

Bath & North East Somerset Council

MEETING/ DECISION MAKER:	Children, Adults, Health and Wellbeing Policy Development & Scrutiny Panel	
MEETING DATE:	1 October 2019	<small>EXECUTIVE FORWARD PLAN REFERENCE:</small>
TITLE:	Bath and North East Somerset Community Health and Care Services Performance Report	
WARD:	All [or list specific wards]	
AN OPEN PUBLIC ITEM		
<p>List of attachments to this report:</p> <p>Please list all the appendices here, clearly indicating any which are exempt and the reasons for exemption</p>		

1 THE ISSUE

- 1.1 The Bath and North East Somerset Community Health and Care Services, provided by Virgin Care, went live on 1 April 2017. The contract brings together community health and care services to deliver the objectives of Your Care, Your Way (YCYW), a document which was compiled by the Council and NHS Bath and North East Somerset Clinical Commissioning Group (CCG) over the previous two years through consultation with local people. The advertised value of the contract when procured was approximately £70m per annum. The contract requires a 9% budget saving over the course of the 7+ 3 year contract, and the provider's income is partially dependent on the satisfactory performance of the service.
- 1.2 Under the contract, Virgin Care is responsible for the direct delivery and sub-contracted delivery for approximately 200 community services. A full list of the services operated, and their objectives, is available in Virgin Care Services Limited Quality Account for 2018-19 which is available here: <https://www.nhs.uk/using-the-nhs/about-the-nhs/quality-accounts/quality-account-documents/>
- 1.3 Virgin Care employs a Managing Director (MD), Kirsty Matthews, who is responsible for the day to day operation of the local service as well as a local senior leadership team. The MD reports directly to Virgin Care's National Chief Operating Officer, while the local Operational Senior Leadership Team is supported by Business Partners from central functions including finance, HR, Quality, IT and Communications and Engagement who are assigned to work exclusively within the Bath and North East Somerset services.
- 1.4 This report provides members with an update on how the service has performed since transfer in April 2017 and its progress towards delivering the transformation that was part of the Your Care Your Way procurement.

2 RECOMMENDATION

The Committee is asked to note the update from Virgin Care with regards to the community health and care services it operates in Bath and North East Somerset.

3 OVERVIEW OF SERVICE PERFORMANCE

- 3.1 Overall, the service is performing well against both local contractual and national indicators, with significant performance improvements noted in a number of areas. Performance of the service is monitored at both local and national level, as well as by commissioners at the Council and CCG.
- 3.2 Since taking on the services in 2017, Virgin Care has reviewed the provision of all services against national requirements and best practice in order to assure the local management team, and the Virgin Healthcare Holdings Board of the provision of safe and high-quality services. There have been a number of significant improvements in service performance since the transfer in April 2017, some of which are identified below:
- The average length of stay on rehabilitation wards at Paulton and St Martin's Hospital has reduced from 36 days at point of transfer to 28 in 19/20, despite increased complexity of the patients admitted. This length of stay is now in line with the national average for these types of services and brings significant benefits for patients by enabling them to return home, with support, and live as independently as possible.
 - Safeguarding performance has significantly improved. Decisions taken within 4 days has increased from 48% in 17/18 to 88% in 18/19. Planning meetings being held within 10 days has increased from 32% in 17/18 to 77% in 18/19
 - Continuing Health Care assessments completed within 28 days has risen from an average of 23% completion in 2017 when Virgin Care took on the contract to an average of 73% this year, and 100% in August 2019.
 - The number of Social care assessments which take longer than 28 days to be completed have reduced. At the point of transfer, approximately 70 people were waiting for longer than 28 days while this has now reduced to an average of 3 in 19/20.
 - Virgin Care has worked with Royal United Hospitals, Wiltshire Health and Care and Somerset Partnership Foundation Trust and commissioners to deliver the Home first pathway. This was recognised with a Parliamentary award for Excellence in Urgent and Emergency Care in 2018.
 - A new service was developed with the Royal United Hospitals and South West Ambulance Service, a 'falls pick up service' which provides an early response to people who have had a fall within their own home and avoids them having to go to hospital. Initial outcomes from this service show that 70% of people who were supported in this service were able to be instead managed in an outpatient setting
 - Implementation of our mobile working transformation programme has increased the amount of time clinicians are able to spend with people receiving care. In reablement this has meant colleagues now spend 22% more time with patients than they did previously.
 - Bath and North East Somerset is now among the top performers for delivery of the Healthy Child Programme. This has improved from 82% compliance with national standards for 14-day visits at the point of transfer, to 94% in 19/20. It is also amongst the top performers in the country for the 2.5 year check.
 - As of August 2019 the overall sickness rate is 2.76% which compares well to the average NHS staff sickness rate of 4.51% (February 2019 data).
 - Our turnover data is 12.68% on a monthly average rolling year to date basis, this figure includes retirees

- The Learning Disabilities Service has delivered more than double the national target for annual health checks, at 80%.

3.3 Information Technology

IT services are essential to the ongoing positive performance of health and social care services. Virgin Care mobilised a new network and equipment following the transfer of services from Sirona and while the fast rollout of the system caused widely reported issues these were resolved during the first year of the contract (17-18)

Whilst there are always areas for development, as technology continually evolves and increasing demands are made on the systems, the system is much improved and plans for continued improvements are in place. This includes increasing network speeds and increasing processing capacity to support the most demanding activities which are carried out.

There are number of areas of the transformation programme that technology continues to support to meet the Your Care Your Way objectives of joining up the information and these include; a new referral management solution, the deployment of an integrated care record and the provision of mobile working.

3.4 Children's Services

Children's services delivered as part of the contract are consistently high performing, both against national benchmarks and the Key Performance Indicators set by the Council and NHS.

3.5 The services are meeting, or exceeding, all set waiting time targets.

3.6 In March 2019, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the local area to judge the effectiveness of implementing disability and special educational needs (SEND) reforms as set out in the Children and Families' Act 2014. This inspection resulted in a positive review of efforts underway, including the effective early identification of young children with speech, language and communication needs and those with autism spectrum disorder (ASD). Inspectors also noted the positive performance of the area's Healthy Child Programme, delivered under Virgin Care's contract with the Council, which forms key developmental checks between the age of 0 and 2.5 years.

3.7 The service was recognised in 2018 by Unicef as achieving the Level 3 Unicef Baby Friendly Initiative standards. These standards set out the evidence-based best practice for supporting parents to feed and care for their baby, in particular focusing on the benefits of breastfeeding and the supporting of parents to make informed choices. This was recently acknowledged as a significant positive development by the September 2019 Health and Wellbeing Board.

3.8 Virgin Care introduced electronic consent for its School Aged Immunisations programme, run on behalf of NHS England. This means that parents are sent electronic consent forms directly which allows more clarity around consent and more efficient clinics. It also meets the climate friendly agenda by vastly reducing the amount of paper within the service.

3.9 The Children's Safeguarding team have significantly improved the uptake of Safeguarding Children's Training at Level 3, which were at low levels when the contract first started. The target of 95% has now been delivered and is being maintained.

3.10 The Looked After Children's Services introduced the Health Passport, supporting children and young people to keep and manage their own health record when they move to other areas or transition into adult services.

- 3.11 The Paediatric Audiology Service has formally registered with the Improving Quality In Physiological Services (IQUIPS) which is recognised by the Care Quality Commission. The team are actively working towards accreditation and have made substantial progress towards this during 2019-20. IQIPS is a national accreditation programme for quality in audiology services and provides families with assurance of the quality of the service they are receiving.
- 3.12 Services are widely liked by the people who use them. So far during 2019-20, the feedback from the NHS Friends and Family Test identified that 99.7% of people rating the services have said they would recommend them to someone else.
- 3.13 Adult Social Care Services**
As the first contract award of Adult Social Care services, Virgin Care takes its responsibilities very seriously and has undertaken a significant programme of work in the last year, and since taking on the contract in 2017 to improve the service and deliver the aims of Your Care, Your Way.
- 3.14 In August 2019, Virgin Care introduced a new social care salary scale. This was developed to meet the needs of the modern social care workforce, supporting attraction of new social workers and retention of the existing team. The scale was developed in partnership with the local team and approved by the Virgin Care Board.
- 3.15 Virgin Care is welcoming three new social workers to its team in September 2019 – the result of positive engagement with the profession and the improved reputation Virgin Care is developing as an employer of choice in the area for Social Workers.
- 3.16 Virgin Care, through its learning and development arm, The Learning Enterprise – an Ofsted registered apprenticeship provider with the Skills for Health Quality Mark – will launch four new Social Work apprenticeship roles in October. These degree-level programmes will allow Bath and North East Somerset to “grow its own”, provide career development opportunities, helping to secure the future of a stable adult social work service into the future.
- 3.17 As part of the Care Co-ordination Centre project (detailed in point 5), elements of the Social Work team have been co-located. This allows the teams to work more closely together, but also facilitates much closer work between social care and health colleagues – who are often engaging with the same service users.
- 3.18 The performance of the service is significantly improved since it transferred to Virgin Care in 2017 and continues to be on a trajectory of further improvement. At the time of transfer, 72 needs assessments per month were taking longer than 28 days. At the time of writing, just 3 per month take longer than 28 days.

Wellbeing Services

Virgin Care provides a number of services to support health and wellbeing in Bath and North East Somerset. This is both by directly providing the services and through sub-commissioning with a large number of third sector providers across Bath and North East Somerset. These services have been undergoing a period of change to bring all services together and to ensure that the system becomes less confusing to navigate and it is easy to find the support information needed. This is a key deliverable of the Your Care Your Way consultation which identified services were confusing to find and once into the services it was difficult to understand how to get from one service to another. This means that there is now a single point of access for wellbeing support and work will be undertaken to transform all preventative services to integrate into this model for the remainder of 2019/20

- 3.19 With the introduction of Primary Care Networks, Virgin Care are working with primary care, with Developing Health and Independence (DHI) and Village Agents, amongst many others, to develop the local offer for social prescribing. This will be launched this

winter and will form part of Wellbeing Bath and North East Somerset. It supports a key principle for Your Care Your Way of living and staying well and delivering care closer to the community.

3.20 Virgin Care are proactive partners with the third sector in Bath and North East Somerset. This has enabled volunteering services to continue and which is now being directly provided. Virgin Care work closely with Third Sector Groups, 3SG, partners and is supporting Bath Mind to develop a Safe Haven for Mental Health services locally.

3.21 The level of, and pace of, transformation required within these services over the coming year is significant and as such a programme of comprehensive support is in place to support the teams involved. This includes the development of the Active Aging service into the wellbeing service to enable reach to a wider group of people.

3.22 Adult Health Services

There is consistent evidence to support the position that adult community health services in Virgin Care Bath and North East Somerset is a strong performer and contributes positively to the overall health care system. Delayed transfers of care are an area of continued focus within both our community hospital wards and reablement teams. To counteract this there is a focus on admissions avoidance through our reablement teams and Care Co-ordination Centre.

3.23 The next phase of development for the Bath and North East Somerset community hospital wards is to pilot the introduction of therapy led beds at the end of September. This has been designed to support individuals to be discharged from hospital as soon as they are able to receive therapy support outside of the acute setting but before they are ready to be totally independent (see Transformation in point 6).

3.24 Virgin Care have introduced reablement therapy workers to the community hospital wards. This was in response to recruitment challenges for ward based staff, but also recognises the benefits of using their skills across both therapy led and community wards. This project is in line with SAFER staffing national guidance.

3.25 Virgin Care have worked with Dorothy House and the RUH on a joint project supporting bereavement which is aimed at understanding and developing services for bereavement across Bath and North East Somerset.

3.26 Recruitment remains a key issue across all services leading to high agency usage in some areas. This is reflected in the national position for all providers of healthcare services. During the summer, Virgin Care held two recruitment open days and these were popular, leading to the recruitment of both new colleagues and additional members of the bank. Two more days are being planned for September.

3.27 Commissioned Services

Virgin Care has continued to develop the services it commissions from other providers across Bath and North East Somerset. This has included working with the third sector to develop new services which support the aims of Your Care, Your Way.

3.28 Virgin Care has worked with Bath Mind to develop and fund a mental health safe haven café in Bath as a pilot project. This aligns well with the outputs of the recently completed mental health review to develop further pre crisis mental health support across the area.

3.29 Virgin Care has worked with local GPs through the Primary Care Network to develop a proposal and agree a new approach to social prescribing in Bath and North East Somerset. A collaborative approach has been developed in line with the NHS long term plan implementation framework as well as following the offer that is available within our local community in Bath and North East Somerset.

4 QUALITY OF CARE

- 4.1 Virgin Care Services Limited's Community Services were inspected by the CQC in 2017, prior to the transfer of Bath and North East Somerset Services. That report resulted in a "good" rating overall with 'outstanding' leadership. Virgin Care was noted to have been able to demonstrate with documentary evidence how it had consistently improved services following service transfers.
- 4.2 The Supported Living Services teams in Bath and North East Somerset were inspected by the CQC in 2018, after the transfer to Virgin Care Services Limited. The CQC awarded a "good" rating to the services following this inspection.
- 4.3 No quality performance notices have been served on Virgin Care in the past 12 months. The quality of services has remained of a high standard, and this is reflected in the quality indicators including:
- Maintaining the proportion of service users receiving 'harm free' care as measured by the national Safety Thermometer audit (94.2% in 2018/19 compared to 94.2% in 2016/17)
 - No MRSA Bacteraemia infections in Community Hospitals since 2014
 - An ongoing reduction in the number of acquired pressure ulcers from 281 in 2017/18 to 187 in 2018/19.
- 4.4 The number of falls reported in community hospital wards is reducing over time, as a result of proactive work to reduce risk. The reduction has been from 104 between April – August 2018 to 88 between April – August 2019.
- 4.5 All services participate in a monthly "you said, we did" programme and report back to service users on the actions taken as a result of their feedback. Examples of changes made as a result of this project include:

- **Ambulatory Care**

You Said: For MSK Physio you said the exercise sheet given was not clear.

We Did: We have redesigned the forms we used in the leg and back class. Instead of just having a list of exercises to do the patients are now given a form with pictures and descriptions of exercises. Patients have found this much clearer and it has helped the Physiotherapists as well as there are less questions from the patients about the exercises.

- **Supported Living Service**

You Said: A service user who was having issues with mobility which was then impacting on her ability to access the community independently said she wanted to move to more suitable accommodation.

We Did: The service was able to support her with this process. Working closely with her Social Worker and two housing associations the service user was able to find accommodation where she would be able to call on support when she needed but would also be able to access the local community facilities independently. Our service was also able to support the service user with the move, for example, arranging removals, contracting utilities etc.

- 4.6 Virgin Care established its Citizens' Panel engagement network during its first year of the contract and has continued to engage with local people through this panel, while also seeking to grow membership which, at time of writing, stands at just over 100 active members. This group of users engages with service change programmes and supports Virgin Care to ensure proposals for change work to the advantage of service users and meet local people's needs.

5 TRANSFORMATION PROGRAMMES

- 5.1 As part of the procurement process detailed in point 1, Virgin Care submitted its plans for the delivery of Your Care, Your Way which had been agreed by commissioners setting out a 7-year plan for transforming and improving services with the majority of large-scale transformation taking place during years 1-3. 2019-20 is year 3 of the contract, and as such the transformation programmes have gathered pace and are now substantially progressed.
- 5.2 Virgin Care is running a number of transformation projects across the service. These are being overseen by the local Senior Leadership Team, but the efforts of colleagues throughout the service to deliver the transformation programmes and continue to operate high quality services which are performing well must not go unrecognised.
- 5.3 These transformation projects are considered 'enablers' by Virgin Care to the delivery of Your Care, Your Way. The programmes include a significant level of change, including restructuring of teams and the introduction of new technology and ways of working.
- 5.4 An active programme of engagement and communications is underway to support this transformation with both internal and external colleagues and stakeholders.
- 5.5 The transformation programmes are described throughout this document, additional points to note:

Care co-ordination (CCC) – The delivery of a care co-ordination centre which works across Bath and North East Somerset, and conducts many of the administrative functions previously carried out within each individual service, is an essential enabler of providing joined-up and resilient services. CCC builds on the traditional "single point of access," by having support and professional teams in one place to make holistic decisions that support the whole persons health and wellbeing through one point of contact. Using clinical members of the team to make clinical decisions and provide access to care more quickly. The service is now in phase 2 of its deployment with wellbeing services co-located alongside some social care colleagues and adults health professionals as well as administrative support.

Mobile working – Alongside the care co-ordination centre, mobile working allows us to maximise the time teams have to be with service users directly by cutting down on travel and duplicated note-taking. Virgin Care has deployed over 400 devices to enable colleagues to work closer to people's homes and spend as much time face to face with people as possible. In some teams this has resulted in an increase of over 20% time spent with the people they support. This year the teams will be supported to continue embed new working practices and all remaining teams will be able to work in a mobile manner.

Estates and facilities – This project is looking at how we can make the most efficient use of buildings and facilities across Bath and North East Somerset. With mobile working and care co-ordination projects meaning we need fewer desks, and active plans to redevelop some NHS sites in the area, this project is ensuring we have the right amount of space, in the right place, and set up in the right way to help services run smoothly for local people.

Integrated Care Record – Detailed in point 6 of this report.

Referral management – This project has successfully delivered electronic consent over our immunisations services and the next phase in 2019.20 will develop electronic referral processes, using a secure system which links directly with the Care Co-ordination Centre to provide an efficient, safe referral management system which is able to respond to people who use and refer to our services in a timely manner.

6 INTEGRATED CARE RECORD IMPLEMENTATION

- 6.1 Virgin Care is working with key partners across Bath and North East Somerset to introduce an Integrated Care Record (ICR) within the area and more widely. This includes Royal United Hospitals Bath NHS Foundation Trust, Bath and North East Somerset Council, General Practice in Bath and North East Somerset, Avon and Wiltshire Mental Health Partnership NHS Trust and Medvivo.
- 6.2 The ICR will collate information on an individual's health and care record into a single view, enabling appropriate sharing of information across organisations to support decisions regarding care and serve to ensure that people do not have to repeat their story and history to each care provider they see. Delivery of the ICR was a key objective of Your Care, Your Way.
- 6.3 The ICR will be used to share information between Royal United Hospitals Bath NHS Foundation Trust, Bath and North East Somerset Council, Avon & Wiltshire Mental Health Partnership NHS Trust, Virgin Care's Bath and North East Somerset Community Health and Care Services, Dorothy House Hospice and up to 30 GPs. Each organisation will have access to a single record that can be viewed independently or from within an existing system.
- 6.4 Virgin Care appointed Graphnet Health to deliver the ICR through a competitive procurement process which was run in partnership with the partners listed above. The solution is recognised and supported by a number of other system areas in England and provides a potential framework for the wider STP to support the delivery of the NHS Long Term Plan. The system will only allow appropriate professional access to information, and has been developed to comply with GDPR regulations. Appropriate data sharing agreements are in place with all partners as they provide and gain access to information via the system.
- 6.5 The programme to integrate records from various systems is well established and the technical implementation has been successful both for community health records and social care. The programme is working towards full systems implementation by the end of the calendar year.
- 6.6 Once this work is complete, the Programme will move to roll out the use of the care record across providers. There is ongoing engagement with colleagues in partner organisations to develop plans for how the system will be used within services and to support a change in ways of working across the system.
- 6.7 Access to the system will be released in October and the first teams to access will be the colleagues who support frailty within Virgin Care and RUH Emergency Department. The system will also be used in Multidisciplinary Team (MDT) Meetings within GP surgeries and the annual review team within Adult Social Care.
- 6.8 As part of the deployment of the system, a local information and awareness campaign has been soft launched with a planned ramp-up over the course of Calendar Year 2019, ensuring local people are aware of the ICR's introduction and its implications for them and reassuring them on the security of the data held within the system.

7 STAFF ENGAGEMENT, RETENTION AND RECRUITMENT

- 7.1 Virgin Care's model for delivery requires 823 Whole Time Equivalent staff for the delivery of the contract, but as a result of significant, inherited flexible and part time working, the organisation employs closer to 1,300 colleagues directly in the delivery of

the services across Bath and North East Somerset with more than 200 working fewer than 3 days per week on average.

- 7.2 Colleague engagement and morale is always impacted by significant change and, following the transfer of employer in 2017, the significant, lengthy and ongoing change programmes have reduced engagement and morale across some services. Virgin Care has, and is, committed to taking steps to improve. This is measured through the annual Have Your Say staff survey, which mirrors some questions from the NHS National Staff Survey.
- 7.3 Overall engagement – made up of a number of metrics relating to how engaged people are with their role, team and organisation such as how quickly time passes when working, opportunities to show initiative and the support from the organisation to enable people to do their job - was rated at 64% in the most recent Have Your Say survey, a significant improvement compared with the previous year, the NHS-wide average of 69% and the Virgin Care-wide score (which is inclusive of Bath and North East Somerset results) of 71%. It should also be noted that 59% of colleagues in Bath and North East Somerset took part in the survey compared with an NHS-wide average of just 46%.
- 7.4 Following the survey, an action plan for improvement has been put in place and work is being carried out and communicated to colleagues across Bath and North East Somerset. Actions include work to increase confidence that survey results are listened to and will result in action, the quality of appraisal conversations in supporting colleagues to do their jobs, the visibility of the national executive team and the awareness of how services are changing and improving.
- 7.5 During 19/20, Virgin Care is also reviewing its staff engagement programmes. The Partnership Forum will be repurposed, increasing its effectiveness as a colleague consultation forum; managers will continue to be supported and trained to ensure they are as effective as possible. Kirsty Matthews and the Senior Leadership Team will hold a series of listening groups across the service, to hear from the frontline. Virgin Care will also focus on improving the quality of conversations at appraisals. While the organisation's performance in completion was high (above 90%), A programme of webinars and training will be undertaken to support an even more positive conversation.
- 7.6 During 19/20, and as part of transformation plans (detailed in point 5), Virgin Care undertook five consultations with service colleagues. Significant structural changes were made in order to align services with Virgin Care's successful bid model for the services and the transformation roadmap, and as such a small increase in turnover within these services is expected and is being proactively managed.
- 7.7 The final part of a review of corporate services inherited from the previous provider was completed on 31 March 2019. This review saw an overall reduction in headcount, as a result of duplication between the local inherited services and Virgin Care's existing corporate services.
- 7.8 Virgin Care increased recruitment activity during 18-19 and continues to do so during the current year. This work is focused on reducing the use of agency staffing in wards, which not only increases cost but can also reduce the overall quality of services, and on increasing staffing of the "bank" of flexible workers.
- 7.9 At the point of transfer, although colleagues transferred from one employer across the services a range of terms and conditions were in use depending on historical employers. While Virgin Care has never sought to harmonise terms and conditions, and as a whole is predominantly an NHS Agenda for Change employer, as a result of colleague feedback, a number of reviews were carried out in Bath and North East Somerset in order to support attraction and retention of colleagues.

- 7.10 Following one of these reviews, an increased pay offer was made in order to attract additional flexible “bank” workers. This offer ensured that the bank offer was comparable with other providers across Bath and North East Somerset. Bank colleagues now make up more than 20% of the health and social care workforce across England, allowing health and care workers to manage their shifts around other commitments. Bank colleagues are supporting providers including Virgin Care to reduce the use of agency staffing and thus maintain high quality services and deliver continuity of care.
- 7.11 In addition, Virgin Care worked with colleagues in Social Care services to develop a bespoke contract and pay scale which was implemented in August 2019. This revision has allowed Virgin Care to attract new colleagues to the service, supporting an improvement in performance.
- 7.12 Sickness within the Bath and North East Somerset service is low and decreasing, at just under 3%, against an NHS-wide average of more than 4%. A wellbeing and attendance project is being run across Virgin Care, with local input from Bath and North East Somerset, to support managers and colleagues to stay well, and to ensure those people who do need to take time away from the business due to illness are appropriately supported while they are away and upon their return.

8 FINANCIAL PERFORMANCE

- 8.1 The contract between the Council and NHS CCG with Virgin Care Services Limited runs over the course of seven years with the option to extend to a maximum of ten years. The advertised value of the contract when procured was approximately £70m per annum. The contract requires a 9% cash saving over the course of the 7-year contract, and the provider’s income is partially dependent on the satisfactory performance of the service.
- 8.2 During 2018-19, Virgin Care received a total income of approximately £60m from Bath and North East Somerset Council and Bath and North East Somerset Clinical Commissioning Group for the delivery of the services specified in the contract.
- 8.3 After the direct costs of delivery, such as the wages of colleagues and premises, payment of sub-contractors for services commissioned by Virgin Care and a £600,000 contribution towards the costs of centrally provided services (shared back office functions such as payroll and IT), the contract generated an overall loss of £1.4m for Virgin Care.
- 8.4 As part of its role as a prime provider, Virgin Care commissions other organisations to deliver health and care services. As a result, Virgin Care spent approximately £15.4m with local sub-contractor providers such as Bath Mind and Dorothy House.
- 8.5 This loss was accepted, and fully funded, by the Virgin Care board (Virgin Healthcare Holdings Limited) in recognition of the non-recurrent expenditure linked with the delivery of ongoing transformation programmes in Bath and North East Somerset. These programmes are detailed elsewhere within this report.
- 8.6 While transformation is ongoing, in 2019-20 (the current year) the services are making good progress towards financial sustainability as the benefits of investments made in future years begin to materialise. These investments include the development of the care co-ordination centre, remote working by community teams and other programmes which have supported efficiencies and increased productivity.
- 8.7 It should be noted that as well as creating a 9% cash saving over the life of the contract, the contracts do not permit for increases linked with inflation and the services must also absorb increases in demand within existing funding.

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Background papers	<p><i>Virgin Care Services Limited Quality Account – www.virgincare.co.uk.</i></p>
<p>Please contact the report author if you need to access this report in an alternative format</p>	