

Quality Accounts

2018 / 2019



We support people to lead independent, healthy lives

CONTENTS

WELCOME FROM DR ADAM MORRIS, CHIEF EXECUTIVE	3
GOVERNANCE STRUCTURE	4
WHO ARE WE AND OUR SERVICES	5
LIVEWELL BY NUMBERS	7
OUR PRIORITIES FOR QUALITY IMPROVEMENT 2019/2020	8
PARTICIPATION IN AUDITS	10
HEALTH IMPROVEMENT BY NUMBERS	14
RESEARCH PROJECT HIGHLIGHTS	15
GOALS AGREED WITH OUR COMMISSIONERS AND CQC	16
DATA QUALITY STATEMENT	20
SUCCESS AND RECOGNITION	21
REVIEW OF 2018/2019 AIMS AND QUALITY ACHIEVEMENTS	23
STAFF SURVEY	26
COMPLIMENTS AND COMPLAINTS	28
QUALITY ACCOUNTS	30
STATEMENTS FROM STAKEHOLDERS	31



Welcome to the Livewell Southwest 2018/2019 Quality Accounts

We're pleased to share with you some of the highlights and successes of our past year, as well as innovations and initiatives we've launched which, we believe, will bring long-term benefits to the people of Plymouth, West Devon and South Hams.

We are proud to be a social enterprise leading the way in delivering integrated health and social care and supporting people to lead independent, healthy lives, and to be the best they can be, where they want to be.

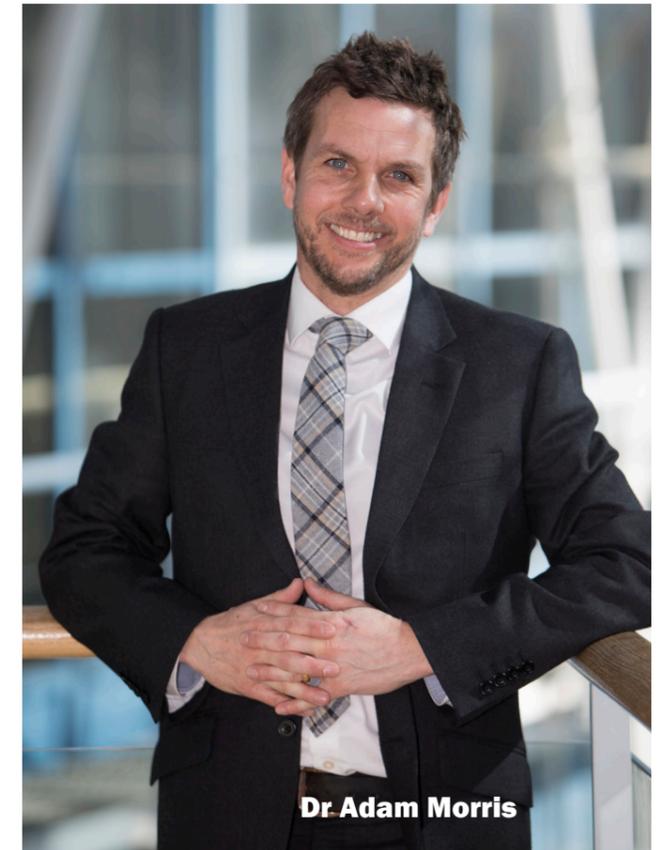
We had some notable highlights during this period. We were delighted to be awarded the contract to provide mental and physical health services for children and young people in Plymouth, enabling us to continue our work to support families and help children get the best start in life.

We've created a whole new service – the Children, Young People and Families Service – bringing Child and Adolescent Mental Health Services (CAMHS), Health Visiting, School Nursing, Family Nurse Partnership and Children's Speech and Language Therapy together into one structure for the first time, under a dedicated management team.

Every element will be designed with prevention and health promotion as the focus, providing early help and support to children, young people and families close to home to tackle problems before they become more serious and need more complex help.

Parents, children and young people helped to shape the new service, and they will continue to be included, influencing the decision-making process.

We achieved an 'Outstanding' rating for Caring, and 'Good' overall following an inspection of our services by Care Quality Commission inspectors. It was especially gratifying that inspectors commented specifically on our amazing staff, highlighting the "respectful and considerate way"



Dr. Adam Morris

they interact with patients, and that they are "highly motivated and inspired to offer care that is kind and promoted people's dignity".

A key success in our drive for continuous learning and improvement was the news we had been accepted onto a new three-year programme run by the NHS to transform healthcare using innovative management systems. We applied jointly with University Hospitals Plymouth NHS Trust and are now working together on our People First programme which is shaping the way we are transforming patient care.

And we have strengthened our Board, welcoming some inspirational new non-executive directors who are bringing expertise and energy to our work.

I am pleased to be able to report on our work and achievements over the past year, and proud to share our goals and strategy for the coming year to ensure we continue to deliver outstanding care to people, supporting them to live independent, healthy lives.

A handwritten signature in black ink, appearing to read "Adam Morris".

GOVERNANCE STRUCTURE

This is how Livewell Southwest is governed and how the Board is assured we are performing well



Remuneration and nomination

This committee appoints Directors of the company and reviews and approves their annual remuneration.

Audit

Clare Tanner, Chair, and Dan O'Toole, Executive Lead. Focus is on overseeing the Board Assurance Framework, managing risks within the organisation and overseeing the preparation of the annual accounts.

The role of each committee is to be accountable to the board for the delivery of strategic objectives.

Performance committee

Annette Benny, Chair, and Dan O'Toole, Executive Lead. Focus is to maintain safe high quality services that comply with regulatory requirements and provide safe and high quality accommodation.

Partnership committee

Morris Watts, Chair, and Geoff Baines, Executive Lead. Focus is to develop new partnerships to enable services to be delivered at home, or as close to home as possible, for voluntary and community organisations to be included in all care pathways and that community grants are provided through a charitable foundation.

Sustainability committee

Karen Cook, Chair, and Dan O'Toole, Executive Lead. Focus is to deliver a single point of access to services for those within commuting distance of Plymouth. To be able to supply our workforce with the right equipment, skills and confidence to support community-based working and their own well-being. To actively pursue innovation and empower people to be confident in using digital technology.

Workforce committee

Clare Tanner, Chair, and Dawn Slater, Executive Lead. Our workforce will be trained to produce a single trusted assessment so that people need only tell their story once. By 2020 the entire workforce will be trained in making every contact count and we will create meaningful opportunities to enable unemployed people to return to work. We will invest in employee leadership recognising that our employees also represent the communities in which they live and our workforce will be able to give people the tools and support they need to manage their own wellbeing.

Executive team

Dr Adam Morris, Dan O'Toole, Michelle Thomas, Dawn Slater, Dr Michael Cooper, Geoff Baines, Kat Chilcott.

WHO WE ARE

Livewell Southwest is a leading provider of physical and mental health services integrated with social care.

We are strongly aligned equally with NHS values and the 2014 Care Act, but our independence means we can be agile in the way we respond to changes in need and population. Everything we do – how we shape our organisation, our culture, values and policies – is focused on helping people to live the best lives they can, in their communities within Plymouth, West Devon and South Hams.

Founded in 2011 as a pioneering, independent community interest company, today Livewell Southwest is the largest community health and adult social care enterprise in the UK. Being a social enterprise means we must be solvent and we have to re-invest our profits back into the services we provide, and the communities we serve.

We design new ways to support and work with people in their communities, making it easier for them to get the advice, support and care they need, when they need it. And we seek out other like-minded groups and organisations to work with so we can share with them, learn from them and together improve the health and wellbeing of more people.

We work alongside colleagues from local NHS

hospitals and services, the Local Authorities in Plymouth and Devon, and with health and care colleagues across Devon as part of the Sustainability and Transformation Partnership, to deliver expert care now and for future generations.

We have a commitment to work side by side with University Hospitals Plymouth NHS Trust to support the local care provided to people and best use of resources to avoid unnecessary hospital admissions and promote timely discharges.

The Care Quality Commission, the independent healthcare regulator, has rated our services Good overall, with Outstanding ratings for Caring and a number of services including those for Learning Disabilities and acute mental health in-patients.

Livewell Southwest employs almost 3,000 people who live and work in the local area and we champion their progression, development and commitment to providing outstanding care.

We approach our work from the perspective of people, not patients. Patients may need treatment, but people need so much more – they need services and support which help and empower them to stay fit, healthy, happy and as independent as possible, for as long as possible.

Our vision is for wellbeing to be at the heart of everything we do, with healthy people and healthy communities being our long-term priority.

OUR SERVICES

We provide a wide range of health and social care services for people living in South Hams, West Devon and Plymouth and a range of specialist services across the Peninsula.

We are committed to finding new ways to significantly reduce the need for hospital bed-based care and to prevent avoidable hospital admissions. And by delivering more services closer to where people live, we aim to make access to health and care easier for everyone who needs it.

Our award-winning services are diverse and include:

- Community and district nursing, including out of hours, crisis response and end-of-life care
- Social work intervention and social care support, working in the community and in hospitals/urgent care, supporting people to retain and/or develop independence and wellbeing
- Physiotherapy and occupational therapy, in the community and at our hospitals in Plymouth, Tavistock and Kingsbridge
- Mental health services, in the community, at our in-patient units at Lee Mill, Mount Gould Hospital and the Glenbourne Unit, at Derriford Hospital and GP practices. We also have a specialist mental health service to help refugees, asylum seekers and people released from prison, psychotherapy and anxiety and depression services

- Older person's mental health services, such as dementia diagnosis and dementia advisor service
- Health improvement services such as smoking cessation, alcohol awareness and weight management, as well as Workfit, a programme to help people to stay in work
- Children, young people and family services, including breastfeeding support, health visiting and school nursing, the family nurse partnership and children and young person's mental health services
- Prosthetics, rehabilitation for stroke patients and people with neurological damage

Communities at our core

We have established teams which each deliver our range of services, including community nursing, mental health services, social care and children's services. They are based in the communities they serve, and offer a multi-disciplinary response to understand and respond to specific local needs. It means a more seamless service for those requiring mental and physical health services and enables us to provide wellbeing and health and care services closer to where people live. Our managers in these community teams are responsible for overseeing delivery of integrated services in their patch, working closely with urgent care services and primary care, and expanding our local partnerships and networks.

LIVEWELL BY NUMBERS

Number of employees at March 31, 2019

2,850



Number of services at March 31, 2019

85



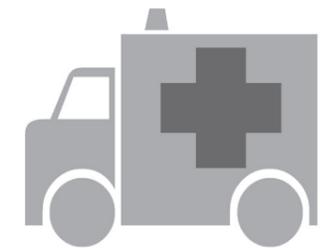
76,049

people used our services, of which 26,659 were supported or received treatment in a home setting (including nursing and care homes)

Our Discharge to Assess team enabled

2106

patients



We gave out

£28,500

in community grants



We have

6

Electric Vehicle Charging Points



We have supported the development of social prescribing to increase social inclusion and uptake of services provided by the voluntary and community sector



OUR PRIORITIES FOR QUALITY IMPROVEMENT

2019-2020

Every organisation needs to regularly review its aims and ambitions, to make sure it is still directing its energy and resources on the most important things.

As a responsible social enterprise, Livewell Southwest is no exception. Our aim has always been to give the best possible care and support to people, in the place they want to be and at the right time to enable them to live the best lives they can.

The needs of the population and the health and care landscape are constantly changing, so we've reviewed our priorities for improvement and the steps we put in place to achieve them, taking into account things like the NHS Long Term Plan and the way health and care services are developing nationally.

The result is a refreshed strategy which sums up the essence of what we want to achieve and how we plan to get there.

Our priorities for 2019/20 support our vision:

We want to be the very best at helping people to live well

and our mission:

We support people to lead independent, healthy lives

We have set out our strategic aims

- We put people at the centre of what we do
- We value, support and empower each other
- We are an organisation with a strong social conscience
- We transform services to make them sustainable

And to help us achieve that, the areas we are focussed on improving this year are:

- All services are recognised (by CQC) as good or outstanding
- Improve staff retention by 2 per cent
- Increase our social value by 10 per cent
- Increase 'time to care' by 4 per cent

1

IMPROVEMENT PRIORITY

All services are recognised (by CQC) as good or outstanding

Why?

We want people to be assured that our all services are safe, well-led, effective, caring and responsive. We aim to deliver the best services every day, and it's important that everyone who comes into contact with us has confidence in us. We're proud that our overall rating is Good overall, with Outstanding for Caring, for our Learning Disabilities services and our acute mental health unit, Glenbourne.

What will we do?

We are working hard on the areas where inspectors felt we could do better, such as our

community end of life work and child and adolescent mental health wards. We have a programme of investment of time and resources in leadership, training and innovation to improve these areas.

How will we measure progress?

The senior management team comes together regularly with practitioners, managers and clinical leads to track and review progress. We will also be participating in the annual CQC well-led inspection in 2019, the results of which will be published.



2

Improve staff retention by 2%

IMPROVEMENT PRIORITY

Why?

Reducing staff turnover means improved workforce planning, a more consistent workforce with less reliance on temporary staff.

What will we do?

Through the use of our People First programme, teams and managers will be supported to undertake a range of tasks to reduce staff turnover throughout the year. These include:

- Staff recognition initiatives
- Continual training and development
- Staff health and wellbeing

How will we measure progress?

We will be reporting on progress internally to our Workforce Committee.

3

Increase our social value by 10%

IMPROVEMENT PRIORITY

Why?

We're proud to be a social enterprise and value what that represents. We seek out opportunities to deliver social, economic and environmental benefits to the communities we serve, always looking for ways to deliver social value alongside the services we are commissioned to deliver. Social value is at our core and we always strive to do more.

What will we do?

We will base all our business decisions on our organisational values - Kind, Respect, Inclusive, Ambitious, Responsible. We will reduce our carbon footprint and we will support every service to demonstrate its social return on investment.

How will we measure progress?

Through our People First programme we will monitor and report into our Board on our progress.

4

Increase 'time to care' by 4%

IMPROVEMENT PRIORITY

Why?

The people we serve have increasingly complex needs, and there is a growing older-age population. There are also areas where people face health, social and economic difficulties. We need to meet the challenge of finding ways of providing better care and support with the money we have.

A strong area of focus in our adult social care work is on promoting independence, working with people to help them to find their own solutions, where possible, in order to minimise reliance on funded care. This has the twin advantage of promoting self-reliance and wellbeing,

and ensuring that the "time to care" is focussed on those people with the highest complexity and risk. In line with the national picture, more than 50 per cent of the funds we use to purchase social care support from independent providers is spent on meeting the needs of the adult working age population. It is essential we do everything we can to help people to live a productive life where they can engage with their networks and communities.

What will we do?

We will use digital technology to save time on administration and travel. We'll avoid duplication of tasks by sharing information and skills and we'll make every contact count so provide responsive and timely care, preventing the need for more serious treatment.

How will we measure progress?

Through our People First improvement programme we will monitor and report progress to our Sustainability Committee.

PARTICIPATION IN AUDITS AND PERFORMANCE REVIEW

By being involved in clinical audits and performance reviews nationally, regionally and locally we can discover where the organisation is providing excellence in its services, and where we can improve.

In the last 12 months Livewell Southwest participated in seven national clinical audits and two national clinical outcome enquiries.

In addition to the national audit programme, the findings of local clinical audits have been regularly presented to the Operational Performance meeting, and junior doctors in Psychiatry present their audits to the Livewell psychiatry audit presentations meeting which consultants and other senior medical staff attend.

For every local clinical audit undertaken, where appropriate, an action plan is created for the teams involved. Each audit has an identified lead and action plans are monitored within operations and by governance staff.

The tables below detail the findings of the national, regional and local audits and enquiries Livewell Southwest has participated in for 2018-19.

Element 1: Collection of Patient Level Data between 1 April 2018 and 31 March 2019

AUDIT OR ENQUIRY	ELIGIBLE TO PARTICIPATE IN	ACTUALLY PARTICIPATED IN	DATA COLLECTION COMPLETED	NO. OF CASES SUBMITTED
National Confidential Inquiry (NCI) into Suicide and Homicide by People with Mental Illness (NCI/NCISH)	YES	YES	Quarterly returns made.	Livewell Southwest was sent four questionnaires relating to suicides in the period, and four have been received back by NCISH.
Learning Disabilities Mortality Review (LeDeR) Programme: NHS Devon CCG is coordinating a Devon-wide team to contribute to the Review, and as an organisation we contribute to this multi-agency oversight. Clinical staff training is undertaken to support our involvement in the review process.	YES	YES	<p>The Community Learning Disabilities Team (CLDT) has been unable to contribute to reviews for this year but is:</p> <ul style="list-style-type: none"> Embedding LeDeR reviews within Primary Care Liaison job descriptions (increasing capacity by two) Engaging our health promotions worker in reviews Re-training manager <p>This will significantly increase our capacity to support the programme in the forthcoming year.</p> <p>Livewell Southwest reported two Serious Incident Requiring Investigation (SIRIs) through the LeDeR process to the CCG during the year.</p>	

AUDIT OR ENQUIRY	ELIGIBLE TO PARTICIPATE IN	ACTUALLY PARTICIPATED IN	DATA COLLECTION COMPLETED	NO. OF CASES SUBMITTED
Sentinel Stoke National Audit Programme (SSNAP)	YES	YES	Continuous data collection starting January 2013	Between 1 Apr 2018 and 31 March 2019: Mount Gould Hospital Stroke Rehabilitation Unit recorded 139 admissions on SSNAP, and the Early Supported Discharge (ESD) Team had a total of 326 referrals.
National Clinical Audit of Psychosis (NCAP) Spotlight EIP audit	YES	YES	Data collected and submitted between October and end of November 2018.	60 patient cases were submitted to the audit, and a contextual data questionnaire was also submitted.
National Diabetes (adult) Audit – foot care audit (NDFA)	YES	YES	From February 2018, continuous data collection.	So far Livewell Southwest and Derriford Podiatry teams have between them submitted 149 patient cases to the audit.
National Audit of Anxiety & Depression (NCAAD)	YES	YES	Core audit data was collected and submitted between June and September 2018, and the data for the psychological therapies spotlight audit was collected and submitted between October 2018 and end of January 2019.	Livewell Southwest submitted 46 patient cases to the core audit, plus 100 patient cases to the associated psychological therapies spotlight audit. In addition, 16 therapist surveys and 11 service user surveys were submitted as part of the psychological therapies audit.
National Audit of Care at the End of Life (NACEL)	YES	YES	June to October 2018	14 patient cases were submitted to the clinical audit, together with an organisational audit.

National audit of In-patient Falls (NAIF)	YES	YES	Data collection started March 2019, with continuous data collection.	No cases have yet been identified to Livewell Southwest.
National Asthma and COPD Audit Programme (NACAP): pulmonary rehabilitation workstream	YES	YES	A continuous clinical audit of service provision and delivery started on 1 March 2019.	Data for approximately 30 patients assessed towards the end of March will be submitted once these patients have completed their course around mid June.

Element 2: Reviewing National Audit reports published during the course of the calendar year: January to December 2018

AUDIT	REPORT/S RECEIVED	REPORT/S REVIEWED	ACTION PLANNING
Sentinel Stoke National Audit Programme (SSNAP) Clinical audit	Four-monthly reports received from SSNAP.	<p>The reports from SSNAP (four-monthly) are regularly reviewed by the stroke team leads and stroke consultant, and the action plan is reviewed and updated accordingly.</p> <p>Data is also reported monthly to the CCG via the stroke clinical pathway group.</p>	<p>Continuing Action Plans for the Stroke Rehabilitation Unit (SRU) and Early Supported Discharge (ESD) are monitored in response to the regular SSNAP reports, the main actions being:</p> <p>To improve the therapy intensities for Occupational Therapy, Physiotherapy and Speech & Language Therapy.</p> <p>To improve discharge processes including proportions of patients: receiving a joint health and social care plan with planned anticoagulant treatment for atrial fibrillation; treated by A skilled ESD team with a named contact on discharge.</p> <p>Where applicable, to improve screening for mood and cognition and for nutritional risk, and address any continence issues.</p>

AUDIT	REPORT/S RECEIVED	REPORT/S REVIEWED	ACTION PLANNING
National Confidential Inquiry (NCI) into Suicide and Homicide by People with Mental Illness (NCI/NCISH)	October 2017	Annual report distributed to senior clinical staff and directors for consideration, with views on its organisational impact expected.	
National Clinical Audit of Psychosis (NCAP)	September 2018 (local report) and July 2018 (national report)	The reports were discussed at the consultants' meeting and at the Mental Health Strategic Operations Group in January 2019.	An action plan is in place. The main action is for a working group to consider developing a new specialist service to provide physical health monitoring for service users. Other actions revolve around reviewing the electronic records system to improve and expand support for clinicians in recording physical health information; and to consider an updated snapshot of physical health monitoring from local audit.
National Audit of Care at the End of Life (NACEL)	Local dashboard made available December 2018	Results discussed with matrons of Hospitals participating in the audit, and at the Livewell Southwest Board.	A summary of the audit findings has been prepared and the actions undertaken at each participating hospital are being added by the Palliative and End of Life Care Lead and the hospital matrons. Main actions relate to communicating and recording of end of life care, including completion of Treatment Escalation Plans (TEPs), and staff awareness and training.

Element 3: Adult Social Care Outcomes Framework

We provide information about Social Care activity and outcomes for the national data collection. This allows us to review local performance in a range of social care and quality of life indicators against local and national comparators.



Health Improvement by numbers

Plymouth City Council commissions Livewell Southwest to deliver health improvement services for the city. The health improvement service is made up of One You Plymouth, Wellbeing at Work and Building Community Capacity. 2018-19 has been a year of increasing numbers of people accessing all the parts of the service. In the past year:

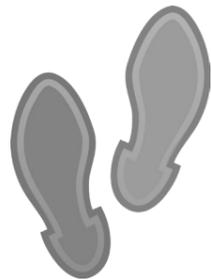
43,424

people visited One You Plymouth & Wellbeing at Work websites



6,968

people engaged via social media



3,310

people took part in One You Plymouth physical activity sessions

1,113

people chose One You Plymouth as their first choice to get help to stop smoking.



1,917

people trained to promote positive mental health, physical health and wellbeing in their communities and workplaces



405

people received an NHS health check in the community

RESEARCH PROJECT HIGHLIGHTS

This year we have again continued to extend the range of clinical areas and services to which we can offer patients and their families the opportunity to take part in research. We now have studies in Dementia, Mental Health, Public Health, Elderly Care, Neurology (Stroke, Parkinson's Disease, Multiple Sclerosis) Autism, Diabetes and Podiatry services.

Livewell Southwest clinicians continue to engage fully and their support, alongside their clinical work, has enabled many studies to be delivered. We continue to work collaboratively to support local academics and offer studies of relevance to our local community.

One of our key values is our focus on supporting and working within communities. We're delighted that this is reflected in the feedback from people taking part in research who commonly report that the researcher being able to visit them at home was one of the best elements of their research experience.

Information from patients and their experience is vital to inform research, help find new treatments and preventions and change practice. Studies may involve one-off visits with questions, possibly a blood sample or they could involve a treatment in the form of therapy such as physio, followed by some practical tests.

Dementia

Livewell Southwest is proud to continue to support the Government's Dementia Challenge 2020 by enabling more people to take part in dementia studies.

We have extended the range of studies into dementia which aim to gather information to better understand the causes and how to help people living with the disease. We are again working with Cardiff University on a further genetic study looking into a rarer form of Dementia with Lewy Bodies and we have joined Exeter University's IDEAL2 study which is looking at what it actually means to people with dementia and their families to improve the experience of dementia and enhance active life. This study will cover a six-year period.

Livewell's Dementia Advisory Service is working closely with the research team to help offer opportunities to more people. Participants so far have given positive feedback on their experiences:

"A lot of questions although I understand why."

"The chance to help others."

"It will be of value to a lot of people."

Diabetes and Podiatry

Diabetes-related amputations continue to increase and incidence in the South West is particularly high. Our Podiatry Team, led by Michael Oliver, has worked closely with Professor Vasileios Lependis, a physio and lecturer from Plymouth University, to identify and recruit 61 patients to a study looking at whether ankle and big toe joint mobilisations and stretches in people with diabetic neuropathy could improve their joint range of motion, reduce pressures and ultimately impact positively on mobility.

Research case study

Barry Lewis, a long-time sufferer of diabetes, was offered the opportunity to participate while attending Livewell's Podiatry clinic.

He is proud to be part of research and has shared his experience of taking part in this study.

"The podiatry team is fantastic and when they told me about this piece of research I thought it sounded very interesting so I didn't hesitate in saying yes.

"It's very useful to take part in research because one day it could make a difference to the lives of others by improving their treatment and outcomes.

"I've been seen by the podiatry team for many years and it felt good to be able to give something back to the health service.

"It was fascinating to take part in the study and I would happily take part in more research again."



Barry Lewis,
research
participant

GOALS AGREED WITH OUR COMMISSIONERS AND CQC

The key aim of the Commissioning for Quality and Innovation (CQUINs) is to drive quality improvement and innovation with goals agreed between Livewell Southwest and the NHS Northern, Eastern and Western Devon Clinical Commissioning Group (NEW Devon CCG).

Preventing Ill Health by Risky Behaviours – Alcohol and Tobacco

Smoking and harmful use of alcohol are among the most significant risk factors for chronic ill-health and premature death. It is estimated that 1 in 4 patients in acute hospital beds in England are smokers, so we introduced a range of initiatives to support people in hospital to stop smoking or to reduce their tobacco use.

- We have developed a new nicotine replacement therapy protocol which enables frontline staff to administer nicotine replacement therapy (NRT) for up to 72 hours after admission, followed by on-going support. Staff are given training to maximise this opportunity.
- We recognise that vaping is a safer alternative to smoking tobacco and can significantly reduce the risks associated with the many carcinogenic chemicals found in cigarettes. We are able to manage the nicotine cravings that smokers experience by offering them a single-use e-cigarette on admission.
- We have extended the reach of smoking cessation support by introducing an NRT voucher scheme which enables community teams to offer advice and treatment, at the right time and in the right place.
- We have developed and are embedding a number of new recording processes to improve our targeted offer to those people who need a more specialist smoking cessation service.



Staff health and wellbeing

This CQUIN has three streams of work to support the health and wellbeing of our workforce:

- Seasonal flu vaccination campaign – This year we achieved our highest ever uptake across the workforce, with 62% of employees choosing to have their vaccination. Livewell Southwest also received national recognition for the introduction of motivational interviewing techniques into the campaign, which encourages positive, non-confrontational conversations about the importance of having the flu vaccination.
- Healthy eating – A review of all meals, snacks and drinks served across our sites has seen a reduction in the consumption of foods high in sugar, salt and fats across the organisation. This has been supported by the introduction of other initiatives such as “meat free Mondays” and healthy eating workshops.
- Staff health and wellbeing – in our staff survey, 90% of staff agreed that Livewell Southwest supports their health and wellbeing. This was also reflected in a positive increase in the number of people who reported that they are able to achieve a good balance between their work life and personal life.

CARE QUALITY COMMISSION INSPECTION



All health and adult social care providers who provide regulated activities are required to be registered with the Care Quality Commission (CQC).

We were delighted to not only retain our overall rating of 'Good' following an inspection in May and June 2018, but inspectors increased our rating for Caring to 'Outstanding'.

The CQC is responsible for independently monitoring and inspecting services to ensure they are safe, effective, caring, responsive and well-led, and for publishing its findings.

Geoff Baines, Director of Safety and Quality, said: "At a time when health and social care services are experiencing pressure across the board, we are delighted that not only have we retained our overall CQC rating as 'Good' but the rating for the care we provide has been increased from 'Good' to 'Outstanding'.

"To receive positive, independent recognition of our staff's hard work across our mental health services and community health services is testament to the professionalism and commitment they show day in, day out.

"Our culture of continuous improvement and focus on compassionate care that's shaped around the people who need it is proving a success."

Karen Bennett-Wilson, CQC's Head of Inspection for mental health in the South West, said: "Livewell Southwest CIC is providing good care to those living in and around Plymouth and the organisation can be proud of many of the services that it manages.

"We saw staff interacting with people who used the service and those close to them in a respectful and considerate way.

"Staff were highly motivated and inspired to offer care that was kind and promoted people's dignity. Patients were encouraged to be involved in the development of the service and were involved in their care planning, and carers were also involved where appropriate. We saw excellent examples of patient-centred care. Patients and carers gave positive feedback about the care received."

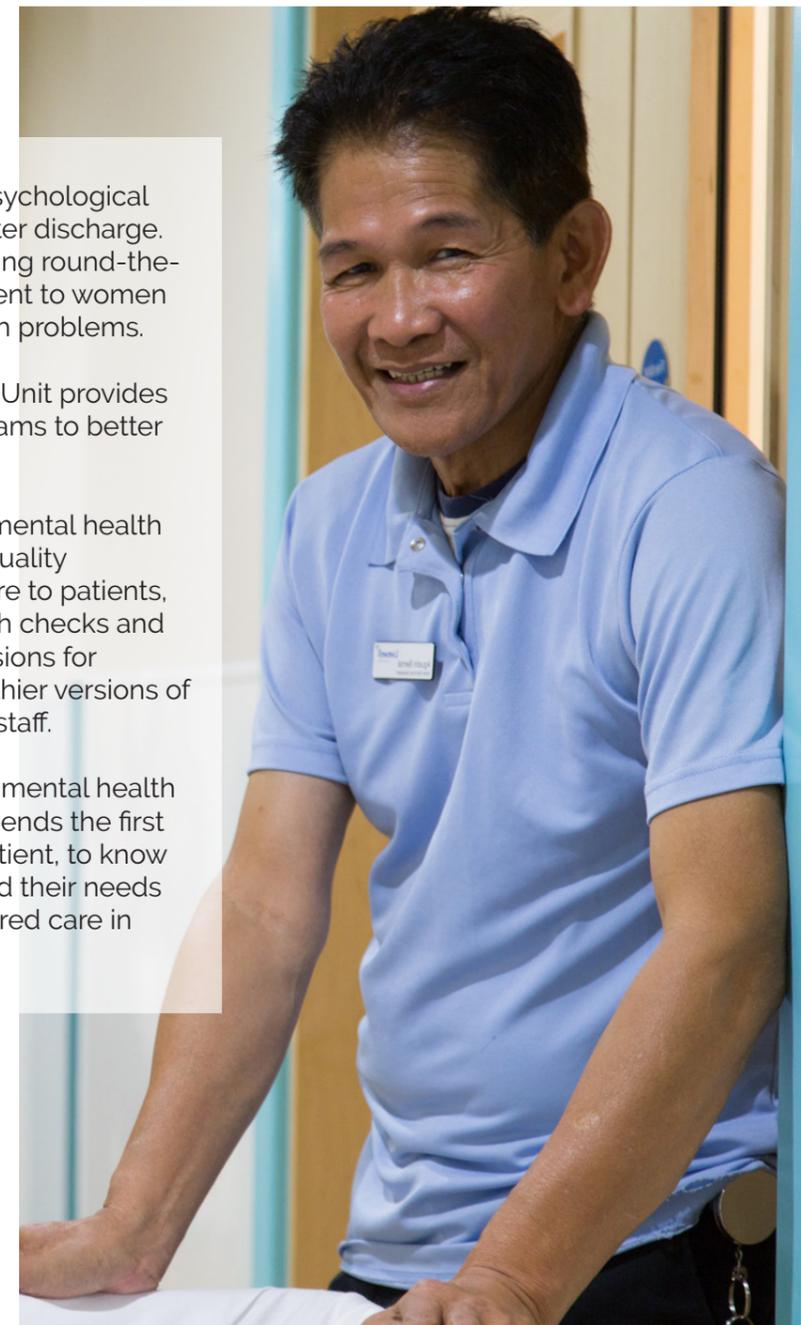
CQC inspectors visited Livewell Southwest in both May and June 2018 and focussed on how well-led the organisation was, as well as inspecting a number of mental health and community health services provided across Plymouth South Hams and West Devon.

In their report, inspectors highlighted a large number of 'examples of outstanding practice' including:

Patients on Greenfields Unit can continue psychological groups and therapies up to three months after discharge. Greenfields is a nine-bed recovery unit offering round-the-clock nursing care and personalised treatment to women with severe and long-standing mental health problems.

- The ward psychologist from Greenfields Unit provides education sessions to the community teams to better support patients upon discharge
- Staff on the long stay and rehabilitation mental health wards for working age adults embrace quality improvement work in their delivery of care to patients, such as enhanced weekly physical health checks and monitoring. Staff ran food education sessions for patients such as "fake away" where healthier versions of take away were cooked by patients and staff.
- On Cotehele ward, for older people with mental health problems, a designated staff member spends the first three days after admission with every patient, to know the patient very well and fully understand their needs and preferences, leading to person-centred care in much detail.

Everyone working in Livewell Southwest has a responsibility to uphold the standard of quality and safe care that respects people's dignity and protects their rights, every day - not just during an inspection. We are proud to have a workforce that truly places value on achieving high levels of quality care for those who need it most in our communities.



DATA QUALITY STATEMENT



Good quality information underpins the effective delivery of patient care and is essential if improvements in quality of care are to be made. We understand the importance of ensuring that information held within the organisation is of the highest quality possible. This enables us to make informed, accurate and timely decisions about our patient care and our community involvement.

We have also continued to develop automated warnings so that errors, omissions and duplications are identified and resolved in a timely manner. This information is fed back to users so that they can understand the importance of their own data quality. Clinical staff have responded positively to this initiative and are actively engaged in improving the quality of recorded data.

The NHS number is the only national unique patient identifier used to help healthcare staff and service providers match people to their health records. While the whole of the NHS and independent sector have made significant improvements in the NHS number allocation, we continue to strive for 100% compliance in line with our allocation of GP surgery results for submitted records.

Secondary user service

Livewell Southwest submitted 1,659 inpatient and 2,126 outpatient records between 1 April 2018 and

31 March 2019 to the Secondary User Service for inclusion in the Hospital Episode Statistics which are included in the latest published data.

The percentage of records in the published data, which included the patient's valid NHS number was:

- **99.9% for admitted patient care (99.5% national average)**
- **100% for outpatient care (99.6% national average)**

The percentage of records in the published data, which included the patient's valid registered GP practice was:

- **100% for admitted patient care (99.9% national average)**
- **100% for outpatient care (99.8% national average)**

Information governance

Livewell Southwest's score for 1 April 2017 to 31 March 2018 for the Information Quality and Records Management was assessed using the Information Governance Toolkit (IGT).

We scored 72% and were graded as Level 2 compliant. For 2018 Livewell will be using the new toolkit issued by NHS Digital.

AWARDS AND RECOGNITIONS

Awards

Livewell Southwest is proud of its award-winning staff who achieve recognition locally and nationally for their commitment to excellence and innovation.

Cheri Pearson who leads the Hospital Discharge Team, won the silver award in the Adults Team Leader of the Year category at the national Social Worker of the Year Awards. And our Complex Review and Transitions Team was shortlisted for the Adults Team of the Year category.

Mandy Chapman, Health Improvement Practitioner, was highly-commended and named as South West regional winner at the National Childbirth Trust Star Awards in recognition of her work as an NCT breastfeeding counsellor.

Livewell Southwest's Paid Work Placement scheme was shortlisted in the Widening Participation category at the HSJ Awards.

Jan Potter, Head of Health Improvement, was shortlisted for the NHS Employers national Flu Fighter Award.

And Fay Cook, Family Nurse Partnership lead, was celebrated as one of Devon's most inspirational women at a Plymouth City Council-led event.

Recognition

Sonia Green and Jo Beniston, District Nurse tTeam Managers, received the prestigious title of Queen's Nurse, bringing Livewell Southwest's tally up to seven.

MP Dr Sarah Wollaston, Chair of the parliamentary Health and Social Care Committee, visited South Hams Hospital to learn about the innovative Wellbeing Club which takes a whole-person approach to treating people with leg ulcers, and the Red2Green work which enables people to recover and get home from hospital sooner.

We welcomed Lyn Romeo, Chief Social Worker for Adults in England, who spent time with our adult social care team to hear about the inspirational work they are doing to make a difference to vulnerable people in Plymouth.

Emma Westcott, Assistant Director of Strategy and Insight at the Nursing and Midwifery Council visited the trainee nursing associates to find out about their experiences.

A new specialist wellbeing hub was opened at the Cumberland Centre in Plymouth to help people easily access health and social care and wellbeing services.

Occupational therapists working in the Community Crisis Response team were recognised for their work in reducing hospital admissions by Julia Scott, Chief Executive of the Royal College of Occupational Therapists in her response to the NHS Long Term plan.



Cheri Pearson won silver at the national Social Worker of the Year Awards



Our Paid Work Placements scheme was shortlisted at the HSJ Awards



Mandy Chapman, highly commended at the National Childbirth Trust Star Awards



SOME OF OUR SUCCESSES

Care Quality Commission (CQC) inspectors visited in May and June and reported that our services are 'Good' overall and our caring is 'Outstanding'.

The CQC is responsible for independently monitoring and inspecting services to ensure they are safe, effective, caring, responsive and well-led, and for publishing its findings.

As the rating was announced, Geoff Baines, Director of Safety & Quality at Livewell Southwest, said: "To receive positive, independent recognition of our staff's hard work across our mental health services and community health services is testament to the professionalism and commitment they show day in, day out.

"Our culture of continuous improvement and focus on compassionate care that's shaped around the people who need it is proving a success."

Livewell Southwest was awarded the contract to provide integrated physical and mental healthcare for children, young people and families in Plymouth for the next seven years. We have created a dedicated Children, Young people and Families Service, putting all the relevant services together to create more seamless, personalised support for people. We want to help people quickly, before their problems get worse and need more complex treatment.

Livewell Southwest went smoke free as an organisation in April 2018.

Lee Mill, our low-secure inpatient mental health unit, was accredited by the Royal College of Psychiatrists Centre for Quality Improvement.



Overall rating for this Organisation	Good ●
Are services safe?	Good ●
Are services effective?	Good ●
Are services caring?	Outstanding ☆
Are services responsive?	Good ●
Are services well-led?	Good ●

Initiatives

Geoff Baines, Director of Safety and Quality, and the Rev Simon Leigh, Senior Chaplain, were appointed as Freedom to Speak Up Guardians for the organisation. Freedom to Speak Up Guardians help to protect patient safety and the quality of care and promote learning and improvement by ensuring that workers are supported in speaking up and encouraging a positive culture of speaking up.

Livewell and University Hospitals Plymouth launched their own Home First discharge pathway to support patients who are clinically well enough to get home.

Livewell joined forces with disability employment specialist Pluss to launch the Workfit programme to support people with mental or physical health problems to stay in work.

Five people who might otherwise have experienced barriers to finding work as a result of disability or health condition were supported to move into permanent employment with Livewell Southwest through our Paid Work Placement scheme.

REVIEW OF 2017/2018 QUALITY ACHIEVEMENTS

Each year we measure our organisation's progress against the priorities we set ourselves. For 2017 / 2018 we set out three clear aims which would drive our work to support people to stay well in the place and the community in which they live, where they can enjoy the best quality of life.

We said ...

“ We will be well-skilled, investing in our workforce ”

We did ...

Our staff are our biggest asset and by encouraging and investing in progression and professional development, as well as staff wellbeing initiatives, we can improve our services and share best practice and innovation across our organisation.

To that end we have this year established a dedicated workforce committee which meets every month to:

- Develop strategies and programmes of work to improve recruitment, retention, talent management, succession planning and learning and development
- Anticipate and plan for future workforce planning, learning and development and recruitment and recruitment needs.
- Oversee the implementation of the Workforce Wellbeing Charter to create a safe, supportive and healthy working environment.

And we're on target to have every staff member trained in Making Every Contact Count by 2020. Making Every Contact Count (MECC) is an NHS initiative whereby staff across health, local authority and voluntary sectors use their everyday contact time with people to promote health and healthy lifestyles.

At Livewell Southwest we are investing in training all our staff to encourage the people they come into contact with to make positive changes to their physical and mental health and wellbeing, focussing on stopping smoking, drinking alcohol only within the recommended limits, healthy eating, being physically active, keeping to a healthy weight, improving mental health and wellbeing.





We said ...

“ **We will be well-connected, investing in digital** ”

We did ...

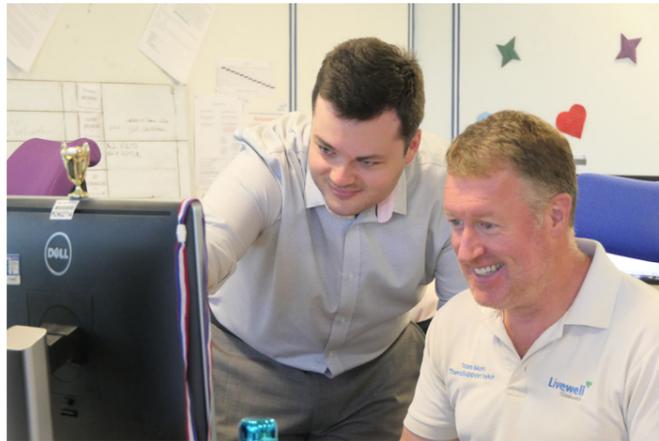
Digital technology can have wide-ranging benefits for staff and the people we serve alike, whether by helping people to manage their own condition, or by freeing our staff from administrative tasks so they have more time to spend with people.

In 2018 we doubled our investment in digital solutions, enabling our staff to access the latest technology to deliver care.

We developed a set of Digital Skills competencies which will give staff the skills and confidence they need to use the technology at their fingertips to the best advantage. The competencies include very basic use such as logging on and checking emails through to mobile working and use of different software and systems.

The competencies will be measured – by self-assessment and a rolling education programme – via an online portal and our new Digital Champion team will develop a tailored training needs analysis for the individual and deliver this training.

Our Digital Champions are a good example of where we have invested in digital skills this year. The dedicated team provides support, training and guidance to services, equipping people to make the most efficient and effective use of the digital systems and equipment available, reducing time spent on administration and creating more time to care.



We said ...

“ **We will be sustainable, investing in the wider community** ”

We did ...

The Livewell Foundation Charity has been established and a new Board of Trustees recruited, a new strategy is the first priority in order to support allocation of funds that meet the foundations objectives. Each of our localities has been advised about available resources and where funding is available to support specific geographic areas. Further information is available at www.livewellfoundation.org.uk



Geoff Baines presenting a cheque to Plymouth Parent Advocacy Project

We nominated Morris Watts as our lead Non-Executive Director and reported progress to our Board through a report in October 2018. We have successfully developed a directory of key partnerships and networks across the organisation and continue to update this building on our commitment to work in partnership with the voluntary sector.





WHAT STAFF SAID AND WHAT WE DID

Livewell Southwest invests in an annual staff survey, inviting every colleague to share their views on everything from how we shape and structure our services to individual training needs.

By harnessing this primary feedback from the passionate and committed people working on our frontline and in essential support services, we can build on what is already working and drive change in areas that could do better.

This continual dialogue is absolutely key to making Livewell Southwest a healthy and happy place to work.

57% said they don't fully understand the role of executive team

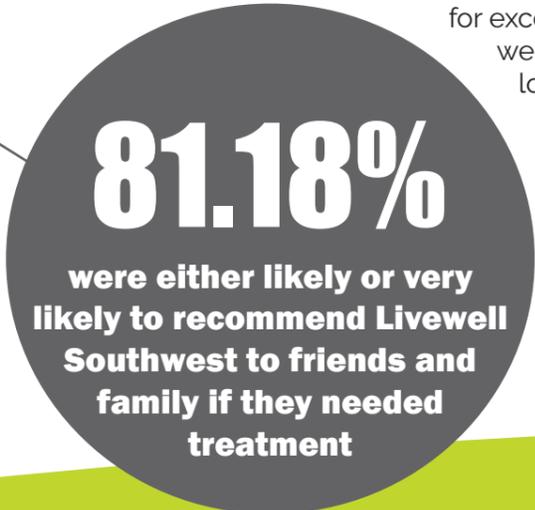
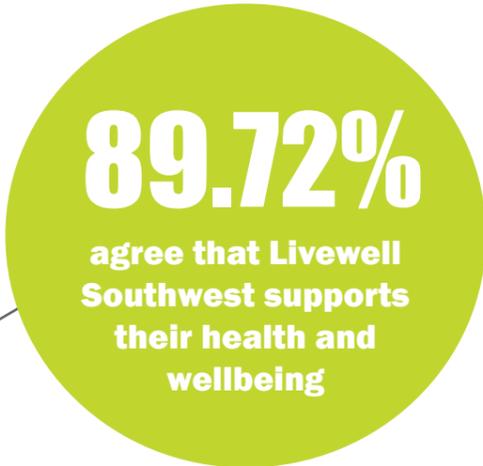
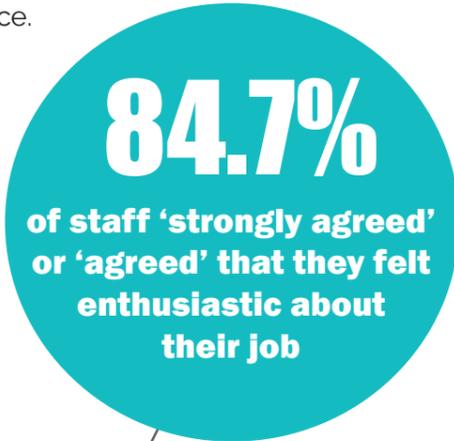
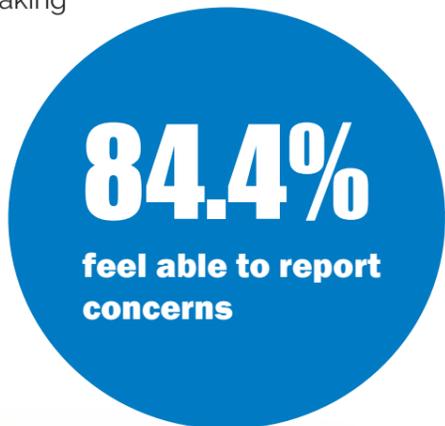
We've improved the way staff can catch-up with our directors and non-executive directors. From having a drop-in for staff, our directors now commit a number of hours each month to visit work areas to talk to teams, with the dates and venues publicised in advance.

40.62% said work had an adverse impact on their wellbeing over the last 12 months

Managers are working with their teams to identify workload pressures with a view to releasing more time for staff to take their breaks. We've introduced our 15seconds30minutes campaign to encourage everyone to come up with small changes which can have a big impact on timesaving and frustration. Managers' Toolkit Sessions include Wellbeing at Work and Stress Management to help them support staff.

66% of staff say they struggle to take their breaks

We're promoting our Take Your Break campaign again to remind people of the importance to wellbeing of taking a proper lunch break. We're working on providing space away from workstations, and increasing awareness of break entitlements.



69% said good performance could be better rewarded by management

Our annual People Awards have become a highlight in the Livewell Southwest calendar, but we also launched a new Everyday Hero recognition scheme, and managers are now also presenting certificates of recognition for excellent work as well as holding local celebration events for staff achievements.



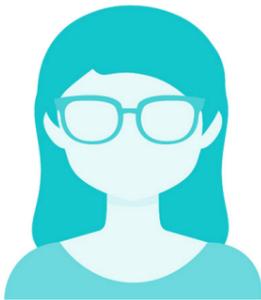
COMPLIMENTS AND COMPLAINTS

We welcome and encourage feedback from anyone who is touched by our services; whether receiving treatment or caring / supporting someone who is, or as a colleague.

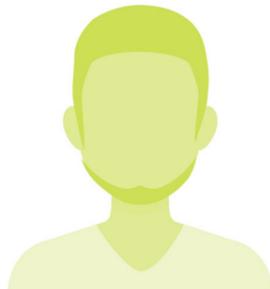
Between April 2018 and March 2019, Livewell Southwest received 1,639 compliments and 291 complaints. Stakeholders made 112 comments and 336 concerns were raised.

We're delighted that the majority of the feedback we received was positive. But we welcome and value critical comments, concerns or queries and this year we have taken responsibility for managing those for our adult social care services, as well as health services. They help us to identify if, when or how we are falling short of the high standards we set ourselves, and how to put it right.

"The Community Cardiac Service is excellent - very proficient, considerate and polite. Treatment was explained in sensible understandable terms, care was taken to ensure my welfare which was accepted with gratitude. Thank you very much."



"The Prosthetics team always greeted with a smile. It's a very professional department. Very helpful and listen to any concerns I may have and they deal with them swiftly."



"I had the privilege to stay in Gillies Ward at Tavistock Hospital for five days while recovering from a back injury. Without their kindness and expert help other patients and I would not have recovered. Their kindness and happiness just emanates from each and every one of them. Thank you all!"



"I would give the District Nursing Clinic 10 out of 10 and consider the nurses to be my friends. Thank you for all your help, outstanding service."



"The health visitor who came to do my daughter's two-year review was amazing with myself and my children. I couldn't have felt more relaxed. Thank you very much."



"I can never thank the District Nursing South team enough for all they do for me. The nurses and healthcare assistants are always so helpful. Because they know me so well they immediately spot if something is not right or I am unwell and react instantly to get me better."



"We have an outstanding Social worker called Des who is amazing, and is SO caring and extremely kind, he really wants to do the best possible for both David and myself, and thankfully other than poor health, our life has improved dramatically"



Complaints

Last year, 96% of formal complaints were acknowledged within three working days and 79% of formal complaints were responded to within 50 days. We have a duty to inform anyone who uses our services if their safety has been compromised, but we also instil within our workforce a culture of being transparent with people, and discussing incidents quickly, honestly and compassionately to help all involved.



Changes we have made this year as a result of complaints and comments

ISSUES IDENTIFIED	ACTION TAKEN
A patient's daughter was unhappy that, following visit by a staff member, her father has to attend clinic for appointments and will not be seen at home.	A review of the decision resulted in home visits being reinstated and the process is being reviewed to avoid similar situations in future.
Delays with discharge and follow-up physiotherapy led to mobility problems.	This complaint prompted a number of actions: We are working to ensure we identify sooner if someone needs therapy and that they see the appropriate staff. We are centralising access to therapy teams through single telephone number. We are reviewing the number of people being seen by each therapist. We are recruiting occupational therapists. The team is receiving Mental Health Capacity Act training to ensure staff are skilled to undertake assessment.
The family of a patient receiving end of life care was upset and raised concerns after a staff member caused distress to their loved one.	We appointed a Palliative and End of Life Organisational Lead who has been working across the organisation to support and train all staff in relation to providing effective end of life care. This work not only covers clinical skills but also how to ensure we provide effective end of life discussion and communication with patients and families. Additionally, Matron will ensure there is more effective communication incorporated into the team's supervision
Patient unaware that some specialist equipment requires criteria to be met before it can be provided.	Formal written guidance now produced on eligibility for certain specialist equipment.
A person's next of kin was not aware of information about a future appointment. The next of kin usually received the information, however the person had moved to residential home and no separate letter was sent.	A check is now made to ensure that, if appropriate, the next of kin receives a copy of the letter when a patient is living in a residential home.

QUALITY ACCOUNTS

A Quality Account is a report about the quality of healthcare services provided by organisations commissioned by the NHS.

The reports are published annually by each provider.

Quality Accounts are an important way for local healthcare services to report on quality and show improvements in the services they deliver to local communities and stakeholders.

The quality of the services is measured by looking at patient safety, the effectiveness of treatments patients receive, and patient feedback about the care provided.

Our Quality Accounts detail the developments we have made in the past year, as well as our plans to improve our patient care over the next 12 months. In addition to reporting them to you here, we also publish them on our website, and on the NHS Choices website.

Reducing Restrictive Interventions across Livewell Southwest

Since the publication in 2014 of Positive and Proactive care by the Department of Health and the focus on reducing restrictive interventions, Livewell Southwest has been able to benchmark ourselves against the standards and demonstrate consistent use of least restrictive options across services who are trained in interventions such as physical restraint.

We run a monthly multi-disciplinary Physical Intervention meeting (PI) gathering tutors and operational staff to review the governance of such interventions, for example considering the theory content of the course, ensuring the balance of information and practical skills link to incidents reported and the skills such as debriefing and managing physical health concerns. We report and review incidents.

The PI meeting has a work plan, last year devising competencies to support training, increasing training from two to three days allowing for more theory to be included. Our Conflict Resolution Training has been extended to include Positive Behaviour Support, a cornerstone of the original 2014 document, as a way of care planning interventions.

We plan this year to review our position against the standards and have a work-plan to enhance the debrief process and incident reporting.

Incident reporting

Promoting a culture where incidents and near misses are openly reported is very important to Livewell Southwest and all staff are actively encouraged to report them.

Sharing information about these incidents among our staff allows us to identify and share learning, adapt to prevent or reduce incidents in the future, and reduce the risk of incidents that could have more serious outcomes.

Training is provided across the organisation on: how to use a web-based reporting system, how to report correctly and the benefits that come with incident reporting, to further embed the positive safety culture throughout Livewell Southwest.

From April 1, 2018 to 31 March, 2019, we had 8,449 incidents reported, of which:

- 7,537 resulted in no harm or were categorised as low-grade incidents.
- 481 near misses were reported.
- There was an increase of 506 incidents reported this period, compared to the 7,943 incidents reported in 2017/18.

STAKEHOLDER COMMENTS

Steve Statham, chief executive of St Luke's Hospice Plymouth, said:

"When health and social care professionals share knowledge and skills, the whole community benefits, and with an increasing ageing population and in such challenging economic times, collaboration is more important than ever. We really value our partnership with Livewell Southwest, which means patients receive high-quality integrated care in the comfort of their own homes, where the majority want to be looked after."



STAKEHOLDER COMMENTS

Livewell Southwest is commissioned by NHS Devon CCG as part of the integrated health and social care plan to bring health benefits to people of Plymouth, West Devon and South Hams. We review the quality of services throughout the year, including safety, effectiveness and experience and Livewell Southwest has provided evidence of a commitment to high quality care.

As Commissioners we have taken reasonable steps to review the accuracy of data provided within this Quality Account and consider it contains accurate information in relation to the services provided and reflects the information shared with the Commissioner over the 2018/19 period. This Quality Account summarises and reflects the evidence. The CCG is pleased to see the continued progress with aspects of the 2017/18 quality priorities.

We recognise the work undertaken by Livewell Southwest in 2018-19 to develop a dedicated workforce committee improving the recruitment and retention, talent management and learning, and development of its staff. Livewell Southwest's investment in digital solutions enabling staff to access latest technology, developing digital skills competency and having digital champions, has gone well in the last year. The foundation of the Livewell charity and new board of Trustees will place the organisation in a strong position going forward.

Care Quality Commission (CQC) Involvement

We welcome the 'Outstanding' rating for Caring and the 'Good' overall rating of the most recent CQC report. The comments from the Head of CQC Inspection for mental health in the South West, Karen Bennett-Wilson, highlighting Livewell Southwest good practice are noted.

We congratulate your staff for the winning of awards, especially the prestigious silver award in the adults Team Leader national Social Worker of the year.

Stroke Rehabilitation Unit (SRU) and Early Supported Discharge (ESD)

Despite extreme operational pressures, Livewell has maintained a commitment with regards to the SRU and ESD action plans and this will undoubtedly help the wider health and care system. Additionally, improvement in therapy intensities, discharge processes and joint multi-professional team working will enhance the patient experience.

Children, Young People and Families Service and People First Programme

We hope the creation of the new service; the Children, Young People and Families Service, bringing Child and Adolescent Mental Health Services (CAMHS), Health Visiting, School Nursing, Family Nurse Partnership and Children's Speech and Language Therapy together will focus the prevention and health promotion as is intended. The joint working will help to transform healthcare, as should Livewell Southwest's closer working relationship with University Hospital Plymouth NHS Trust through the People First program. The CCG is very supportive of this programme of quality improvement work and the comprehensive programme of activities to improve patient care and provide better outcomes and experiences for patients.

Compliments and Complaints

The CCG commends Livewell Southwest on the significant number of compliments received and note how they significantly exceed the number of complaints. The CCG welcomes the continued reporting of incidents and will support Livewell Southwest in its learning from experience.

Looking Forward

Looking ahead, the CCG welcomes the specific priorities for 2019/20 which are highlighted within the report. The priority of reaching 'good' or 'outstanding' in CQC reports for end of life patients, and child and adolescent mental health wards is positive. The improvement of staff retention means that there will be a consistent workforce with less reliance on temporary staff, thus enabling the organisation to strengthen and develop. Of note is the expansion of "time to care" that could see real patient benefits. The CCG is assured that these priorities were developed in conjunction with key stakeholders, including staff and patients.

It is felt overall that the report is well considered and reflective of quality activity and the CCG looks forward to our continued collaborative working to deliver safe and high-quality care across Devon.



Lorraine Webber, interim director of nursing, NHS Devon CCG



For more information about Livewell Southwest and its services visit:



www.livewellsouthwest.co.uk



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