

## Your Healthcare CIC

Responding to the government's Transforming Community Services (2008), Your Healthcare CIC (YH) was the first London NHS organisation to be established as a social enterprise (a 'mutual') in 2010. Since then, we have continued to provide and invest in a wide range of community based health and social care services for local people, being led by what they tell us is most needed, and where.

A Community Interest Company (CIC) is a special type of limited company, introduced by the government in 2005 under the Companies (Audit, Investigations and Community Enterprise) Act 2004. CICs are designed for social enterprises that want to use their profits and assets to benefit the community. CICs have an 'asset lock' so that the company's assets will only be used for its social objectives, and setting limits to the money it can pay to shareholders. The choice of mutualism and the benefits of being a public sector health provider remain apparent to YH, we utilise the model to help deliver better social return on our commissioner's public purse investment and furthermore, and help support efficiency gains within the economy.

YH runs a broad and complex portfolio of community health and social care services for the local population. Our commissioners include but are not limited to: NHS Kingston CCG, Royal Borough of Kingston (RBK) Adult Social Care, Kingston Public Health, NHS England, NHS Richmond CCG and the Albion Group CIC.

YH worked closely in 2015 with the Cabinet Office 'Mutuals in Health Programme' and the three University Hospitals of Leicester NHS Trust (UHL) sites and as part of the Albion Group CIC YH used the strength of this ongoing partnership in this £500m opportunity, to explore the mutual model as a vehicle for better staff engagement with the 12,000 staff and to improve outcomes for the service users in this acute sector. YH has also with our Albion partnerships, all of whom are CICs, really used our mutual status to take advantage of various wider market opportunities, including developing and setting up various health services within China. This work continues, and in fact our Dementia Specialist Nurse has just returned from Shanghai where Albion partners will provide a dementia service.

Importantly YH places over 97% of its resource within our frontline services so that budget is effectively dedicated to safe high quality service delivery, and

corporate and back office support kept as lean as possible to ensure our public funds are used to best effect for local people. Our services operate as Independently Lead Teams (ILTs) and thus much unnecessary bureaucracy is removed, and within a strong and robust governance framework; assurance is maintained by the services and the Corporate Support Team. Our Family Tree promotes the continued development of and support to the services' ILTs and their autonomy. This drives up quality, reduces duplication and supports the contention that staff who are free to act to support the needs of local people at the point of delivery, think more flexibly and creatively beyond the boundaries of their own service. YH adopts an integrated and collaborative approach to how our services operate, both internally and with local partners, which enables our staff to provide seamless and effective care to local people within the budgets provided. This approach is absolutely central for the delivery of Kingston Co-ordinated Care (KCC):



Coupled with our financial solvency, our positive staff surveys results also evidence YH's continued success as an independent provider using the 'mutualism' vehicle to deliver public services. Interestingly, our staff engagement benchmarks at the same levels as organisations such as John Lewis. In 2017 YH achieved 87% engagement (national norm =77%).

Importantly YH recognise staff engagement as not just a metric. Organisations such as ours with good, ongoing and consistent staff engagement also benefit from tangible business rewards such as:

**Higher productivity** - engaged staff have an 18% higher productivity, realise twice the net profit and enable 2½x greater revenue growth

**Greater creativity** - engaged employees are 20 times more likely to bring creative ideas to their job

**Lower staff turnover**- higher levels of engagement show up to 40% lower staff turnover

**Fewer accidents** - good staff engagement leads to 63% fewer work related accidents

**Healthier workplace** - Good staff engagement reduces the sick days per annum from >10 to <2

**Higher customer advocacy** - engaged staff have a 12% higher customer advocacy rate.

**YH is proud to be a financially solvent independent social enterprise provider, with:**

- **excellent staff engagement**
- **More than 97% of resource operating autonomously in the frontline within independently led teams**
- **robust governance and assurance process**

**This strength result in the provision of high quality and safe publicly funded services, which local people deserve.**

## Details of community services including district nursing

Below is an overview of the services YH delivers, locally:

- Integrated Services – Kingston @ Home incl:
  - Reablement services
  - Specialist Community Outreach
  - Amy Woodgate Residential and Day Care for older people with dementia
  - Day Care Services
  - Shared Lives Placement Schemes
 RBK Adult Social Care
  
- District Nursing (incl. sub-contracted Marie Curie & Princess Alice Hospice services)
 NHS Kingston CCG
  
- Community Matron
 NHS Kingston CCG
  
- Twilight Nursing
 NHS Kingston CCG
  
- Rapid Response Team (acute community response team to prevent avoidable transfer to A&E)
 NHS Kingston CCG
  
- IMPACT Team (in-reach support to care homes)
 NHS Kingston CCG
  
- Cedars Unit – community inpatient rehabilitation (incl. Stroke)
 NHS Kingston CCG
  
- Wesley Lodge – Residential Care Home for Adults with Learning Disabilities and Complex needs
 NHS Kingston and Richmond CCGs, London Borough of Richmond and Surrey County Council
  
- Physiotherapy (community & inpatient)
 NHS Kingston CCG
  
- Occupational Therapy (community & inpatient)
 NHS Kingston CCG
  
- Community Neuro Rehab Team (incl. the Stroke Service)
 NHS Kingston CCG
  
- Tissue Viability & GP Complex Leg Ulcer Service
 NHS Kingston CCG
  
- Leg Ulcer Service
 NHS Kingston CCG
  
- MSK Physiotherapy
 NHS Kingston CCG
  
- Podiatry
 NHS Kingston CCG

- Diabetes Patient Education Services – Desmond & Walking Away NHS Kingston CCG
- Falls service NHS Kingston CCG
- Respiratory Service (incl. Pulmonary Rehabilitation) NHS Kingston CCG
- Cardiac Rehabilitation NHS Kingston CCG
- Adult and Child Continence Services NHS Kingston CCG
- Speech and Language Therapies – Adult NHS Kingston CCG
- Assessment and Diagnostic Clinic for Adult Attention Deficit Hyperactivity Disorder (ADHD) NHS Kingston CCG
- Specialist Learning Disability Healthcare Services including Specialist Psychology Services NHS Kingston and Richmond CCGs
- Funded Nursing/Continuing Healthcare CHC Assessments NHS Kingston CCG
- Speech and Language Therapies – Children NHS Kingston CCG
- 0-19 Health Services (incl. school health and health visiting) Kingston Public Health
- Sexual Health (CaSH, KU19 and SRE/Outreach) Kingston Public Health
- Provisions underpinning core contract include:
  - Support for GPwSI Services @ SHC
  - Safeguarding (lead nurse & administrator)
  - Vulnerable Children (looked after children's post)
  - Infection and Prevention Control Specialist Nurse
  - Community Equipment
  - NHS Kingston CCG - IT Support Services
  - All Kingston GPs – IT Support Services
  - Kingston Care Record Service Provider
- Care Record Provision Services Achieving for Children
- Sutton Integrated Digital Care Record Sutton CCG and Council
- South West London Child Health Information Systems (CHIS) NHS England
- London-wide CHIS Shared Record IT Platform NHS England

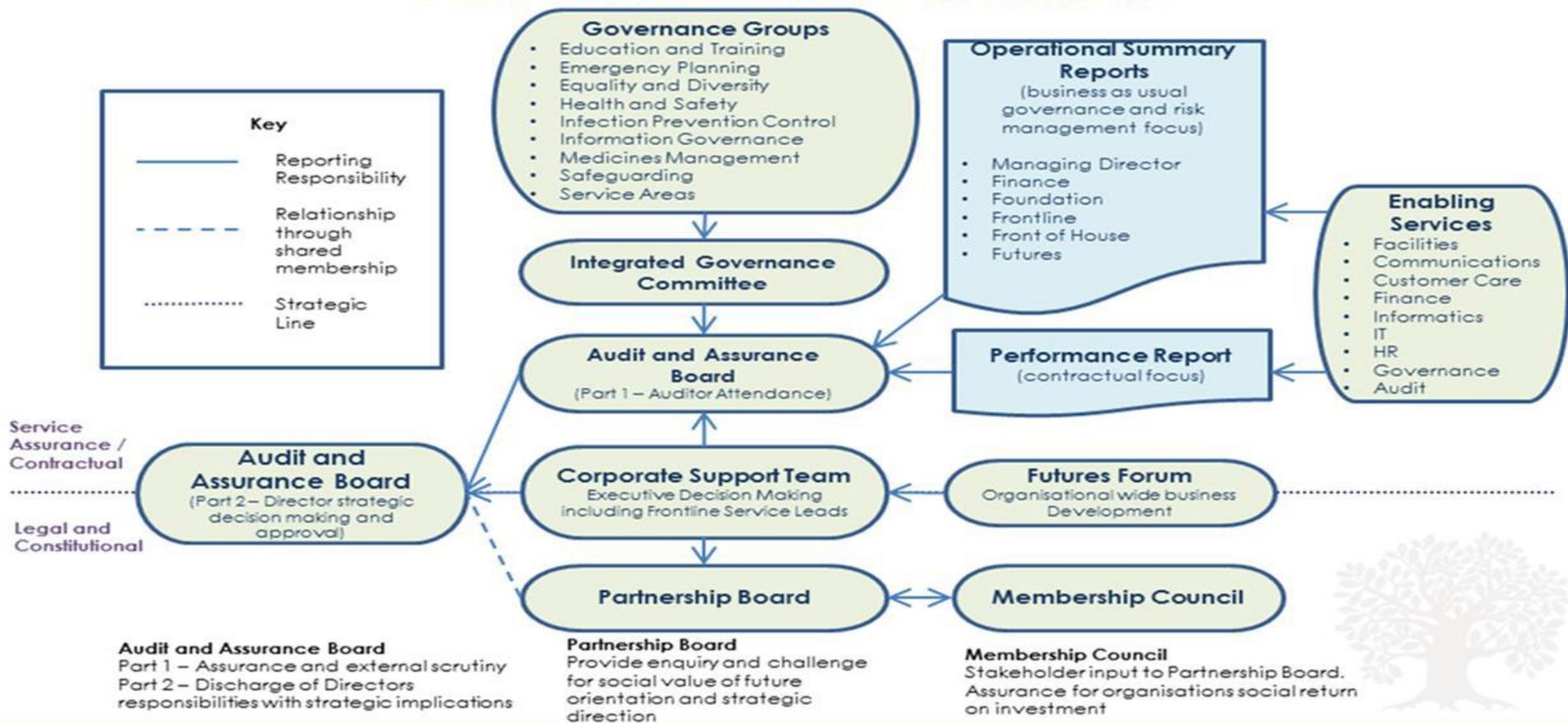
- IT Support Services

Medway Community  
Healthcare CIC

### **Reporting lines**

YH is an independent provider and operates a robust organisational governance framework (see diagram on next page) to support our assurance processes. Our Managing Director is the YH Accountable Officer. YH is registered with and regulated by the Care Quality Commission (CQC). We provide assurance to all our commissioners through regular reporting and performance meetings, and this is tailored to meet our wide portfolio of commissioners and associated contractual responsibilities

# YH Governance



## **How service provision can be expanded as part of the STP approach for less care in hospital and more in the community**

YH has invested in the modelling of new ways of working, to respond to local and national pressures. In 2015 YH was selected by the Kingston Design Team made up of representative from all the local care health and social care providers, to be their system leader to see their work come to fruition. The Design Team work evidenced that by working collaboratively and without boundaries, care can be effectively and efficiently delivered locally. Kingston Co-ordinated Care (KCC) is the vehicle to deliver these new ways of delivering care.

KCC is recognised by commissioners as also delivering the change required within the community, to support STP outcomes related to community services. YH led the work with our Provider Alliance partners (RBK, Kingston Hospital, SWL& St Georges Mental Health, Chambers GPs, and Staywell), on our soft market test submission to Kingston CCG and RBK in September 2016. The collaborative Alliance submission informed the commissioners' decision to work with their current providers, and not progress further a formal procurement acknowledging that this would have destabilised the KCC work already underway.

YH has funded Attain to support the programme management of KCC delivery. Key work streams have already gone live as a result of the work undertaken over the last two years. Examples of this are:

- YH in-reach into Kingston Hospital, underway for the past two years, to facilitate early supportive discharge
- recent commencement of locality working to discuss within MDTs, those local people at and who are not well supported within the current service models; and further integration of health and social care to support people in their own homes.

### **Brief mention of CQC inspection**

The CQC undertook a Provider Inspection 15<sup>th</sup> - 17<sup>th</sup> November 2016. The final reports were published online 9<sup>th</sup> June 2017 with an overall provider rating of GOOD.

Full details can be found at <http://www.cqc.org.uk/>.

## **Current challenges and how these are being approached**

One of the most significant determinants of good health and social care outcomes is recognised as being the ability we have as local providers to really understand the issues facing local people and the right level of support they need and deserve. YH has been instrumental in developing the Kingston Care Record (KCR), which is a key tool for KCC. Local Providers upload daily key case information onto the KCR to enable key information to be accessed by those providing the care. Some providers such as YH and primary care are already uploading to KCR, with data feeds from others such as adult social care and Kingston Hospital to follow. This instrument is also provided to Sutton as their Sutton Integrated Digital Care Record (SIDCR), with the potential for even wider rollout across other localities.

YH is also working with other agencies to ensure that the use of precious local health estate will be cost effective and fit for future requirements. This includes consideration on future community bed based care, the development of a local community hub, and even the potential for key worker housing sites. As with other public sector providers, YH understands that living in South West London can often be prohibitively expensive, and therefore YH is keen to consider with other partners any opportunities for the development of key worker housing to ensure that staff remain a local and sustainable workforce in the longer-term. With the recognised national shortages of qualified staff, the option of key worker housing will act as an incentive for potential candidates to apply for work at YH.