

Children and Adult Health, Wellbeing and Policy Development Scrutiny Panel

15th October 2021

Virgin Care Commissioning Report



COVID-19 Immunisation in the Community

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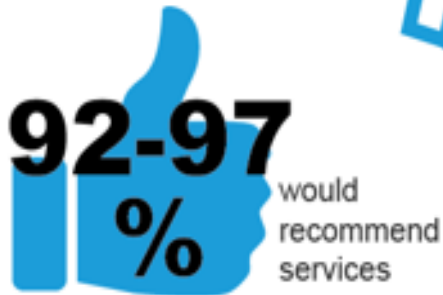
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40,268
people supported



1. Introduction

This is the fourth report submitted to panel as a commissioning update on Virgin Care Services Limited's delivery as the prime provider for integrated health and social care services for the B&NES locality.

At the request of panel this update report will concentrate on the key themes of service user/patient experience and workforce plan.

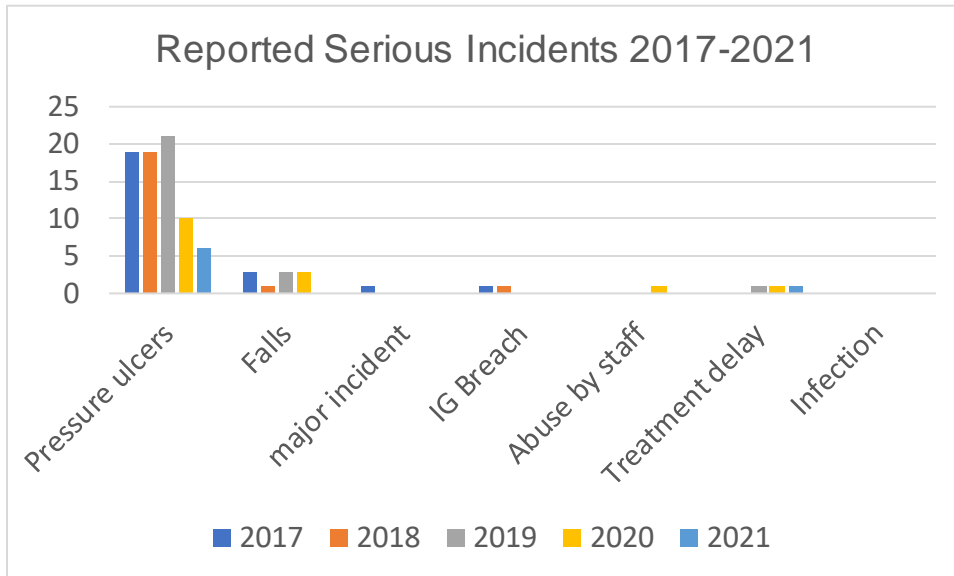
On a monthly basis, Virgin Care hold an internal quality and safety meeting which is also attended by a member of the CCG Quality Team. There is currently a bi-monthly Quality Group meeting which is chaired by the Associate Director of Patient Safety and Quality (CCG) and this meeting provides assurance on the quality data and escalates any concerns or issues to the Contract, Quality and Performance Meeting (CQPM). Adult Social Care quality assurance is also included in the Quality meeting and attended by the B&NES Council Principal Social Worker for Safeguarding and Quality Assurance.

2 Service User Experience

On a monthly basis, Virgin Care hold an internal quality and safety meeting which is also attended by a member of the CCG Quality Team. There is currently a bi-monthly Quality Group meeting which is chaired by the Associate Director of Patient Safety and Quality (CCG) and this meeting provides assurance on the quality data and escalates any concerns or issues to the Contract, Quality and Performance Meeting (CQPM). Adult Social Care quality assurance is also included in the Quality meeting and attended by the B&NES Council Principal Social Worker for Safeguarding and Quality Assurance.

2.1 Safety

The table below shows the number and type of Serious Incidents (SIs) that have been reported by Virgin Care (Adults) since May 2017.



There has been a clear reduction in serious incidents since the start of the contract. Virgin Care has processes in place to investigate and undertake root cause analysis on all their serious incidents and they have been working closely with commissioners to ensure that there are clear procedures in place for these investigations and that the focus is on service improvements and learning that evidence improved outcomes for service users.

Virgin Care request the CCG Quality Team to be part of their serious incident review meetings to provide further assurance and to support as a 'critical friend'.

2.1.1 Pressure Ulcers

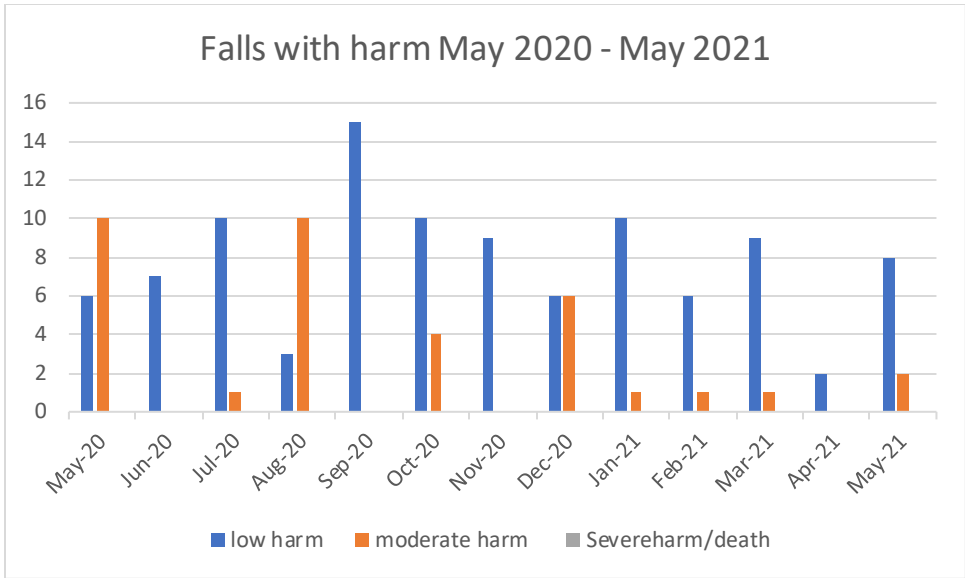
Pressure ulcers (Category 3 and 4) are the main incidents reported as a Serious Incident.

This year Virgin Care has instigated a workplan to address the risk of people developing category 3 and 4 pressure ulcers whilst under their care. This includes audits, teaching workshops, review of Pressure Ulcer Prevention Policy, review of pressure relieving equipment, new pressure ulcer care plan, updating pressure ulcer documentation and development of "top tips" guides.

In their Quality Account 2020/21, Virgin Care has identified a target of reducing these types of pressure ulcers by 25%.

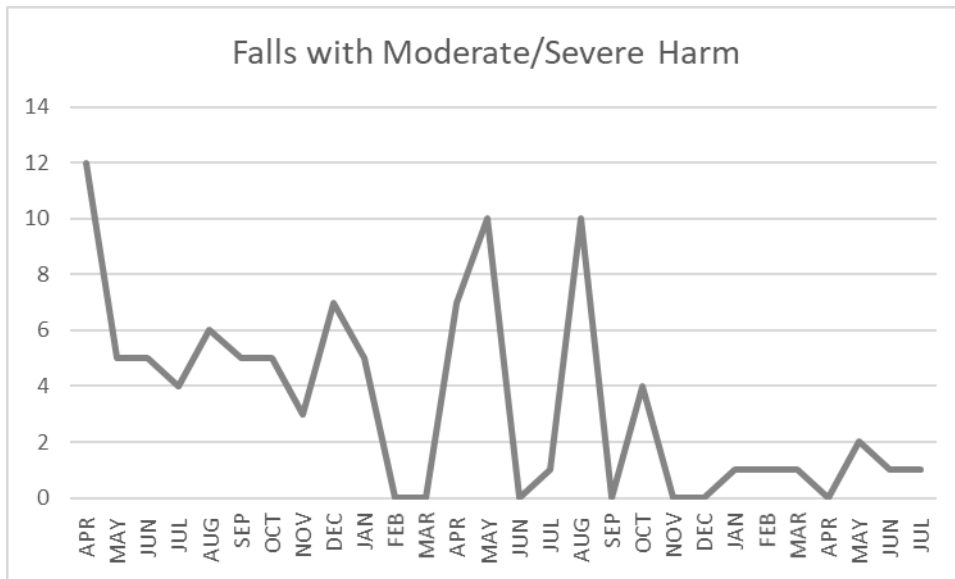
2.1.2 Falls

The next highest reason for serious incident is falls. Although, there have only been 10 falls reported as serious incidents between 2017 and 2021, there have been several falls which have resulted in low or moderate harm. The chart below shows the number and type of falls between May 2020 and May 2021.



In the Patient Safety Report (April 2019) Virgin Care explained that one of their key objectives is to maintain patient mobility and reduce falls. The provider has comprehensive risk assessments for patients and undertake mobility assessments. From these assessments a personalised plan can be instigated for patients including therapy input. Virgin Care has access to specialist equipment and telecare to help reduce the risk of falls.

Patient falls resulting in harm is an issue for providers of health care. Other local acute and community providers also have falls as one of their main risks to patient safety. The number of falls is comparable to other local community service providers. The table below shows the number of falls with Moderate/severe harm from April 2017 to July 2021.



2.2 Never events

Virgin Care has had no reported never events in B&NES. Never Events are patient safety incidents that are wholly preventable where guidance or safety recommendations that provide strong systemic protective barriers are available at a national level and have been implemented by healthcare providers (NHS England definition)

2.3 Safeguarding

Virgin Care's Safeguarding Leads at national and local level work closely with B&NES Council and BSW CCG to undertake safeguarding investigations. Virgin Care produces a quarterly safeguarding report for both adults and children, which are shared with joint commissioners.

Between April 2017 and November 2017, Virgin Care had 3 serious case reviews (SARs) all relating to self-neglect. Following this the provider developed an action plan around self-neglect which included the development of a risk register of people who were at risk of self-neglect, and the appointment of self-neglect champions. A Self Neglect Champion acts as a point of contact within the service to discuss self-neglect and safeguarding issues. He/she ensures robust safeguarding governance arrangements are in place and liaises with the manager and service clinical governance teams regarding self-neglect issues, when appropriate seeing further advice and or escalation.

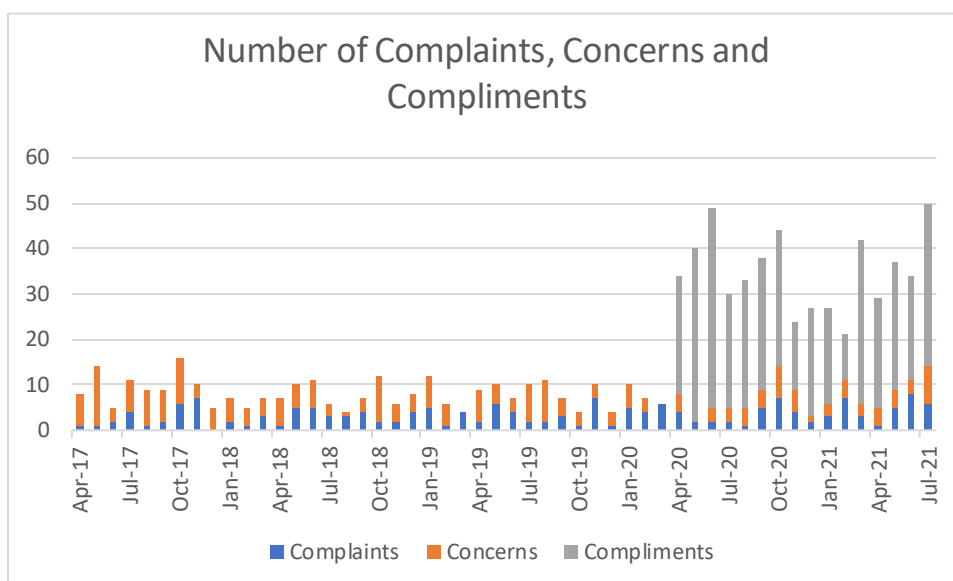
Safeguarding children training is mandatory and, at the end of Q1, 2021, compliance for level 1 training was 98%, level 2 was 88% and level 3 was 92%.

2.4 Patient and service user Feedback - Complaints, Concerns and Compliments

The number of complaints received each month ranges between 1 and 8. The key themes are clinical issues, communication, systems and processes, staff attitude and unwelcome decisions. The complaints are across both health care and social care. Since April 2017, records show that Virgin Care have responded to the majority of the complaints within the 30-day deadline but some have required a longer period usually due to the complexity of the case and the investigation required. During the first wave of the pandemic, complaint response timelines were lifted but we maintained performance.

Within their 2020/21 Quality Account, Virgin Care has stated that one of the priorities for 2021/2022 will be to reduce the number of complaints where communication is identified as an issue by 50%.

The graph below shows the number of complaints, concerns and compliments which have been received by Virgin Care since April 2017.



Since April 2017, Virgin Care has had two complaints which were referred to the Ombudsman. Both complaints were reviewed by the Ombudsman and not upheld.

Virgin Care has systems in place to learn from complaints and customer feedback. One of these systems is “You said we did”. Examples of actions taken following feedback are included in the Quarterly Complaints, Concerns and Compliments reports.

2.4.1 Examples of some of these responses to customer feedback are listed below.

Service	You Said	We did
Health Visiting	Clients from Chew Valley would like a clinic closer than Keynsham	A venue has been identified and booked, allowing easier access for clinics in the Chew Valley.
Connections Day Service	Service users said they would like to use the accessible bikes	The car park will be closed one day per week to allow the safe use of bikes
Children’s Audiology	Parents wanted advice on how to ensure that their baby kept their hearing aids on	We purchased a doll and obtained some customised caps to demonstrate how these could be used to help hearing aid retention
Rehabilitation Services	You wanted to go home from hospital	Our Physiotherapist arranged a home visit and she then personally collected equipment from different locations and took

		it to the person's house to enable the visit to go ahead quickly
Community Hospital wards	More information was requested about the wards	An information folder was devised and implemented at each patient bedside

2.4.2 Examples of compliments received by Virgin Care are listed below.

Team	Compliment
Supported Living Team	Thank you all So much for your care of my brother in the past difficult year – your kindness, caring and support has certainly made life better for him and your support to me is very much appreciated. A billion thank you's.
Midsomer Norton Reablement Team	The Reablement team made so much difference to me, not simply by helping me achieve e.g. the ability to get upstairs and in and out of my front door and have a shower, but also their cheerfulness. They truly lifted my spirits.
Paulton Minor Injuries Unit	Thank you for your kindness shown after my recent falls, your warmth and friendly personalities are a credit to Paulton Hospital. Thank you.
Learning Disabilities (LD) Complex Needs Service	Thank you for your help, especially this year. I think your input with LD patients for practices and the clinicians who do this work is very important. Reviews are about enhancing lives and giving opportunities.
Community IV Service	A patient commented that since the team had been involved in her care, she feels her condition is being managed much more safely. She can access timely blood tests and treatments without delay. She said our involvement is priceless and has made the world of difference to her.

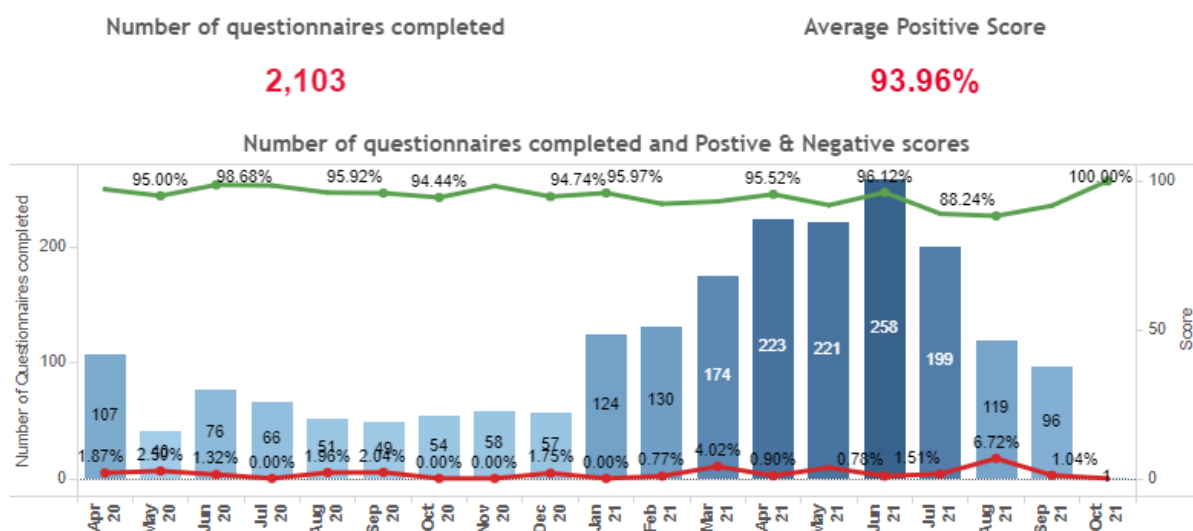
2.5 NHS Friends and Family Test

Like all NHS providers, Virgin Care ask people who use services to feed back on their experience of using the NHS Friends and Family Test. In 2020-2021, 907 people rated Virgin Care services in B&NES and 95.35% said they would recommend the service if someone needed similar services. FFT responses are reported monthly to commissioners.

Virgin Care has adopted both electronic and paper methods of data collection, although they are trying to promote use of electronic reporting to support compliance to infection prevention guidance 71.5% of all friends and Family responses were received through digital submission in 2020- 2021 The majority of services operated by Virgin Care in B&NES are collecting feedback via FFT.

From March 2020 to January 2021, NHS England paused FFT as part of its measures in response to the COVID-19 Pandemic.

The graph below shows the number of people who responded saying that they would recommend the service they received from Virgin Care through FFT.



The percentage of people who responded saying that they would not recommend the service they received from Virgin Care varies between 0% and 2.1% The main issues raised in the FFT feedback are:

- Parking
- Signage
- Ineffective treatment
- Difficult to receive an appointment
- Long waiting times
- Lack of a reception in some areas
- Lack of a receptionist in some areas

2.5.1 Some examples of feedback received from the Friends and Family Test is captured below covering a range of community services delivered by Virgin Care.

Bladder and Bowel Service

The information I was given was very helpful, the nurse I saw was very kind and made me feel completely at ease.

Wellbeing Service at the Compassionate Community Hub

My care was great, listened to my needs, friendly and discrete. Thank you so much.

Reablement

The staff could not have been more helpful and caring. They quickly assessed my needs and helped me deal with any problems I had, providing me with items which I found invaluable. I am very grateful to them!

Looked After Children

Nice and easy conversation really helpful.

Heart Failure

I had a lady this morning, she was very good and friendly and was very excellent.

Complex Health Needs Service

A plan was set and then carefully worked through with so far excellent results.

Children's Learning Disabilities Team

Friendly knowledgeable about Pathological Demand Avoidance (PDA) and sympathetic, information packs came quickly and were relevant to our phone conversations.

Family Nurse Partnership

Help support and advice, non-judgemental. Helped me make decisions personal service. Made me more confident.

Paulton Minor Injuries Unit (MIU)

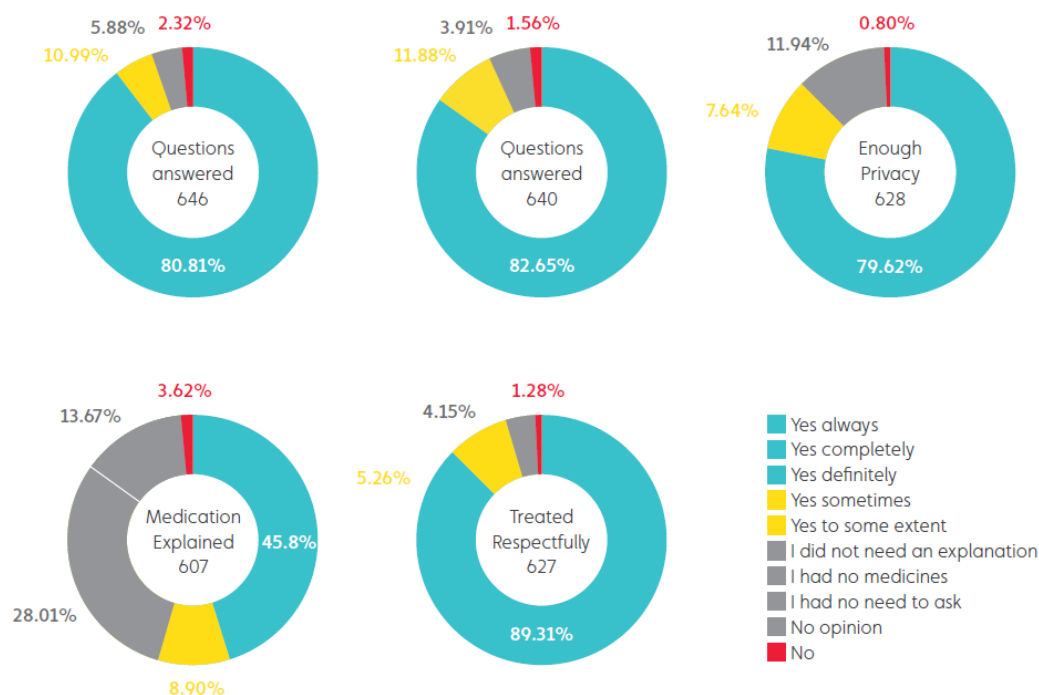
The staff were lovely and really helpful the team do an amazing job, thank you.

Smoking Cessation

Responsive service and good support from a friendly experienced advisor.

2.6 Patient Reported Experience Measures (PREMs) are part of the Friends and Family Test, allowing individuals to provide additional feedback based on five categories. These are optional for completion, and the diagram below shows the results. The additional information obtained through the PREM responses provides services with additional information on how services can be improved. Any "NO" responses are addressed immediately, the "Yes, sometimes and Yes, to some Extent" are reviewed at team meetings where local action is taken to update information given to people who use the service, review standard operating procedures or policies to ensure people are fully informed and involved with their care.

2.6.1 Patient Reported Experience Measures results are displayed on the next page.



2.7 Community Hospital PLACE reviews

Patient-led assessments of the care environment (PLACE) put the views of people who use Virgin Care services at the centre of the assessment process, helping to highlight how well a hospital is performing in certain areas. These areas include privacy and dignity, cleanliness, food and general building maintenance. The reviews focus on the care environment and do not cover the clinical care provision or staff behaviours.

Due to the Covid-19 Pandemic there have not been any PLACE assessments completed during 2020-2021 so the results provided are from the last PLACE inspection that took place in October 2019. The overall score was good, with no fails and maintained the positive scores from the previous year, other than ward food which received slightly lower scores compared to last year at St Martins. Action plans have been developed to address areas identified as falling short of requirements.

Hospital	Cleanliness	Food	Privacy, Dignity & Wellbeing	Condition, Appearance & Maintenance	Dementia	Disability
St Martins	100%	90.37%	89.36%	100%	87.5%	86.81%
Paulton	99.61%	93.70%	77.98%	94.94%	84.37%	90.86%

This section of the commissioning report to panel has been largely informed by the Quality Account for the B&NES services produced by Virgin Care Services Limited for 2020/21.

2.8 Infection Control

Since February 2020, Virgin Care has put systems and processes in place to manage the COVID-19 pandemic. These have been in line with National Guidance and Virgin Care complete a Safe Return Risk Assessment in order to reinstate service delivery.

From April 2020 to June 2021, there has been 6 episodes of Clostridium Difficile within the community hospitals but no other outbreaks of any reportable infections.

Virgin Care has an Infection Control Nurse and links closely with the Infection Control lead in the CCG.

2.9 Engagement

Virgin Care have a Citizens' Panel which currently has approximately 80 members. This Panel helps to decide how the "Feel the Difference" fund is utilised and is involved in consultation for service changes. Recent consultations have included the End-of-Life Strategy, Home First and Community Equipment.

Quarterly reports on engagement are completed and reviewed by the Virgin Care Internal Quality and Safety Meeting and then shared with commissioners.

Virgin Care also undertake surveys with their patients. Examples of some of the surveys are:

- Children's Speech and Language Therapy
- Active Aging Mobile Working
- Relative and Patient Discharge summaries from Sulis Ward
- Reablement Discharge Survey
- Parkinson's Disease Clinic Survey

Virgin Care also participate in National Surveys such as the national stroke audit (Sentinel Stroke National Audit Programme SSNAP) and the Local Authority Adult Social Care and carers survey.

One of the quality improvements for 2021/2022 identified and listed in the organisation's Quality Account for B&NES services, is to enable more service user engagement.

2.10 Adult Social Care and Safeguarding

2.10.1 In July 2020 the Council shared with Virgin the outcome of the Council's yearly case audit for social care. 120 cases were audited and the findings of the audit aligned with the internal audits completed by Virgin Care's Principal Social Worker. The key outcome was that Virgin Care needed to establish a clear overarching and strategic vision for cultural change to be undertaken at pace, with an accompanying operational plan giving management and staff a clear direction

about expectations and their engagement in that change. Virgin Care and the Council have agreed the areas of change required, the implementation plan and are co-leading the projects.

2.10.2 Over the last 19 months the health and social care system pressures caused by Covid 19 led to social care operational staff being reallocated from Review and Community Teams to support the Discharge to Assess process and manage the change in support required during the lockdown periods. It was recognised by the Council that this would lead to a reduction in performance on the review and assessment measures. The current performance on annual reviews is 61.7%. In June 2020 the Council undertook an audit of people waiting in the community for assessment, following concerns being raised by both Virgin Care and Council staff that the level of risk being held was too high. The audit confirmed that urgent action was needed to ensure that people in the community were supported alongside those being discharged from hospital. The implemented actions have led to the number of people waiting over 21 days decreasing from 39 at the end of May 2021 to 19 at the end of August 2021. Performance on the completion of social care assessment in the discharge to assess period remains good. The one of area of continuing challenge is the waiting list for those requiring an Occupational Therapy Assessment for larger items of equipment or adaptations. Recruiting Occupational Therapists (OTs) is a regional challenge across the health and care system and although Virgin Care are offering a range of employment incentives recruitment is challenging. A review of this area of work forms part of the transformation work being undertaken by the Council and Virgin Care.

2.10.3 Safeguarding Performance against the Board's measures is extremely good, with 100% of all decisions and planning meetings in 20/21 being held within timescales. The change to online meetings has worked well for most people, but there has been face to face meetings when needed. The Safeguarding Audits undertaken by both the Council and Virgin Care show evidence of very good practice but there are always areas that can be improved. The Council Team also oversees a service user feedback process where people or their representatives share their views of the safeguarding process. This feedback for this year is once again positive with people saying that their views and wishes were listened to and met by the Virgin Care and Council Safeguarding Teams. A recent Safeguarding Adults Review identified that there may be some reported safeguarding concerns that are not managed in line with the Council's expectations. An audit of these referrals is currently being undertaken by the Council team and the preliminary findings have been shared with Virgin Care together with recommendations regarding the actions required.

2.11 Care Quality Commission (CQC)

Virgin Care Services Ltd is registered with CQC and are currently rated as Good with no conditions attached to their registration. This was based on an inspection of Virgin Care Services Limited's community services and central supporting functions across England in 2017.

CQC has not yet undertaken a full inspection of all the services Virgin Care provide in B&NES but have undertaken full reviews on some specific services that are within the contract in B&NES. These are as follows:

- Bath Supported Living Service rated as good based on the inspection in 2018.
- NES Supported Living Service (Frome Road) rated as Good in July 2018

Virgin Care have continued to have regular relationship meetings (face to face or virtually) with CQC over the past year. Discussions have been had about workforce challenges on the wards and recruitment and retention strategies.

During COVID-19 CQC introduced Transitional Monitoring Assessments. CQC completed a Transitional Monitoring Assessment with Virgin Care B&NES on 25/02/21 and advised that there were no significant risks.

Virgin Care's Registered Managers attend the yearly mandatory update training event.

Virgin Care's services in B&NES take part in the organisation's Internal Service Review (ISR) programme every 6 months, which mirrors the CQC's framework and provides the organisation – and commissioners – with assurance of the quality of its services.

An action plan for improvement is always put in place following the ISR, ensuring a process of continual improvement.

This is a self-assessment, but also makes use of peer reviews to verify findings. Virgin Care report that the ISR programme has a strong track record of mirroring CQC findings on subsequent inspections.

2.12 Restoration of Services Post Pandemic

Virgin Care have identified the following priorities in 2021-22 with the main aim of restoring services to pre pandemic levels where possible but also to address areas where information indicated improvement is required:

- **Engagement**
 - All services that collect Friends and Family Test (FFT) including PREMS (Patient Reported Experience Measures) information, (through digital, paper or texting) will improve data collection over the next 6 months (April-September) with the outcome that response rate will be restored to, or exceed, pre COVID levels.
 - All services will be able to demonstrate by the end of February 2022 a minimum of 2 areas where service users have been included in discussions relating to the Service, this could include use of the Citizens' Panel, input into service changes / design, service user involvement in interviews.

- **Safety**

- A reduction of 25% (against baseline of 2020-2021 data) in the number of Category 3 and 4 Pressure Ulcers by the end of February 2022. A return to 2019 -2020 (pre-COVID) number of pressure ulcers reported as Serious Incidents.
- Reduce the number of complaints where communication is identified as an issue by the complainant by 50% in the next 12 months.
- Evidence that good Mental Capacity Act (MCA) practice is in place by ensuring good practice.
- All services which use waiting lists will have in place the following:
 - An escalation and reviewing process so service users whose condition deteriorates whilst waiting can be seen.
 - Ability to demonstrate on a quarterly basis the number of service users whose condition deteriorated due to increased wait times.

- **Effectiveness**

- Ambulatory care will formalise Patient Initiated Follow-Up (PIFU) into a process that can be shared more widely across other services to ensure consistent practice by September 2021. PIFU outcomes will be developed to monitor effectiveness (aligned to the BSW CCG work stream).
- All teams to have documented the frequency that colleague 1:1 meetings occur.
- Documentation of 1:1 meetings includes a How Are You (HAY) section preferably at the start of the documentation. All colleagues have a How Are You (HAY) conversation with their Managers on a regular basis but as a minimum at every 1:1 meeting.

3. Workforce

3.1 Virgin Care has developed a workforce plan which details their priorities for 2021-22 with the aim of creating an environment that changes lives by enabling its people to be their best potential everyday. The identified priorities include:

- Leaders who lead – ensuring effective leadership skills at all levels of the organisation and enabling colleagues to reach their full potential.
- Great people in the right place at the right time – colleagues that are responsive and have the skills to provide the highest quality of care.
- Best services – services that are delivered to the highest standards and care and quality.
- Happy people – colleagues are enthusiastic, enjoy coming to work and feel valued.
- Future ready – forward thinking.

3.2 These identified priorities will be focused on the following activity:

- A workforce fit for the future
- Organisational design and operating model review

- New ways of working – flexible, agile workforce (including e roster and bank proposition), new career pathways and role design
- Grow your own workforce and community recruitment – apprenticeship maximisation and social value outcomes
- Digital literacy upskilling programme

3.3 Virgin Care are focus on workforce wellbeing through the following activity:

- Wellness strategy Phase 2 – COVID-19 recovery, resilience, health and wellbeing
- Diversity and inclusion
- Talent and succession planning
- Colleague engagement
- Retention project

3.4 Virgin Care ‘Feel the Difference’ is focussed on the following activity:

- Values and purpose relaunch
- Leadership development – leading the VC Way: compassion, empowerment and autonomy
- Raising the bar – improving the people service offering, data policy, system integration and support
- Redesigned colleague induction programme – setting colleagues up for success
- Informed, empowered and engaged workforce through effective communication

3.5 Appraisal

Virgin Care complete colleague appraisals on an annual basis with a 6 month review. Over the last 3 years, the appraisal completion rate has seen an improving trend although the reduction in 2020 reflects the pressures of the Covid pandemic.

In 2020, in recognition of the pressures on colleagues as a result of the pandemic response, but also the value of a structured conversation, the provider introduced a “How are you” conversation. These are structured conversations about the colleague’s performance, but reduce the time needed to complete and remove some of the detail included within the full appraisal.

The table below shows the % completion rates for appraisals over the last 3 years.

Year	% Virgin Care Appraisal Completion
2019	91%
2020	80%
2021	95%

3.6 Communications Plan

Virgin Care recognises the importance of communications and employs a professional communications team which works across all of the company's business units with a lead Communications Manager appointed for each business unit. In April 2021, a new model was put into place reflecting the needs of the business following the pandemic and creating financial efficiencies while delivering essential communications.

Communications are primarily through an Intranet site accessible through work and personal computers and devices to all colleagues, and this is supported by two core weekly newsletter emails sent to colleagues' work email addresses: a manager's briefing on Monday and an all colleague "What you need to know" newsletter on Wednesdays.

These reach a significant proportion of the business, and Manager's Brief supports managers with sharing organisational updates with their teams who do not access email or the Intranet.

Each month across the business, there is a focus through Internal Communications on a specific topic. For example, during July the organisation's Internal Communications was focused around the organisation's Green Plan. This campaign provided an opportunity for colleagues to engage with the national plan and objectives, the local delivery plan and more broadly with the green agenda through interactive games for team meetings and online discussion boards.

As part of this, the Managing Director and Communications Manager are working together to:

- Hold communication workshops throughout August and early September to audit existing communications and locate opportunities and gaps.
- Completing an internal communication audit
- Use the findings of those workshops to inform a communications strategy and stakeholder communications plan
- Strengthening the voice of the partnership forum
- Greater emphasis on the sharing of good news stories using multiple formats to ensure maximum internal reach
- Focusing on building colleague's resilience and promoting health and wellbeing

3.7 Staff Engagement

The Have Your Say colleague survey is Virgin Care's annual, confidential colleague survey, which is run on Virgin Care's behalf by independent market research company and loyalty specialists Motif.

Virgin Care continues to work through the recommendations from last year's survey, but some of these have been harder to do during the COVID-19 pandemic.

The latest 'Have Your Say survey' is launching in September 2021, later than usual as the business made a decision to delay the survey after feedback from colleagues about the pressures of the pandemic response. The majority of the survey questions remain the same from year to year to allow tracking of results, but this year NHS survey questions have been added to meet commissioner requirements and provide easier benchmarking against other NHS providers. An action plan will be produced once the results for September 2021 are released in October 2021, including an aligned local communications plan; input from the partnership forums will be considered as part of this approach.

The previous HYS response rate in 2020 was 57% and engagement score was 73% and in 2019 the HYS response rate was 59% and engagement score 64%.

This survey showed that:

- 76% Felt able to make suggestions to improve the work of my team/department [NHS]
- 68% Thought appraisals helped their job
- 80% Felt their physical and mental health and wellbeing were cared about
- 87% Feel like part of a team committed to doing quality work
- 84% Are enthusiastic about their work
- 70% Feel they have the tools and equipment they need to do their job well

Having listened to their colleagues, taken into account the continued improvement in scores, recognised the unique circumstances of the last year and the pressures this placed upon them, Virgin Care did not require teams to compile action plans this year. However, feedback from the survey has informed their People Strategy for 2021-22 which, while also reflecting the NHS People Plan, is focused on supporting and improving colleague wellbeing and on living our purpose and values.

3.8 Social Work/Care 'Health Check' Survey

The Social Work/Care Health Check survey is undertaken annually in October/November. The survey is overseen by Virgin Care's Principal Social Worker and focuses on Social Care workforce wellbeing and development. The Health Check is intended to help support and deliver effective social work. It is a key element of the Standards for Employers of social workers (Standard 1).

Virgin Care last completed this survey in 2019, and the decision was taken due to not complete the survey in 2020 due to COVID-19 pressures. For this year Virgin

Care have confirmed that based on the analysis of Hay Your Say survey responses (Autumn 2021 HYS Survey) then decide if a specific follow up survey is required for social workers.

3.9 Reward and Recognition

Virgin Care offers a comprehensive reward and recognition package to their staff which includes CEO Recognition Award, Feel the Difference Award and Clinical Excellence Award. There are a range of incentives such as a Golden Hello joining bonus, Virgin Tribe discount site, Wellbeing Hub and Cycle to Work. Virgin Care have been extra conscious to support and reward colleagues for managing through difficult times this last year. Some of the projects that have been run to focus on staff engagement include Just Eat vouchers, £20 team celebration party, Love your Lunch, Little Big Thanks, hand cream sent to every colleague, easter eggs and R&R days. In a recently ran a competition to win a 'staycation' aboard a Virgin Voyages ship and a lucky colleague from B&NES was one of the winners that the Chief People Officer randomly selected in a live draw.

3.10 Starters, Leavers and Turnover

The table below shows the staff turnover (number of people leaving) and new (permanent) starters from April to August 2021 (contract year 5).

2021	April Q1	May Q1	June Q1	July Q2	Aug Q2	Total
No. of leavers	16	14	7	18	21	76
No. of starters	17	16	12	6	12	63

In 2020 Virgin Care had a total of 63 leavers from April to August and for 2019 a total of 66 leavers from April to August period. Therefore, Virgin Care have experienced more leavers for the same reporting period in 2021, section 3.11 gives a detailed breakdown of the reasons for staff leaving the organisation and section 3.18 details the current workforce pressures being experienced.

3.11 Leavers Reason

Virgin Care undertake analysis of the reasons for staff leaving the organisation and this has been captured in the table below for the period from April to August 2021. The Q2 workforce report (June, July & August 2021) will be submitted to Contract Quality and Performance Monitoring meeting in October 2021.

Reason for Leaving	April Q1	May Q1	June Q1	July Q2	Aug Q2
Resignation (promotion)	2	2		1	4

Resignation (relocation)	1			2	1
Resignation (work-life balance)	5	2		1	1
Resignation (career change)	1	3		6	2
Resignation (lack of opportunities)	1	1		1	
Resignation (better reward package)	1			1	1
Retirement	4	3	3	2	2
Resignation (health)		1	1		
Resignation (Carer responsibilities)				1	
Resignation (Role not as advertised/expected)				1	
Resignation (Experience-relationship with line manager)					1
Resignation (Experience Location challenges)					1
End of fixed term contract		1		1	1
Dismissal Conduct					1
Dismissal absence LTS		1		1	
TUPE Transfer					2
Bank assignment not worked					1
Not Known			3		

3.12 Retention

Virgin Care are currently undertaking a deep dive into retention exploring any patterns, themes and exit interview feedback to develop a robust retention plan for 21-22, which is expected to be completed by end of October 2021.

Successful recruitment recently has included:

- Nurses (substantive and Bank)

- Head of Community and Specialist Nursing
- Head of Therapies and Reablement
- People Business Partner

Successful new starter recently has included:

- Head of Community Hospitals
- Regional People Business Partner
- Head of Quality and Leadership
- Head of District Nursing
- Social Work Team Leader

3.13 Vacancy Rate

Overall vacancy rate for Virgin Care in B&NES = 11.5% in Q1 2021/22. Current vacancy rate for Virgin Care in B&NES at end of August is 13.8%. This rate is in line with other local health and care providers in the area.

Virgin Care are currently working with 9 agencies (mix of national and local recruitment agencies) with specialisms in nursing and social care. Multiple adverts for both permanent and bank vacancies are live and have all been completely re-worked to reflect team dynamic, reward offering and job role so as each one is specifically different to attract different audiences. Virgin Care are promoting a 'Golden Hello' on adverts and internally which is a referral incentive offering up to £2000.

Due to the continued pressure and demand for skilled staff in the health and social care sector Virgin Care are investing in an extensive marketing drive which includes advertising roles as premium jobs, creating content for an internal social media campaign and 360 now live which is a full marketing campaign including paid social care posts across Facebook and Instagram. In addition to this Virgin Care are piloting two different approaches to bank staffing. A dedicated bank manager/coordinator has been appointed who will use Healthroster technology to drive greater bank usage and actively take responsibility to recruit to grow bank capacity. In addition to this a bank financial incentive scheme to reward multiple shifts worked has also been introduced to make working 'bank' more appealing.

3.14 Staff Absence, Sickness and Wellbeing

The organisational target for sickness is 4% and B&NES performs favourably against this target for the period from April to August 2021 as outlined in the table below.

Sickness	April Q1	May Q1	June Q1	July Q2	Aug Q2
Short Term	1.63%	1.12%	1.34%	1.73%	2.09%
Long Term	2.29%	2.11%	1.34%	2.18%	1.59%
Overall Rate	3.92%	3.23%	3.13	3.91%	3.69%

In this reporting period the top 3 reasons for short term sickness absence are:

- Sickness & Diarrhoea
- Covid-19 Confirmed
- Headache and migraine

In this reporting period the top 3 reasons for long term sickness absence are:

- Stress/Depression/Anxiety (Personal/Unknown)
- Surgery Related (Planned)
- Musculoskeletal and Joint Pains

3.14.1 Covid-19 Absence

Between April, May and June there was 1 confirmed case of Covid-19 and 14 colleagues were required to self-isolate.

Between July, August and September there were 19 confirmed cases of Covid-19 and 19 colleagues were required to self-isolate.

The rates overall for Covid-19 have remained low and this reflects the robust infection control mechanisms that Virgin Care have in place, and the agile working arrangements to support minimising colleague access to offices.

3.15 Quality and Safety Training

Virgin Care's in-house training company The Learning Enterprise (TLE), delivers on-line and face to face training for Virgin Care in B&NES. There have been difficulties delivering face to face training over the past 12 months due to COVID-19, and this has been especially noticeable in Basic Life Support and Manual Handling training. However we have delivered BLS theory training virtually and have set up COVID Secure assessment centres allowing scheduled assessments in the locality.

Data for statutory/mandatory training has been collected monthly since April 2020. The percentage of staff who have completed their statutory/mandatory training ranges between 74% and 95% for this period. However, in 2018 the percentage of staff who had completed their statutory/mandatory training was 81% (Quarter 3), in 2019 it was 91% (Quarter 4), 82% in 2020 and at the end of July 21 was 84%. Therefore, the percentage of staff who have completed their statutory/mandatory training has remained consistent during the contract period and is slightly below the target of 87%.

3.16 Employee Wellbeing

Virgin Care has made wellbeing a key component of this year's people strategy and associated people plan.

As such, the organisation's Reward team led a review of the organisation's offering including benchmarking against the offer of other health and care providers and the broader private and public sectors.

This review found some areas for improvement, all of which were acted on during the first wave of the pandemic, and a number of areas of best practice. This included the establishment of the Wellbeing Centre where managers and colleagues can access support including:

- A 24/7 Employee Assistance Programme (EAP) – proactive, confidential service offering expert advice, practical information and emotional support on both work and personal issues
- Culture of kindness – working with EHCAP to provide online support and video coaching for all colleagues who have a COVID-19 diagnosis
- Mind Coach Sessions – ran using Teams
- Mental Health Awareness Courses – ran using Teams
- Mental Health First Aiders – have been trained throughout Virgin Care
- Wagestream – launched a financial wellbeing platform providing access to a set of financial wellbeing tools which help build financial resilience

In addition, Virgin Care introduced a Mental Health First Aider programme allowing colleagues to access peer support. This programme included training for 14 colleagues in different roles across the organisation, including colleagues working in and supporting B&NES.

3.17 How Virgin Care colleagues can speak up

The Freedom to Speak Up policy sets out how colleagues can raise concerns at a number of levels either anonymously or by being identified. Recognising the importance of giving colleagues platforms to raise any concerns is vital to Virgin Care to improve services and the working environment.

The policy reflects the recommendations of the review by Sir Robert Francis into whistleblowing in the NHS, and Virgin Care have fully adopted the policy produced by NHS England and NHS Improvement.

With the Covid-19 Pandemic placing additional pressure on colleagues this year, Virgin Care have regularly promoted this policy to colleagues through a number of mechanisms including newsletters, meetings and partnership forums.

Through Freedom to Speak Up, Virgin Care colleagues can raise concerns in the following ways:

- With their line manager, or another manager in their service
- With a lead clinician or tutor
- With any member of the senior leadership team
- With Freedom to Speak Up Guardians
- Through anonymous online reporting system SpeakInConfidence
- With one of three nominated members of the executive team
- With the organisations independent chairman, David Bennett

Colleagues can also directly contact the senior leadership team and executive team at anytime, whether they are raising a formal concern or an informal query.

3.18 Workforce Challenges

Workforce is an area where Virgin Care have experienced some difficulties and have been under increased scrutiny by commissioners. In May 2021, a Contract Performance Notice (CPN) was issued to Virgin Care following the closure of Sulis Ward (St Martin's Community Hospital) due to staffing capacity. The community hospital wards have had ongoing recruitment issues over several years which has resulted in staff vacancies. This reached critical level in March 2021, when staffing vacancies and sickness resulted in closure of the Sulis Ward at short notice, and the risks relating to staffing within the community hospitals led to the CPN being issued to Virgin Care and the CPN was closed on 6th August 2021.

The main area of concern is the number of vacancies in critical roles, especially in professionally qualified health and social care roles. Virgin Care are experiencing difficulty recruiting registered nurses, therapists and social workers, however, this is a BSW system and national issue and not just related to Virgin Care as a provider and employer. Virgin Care currently have a recruitment action plan in place and have secured staff from an agency to cover vacancies within the community hospital wards. As of June 2021, the percentage of clinical roles covered by agency staff was 5.9%. This increased in August to 8.9% which reflects the management of the holiday season. The key services that are affected by staff vacancies are community nursing, community hospital wards, reablement and social work.

Virgin Care have been advised that they need to provide more granularity to the data to establish exactly where the risks are. Virgin Care have agreed to provide more detailed information within future workforce reports and the first of the new quarterly workforce reports was submitted to the Contract Quality and Performance Meeting in August 2021 and covers Q1 and has been used to inform this report to panel.