based sessions. These focus on the complexities of adult safeguarding, including the Mental Capacity Act and risk management.

### Training uptake remains strong across the organisation, as shown in the table below:

Training type	Target	Uptake
Child Safeguarding Level 1–4	85%	94–100%
Adult Safeguarding Level 1–4	85%	87–100%
MCA Levels 1–2	85%	92–95%
Prevent training	85%	95–96%

### Partnership and system working

BHC's Safeguarding Service actively contributes to the Bromley, Bexley and Greenwich Children's Safeguarding Partnerships and the Bromley Safeguarding Adults Board (BSAB). This includes:



- Chairing the Bromley Safeguarding Adults Board Performance, Audit and Quality subgroup
- Co-chairing the Mental Capacity Act and Deprivation of Liberty Safeguards working group
- Supporting multi-agency initiatives including Safeguarding Adults Week
- Promoting the Complex Case Pathway across partner organisations
- Contributing to the learning from Lives and Death Review process and system learning

We continue to work closely with ICB safeguarding leads to make sure local needs, risks and trends are reflected in our work and across the wider system.

## Measuring quality: national audits and benchmarking

### Urgent Community Response – national benchmarking audit

Bromley Healthcare participates in the National Benchmarking Audit for Urgent Community Response services annually. Results for 2024–25 show strong performance across all pathways, with outcomes exceeding national averages from the 2023–24 benchmarking data.

#### Key highlights:

##### Rapid Response:

- 95% of patients were seen within 2 hours (target: 70%; benchmark: 86%)
- Average wait time: 1.2 hours (benchmark: 1.9 hours)
- 75% of patients were discharged to their own home (benchmark: 56%)

##### Rehabilitation Beds:

- 0% of patients waited more than 2 days for assessment (benchmark: 21%)
- 81% discharged to their own home (benchmark: 55%)
- Average length of stay was 22.5 days (benchmark: 28 days)
- Patients showed a greater improvement in ability to carry out daily activities, with an average increase of 26.6 points on the [Barthel Index for Activities of Daily Living](#) (compared to 21.4 nationally)

##### Home-based Rehabilitation:

- 0% of patients waited more than 2 days for assessment (benchmark: 57%)
- 87% discharged to their own home (benchmark: 54%)
- Average length of stay was 19 days (benchmark: 24 days)
- Patients achieved better functional outcomes, with an average improvement of 5.3 points on the [Sunderland Classification of Nerve Injury](#) (compared to 3.9 nationally)

These results reflect the team's focus on timely, responsive care and safe discharge planning, ensuring patients receive the right support, in the right place, at the right time.

### Diabetes care – national audit performance

Bromley Healthcare submitted data to the [National Diabetes Audit \(NDA\)](#) via NHS England for 2023–24. The audit measures delivery of key care processes for people with diabetes, such as foot checks, eye screening, and HbA1c monitoring.

## **Bromley Healthcare ranked among the top performing providers nationally:**

- **Type 1 diabetes:**
  - 6th of 152 providers for completion of 8 care processes (72.6%)
  - 6th of 152 for completion of all 9 care processes (69%)
- **Type 2 diabetes:**
  - 2nd of 107 providers for completion of 8 care processes (79.5%)
  - 4th of 107 for completion of all 9 care processes (74.3%)

This achievement reflects a structured and proactive approach to supporting people with long-term conditions in the community.

## **Driving improvement through quality initiatives**

Bromley Healthcare's Continuous Improvement (CI) Team supports colleagues across clinical and non-clinical services to identify problems, test ideas and deliver meaningful change. Using quality improvement methodology, clinical audit and data analysis, the CI Team helps services develop more effective, consistent and patient-focused approaches to care.

In 2024–25, the CI Team supported improvement activity across all four priorities of our Clinical and Quality Strategy. While some projects are ongoing, the examples below show how frontline teams have used evidence and collaboration to make measurable improvements in access, safety and patient experience.

### **Improving access to specialist swallowing assessments**

Until recently, patients in Bromley who needed a Fibreoptic Endoscopic Evaluation of Swallowing (FEES) often faced long waits or had to travel out of borough. This created a clear inequality in access to care.

Bromley Healthcare invested in new equipment and training, allowing these assessments to be offered locally for the first time. Early data shows reduced waiting times, with further improvement expected as more trained clinicians return from leave.

### **Developing wound dressing guidance for care homes**

Bromley Healthcare led the development of a standardised dressing checklist to support care homes across south-east London in partnership with the ICB. This tool provides evidence-based guidance and aims to reduce variation and improve outcomes for residents receiving wound care from different providers.

Though the results are still being evaluated, this project demonstrates how Bromley Healthcare contributes clinical leadership to improve care quality across the system.

### **Early support for children who tiptoe walk**

A new approach was trialled in the children's physiotherapy service, offering virtual appointments and advice for families concerned about tiptoe walking. This provided reassurance earlier and, in many cases, prevented the need for further clinical input. Early results show positive family feedback and reduced follow-up demand, with work underway to embed the model more widely.

### **Reducing waiting times in children's therapies**

Occupational therapy (OT) and physiotherapy (PT) services worked together to reduce waiting times using shared triage, virtual assessments and smarter capacity planning. While physiotherapy waits have since increased due to integration, OT waiting times have reduced significantly, demonstrating the impact of better coordination.

### **Proactive care and case management through neighbourhood teams**

The Anticipatory Care Team, working as part of Bromley's Integrated Neighbourhood Teams, is taking a population health approach to support housebound patients with multiple long-term conditions. Using EMIS data to identify people experiencing health inequalities, the team proactively case finds and conducts holistic assessments in the patient's home—enabling more personalised, coordinated care.

This model is helping to improve the management of long-term conditions and reduce avoidable escalation to urgent care. The team consistently receives 100% Friends and Family Test scores and has received strong feedback from families:

*"We really felt listened to and understood. The staff and this service are a real light in what is often a dark and dementia-unfriendly world."*

Building on this success, Bromley Healthcare launched a Case Management Pilot in Orpington Primary Care Network (PCN), funded through health inequalities funding. The pilot targets people with high needs or frequent contact with health services, offering proactive, personalised support through a Community Matron-led model. Patients are kept on the caseload for up to 10 weeks, with support tailored to reduce immediate need and improve self-management.

After the first year:

- GP contacts reduced by 51.7% three months post-intervention
- Wellbeing scores improved by 83%
- Rockwood frailty scores improved by 38%
- Friends and Family Test scores remained at 100%

The pilot has since expanded into four PCNs (Orpington, Crays, Beckenham, and MDC) and is being used to inform borough-wide models of proactive care.

### **Transforming wound care with digital innovation**

In response to rising demand, variation in practice, and limited visibility across wound care services, Bromley Healthcare introduced Minuteful for Wound (MfW) in 2023–24, an AI-powered digital tool that is helping to improve safety, efficiency and patient outcomes in community wound care.

Wound care accounts for up to 50% of a community nurse's workload and is a significant driver of cost and risk in out-of-hospital care. By digitising assessments and enabling real-time oversight, this project is helping us deliver more consistent, data-led, and person-centred care, while also relieving pressure across the wider system.

Developed in partnership with Healthy.io and co-designed with clinical teams, the app is now used across district nursing, podiatry, and tissue viability teams. It enables clinicians to scan wounds using a smartphone, generating consistent 3D images and measurements. The data is shared with a central dashboard that allows specialist nurses to identify deteriorating wounds, guide treatment remotely, and prioritise patients who need in-person review.

### What we've achieved

- **971 wounds and 678 patients** managed through the platform
- **250 wounds healed** since implementation
- **85% of wounds now healing within 12 weeks**, up from 71%
- **Average time from referral to full assessment reduced** from 78 days to 26
- **64% reduction in wound-related incidents**
- **66% reduction in in-person visits** due to virtual oversight
- **50% time saving** on documenting wound assessments

The programme has also delivered:

- £98,000 in direct financial savings, including dressing costs and reduced use of agency staff
- Improved antimicrobial stewardship, with a 9% reduction in inappropriate dressing use
- More efficient skill mix, freeing up senior nurses to focus on complex care

Staff feedback has been overwhelmingly positive:

*"The app provides visibility and data to influence wider change, improve outcomes and produce cost savings as a result."* — Gill Harman, Clinical Nurse Specialist, Tissue Viability

*"Being able to review wounds remotely is a real time-saver and helps us catch problems early."* — Sandra Firth, Clinical Team Manager

The success of the programme is also being recognised nationally. In 2024, it was shortlisted in the HSJ Awards and won the SEHTA Advances in Digital Healthcare Award.

## Specialist swallowing therapy for people with Parkinson's

In 2024–25, Bromley Healthcare's Adult Speech and Language Therapy (ASLT) team introduced a new, evidence-based therapy programme for people in Bromley living with Parkinson's disease and swallowing difficulties. Developed in partnership with Parkinson's UK and supported through their grant scheme, the initiative is the first locally delivered pathway to combine Expiratory Muscle Strength Training (EMST) with pre- and post-therapy Fiberoptic Endoscopic Evaluation of Swallowing (FEES).

This specialist package provides a structured, personalised approach to swallowing support, targeting both the muscular weakness associated with dysphagia and the respiratory decline commonly experienced in Parkinson's. Using FEES before and after treatment allows clinicians to capture real-time, objective data to guide therapy and demonstrate outcomes.

To launch the service, the team hosted a public information event attended by over 50 patients, family members and professionals from across the local health and care system. The session included a live demonstration, practical information on how to access the programme, and signposting to wider community support. Feedback was overwhelmingly

positive, with many attendees describing it as their first meaningful connection to local services.

This model is not routinely available in standard care and represents a proactive, preventative approach to managing Parkinson's in the community. It is designed to reduce aspiration risk, unplanned hospital admissions and deterioration in quality of life, while offering early intervention and self-referral access for local residents.

The programme reflects Bromley Healthcare's ambition to lead integrated, person-centred care, working in partnership to improve outcomes and reduce health inequalities for people with complex needs.

## Recognition for excellence in integrated care

In 2024–25, several services and individuals were recognised in local and national awards for their innovation, impact and collaboration. These achievements reflect the strength of partnership working across Bromley, and the shared ambition to improve care by working across organisational boundaries.

Bromley Healthcare is proud to be a core delivery partner in these initiatives, contributing clinical leadership, service delivery and design expertise alongside our colleagues in primary care, acute care, local government, and the voluntary sector.

<b>LaingBuisson Awards 2024</b> Honouring businesses that establish new benchmarks of excellence in their respective industries.	
Winner:	<p><b>Bromley Adult Hospital at Home – Best in Primary Care and Diagnostics</b></p> <p>This One Bromley service provides hospital-level care at home for people with complex needs. Developed by Bromley Healthcare, the Princess Royal University Hospital, Bromley GP Alliance, the South East London Integrated Care Board, and St Christopher's Hospice, the service is helping more people avoid unnecessary hospital stays and receive safe, personalised care at home.</p> <p><b>Key results in 2024–25 include:</b></p> <ul style="list-style-type: none"> <li>• 152% increase in monthly patient contacts</li> <li>• 40% reduction in average length of stay since launch</li> <li>• Average length of stay reduced from 7.7 days (2023–24) to 7.5 days (2024–25)</li> <li>• Re-admission rates reduced from 12.6% to 9.7%</li> <li>• Improved patient outcomes and experience</li> </ul> <p><i>"This service embodies the future of medicine by prioritising care before hospitalisation." – LaingBuisson Awards 2024</i></p> <p>To support winter pressures and further strengthen the service, a new in-reach role was introduced in January 2025. Between January and April 2025, referrals increased by 61%, reaching 725 referrals in just four months, compared to the same period the previous year. Hospital at Home also took over clinical monitoring for the Virtual Ward (VW) in September 2024. This contributed to a major rise in use: VW referrals increased from fewer than 10 (Jan–Apr 2024) to 150 referrals between January and April 2025.</p>



**HSJ Awards 2024****The most prestigious recognition of healthcare excellence in the UK**

Finalist:	<p><b>Dr Lynette Linkson, Clinical Director, Hospital at Home for Adults – Clinical Leader of the Year</b></p> <p>Dr Linkson, part of Bromley Healthcare's senior leadership team, was shortlisted for her role in leading the development of the Hospital at Home service. Her nomination recognises the collective effort of teams across One Bromley to deliver more integrated and responsive care.</p>
Finalist:	<p><b>Health Visiting Recruitment and Retention Programme – Workforce Initiative of the Year</b></p> <p>Led by Bromley Healthcare and delivered in collaboration with One Bromley partners, this initiative has strengthened the health visiting workforce across Bromley, Bexley and Greenwich.</p> <ul style="list-style-type: none"> <li>• Reduced vacancy rates by 21%</li> <li>• Improved retention and career development</li> <li>• Enhanced service stability for local families</li> </ul>

**NHS Parliamentary Awards 2024****Recognising the outstanding contribution of NHS staff, volunteers and other health and care sector**

Highly Commended:	<p><b>Bromley Child Health Integrated Partnership (BCHIP)</b></p> <p>BCHIP brings together colleagues from across One Bromley to deliver integrated triage and community clinics for children and families. Bromley Healthcare plays a key delivery role in this model, which has improved access, reduced hospital use, and received strong feedback from families.</p> <ul style="list-style-type: none"> <li>• Children seen 20 weeks sooner than traditional referral routes</li> <li>• 96% of families reported a positive experience</li> <li>• Fewer hospital appointments and better coordination of care</li> </ul>
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**Science & Engineering Health Technologies Alliance (SEHTA) Healthcare Business Awards 2024****Honouring exceptional leadership, excellent service delivery, and best practices in Health and Social Care, including Community Care, Care Homes, and the NHS**

Winner:	<p><b>Bromley Healthcare, in collaboration with Healthy.IO – Advances in Digital Healthcare</b></p> <p>Bromley Healthcare, in partnership with Healthy.io, won the SEHTA 2024 Advances in Digital Healthcare Award for its rollout of <i>Minuteful for Wound</i> – an AI-powered app supporting wound care assessments in the community. The tool enables consistent wound measurement, remote clinical review, and improved caseload oversight through a smartphone app and central dashboard (see pages 21–22 for more information on the project).</p>
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## South East London Integrated Care System Equality, Diversity and Inclusion Awards 2024

Celebrating the impact of equality, diversity and inclusion across the region, recognising exceptional local efforts to create fairer, more compassionate care and workplaces

Winner:	<p><b>Donya Gaye, Equality and Inclusion Lead at Bromley Healthcare – Rising Star in EDI</b></p> <p>Donya's work has raised the profile of EDI across Bromley Healthcare services and boroughs, strengthened staff networks, and championed allyship. She has played a key role in launching the Diverse Abilities Network for people with disabilities, co-led the planning of the 2024 Diversity Conference and has enhanced inclusive recruitment through staff training and process review.</p>
Highly Commended:	<p><b>South East London Enhanced Sickle Cell Community Service</b></p> <p>Bromley Healthcare is one of several providers contributing to this new model of care, which was co-developed with Guy's and St Thomas', Oxleas, Evelina London, and others.</p> <p>The service offers holistic, personalised support to people living with sickle cell disorder across six boroughs – addressing longstanding health inequalities through multidisciplinary, community-based care.</p> <ul style="list-style-type: none"> <li>• Peer mentoring, pharmacy and welfare support</li> <li>• Positive early feedback from patients and families</li> </ul>

## Bromley SEND Star Awards 2024

Celebrating the incredible achievements of children, young people, and professionals in the SEND community

Winner:	<p><b>Rebecca Osbourne, Bromley SEND Specialist for the 0 to 19 service – SEND Champion in the Workplace</b></p> <p>This award acknowledges Rebecca's exceptional efforts in championing Special Educational Needs and Disabilities (SEND) support for parents, carers and young people in Bromley, including the development of the Tri-borough SEND newsletter, which is distributed widely across Bromley, Bexley and Greenwich, and has drawn in a significant readership, and garnered positive feedback from stakeholders.</p>
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## Black Women in Care Awards

Honouring exceptional leadership, excellent service delivery, and best practices in Health and Social Care, including Community Care, Care Homes, and the NHS

Winner:	<p><b>Tilly Majekodunmi, Head of Medicines Management – Inspiring Healthcare Professional</b></p> <p>Tilly's dedication and leadership have made a significant difference at Bromley Healthcare, both in her role as Head of Medicines Management, and as Chair and co-founder of the Race Equality and Cultural Heritage Staff Network.</p>
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## Improving access through online booking and self-referral

In 2024–25, Bromley Healthcare introduced a new digital booking platform across a growing number of services to improve patient access, reduce missed appointments, and modernise care pathways.

Working with digital partner Accurx, the project launched in June 2024 with a pilot in the Bromley 0–19 Health Visiting Service, allowing parents to book their child's 1- and 2-year health reviews online at a convenient time. The pilot saw an immediate 52% uptake, and the

platform has since expanded across Bexley and Greenwich Health Visiting teams, and into adult services such as Bladder & Bowel and Lymphoedema.

As of March 2025:

- 14,000 booking links had been sent
- An average 60% uptake rate was achieved across services
- The DNA (Did Not Attend) rate fell from 7.7% to 6.1%, improving efficiency and reducing wasted clinical time
- Over one-third (37.1%) of all Friends and Family Test responses now come through this system

Patients booking online also receive automated text reminders and a follow-up prompt to leave feedback through the FFT. This has helped to boost response rates and strengthen our understanding of patient experience.

We've also invested in improving access to self-referral pathways. A new section on our website now clearly lists which services are available for self-referral, with downloadable guidance for adults and children. This work was co-produced with people with lived experience, including members of the Deaf and hard of hearing community, who identified barriers to navigating the system. Feedback has shaped an easier, more accessible self-referral journey, including the development of an easy-read poster.

The success of this digital transformation reflects our ambition to reduce access barriers, improve communication, and help patients take more control of their healthcare.

## Building a confident and capable workforce: the launch of the Bromley Healthcare Academy

In September 2024, we launched the Bromley Healthcare Academy – a major step forward in developing a skilled and sustainable community workforce. The Academy is designed to support all staff to grow and thrive in their roles, equipping them with the tools, training and confidence to deliver excellent care in the heart of our communities.

The Academy forms a core part of our *Community First* strategy, responding to the growing demand for out-of-hospital care and the need to work in new, more integrated ways across the health and care system.

A key focus of the Academy is the use of innovative learning technologies, including Virtual Reality (VR) and In Situ Simulation, which allow staff to practise real-world scenarios in a safe, immersive environment. These tools are already improving staff confidence and helping teams adapt to the changing needs of patients.

To ensure learning opportunities reach across all parts of the organisation, we've launched several targeted programmes:

- **Family Safeguarding** – A new multidisciplinary programme supporting both adult and children's services, helping staff take a joined-up approach to safeguarding families. The training pathway has been simplified to improve access and uptake.
- **Dementia and Frailty training** – Refreshed training ensures that staff have the right knowledge and skills to provide kind, personalised care for people living with dementia or experiencing frailty.

- **Leadership and management development** – A wider range of options is now available to help colleagues at all levels build leadership skills and progress in their careers.
- **Admin Development Programme** – Recognising the vital role of administrative staff in delivering safe and responsive care, this new programme supports their growth and contribution.

By investing in learning and development through the Bromley Healthcare Academy, we are strengthening our workforce and supporting the delivery of safe, high-quality care now and into the future.

## Addressing neighbourhood health inequalities

Reducing health inequalities is central to Bromley Healthcare's role as a community provider. We know that health outcomes are shaped by factors such as income, housing, disability, and ethnicity, and that people facing disadvantage often experience the greatest barriers to accessing care. In 2024–25, we built on our commitment to address these disparities by embedding equity into our services, systems and culture.

A new Health Inequalities Steering Board was launched to oversee our actions and hold us to account. This group brings together leaders and staff from across Bromley Healthcare to monitor progress, identify gaps, and champion change across the organisation.

We also created a new Health Inequalities 'Lunch & Learn' webinar series, open to all colleagues and partners across the Bromley health and care system. The sessions explored how systemic inequalities affect health and access, and featured case studies and practical tools, such as how to use population health data to inform service design. The series has been extremely well received and is now being developed into an on-demand learning resource.

Alongside these awareness-building initiatives, we've taken practical steps to make services more inclusive and accessible:

- Neighbourhood working pilots are using population health tools and segmentation data to identify people at higher risk of poor outcomes, enabling earlier and more proactive support.
- The Health Equity Assessment Tool (HEAT) has been adopted to guide service development and review, helping teams assess and address the impact of inequalities in service delivery.
- Staff have access to unconscious bias and cultural competence training, and equity-focused policies are supported by internal staff networks such as REACH and the Diverse Abilities Network.

Our work is also underpinned by improving how we collect and use data, such as tracking patient demographics and engagement across services, so we can better understand where disparities exist and take targeted action.

We know this work takes time and sustained focus. Through stronger leadership, inclusive design, and more responsive services, we are laying the foundations for long-term change – ensuring care is fair, accessible, and responsive to the needs of all the communities we serve.

## Supporting families and preventing harm through ICON messaging

In 2024, the South East London Integrated Care Board launched the ICON programme – an evidence-based intervention aimed at preventing Abusive Head Trauma (AHT) in infants. Bromley Healthcare's Greenwich Health Visiting service played a key role in implementing a proactive approach to delivering the ICON message at a critical point: three weeks after birth, when infant crying typically peaks.

Working with stakeholders, the team developed an innovative digital solution using Accurx and EMIS to identify families with newborns at the three-week stage. Parents receive a supportive text message that:

- checks in on parental wellbeing
- shares key ICON messages about coping with crying
- signposts to support services and resources

This message is recorded in the health record and has enabled universal outreach at a time when routine contact is not typically offered. Feedback from parents has been positive, with many welcoming the timely and compassionate contact. The model has since been rolled out across the tri-borough area.

## Co-designing digital access with families and young people in Bexley

In 2024–25, Bromley Healthcare launched two new public-facing websites in Bexley:

- Bexley 0–19 Health Visiting
- Bexley Teen Health

Both platforms were developed to make it easier for local people to access trusted health advice and support in a way that's clear, inclusive and user-friendly.

The Bexley 0–19 Health Visiting website was shaped through engagement with parents, early years professionals, and the health visiting team. Feedback was used to streamline content, reduce clinical jargon, and ensure the website supports families with children of all ages—from pregnancy through to starting school.

The Bexley Teen Health website was co-designed directly with local young people, who were involved at every stage: from defining priorities to reviewing language, design and structure. This helped create a platform that feels relevant and accessible to young users, with information on physical health, mental wellbeing, relationships, and local support.

Although both sites have only recently launched, this work reflects a broader shift towards:

- listening to people's real-world experiences
- improving digital health literacy
- creating local services that are built with, not just for, our communities

We will continue to monitor and evaluate the websites to ensure they meet user needs and support wider priorities around early intervention and prevention.



## Working with local people and communities

In 2024–25, Bromley Healthcare made significant progress in strengthening how we engage with patients, families, and communities. Our work focused on making engagement more consistent, inclusive and impactful across all services.

### Key achievements this year:

- **Developed and piloted an engagement dashboard** to track participation, feedback, and service changes resulting from engagement. The dashboard is now being rolled out across directorates to inform real-time improvement.
- **Supported 15 services across 6 months** to embed engagement into service design. This included co-design events for Pulmonary Rehab, wheelchair services, digital booking pathways, and sexual health services.
- **Introduced new tools** such as MS Forms and Slido feedback at events, making it easier for people from a diversity of backgrounds to contribute their views.
- **Created a framework** to measure the impact of engagement on service delivery and health inequalities, with further work underway to embed this in decision-making.

We've also continued to grow our outreach into communities, including:

- Regular health visiting and SEND engagement in local neighbourhoods
- Testing digital tools with patients and underserved groups
- Supporting the co-design of new platforms like the Bexley Teen Health website

This work lays the foundation for a more systematic and inclusive approach to engagement – one that listens and acts on what people tell us.

## Embedding lived experience in service design

At Bromley Healthcare, we continue to build a culture of openness and collaboration through our Lived Experience Advisory Group (LEAG). The group brings together individuals with experience of using our services, providing a forum where members are empowered to share insight, challenge constructively, and co-design better care.

In 2024–25, LEAG members were actively involved in shaping service delivery and strategy across Bromley, Bexley and Greenwich. Their input has influenced decisions at every level, from frontline communication to organisational planning and executive oversight.

Highlights of LEAG involvement this year:

- **Urgent Community Response (UCR):** Provided direct feedback to help improve Pulmonary Rehabilitation and patient engagement across services.
- **Digital transformation:** Played a key role in shaping digital tools and reducing barriers to access, especially around self-referral and online booking.
- **Clinical and Quality Strategy:** Advised on the development of the 2024–29 strategy, ensuring it reflects real-world patient experience and expectations.
- **Children and Young People's Services:** Contributed to early discussions shaping the future of services for young people.
- **Friends and Family feedback:** Led the renaming of the Friends and Family Test to the *Friends and Family Survey*, and improved how feedback is gathered and used.
- **Patient communication:** Reviewed and improved letters sent to patients, making them more clear, kind and accessible.

- Safety Patient Partners: Supported development of this new role to strengthen patient voice in quality and safety work.

In March 2025, LEAG Co-Chairs Ian Brown and Tischke Wubbeling presented directly to Bromley Healthcare's Executive Board. They shared the group's progress and outlined priorities for the year ahead, covering services including Health Visiting, Speech and Language Therapy, Falls Prevention and District Nursing.

### **Looking ahead to 2025–26**

LEAG will continue to work alongside Clinical Services and leadership teams to embed lived experience across the organisation. Key priorities include:

- Strengthening diversity and inclusion within the group
- Enhancing representation from different communities
- Deepening engagement with services across all boroughs

This work is helping us move beyond traditional models of patient feedback, towards one where lived experience is actively shaping decisions and driving improvement.

## **Equality and inclusion in the workplace**

At Bromley Healthcare, we are committed to creating a culture of belonging and inclusion where all our staff, patients and service users feel they can be themselves authentically. We recognise that this is a key in driving real change and making a difference, as well as giving staff the opportunity to grow personally and professionally.

We have continued to support our staff through our LGBTQ+ Collective and newly named REACH (Race, Equality and Cultural Heritage) Network and our Diverse Abilities Network, which supports neurodivergent staff, those with a disability or long-term health condition, or who are carers. The aims of the Networks are:

- Making recommendations on adjustments and additions to the specific agreements where required
- Promoting the equality, diversity and inclusion agenda within Bromley Healthcare; leading by example and promoting best practice
- Making appropriate links with the other stakeholders on the wider equality, diversity, inclusion areas.
- Promoting partnership working on equality, diversity and inclusion issues across Bromley Healthcare at all levels.
- Provision of a psychologically safe space to discuss concerns and/or ideas.

We have two mandatory Equality and Inclusion (E&I) training programmes, namely Equality & Inclusion, which has a completion rate of 97.9% and Unconscious Bias, which has a completion rate of 96.4% colleagues attending. We had more than 180 colleagues attending our annual Diversity and Inclusion Conference, across the virtual and in-person sessions. Looking ahead, we are in the process of drawing up our Equity and Inclusion action plan which will outline our future plans for equity, diversity and inclusion for colleagues and service users. We have already identified the priorities for this action plan which are:

1. Empower everyone to make equity the norm
2. Drive inclusive leadership from the top down

3. Create fair and equitable recruiting practices

**Find out more:** [Fostering a culture of belonging at Bromley Healthcare - Bromley Healthcare](#)

## Staff Health and Wellbeing

In 2023, Bromley Healthcare introduced 'Health and Wellbeing' as one of our [core values](#); that our colleagues maintain a work/life balance, encourage others to do the same and prioritise wellness that helps them to feel at their physical and mental best. We continue to support colleagues with both their physical and mental health and wellbeing through a variety of measures:

**Counselling and support** – Staff have access to a face-to-face counselling service, provided by Westmeria Counselling. They can also access a 24/7 telephone counselling service provided by Vivup, our Employee Assistance Provider. Vivup also offer an online Cognitive Behavioural Therapy programme and additional support. Occupational Health services continue to be provided by King's College Hospital.

**Staff Physiotherapy service** – We have a dedicated musculoskeletal physiotherapist that staff can access for support and advice with musculoskeletal (MSK) issues.

**Cost of living** – We have recognised that many of our colleagues continue to face additional pressures due to the increase in the cost of living. We have put a number of measures in place to support staff, these include payment of increased mileage rates; free tea, coffee and cereal provided at work bases; payment for Blue Light discount card; provision of Wagestream, which enables staff to draw down a proportion of salary in advance. We will continue to look for ways we can support our colleagues.

**Staff Forum** – Our colleague-led group, made up of representatives from across the organisation, continues to meet and shape the people agenda for Bromley Healthcare.

**Staff social events** – We organise social events, including a staff quiz and a Winter Ball.

**Bromley Healthcare Walking Challenge** – Colleagues took part in a 6-week Big Walking Challenge in 2024. The challenge was launched in May 2024, with 56 teams taking part in walking from London to Lisbon!

**Freedom To Speak Up** – We want to support a culture of learning, openness and transparency throughout Bromley Healthcare. We want everyone to feel safe to speak up and we want to hear about people's concerns. Our Freedom to Speak up Guardians have a specific remit of ensuring processes are in place to empower and encourage staff to speak up safely. We have developed a network of Freedom to Speak Up Ambassadors (11 in total) who support the work of the Guardians.

**Bromley Healthcare Annual Staff Awards** – The awards presented reflect Bromley Healthcare's values and recognise colleagues' incredible contributions towards our priorities. The awards for 2023 are detailed overleaf with photos of some of the winners on the following page.

<b>The Belonging Award – Excellence in Equality, Diversity and Inclusion</b> <b>Recognising an individual or team's contribution to equality, diversity and inclusion within Bromley Healthcare</b>	
Winner:	<p><b>Laura O'Connor, Safeguarding Coordinator</b>  Laura received this award for her work in making safeguarding information more accessible to vulnerable patients. Her dedication to promoting inclusivity and ensuring everyone feels valued is truly inspiring.</p>
<b>The Compassion in Action – Sue Chadwick and Massey Zekavatbaksh Award</b> <b>Recognising commitment and excellence in patient care</b>	
Winners:	<p><b>Children Looked After (CLA) Team</b>  <i>Team Members: Lissa Coward, Julie Paisley, Helen Stuck</i>  Honoured for their tireless advocacy and exceptional support for vulnerable children. Their dedication and compassion were highlighted in an Outstanding Ofsted inspection.</p> <p><b>Bromley 0–19 School Nursing Team</b>  <i>Team Members: Michelle Owen, Emily Gillespie, Nina Perrin, Katie Brooks, Tayane De Melo Passos, Leane Stewart, Sarah Long, Rechelle Wilson, Sara Frost, Dawn Smith, Margaret Janz, Natalie Sinclair</i>  This team was celebrated for their dedication to providing wide-ranging support to children, young people, and families, particularly during challenging times.</p>
<b>The Compassion in Action – Charlotte Hails Award</b> <b>Recognising non-clinical colleagues' commitment for their part in the smooth running of the organisation and delivery of services</b>	
Winners:	<p><b>Clinic Support Team</b>  <i>Team Members: Rebecca Oana, Michelle Grehan, Veronica Jastrzebska, Helen Schembri, Carol Bellinger, Ginny Sims, Janice Smith, Denise Martin, Jenny Scudder, Libby McMahon, Khadijah Munu, Barbara Jastrzebska, Sharon Reardon-Durham, Leigh Hills, Sandra Keating, Karen Finley</i></p> <p>This dedicated team was acknowledged for ensuring the smooth running of clinics, providing vital support both front-of-house and behind the scenes.</p> <p><b>Sharon Cranfield, Patient Experience Lead &amp; Freedom to Speak Up Guardian</b>  Sharon was recognised for her commitment to making patient voices heard and fostering an open and supportive environment.</p>
<b>The Continuous Learning Award</b> <b>Recognising learning and innovation in healthcare practice</b>	
Winners:	<p><b>Eduardo Verdi, Senior Physiotherapist, Rapid Access Therapy Service</b>  Eduardo was recognised for developing and leading a structured training programme for the Urgent Community Response team. His commitment to professional development has fostered a culture of continuous learning.</p> <p><b>Hazel Pasifull, Newly Qualified Band 5 Nurse, Foxbury Ward</b>  Hazel went above and beyond to expand her knowledge and support her colleagues by creating practical educational resources that have already made a positive impact in clinical practice.</p>

## The 'Grow our Own' Award

Recognising a colleague's contribution to Bromley Healthcare through their learning and development

Winners:	<p><b>Emma Griffin, Community Nurse</b> Emma was nominated for her inspiring journey from healthcare assistant to qualified nurse, highlighting her resilience, dedication, and strong focus on compassionate, patient-centered care.</p> <p><b>Maddie Smith, Population Health Officer</b> Maddie received this award for her significant contributions to key health initiatives, demonstrating exceptional dedication to both her role and academic achievements.</p>
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## The Innovation Award

Recognising outstanding improvements to patient and/or colleague experience

Winners:	<p><b>ICN Case Management Team</b> <i>Team Members: Steve Skingley, Chris Keenor, Rosie Butterworth, Michelle Valentino, Sam McQuillan, Lisa Harrison</i> Recognised for their proactive support of patients with complex needs, improving wellbeing and expanding their services through innovative approaches.</p> <p><b>Bromley Healthcare Academy Team</b> <i>Team Members: Dan Jones, Ash Kyasima-Migadde, Marie-Louise Muir, Carolyn Leighton, Bosun Olaniyan, Martin Ballard, Kamila Kerrouche, Robert Trevino, Sheila Thorne and Paige Ansary.</i> Celebrated for revolutionising education delivery through the use of AI, VR, and simulations. Their innovative approach has enhanced learning outcomes and boosted staff confidence.</p>
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## The Outstanding Leadership Award

Recognising outstanding leadership skills and contribution

Winners:	<p><b>Ash Kyasima-Migadde, Digital Learning and Skills Lead</b> Celebrated for exceptional leadership in digital learning and fostering collaboration and growth within the team.</p> <p><b>Caroline Whitford, Interim Head of Public Health Nursing</b> Recognised for her solution-focused leadership and improvements to Health Visiting services, gaining national recognition.</p> <p><b>Saika Reshi, Clinical Director of Dental Services</b> Honoured for her caring and forward-thinking leadership, driving service improvements and supporting her team through challenging times.</p>
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## The Patient Choice Award

Recognising exceptional patient care

Winner:	<p><b>David Ushveridze, Bladder and Bowel Team, Care Co-ordination Centre</b> David was recognised for his polite, helpful, and knowledgeable approach, which was highly praised by patients. His commitment to providing excellent service stood out, making a real difference to those he supports.</p>
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## The Working Together in Partnership Award

Recognising those who have improved patient care through partnership working

Winners:

### The Anticipatory Care Team

*Team Members: Lucy Lapage, Kirsty Breed-Redman, Claudette Campbell, Maddie Smith, Victoria Sanderson, Cathy Aiken*

Recognised for their proactive approach to case management and achieving outstanding patient feedback through collaboration and holistic support.

### IT and Digital Change Teams

*Team Members: Michael Fitzsimons, Supawat Sulamnart, Ben Clarke, David Bennett, Marvin Forrester*

Celebrated for their teamwork and resilience during a major cybersecurity incident, ensuring systems were protected and services continued smoothly.





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## Statements from stakeholders



### Bromley Healthwatch

Thank you for asking us to comment on your 2024–2025 Quality Account. We note the hard work and commitment of the staff and organisation in delivering good care to the residents of Bromley. The launch of the new clinical strategy, the progress being made in improving the use of data, beginning to use artificial intelligence in diagnostics, expanding online booking, increased self-referral and moves towards neighbourhood working, as described within national plans, bode well for the future.

The improvements made under the 2020–2024 strategy in wound care, falls prevention, record keeping, medicine incidents and changes to the last year of life pathways are noted. It would be helpful to understand the extent of the progress made, if outcome data with year-to-year comparisons, beyond the reference to avoidable category 4 pressure ulcers, are included within the document.

We support the priorities within the new clinical strategy and note the plans to deliver this being developed by your care divisions. More information on the improvements planned for the coming year would be welcome; we assume these are aligned with the launch of the neighbourhood model currently underway.

The improvement work undertaken regarding patient safety and safeguarding in 2024–2025 is noteworthy, work relating to the Mental Capacity Act, the introduction of a complex case pathway and innovations such as the visual family diagrams.

The Urgent Community Response audit outcome reflects the continued progress the organisation is making in delivering excellent care for Bromley residents. The diabetes performance compared to other providers is similarly noteworthy. The increasing demand for these services due to population demographics will mean additional capacity is likely to be required, for A and E and hospital services to be adequately supported. The initiatives relating to children's services and care homes are further evidence of a growing culture of continuous improvement, as are the range of awards to teams and individuals in the organisation.

We welcome the changes being made to strengthen community engagement in service design, and the launch of the Lived Experience Advisory Group and its work to date. This evolving workstream offers an opportunity to move towards a comprehensive programme of co-production within the organisation, and increasingly with partner organisations and the local community as part of the new integrated neighbourhood offer.

Recognising resource limitations and the current operating environment, we would welcome strengthening our partnership working with you in this context.

The developing work by the Anticipatory Care Team and the Case Management pilot as part of the integrated neighbourhood teams are good examples of the evolution necessary to deliver an effective neighbourhood care service, the latter pilot having been in operation in other parts of London for several years. Our recent report on Housebound Patients (convert this into a link to our website) offers a good basis to work together to further develop these and other initiatives and improvements.

In relation to this report, the South East London ICB commented, "The Healthwatch report provides a compelling presentation of the needs and some of the potential benefits of addressing and redesigning services for this population ... [T]he learnings and benefits of these models would benefit from informing a review of care for housebound patients".

We look forward to working with you in 2025–2026 for the benefit of the residents of Bromley.

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## South East London Integrated Care Board

South East London Integrated Care Board (SEL ICB) thanks Bromley Healthcare Community Interest Company (BHC) for sharing its 2024/2025 Quality Account. We welcome the opportunity to provide this commissioner statement and are pleased to note that our collaborative relationship continues to flourish, particularly in relation to quality assurance and the implementation of the national Patient Safety Incident Response Framework (PSIRF).

We confirm that we have reviewed the information provided in the Quality Account and have cross-referenced it with the data shared with us throughout the year. Firstly, SEL ICB congratulates BHC on the successful delivery of its quality objectives from 2020 to 2024. We particularly commend the progress made in the prevention of pressure ulcers, falls reduction, and medicines safety. We also acknowledge the introduction of new tools aimed at improving practice around the Mental Capacity Act and ensuring that all patients approaching end of life are placed on the appropriate care pathway.

The development of BHC's new Clinical and Quality Strategy is a positive step forward. It enhances organisational learning and ensures that the voices of individuals with lived experience are central to service development. This has led to improved engagement with children, young people, and underserved communities. As part of the National Paediatric Hearing Improvement Programme established by NHS England, the ICB has been working with BHC to review their paediatric audiology services. We have undertaken a site visit and are now working with them to implement improvements to the service.

The ICB recognises and appreciates the dedication of BHC staff to providing high-quality, compassionate, and effective care during a period marked by increased demand and financial pressures. We extend our congratulations to the organisation on receiving several prestigious accolades, including the LaingBuisson Award for excellence in integrated care and being named a finalist at the HSJ Awards for its Hospital at Home model for adults and its innovative workforce strategy aimed at reducing vacancy rates.

The ICB also commends the strengthening of safeguarding practices within the community, particularly through the launch of the Family Safeguarding Training Programme via the BHC Training Academy and the introduction of the Complex Case Pathway.

Looking ahead, SEL ICB is committed to working in partnership with BHC as it continues embedding neighbourhood models designed to tackle unwarranted variation, reduce long waits, and strengthen the use of population health data to proactively target those at greatest risk of poor outcomes.

We also acknowledge BHC's valuable contribution to developing a South East London-wide approach to quality, particularly through its active participation in the SEL System Quality Group (SQG). We welcome BHC's continued commitment to co-developing a shared system-wide quality priority in 2024/25 and look forward to our ongoing collaboration in the year ahead.



Paul Larrisey  
Interim Chief Nurse  
Caldicott Guardian  
NHS South East London Integrated Care System



**Bromley Healthcare Community Interest Company Ltd**

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