



Case study

Wiltshire's new Children's Services

How we created a new integrated, county-wide community service for children and young people.

Summary

In April 2016 Virgin Care was commissioned to set up Wiltshire Children's Community Services to look after the physical, medical and mental health and wellbeing of children and young people up to the age of 19 years. This involved bringing together services from five previous providers with the remit to significantly improve the care and support provided to the children, families and carers throughout the county and make a real difference to their lives. We developed a five year plan (known as our roadmap) of how we would develop and improve the services with a number of tough commitments to be delivered in the first year. This is a study of how we rose to the challenge to achieve our targets.



Our teams were welcomed to their new organisation with arrivals packs and special arrivals events

Introduction

Wiltshire Children's Community Services was created for the first time, as a Wiltshire-focused service on 1 April 2016 when 450 colleagues from five organisations and 15 services came together, transferring to Virgin Care. This pulled together a wide range of facilities in the community, families' homes, schools and children's centres including health visiting, school nursing, physiotherapy, school age immunisation, speech and language therapy, audiology, safeguarding children and specialist support for children and young people with physical, sensory or learning needs for the very first time.

Our roadmap was our plan for delivering the important changes that needed to be made in the first year and were agreed by the commissioners – Wiltshire CCG, Wiltshire County Council and NHS England.

First and foremost was the transfer of the 450 colleagues from different organisations to Virgin Care, all the while continuing to provide care to families and children without interruption. Then followed recruitment to key vacancies which we'd inherited, carrying out a staff survey and engaging with colleagues to get them involved in our plans. We also pledged to engage with young people and their parents and carers to hear their ideas on how to improve the service.

Practical changes were mapped too, including introducing new IT systems, developing a website and developing a governance, safety and quality framework.

The challenge

The overall challenge was the sheer enormity of the task of integrating the people, systems and services from five different

organisations into one seamless and highly efficient service which focuses on the people of Wiltshire, and on delivering a consistent, equitable service no matter where in the county families live.

There were also a number of unexpected challenges that didn't come to light until after the new service has gone live. These included undisclosed long waiting times in north east Wiltshire and a backlog of paediatric follow up appointments in west Wiltshire. There were vacancies in clinical services and paediatrics, a dependency on paper health records, low levels of technology and data quality issues. The premises where the services were provided had high maintenance costs and many were not fit for purpose, putting additional strain on service delivery. We acted quickly to put plans in place to resolve the issues we'd found.

The solution

Virgin Care has extensive experience of large scale community service transfers and has a robust, detailed structure for the mobilisation, 'go live' and first 100 days of any newly acquired services. These plans aim to establish 'business as usual' operation of the services just 100 days after the 'go live' date.

More than 450 colleagues from the five different organisations and 15 services were successfully transferred to create a dedicated, Wiltshire-focused service for children, young people and families. During the 100 day period children and their families continued to receive the same care they needed throughout.

Also within the first 100 days some 300 of our colleagues attended 'arrivals events' where they learned more about Virgin Care's plans for the services in Wiltshire, the organisation's visions and values as well as meeting with colleagues and discovering more about what it's like to work for Virgin Care.

5 providers, 15 services
integrated into one, creating
a Wiltshire-focussed service
for the very first time

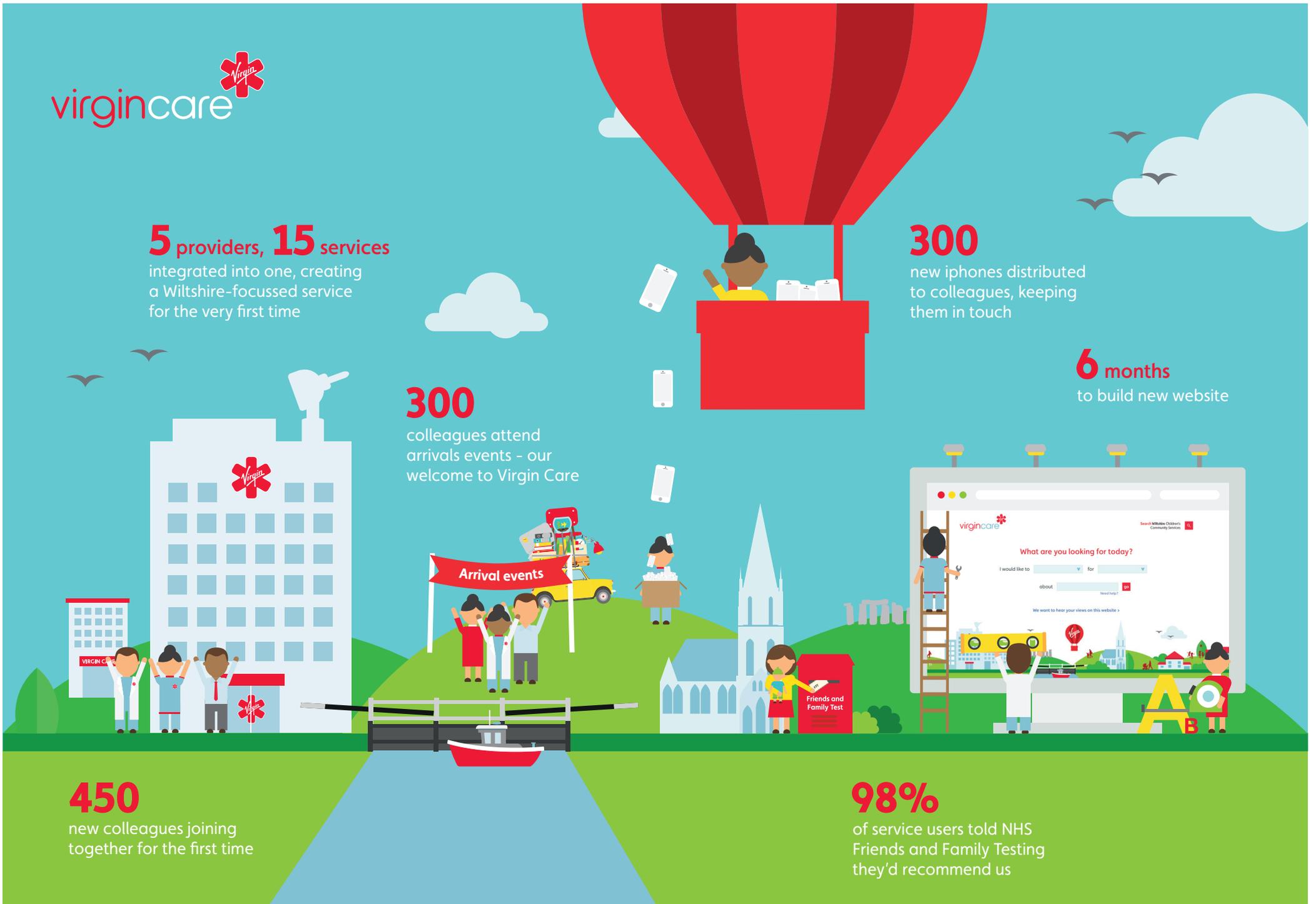
300
colleagues attend
arrivals events - our
welcome to Virgin Care

300
new iPhones distributed
to colleagues, keeping
them in touch

6 months
to build new website

450
new colleagues joining
together for the first time

98%
of service users told NHS
Friends and Family Testing
they'd recommend us



The next step on the roadmap was to introduce the first annual 'Have Your Say' staff survey in June 2016. Questions covered leadership, engagement, satisfaction and how likely they were to recommend Virgin Care as a place to work – this question received a higher agreement rate in Wiltshire than the Virgin Care average.

A number of comments made were around the need to improve IT and technology. These problems had already been recognised and were on the roadmap to be addressed.

All colleagues who transferred to us with mobile phones (more than 300) had these replaced with iPhones and they all agreed that this had greatly helped with carrying out their day-to-day tasks remotely.

A new performance and quality reporting system (Tableau) and new incident reporting system (CIRIS) were introduced and training given.

A dedicated website was launched in October 2016 following input from colleagues, parents, carers and young people. Clinical teams developed web content to explain the support available, providing toolkits and advice on what parents and carers could do at home to help their child's condition.

Indeed, much of the services offered in Wiltshire have been developed with input from the community as 'engagement' was another step on our roadmap.

We have asked children and young people how we could improve services, for example at Wiltshire Assembly of Youth. And have listened to many other stakeholders through meetings and surveys with CCG governing bodies, GPs, schools and the Wiltshire Parent Carer Council. Engagement with colleagues took place through team meetings, quarterly 'roadmap events' and monthly local staff newsletters.

The difference

The Care Quality Commission (CQC) inspected the services one year on in early April 2017. Inspectors rated the Wiltshire children's services for whether they were safe, effective, caring, responsive and well-led. Caring was rated 'outstanding' and all the other categories were rated as 'good'.

The report said feedback received about care was 'overwhelmingly positive'. Children, young people and their parents or carers spoke about how they were treated with respect and dignity and that staff were very friendly, warm, caring and professional. Indeed 98% of people taking part in the NHS Friends and Family Test said they'd recommend the service. In the second staff survey in 2017 the percentage of colleagues who would recommend the organisation for care or treatment was 14% higher than the 2016 score.

Other positive comments from the CQC included that we recognised the importance of the 'voice of the child, young person and families' to inform the way services were designed and assessed and had produced an engagement plan for 2016/17.

Staff told the CQC that they received regular communication locally and corporately from Virgin Care and felt well informed, speaking positively about local management and leadership. They also spoke positively about the induction process and were aware of the forthcoming improvements to the IT systems. Indeed in the 2017 staff survey six percent more colleagues than in 2016 said that they did have the tools and equipment they needed.

The CQC even praised the five year roadmap saying it was displayed in colleague areas and that our colleagues told inspectors they were kept informed of any upcoming changes.



About Virgin Care

Virgin Care operates more than 400 frontline health and social care services across England with a difference. We run a wide range of services including adult and children's community services as well as GP practices, walk-in centres and urgent care centres, all alongside sexual health, physiotherapy, dermatology and MSK services. From 2017, we started providing, for the first time, adult social care services to help promote the wellbeing of people to help them live independently for as long as possible with wellbeing and volunteering services available.

Virgin Care Limited and Virgin Care Services Limited are both rated 'good' by the CQC following inspections in 2017. Inspectors said that the organisation "could demonstrate through documentary evidence that following acquisition of services, they had managed to bring about a sustained, significant improvement to patient care".



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