



Quality Accounts 2011

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Please note – some of the content of this report is mandatory inclusions and for ease of identification these feature in *italicised* text.

1. Quality narrative

Message from Trafford Provider Services

Welcome to the first publication of the quality accounts for Trafford Provider Services 2010/11.

Trafford Provider Services delivers community healthcare services across the borough of Trafford. Covering a population of approximately 220,000 and supporting the registered lists for 39 GP practices, annual turnover is £16m and it employs approximately 600 members of staff with more than 100 volunteers.

We deliver over 450,000 patient contacts per year in a wide range of settings, including the three Trafford hospital sites, GP surgeries, schools, community buildings and in patients' own homes. We also run clinics from eight health centres owned by NHS Trafford.

Our core services include district nursing, community matrons, intermediate care, podiatry, physiotherapy, occupational therapists, community equipment services and specialist partnership services. We also employ health visitors, who are deployed into a multi agency virtual organisation for Children and Young People's Services in Trafford.

In 2010/11 Trafford Provider Services was legally part of Trafford Primary Care Trust (NHS Trafford), operating as an autonomous provider organisation. The last year was also a year of transition to ensure the delivery of the *Transforming Community Services Programme* in Trafford and transfer the organisation to a new 'home' as a divisional arm of Ashton Leigh and Wigan Community Healthcare NHS Trust. The organisation has at the same time implemented its new clinical strategy with a focus on clinical leadership and the delivery of safer quality services. We have made significant progress in ensuring our healthcare professionals have the required knowledge, skills and competencies to facilitate multidisciplinary working to embed an ethos of continuous improvement across its services and business functions.

Trafford Provider Services remains absolutely clear in its strategic direction to support the healthcare needs of the local population. We have played and will continue to play a leading role in working with partners to support the delivery of integrated care in Trafford. Quite simply it is our intention *to provide the best possible care at the lowest appropriate cost*. In this report we hope to reaffirm that quality in patient safety, clinical effectiveness and patient experience is at the heart of everything we are doing as part of this integrated healthcare system.

The quality account falls into two sections. The first sets out what has been achieved in 2010/11. The second section describes the quality goals for 2011/12 which will form the basis for next year's accounts.

Key achievements for 2010/11

A large number of quality improvement related objectives were achieved in 2010/11. The highlights outlined in this report include:

- The development and implementation of a new clinical strategy which included organising services into care groups to support multi-disciplinary working and the delivery of integrated care in Trafford.
- The introduction of quality key performance indicators, applied as part of Trafford Provider Services contract with commissioners (NHS Trafford). These indicators were accompanied by a Commissioning for Quality and Innovation (CQUIN) scheme which has now enabled Trafford Provider Services to successfully resource and improve reporting capability and data quality. All targets were successfully achieved and in many cases we performed above target.
- The roll out of a series of bespoke and innovative training programmes to empower our staff to own and lead further developments of the quality agenda. These have included the internationally acclaimed and inspired Advanced Training Programme and a first line managers training programme.
- Significant improvements to attendance management, due to a new approach to reporting of staff sickness and ensuring adherence to policy. This has played a major contribution towards increased productivity.
- The introduction of patient experience survey which has shown that 96% of patients agree or strongly agree that they are satisfied overall with the level of care received from Trafford Provider Services.
- The continued reduction in the number of Healthcare Acquired Infections (HCAIs), with MRSA rates in Trafford showing one of the highest reductions in the North West over the past year.

Plans for quality improvements in 2011/12

At national, regional and local levels the focus on quality has never been higher. We will continue to contribute to making the necessary improvements and supporting a range of quality initiatives in community healthcare services.

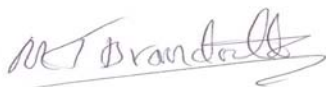
Our priorities for the year ahead as highlighted in this report include:

- Going further in ensuring that our staff have the skills and toolkits to help them drive further efficiencies and quality improvements. Particular emphasis will be placed on the roll out of the *Productive Community Services* toolkit across teams.

- A more ambitious programme of patient experience surveying, followed up with a series of qualitative discussion groups to explore the results in more detail and inform service developments.
- Using our learning from incidents and complaints to focus on major safety initiatives in the areas of pressure ulcers, falls and infection prevention and control.

On behalf of everyone at Trafford Provider Services we would like to take this opportunity to thank you for your support over the last twelve months and look forward to working with you in the year ahead.

We confirm to the best of our knowledge the information contained within this 2010/11 Quality Account for Trafford Provider Services is accurate.



Mark Brandreth

Managing Director, Trafford Provider Services 2010/11



Janet Hall

Interim Divisional Director, Trafford Provider Services 2011/12



Graham Wallis

**Managing Director, NHS Trafford
(Interim Chief Executive, NHS Trafford 2010/11)**

2. Statement from NHS Trafford

NHS Trafford welcomes the publication of Trafford Provider Services first Quality Account.

It is clear from this Quality Account that Trafford Provider Services places great importance on improving quality and has made significant improvements in the past year which are outlined comprehensively within this document. The information contained within this Account will be useful for staff, patients and partners of Trafford Provider Services in demonstrating quality improvements made to date and areas where the organisation wishes to improve further.

We are pleased to see that Trafford Provider Services has developed an agenda for Transforming Community Services programme which incorporates quality improvement priorities that span the three domains of quality:- safety, effectiveness and experience. We look forward to seeing how these plans are progressed.

NHS Trafford has worked in partnership with Trafford Provider Services to develop and agree meaningful quality indicators as set out in the Commissioning for Quality Initiative (CQUIN) framework, illustrating the active engagement of both parties in quality improvement.

NHS Trafford is committed to continuing to work with Trafford Provider Services to improve the quality of services for the residents of Trafford in 2011/12.



Mike Barker

Director of Corporate Affairs, Partnerships & Compliance, NHS Trafford

3. Review of 2010/11

3.1 About our community healthcare services

Trafford Provider Services is organised by four distinct care groups and in 2010/11 it also included a community dental service. These groups are:

Ambulatory Care Group:

This care group comprises a wide range of specialist services delivered in health centres, clinics and hospitals delivered mainly by our Allied Health Professionals. It includes:

- Nutrition /dietetics
- Muscular skeletal (MSK) / physiotherapy / podiatry
- Women's health physiotherapy
- Cardiac rehabilitation physiotherapy
- Orthopaedic/ rheumatology physiotherapy/ occupational therapy service
- Community equipment services
- Phlebotomy
- Podiatry
- Specialist weight management service

Rehabilitation and Inpatient Care Group:

The services in this care group relates mainly to rehabilitation services. It includes:

- Intermediate Care Inpatient Service
- Pulmonary Rehabilitation Respiratory Care
- Occupational Therapy
- Seymour Unit

Complex Care Group:

The services in the complex care group relate mainly to the treatment of patients with complex and often long term conditions and who are not well enough to attend clinics. Many of these services are provided in patient homes and some services are also provided in clinics.

- District nursing services
- IV therapies (intra-venous)
- Stroke team
- District nurse liaison service
- Nurse-led treatment room service
- Community neurological rehabilitation team

Specialist Nursing and Partnership Group:

This care group is leading our partnership work with colleagues in GP Practices, local hospitals, social services and with voluntary organisations. It provides specialist nursing services for patients with palliative and terminal care needs, heart failure, bladder or bowel dysfunction, issues relating to tissue viability and leg ulcer management.

- Tissue Viability Nurses
- Leg Ulcer Service
- Continence and Bladder team
- Macmillan nurses
- Heart Failure Nurse Specialists
- Health and Well Being Service
- Community Matrons
- Infection Control Team
- Parkinson's disease nurse

Community Dental Service:

This service treats people with disabilities and special dental needs. It provides home visits and participates in student teaching, oral health promotion and preventive services.

Support services:

The services are supported by a number of small but essential business teams including administration and clerical, estates, governance, human resources, finance, information technology and communications.

3.2 Performance overview 2010/11

Trafford Provider Services agreed a comprehensive set of performance targets and priority areas for 2010/11 that included a number of quality indicators. The key quality indicators include:

- Clinical effectiveness
- Patient experience
- Safety including infection prevention and control

Quality achievement goal 2010/11

Clinical effectiveness	Status
Development of new clinical leadership framework	●
Developing staff skills and competencies	●
Participation in clinical audit	●
Full implementation of NICE guidance	●
Supporting staff wellbeing and recognising achievements	●
Patient experience	
Embedding patient experience surveys	●
Delivering same sex accommodation	●
Responding effectively to complaints	●
Patient safety	
Prevention and control of infection compliance	●
Regular programme of executive team walkabouts	●
Use of system for managing patient safety alerts	●

Key: ● Goal not met ● Goal under review ● Goal achieved

3.3 Quality indicator 1: Clinical effectiveness

Development of new clinical leadership framework

Trafford Provider Services employs more than 600 members of staff and more than 100 volunteers. We recognise that visible leadership, a supportive working environment and a commitment to the continuous development of its staff is of paramount importance to ensure the delivery of safe, effective and high quality patient care.

Trafford Provider Services has worked hard throughout 2010/11 to ensure effective leadership exists and that all staff work within a culture where openness and participation are encouraged. This approach makes it possible for the organisation to seek continuous improvement in the quality of care it provides to its patients and service users.

In 2010/11 Trafford Provider Services developed a new effective clinical leadership framework to support healthcare professionals with the continued development of professional standards and safety. The clinical leadership framework now includes:

- Professional Development Leads to support the continual professional development of the nursing workforce and allied healthcare professionals
- Delivery of the community matrons programme
- Introduction of a clinical supervision policy including protected time to undertake this activity on a monthly basis
- A dedicated learning and development manager post to embed a learning and development culture with financial resources effectively allocated to continuing professional development
- Clinical competency frameworks to support practice

Ensuring staff have skills to do the job

Trafford Provider Services has established a proactive and innovative approach to workforce planning and training. It supports strategic direction to deliver integrated care and empower patients and staff through the provision of high quality care. As part of this work the organisation designed and supported the following key training programmes in 2010/11:

- **First line managers training programme:** A total of 28 staff with line management responsibility received training in the areas of quality and continuous improvement, knowledge and skills for managers, people management and performance.
- **Release programme:** A ten month training programme for 13 participants to develop potential leadership skills.
- **Advanced Training Programme** in Healthcare Improvement: A landmark quality improvement development programme which is consistent with the

integrated care principles of service redesign, new models of care, strengthened governance, shared information systems and partnership working.

Targets achieved in relation to training include:

- A total of 95% of staff attended mandatory training (including safeguarding training) against a target of 85%.
- More than 300 staff have attended Mental Health Capacity Act training against a target of 446 by March 2012 next year.
- A total of 77% of staff had a personal development review and plan within the last year.

In addition Trafford Provider Services has worked closely with the Institute for Innovation and Improvement to commence taking all its teams through the *Productive Community Services* programme and we have implemented the 'Releasing Time to Care' initiative. To date the organisation has:

- Secured executive level support for the programme within Trafford Provider Services
- Trained ten key members of staff in the formal implementation training and a further three senior leads at programme leader level
- Two 'showcase' teams commenced on the first module of the programme in late November 2010. These teams are now working in tidier and more organised environments, freeing up more time for patient care and to develop a more systematic process which will improve patient care. A further 12 teams started January / February 2011.

Effective participation in clinical audit and research

Trafford Provider Services aims to deliver high quality care which is measured through clinical audit. This happens both within Trafford Provider Services and from external audits which we are required to take part in.

National clinical audits

During 2010/11, a total of five national clinical audits covered NHS services that are provided by Trafford Provider Services. No national confidential enquiries covered services that Trafford Provider Services provides.

During this period Trafford Provider Services participated in 60% of the national clinical audits that it was eligible to participate in. These included national audits in the areas of continence care (Royal College of Physicians), diabetes (National Diabetes Audit) and stroke care (National Sentinel Stroke Audit).

Further details of these audits are listed below alongside the cases submitted for each audit as a percentage of the number of registered cases required by the terms of that audit.

Audit	% of cases submitted	Comments
Continence Audit	N/A	This audit was led by Trafford Healthcare NHS Trust. Trafford Provider Services contributed by providing the required information and the development of the action plan by the Continence Advisor/Service manager
Adult Diabetes	N/A	This audit was led by Trafford Healthcare NHS Trust. Trafford Provider Services contributed by providing information relating to podiatry services as part of the multidisciplinary team
Stroke Care	N/A	This audit was led by Trafford Healthcare NHS Trust. Trafford Provider Services contributed by providing information relating to its Allied Health Professional led Stroke team

The reports of the national continence audit and the national stroke care audit were reviewed by the organisation in 2010/11 and the actions set out below were taken in conjunction with Trafford Healthcare NHS Trust to improve the quality of healthcare provided:

Continence

- *The appointment of a clinical educator for continence and catheter care*
- *The provision of one to one training for ward and medical staff on the use of diagnostic tools and diagnosis*
- *Implementation of the evidence based continence care pathways*
- *Establishment of multi-disciplinary continence care working groups with Trafford Healthcare NHS Trust*

Stroke care

- *Therapy time to be spent for delivering direct patient care, with administrative tasks kept to a minimum.*

The national clinical audits that Trafford Provider Services was eligible to participate in, but did not participate in, covered the areas of heart failure and falls and non hip fractures.

The national audit for diabetes is ongoing and the results will be made available once completed.

Local clinical audits

The reports of 25 local clinical audits were reviewed by Trafford Provider Services in 2010/11 and the improvements identified for action are set out below.

What we have learned through local audits:

- Audited wound care packs are to continue to be used within district nursing teams and extended to the intermediate care unit.
- To introduce a standardised diary system across all district nursing services to support more effective working
- To increase reporting of incidents when clinical documentation is poorly completed to ensure learning from incidents and near misses happens
- To design new documentation sheets for logging of stocks of controlled drugs in patient records
- To improve the quality of information given to patients when they are admitted to intermediate care unit to ensure awareness of facilities and access to refreshments outside of set mealtimes
- To update record keeping protocols to allow for inclusion of NHS patient number
- To improve the knowledge and skills of staff delivering continence care

Benchmarking exercises

Trafford Provider Services actively participates in regional North West benchmarking exercises. This year these exercises have reviewed podiatry services and community nursing services.

Trafford podiatry services demonstrated that it compared favourably with other providers in relation to short waiting times for urgent and non-urgent appointments and representing good value for money per patient contact. Service improvements identified as part of this exercise will be used to inform podiatry service developments in 2011/12.

The outcome of the community nursing benchmarking exercise is yet to be published.

Participation in clinical research

Trafford Provider Services understands the value of research and strives to ensure the services it provides are evidence based practice by using available research. As most research opportunities arise in a hospital environment, research activity is not currently undertaken within a provider setting.

The number of patients receiving NHS services provided or sub-contracted by Trafford Provider Services in 2010/11 that were recruited to participate in research approved by a research ethics committee were 0.

Compliance with NICE guidance

The National Institute for Health and Clinical Excellence (NICE) provides guidance, sets standards and manages a national database to improve people's health and prevent ill health.

During 2010/11 Trafford Provider Services supported the distribution of a best practice newsletter produced by NHS Trafford, which included NICE guidance.

Individual care groups are responsible for assessing if guidance is applicable to their area and whether they are fully, partially or not compliant. Action plans are developed to address any gaps in compliance and ensure standards are met. The NICE guidance and subsequent actions taken relevant to our community healthcare services over the past year covered the following areas:

- **Sedation in children and young people:** This guidance was reviewed by the community dental service, which developed a series of actions for completion by June 2011.
- **Chronic heart failure:** Full compliance with this guidance was declared following a review carried out by our specialist heart failure nurses.
- **Diabetic foot problems (inpatient management):** This guidance is currently being assessed by the podiatry service.

Further improvement plans to support the implementation of NICE guidance are recognised as a priority for Trafford Provider Services in 2011/12.

Supporting health & wellbeing and recognising staff achievements

Trafford Provider Services recognises that in supporting the health and wellbeing of its workforce, it has a major impact on the productivity and clinical effectiveness of our services. Significant progress and achievements in this area for 2010/11 include:

- Attendance management
- Staff awards

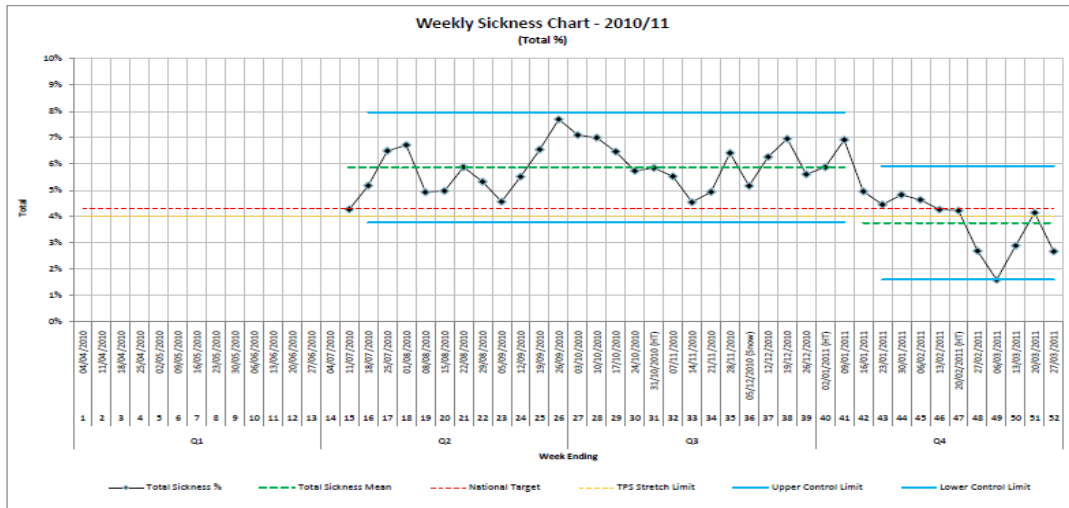
Attendance management

Trafford Provider Services is particularly proud of its achievements in attendance management in 2010/11. This is reflected in the chart below which demonstrates that the organisation met the local stretch target of 4% in addition to the national target of 4.3%.

A number of factors contributed to this success:

- Human resources introduced a new sickness absence policy with fewer triggers and a shorter permitted absence period

- Support was provided for line managers in enforcing the policy and managing staff to ensure adherence
- Services have been diligent in closely implementing the policy, devising action plans and monitoring progress against these and the executive team monitored results on a weekly basis.



Staff awards

Trafford Provider Services runs its own annual staff award ceremony to celebrate and recognise achievements in a number of areas including team of the year, manager of the year, volunteer of the year and employee of the year. The awards support recognition for achievements in quality improvement. This year's event was a social occasion held at Urmston Masonic Hall on 24 January. It was supported by sponsorship funding and attended by more than 180 members of staff outside of working hours.

3.4 Quality indicator 2: Improved patient experience

Embedding patient experience surveys

Trafford Provider Services carried out two waves of patient experience surveys throughout 2010/11 recording feedback from 1,852 respondents. The surveys were distributed across all community health centres and hospital sites from where Trafford Provider Services deliver care. The survey was designed with the input of patients, monitoring a series of factors that they say are most likely to influence how they judge the quality of their experience. The process and analysis of the results has been carried out by a specialist Manchester based research agency, with experience of compliance with the Market Research Society's Code of Conduct and all relevant areas of the Data Protection Act.

Results feature in the table below.

Patient experience indicator	Wave one % satisfaction (Oct 2010)	Wave two% satisfaction (March 2011)
Overall satisfaction with care / advice received	96%	95%
Satisfaction with awareness of the patient and their history	78%	80%
Satisfaction that staff listened to anxieties and fears	75%	76%
Satisfaction in being treated with dignity and respect	95%	96%
Satisfaction that answers to questions were given when needed	85%	88%
Satisfaction that answers to questions were given in a way that could be understood	83%	87%
Satisfaction that patient felt comfortable that advice was in line previous advice from a healthcare professional	83%	85%

Positive comments received

The survey also presented an opportunity for patients to complete an open ended comment box about their experience. This information has been recorded in the 'word cloud' below. The larger the word appears, the more frequently it has been used by patients to describe their experience of Trafford Provider Services.



Trafford Provider Services has been able to review the results and assess performance by site and by professional discipline. As a result of this programme of activity the following actions have been taken:

- Reward and recognition has been fed back to staff and individual teams about their achievements
- A programme of ‘mystery shopping’ was carried out to further explore trends relating to individual sites and frontline staff

Delivering same sex accommodation

Trafford Provider Services believes every patient has the right to receive high quality care that is safe, effective and respects their privacy and dignity. Trafford Provider Services can confirm it has eliminated mixed sex accommodation from its rehabilitation in-patient unit during the last 12 months. The organisation declared full compliance with the national target for single sex accommodation and there have been no breaches. Patients admitted to Trafford Provider Services rehabilitation inpatient unit can expect to find the following:

- The room where their bed is will only have patients of the same sex
- The toilet and bathroom will be just for one gender and will be near to the bed area

A full version of the declaration can be found on NHS Trafford’s website www.trafford.nhs.uk

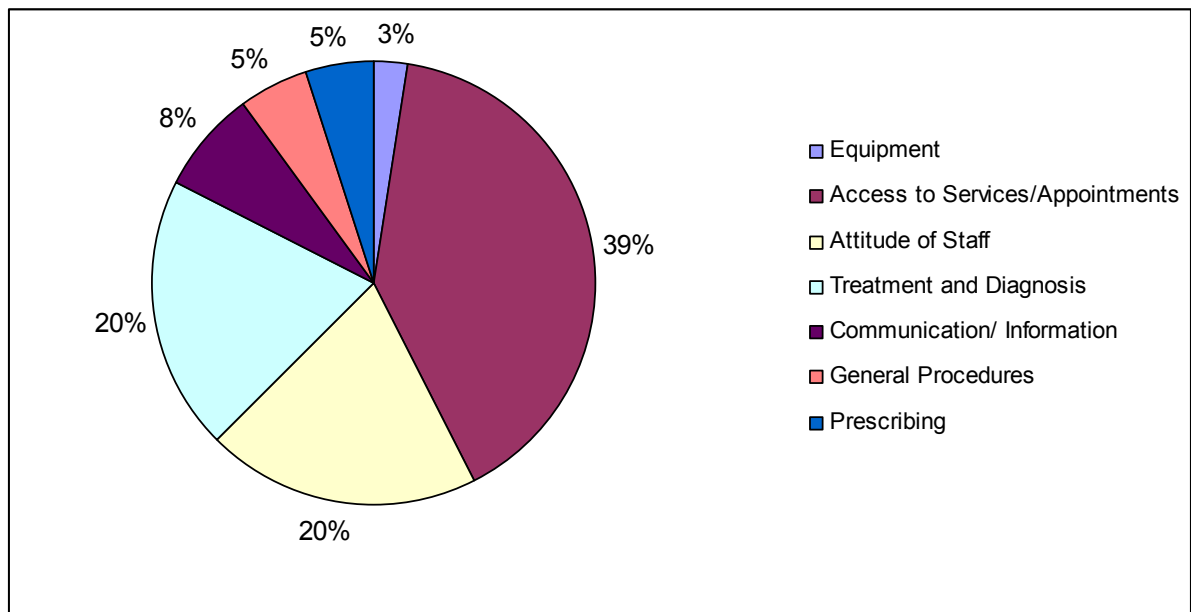
Complaints

Trafford Provider Services has a robust system in place for the recording and investigation of complaints received and for providing feedback (responses). All complaints and concerns are thoroughly investigated and any issues identified reported to a Clinical Strategy and Advisory Group to ensure appropriate and

adequate actions are taken. Reports were provided to the Provider Services Committee and commissioners as part of quality reporting.

For the period 2010/2011, Trafford Provider Services received a total of 40 complaints and 103 other enquiries via the Patient Advice and Liaison Service (PALS). None of the complaints in this period have been referred to the Ombudsman as a result of the complainant not being satisfied with the response provided from Trafford Provider Services.

Complaints received during 2010-11 related to the following categories:



3.5 Quality indicator 3: Patient safety

Patient safety is a key part of everything we do at Trafford Provider Services, from ensuring good infection control to having meticulous treatment procedures in place.

Trafford Provider Services strives to embed a safety culture into the organisation and ensures all patient safety issues are appropriately communicated to staff. This is achieved through various internal communication channels including: staff bulletins, monthly face to face delivery of team brief, lessons learnt distributions, staff training and via the intranet.

Prevention and control of infection

Continued reduction in the number of Healthcare Acquired Infections is recognised as an essential safety and quality priority within Trafford Provider Services.

Our infection control team endeavours to act as a resource for all stakeholders within the healthcare economy. Significant progress has been made across the community and acute settings to control and reduce infection rates.

Based on the evidence of the infection control team for 2010/11, Trafford Provider Services has declared a high level of compliance with the Health and Social Care Act 2008 Code of Practice for the Prevention of Infection and associated guidance, also meeting the requirements of the Care Quality Commission.

MRSA (Methicillin resistant staphylococcus aureus): The Trafford health economy achieved a 50% reduction in its 2010/11 MRSA figures, making it one of the highest performers in the recently published NHS North West rankings. Five cases of MRSA, which is an infection in the blood stream, were reported within healthcare settings in Trafford during this period against a maximum target of eight. One of these cases was found to have been attributed to healthcare services from Trafford Provider Services.

Clostridium Difficile (also known as C-diff): A maximum target of 164 cases of Clostridium Difficile infection was set for the Trafford health economy for 2010/11. The reported figure was 136 cases, with 50% attributed to a community setting and 50% attributed to a hospital setting. This is a 15% reduction on 2009/10 figures. Following investigation there were no cases found to be directly attributed to services delivered by Trafford Provider Services.

What we have learnt through MRSA and C-diff investigations:

All MRSA cases and C-diff infections in a community setting undergo an in-depth root cause analysis investigation to establish why the infection may have been acquired. Following each investigation an action plan is formulated and lessons learnt are shared. For 2010/11 the following improvements were identified for action and implemented:

- To raise staff awareness on the incidence of C-diff cases and the associated risk
- To remind non medical prescribers in Trafford Provider Services of antibiotic prescribing processes
- To deliver infection control and prevention training, with an uptake of 76% of staff
- To review and communicate an updated infection control manual, policy and guidelines
- District Nursing alert system for at risk patients

Infection control inspections

The infection control team carry out a rolling programme of hygiene and cleanliness inspections and modern matron inspections across 11 community healthcare settings. These inspections cover monitoring and reporting of domestic cleaning standards, hand hygiene practices, management of 'sharps' (for example needles on syringes or scalpel blades), use of personal protective equipment, waste disposal, staff knowledge and competency in relation to infection control and estates issues. Examples of improvements implemented during 2010/11 following these inspections include:

- A programme of upgrades to estates with the removal of carpet in areas where clinical services were being delivered
- The introduction of lidded bins
- Installation of wall mounted 'sharps' bins
- Refurbishment of inpatient facilities to required standards
- A sluice installation at one of the health centres

Learning lessons from incidents

Trafford Provider Services has deliberately set out to build a safety culture by encouraging all staff to report incidents and supporting the sharing of lessons learnt. During the past year significant progress in this approach has been made, with the introduction of a web-based online incident reporting and management system. From April 2010 through to March 2011, a total of 716 incidents were reported by our staff, in comparison with 443 in the previous year. This is a positive step towards ensuring a learning culture.

Incidents are investigated rigorously using National Patient Safety Agency (NPSA) techniques such as Significant Event Analysis and Root Cause Analysis. A multi-disciplinary incident review panel meets weekly to oversee this process and identify key themes. The work of this panel is monitored by Provider Services Governance Committee.

Key themes identified for improvements and lessons learnt covered the areas of pressure ulcers, administering of medication, discharge planning and slips, trips and falls over the last year.

Pressure ulcers: Trafford Provider Services has revised its process for reporting to include *all pressure ulcers identified*, even if the ulcer was acquired while the patient was receiving care from another provider. This decision was taken to support learning across the health economy, regardless of any organisational boundaries. Work also started on the *Patient Safety Express* Project which includes the development of an audit tool to review management and prevention of pressure ulcers within the organisation.

Administering of medication: Trafford Provider Services has updated its medicines management training, this is with a view to reducing risks of medication errors. In addition a pharmacist has been allocated to provide a support link to the inpatient unit, which has included a review of drug administration charts and appropriate use of blister packs. All clinical staff involved in the administration of medicines are required to undertake a competency assessment.

Discharge planning: 2010/11 has seen the development of a joint programme of work between Trafford Provider Services and an acute provider, to improve the way patients are discharged from hospital.

Slips, trips and falls: A preventative strategy was implemented during the last year to reduce the number of injuries sustained as a consequence of falls. Enhanced reporting mechanisms for falls have also been introduced, linking into health and safety advisors for immediate review.

Safeguarding adults

As well as learning from the themes highlighted in incident reports, the care of vulnerable adults receiving our services has also been an area of significant development, with awareness of safeguarding issues being embedded.

Improvements for safeguarding vulnerable adults in 2010/11 include:

- Introduction of new processes to ensure all adult safeguarding incidents are entered correctly on the reporting system to ensure that lessons learnt are disseminated and shared
- Appointment of a lead nurse to support staff in identifying and protecting vulnerable adults
- Development of a new standardised training programme to be used at staff induction
- Development of a range of training opportunities to clinicians and staff for identifying and protecting adults in vulnerable situations, including Mental Capacity Act and Deprivation of Liberty training.
- Implementation of a simple single adult safeguarding alert tool to enable staff to alert the Adult Safeguarding team. Work is now in progress to alert

the police and local authority automatically when an adult safeguarding incident is reported on the system.

- A review of all clinical incident reports by the lead nurse and governance manager to ensure that no adult safeguarding or mental capacity issue is missed.

Executive team ‘walkabouts’

The executive team at Trafford Provider Services carry out their monthly visits to all of its premises, an approach that started in 2009. This engagement activity provides an opportunity for the executive team to re-iterate the importance of patient safety and staff are encouraged to raise any safety concerns. Logs of the visits are kept and identified actions followed up. Examples of improvements following these walkabouts include:

- A more visible approach to leadership with better communication between staff and management
- A review of IT equipment and training to improve access for staff
- Increased support for staff to overcome data quality inputting issues
- Revisions to estates priorities to ensure staff and patients are working from premises that are modern and fit for purpose

Patient safety alerts

Trafford Provider Services regularly receives alerts from the central alert system. This covers urgent regional or national communication on matters concerning faulty medical devices, medication, estates and national patient safety issues. On receipt of these alerts, they are circulated to the relevant service for review and any necessary action to be taken. A compliance report is monitored by governance groups prior to the final report being returned to the central alert system.

3.6 Leadership and innovation

Many of the success stories within Trafford Provider Services over the past year have been achieved through our organisational approach to leadership and innovation. This requires Trafford Provider Services to support staff in being creative and often taking on new areas of work.

Quality Innovation Productivity Prevention (QIPP)

Over the last year Trafford Provider Services has wholeheartedly supported the Department of Health's *Quality Innovation Productivity Prevention* (QIPP) programme developed by the NHS Institute for Innovation and Improvement.

QIPP is about creating an environment in which change and improvement can flourish and providing staff with the tools, techniques and support that will enable them to take ownership of improving care.

The initiatives set out in section 3.3 of this report evidence how we are creating this environment, including our proactive approach to innovative training and the Productive Community Services programme.

The delivery of integrated care in Trafford is aligned with the objectives and thinking of the NHS QIPP programme. Already our approaches have resulted in an improved quality experience in the following areas:

Musculoskeletal services improve access

A major programme of service redesign within Musculoskeletal Services (MSK) achieved a reduction in waiting times for patients accessing the MSK service from 18 weeks in November 2010 to 4 weeks in March 2011. This programme included work with local GP practices to raise awareness on early management of MSK conditions and the establishment of two new group exercise sessions in the community that enabled more patients to access the service.

A new model for neighbourhood district nursing

Trafford Provider Services has implemented a new neighbourhood based approach to care. This includes enabling our workforce to work and contribute as part of a multi-disciplinary team, including social care, aligned to one of four geographical neighbourhoods in Altrincham, Sale, Stretford and Urmston (including Partington). Significant changes within district nursing services to support this include redefined roles and responsibilities at every level, changes to core service hours and the introduction of a senior nurse on call rota (out of hours). This approach supports more effective population management. Through profiling and identifying conditions that are prevalent to a particular area, Trafford Provider Services intends to make sure that its community teams have the right mix of skills to manage local patients and plan future services. For example after identifying a high prevalence of falls

within the Stretford and Old Trafford area, our occupational therapists initiated and led a programme of work with Trafford Housing Trust and care homes to 'safety check' walking aids and conducted spot check sessions in Stretford Mall – reaching more than 500 potentially at risk adults.

Standardised approach to administrative services

A review of clerical and administrative services to support centralised booking has taken place within the last year, reducing the duplication of duties and standardising processes and skills within this service area.

Use of new technologies

The implementation of a 'telehealth' pilot, has enabled some patients with long term conditions (such as diabetes and heart disease) to be monitored remotely by clinicians using technology. As patients become more familiar with the equipment there is a reduction in calls to GPs and nurses, as well as a further reduction in hospital admissions.

In addition a pilot of 'toughbooks' has taken place, enabling healthcare professionals to work remotely to securely access and update patient data and activity using mobile computer devices. This enables healthcare professionals to spend more time delivering patient care.

Supporting Parkinson's Disease

Trafford Provider Services has appointed a Parkinson's Disease Nurse Specialist after agreeing funding for the post from the charity Parkinson's UK. This nurse is leading on the development of a specialist service to support and advise patients who are living with the disease, and their carers, in Trafford.

3.7 Partnership working

Trafford Provider Services recognises that in order to deliver truly integrated care and a quality patient experience, it is dependent on close working partnerships with others including:

- Local acute hospitals and key clinicians
- Trafford Council, including adult social services and children and young people's services (CYPS)
- GPs
- Commissioners (those with responsibility for buying healthcare services on behalf of the Trafford population)

Local acute hospitals and key clinicians

Trafford Provider Services has played an active role in the development of a series of clinical panels in Trafford throughout the last year. These panels are multidisciplinary teams that include membership from hospital clinicians, local GPs, nurses, AHPs, social care, other professionals, managers, commissioners and patient representatives. Their role includes the development of and reinforcing of professional and clinical standards to drive quality improvements. There are currently six panels in operation which cover the areas of end of life care, diabetes, respiratory disease, mental health, ENT (ear, nose and throat) and unscheduled care.

A key contributing role in relation to the work of the unscheduled care panel has been that of five new community matrons. These advanced practitioners case manage patients with long term conditions and are currently allocated to nine nominated general practices. They work with patients, their carers and other providers from health and social care, supporting the management of their own health at home and generally improving their quality of life. Trafford Provider Services has been able to evidence a financial saving due to their positive interventions in preventing patients being admitted to hospital by monitoring early warning signs and facilitating early discharge with personalised care plans.

Trafford Council - Adult social care

In keeping with emerging government policy Trafford Provider Services has started the process of formalising closer working arrangements between health and social care. In collaboration with adult social care a new rapid discharge service was introduced in January 2010 to deliver single assessments in the patient's home and organise appropriate packages of care and community equipment.

Children and Young People's Service (CYPS)

Trafford CYPS is a jointly governed service and managed by Trafford Council, Trafford Healthcare NHS Trust and NHS Trafford. It aims to improve quality of life outcomes

through bringing different agencies together to provide a more joined up service. As part of this arrangement Trafford Provider Services has continued to support the integrated 'virtual' organisation, building on robust safeguarding arrangements. The service was subject to a three year inspection in May 2010, and the reported findings were extremely positive showing:

- Leadership and management are good
- Overall effectiveness in safeguarding services is good and capacity to improve is good
- Quality of provision and outcomes in safeguarding services are good
- Overall effectiveness in looked after children is good and capacity to improve is good

GPs

Trafford Provider Services is supporting General Practice with a new neighbourhood based approach to care as outlined in section 3.6. This includes enabling our workforce to work and contribute as part of a multi-disciplinary team, including social care, aligned to one of four geographical neighbourhoods in Altrincham, Sale, Stretford and Urmston (including Partington).

Commissioners

Trafford Provider Services has continued to be responsive to the needs of the local population through its role in delivering against the commissioning intentions set out by NHS Trafford. The organisation's working relationship with its commissioners covers contract negotiations and quality review meetings. Trafford Provider Services has also been proactive in developing community healthcare 'solutions' for commissioners in a number of innovative service areas including community pulmonary rehabilitation services and a specialist weight management service.

Third sector and voluntary agencies

Trafford Provider Services proactively seeks out working with partners, including the third sector and voluntary agencies to develop services. We have supported the establishment of a Trafford Psychological Wellbeing Services (as part of Trafford's Improved Access to Psychological Therapies plan), in collaboration with NHS Trafford and charity blueSCI. This enables patients with mild problems to be seen and treated faster.

Regulators

Trafford Provider Services has a good record of compliance with standards and guidelines laid out by the body that regulates our clinical and non clinical services, the Care Quality Commission.

What you need to know:

- *Trafford Provider Services is required to register with the Care Quality Commission and its current registration status is 'registered without conditions' to provide regulated activities from all of its locations.*
- *The Care Quality Commission has not taken enforcement action against Trafford Provider Services as of 31 March 2011.*
- *Trafford Provider Services has not participated in any special reviews or investigations by the Care Quality Commission during the reporting period.*

3.8 Quality metrics and performance

Quality metrics

Good quality information and metrics underpins the effective delivery of patient care and is essential for driving service improvements. The last year has seen our organisation make significant advances in the quality of the data it holds on the electronic patient records system, Lorenzo iPM.

For the period of 2010/11, we set a goal to reduce the number of data quality errors by 55% for information held on the electronic patient records system. This was achieved by:

- The establishment of a dedicated lead within the community system team to implement a data quality improvement programme in relation to data held on Lorenzo iPM
- Supporting collaboration between services, care group managers, the community systems team and the information analyst working together to collectively achieve improvements.
- The production of regular data quality progress reports identifying any issues, such as missing NHS numbers.

Trafford Provider Services will be taking forward the following actions to improve data quality further:

- *To implement a new programme for 2011/12 with a review of lessons learnt both for standard operating procedures and for other IT systems.*
- *To develop and roll out additional data quality reports*
- *To improve accuracy of reporting by including additional demographic issues, such as information regarding GPs and addresses missing from records on the iPM system.*
- *To adopt a continual data quality improvement approach and seek to extend this to other systems, eg the system used by the human resources team*

NHS Number and General Medical Practice Code Viability

Trafford Provider Services did not submit records during 2010/11 to the Secondary Uses Service for inclusion in the Hospital Episodes Statistics which are included in the latest published data.

Clinical coding error rate

Trafford Provider Services was not subject to the Payment by Results clinical coding audit during 2010/11 by the Audit Commission.

Information governance

The information governance toolkit is an assessment tool to monitor the management of sensitive information, including patient information, by NHS organisations. *Trafford Provider Services 2010/11 information governance assessment report overall score assessed using the Information Governance Toolkit was 64% and graded 'red'.*

This performance does not mean that patient information is not respected and cared for and this is not an area highlighted for concern through incident reporting. However there are extended requirements within the new information governance toolkit in relation to training and more consistent use of the NHS number across all service areas. This impacted on scoring. A robust action plan is in place to address these new requirements in 2011/12.

CQUIN Performance

A proportion of Trafford Provider Services income in 2010/11 was conditional on achieving quality and innovation goals agreed with NHS Trafford and any person or body entered into a contract, agreement or arrangement with for the provision of NHS services, through the Commissioning for Quality and Innovation payment framework (also known as the CQUIN scheme). Performance in relation to this scheme features in following table:

Commissioning for Quality and Innovation (CQUIN) Description 2010/11	Status 31 March
1. Production of a Community Minimum Data Set	●
2. Implementation of a CQUIN/KPI data collection systems and processes	●
3. Undertake two patient surveys in 2010/11	●
4. Undertake two dignity and respect surveys in 2010/11	●
5. End of life Care Plans - Audit of patient records to evaluate the inclusion of the verification of death documentation in the Liverpool Care Pathway, target = 75%	●
6. Staff satisfaction survey results - target range of 3.63	●
7. Mental health Capacity Training – target= 446 Trafford Provider Services to have received MCA training over 2 years	●
8. District nurse liaison office assessment – target = 50% of patients to have received their assessment within 2 working days of referral from Trafford Healthcare Trust or University Hospital of South Manchester	●
9. Adult and children safeguarding incident reporting – target = 75% of adult and children safeguarding incident reporting will be delivered to Trafford PCT within 24 hours	●
10. Adult and children safeguarding training – target = 90% of staff to have received adult and children safeguarding training within 2 months of employment	●

Key: ● Target not met ● Target under review ● Target met

Further details of the agreed goals for 2011/12 are available electronically on request from the head of integrated governance for Trafford Provider Services.

Key performance indicators

The community services contract that Trafford Provider Services has with its commissioners (NHS Trafford) includes other quality outcome expectations and measures that are referred to as key performance indicators. Achievements against these indicators have been reported on a monthly basis in a process that has provided assurance at board level.

Key performance indicator 2010/2011`	Target met 31 March
Appointment or contacts cancelled by provider (<20% of planned appointments)	●
Appointment or contacts DNAs (Did Not Attend) (<20% of actual appointments)	●
Appointment or contacts UTA'd (<20% of planned appointments)	●
Home equipment delivered within 7 working days (95% of all equipment)	●
18 week wait referral to initial appointment	●
Complaints resolved locally within time period agreed with complainant (>75%)	●
Proportion of patients satisfied on conclusion of complaint (>75%)	●
Incidents entered onto incident reporting system within 72 hours of incident occurring (>63%)	●
Evidence of "SUI/never events" reporting system in place	●
Implementation of lessons learnt following SUIs	●
Monitoring of Patient Safety incidents reported	●
CAS/MHRA/NPSA protocol in place regarding the required timescales	●
No of MRSA bacteraemia cases reported	●
No of Clostridium difficile cases reported	●
Infection prevention and control managed in accordance with the Health Act 2008	●
Statutory and Mandatory attendance within last 12 months (>85%)	●
Department with a named health care professional for Safeguarding Children, Young People and Adults	●
Staff safeguarding training (>85%)	●
Compliance with safeguarding adults board action plan	●
Data protection act compliance	●

Key: ● Target not met ● Target under review ● Target met

Management of risk

NHS Litigation Authority's risk management standards

The NHS Litigation Authority is an insurance scheme which handles claims and works to improve risk management practices in the NHS.

Trafford Provider Services, as part of NHS Trafford, achieved Level 1 compliance with the NHS Litigation Authority's risk management standards following an assessment in March 2010, scoring 49 out of possible 50. The organisation was congratulated on being well prepared for the assessment.

Management of risk within Trafford Provider Services

Every employee is responsible for managing risks and Trafford Provider Services has a robust and effective risk management framework in place.

- An Assurance Framework is in place to manage principal risks that may prevent us from achieving our objectives and these were monitored during 2010/11 by the Provider Governance Committee
- A corporate risk register is in place to manage extreme and high operational risks and this is monitored by the executive team
- Operational risks registers are maintained at divisional and service levels and these are escalated if risk ratings increase or additional actions are needed.

Review of services

During 2010/11 Trafford Provider Services provided 27 NHS services. It did not subcontract out any of its NHS services.

Trafford Provider Services has reviewed all of the data available to them in the quality of care in 8 of these NHS services.

The income generated by the NHS services reviewed in 2010/11 represents 44% of the total income generated from the provision of care services for Trafford Provider Services for 2010/11.

4. Quality improvements 2011/12

The next twelve months promises to be equally as challenging and rewarding for Trafford Provider Services as the previous year. Contractual targets and objectives for 2011/12 have been agreed with NHS Trafford's commissioners. These will be achieved by working collaboratively with service users, their carers, staff and other stakeholders. The divisional management team (formerly known as the executive team) and all employees are committed to ensuring patients remain at the centre of care.

A programme of work comprising of quality improvement activities is in place for 2011/12 which spans across the three dimensions of quality: patient safety, clinical effectiveness and patient experience. As well as securing input from commissioners, these also take into account the views and priorities from our own senior managers and clinical leads.

The effective delivery of these quality improvements will be supported by:

- Quality Innovation, Productivity and Prevention agenda (QIPP)
- Commissioning for Quality and Innovation Scheme (CQUIN)
- Contractual Quality Requirements
- Transforming Community Services
- Clinical Governance Development Plan
- High Impact Actions for Nursing
- Patient Safety Express

Quality Innovation, Productivity and Prevention agenda

A fundamental part of developing high quality, safe care is the need to be constantly challenging and improving the way care is delivered. Building on the work already started to embed the Quality Innovation Productivity and Prevention agenda; Trafford Provider Services will continue to explore further QIPP ideas for implementation during 2011/12.

Commissioning for Quality and Innovation Scheme (CQUIN)

The CQUIN scheme is a national initiative designed to improve the care provided to patients. In agreement with the commissioners Trafford Provider Services has identified quality indicators that reflect local key priorities for improvement.

Contractual Quality Requirements

Trafford Provider Services has agreed a list of quality indicators as part of the key performance indicators used to monitor the community contract with NHS Trafford. The quality indicators cover a wide range of topics ranging from infection control and prevention to complaints management and mandatory training for staff.

Transforming Community Services

The organisation will continue to deliver the Transforming Community Services programme during 2011/12. Trafford Provider Services will continue to engage with partners in the improvement and redesign of its community services which is consistent with priorities for the development of integrated care in Trafford, a key objective for the organisation.

Clinical Governance Development Plan

Trafford Provider Services has developed a Clinical Governance Development plan for 2011/12 in order to maintain and strengthen ongoing compliance with Care Quality Commission. Any gaps and areas for improvement are captured in an action plan.

High Impact Actions for Nursing and Patient Safety Express

These initiatives set out a selection of good practices that all health care providers can adopt, including both community nurses and allied health professionals.

Priorities for Quality Improvements 2011/12

As we enter a time when resources within the health economy are constrained Trafford Provider Services sees prevention as a key focus for its quality agenda. From the quality improvement plans above Trafford Provider Services has identified the following key priorities for 2011/12:

Clinical Effectiveness

Priority 1: Productive Community Services

We will further expand the implementation of the *Productive Community Services* toolkit, also known in Trafford Provider Services as 'Releasing Time to Care'. Productive Community Services is an organisational wide programme which is proven in community service teams to substantially increase productivity and in turn improves patient experience, through releasing time to care.

How will we do this?

Following the success of two showcase teams improvements, Trafford Provider Services will roll out the programme to a further 12 teams during the next year. This quality priority is one of the CQUIN quality indicators for 2011/12.

Priority 2: Clinical audit

We aim to develop a clinical audit strategy and policy in 2011/12. We recognise that an important component of quality improvement is clinical audit which is used widely across the NHS. Following the results of a clinical audit review from internal auditors for the organisation, it highlighted an improvement in our clinical audit processes as a top priority for Trafford Provider Services.

How will we do this?

As part of this clinical audit strategy and policy development, we will outline clear roles and responsibilities for staff involved in clinical audit as well as the correct procedures to follow. The terms of reference and membership of the Clinical Audit Group, previously known as the Measuring and Improving Practice group, will be reviewed, updated and agreed. We will develop a clinical training programme and an annual clinical audit programme which will include national, regional, and local audits. A new clinical audit lead role will be supported by recently appointed clinical leads from each of the professional groups.

Patient Experience

Priority 3: Securing quality feedback.

We will continue to carry out patient experience surveys and improve the opportunities for learning from patient feedback. As Trafford continues to develop its integrated care proposals and the impact of competition and choice becomes greater we want to work more effectively with our patients to learn from their experiences of our services.

How will we do this?

Trafford has made an organisational commitment to survey the patient experience as part of its CQUIN quality indicators for 2011/12. We will implement a cycle of patient surveys to capture feedback and produce quantitative reports that track variation in experiences. We will have the ability to analyse this information by location and by professional clinical discipline. For 2011/12, this survey will also cover CYPs. This will be used to identify areas for further exploration and the development of services improvement plans, working with service leads. In addition we will carry out a second programme of mystery shopping.

Priority 4: Patient Centred organisational culture

We aim to re-energise our approach to developing a 'Person Centred' organisation culture which supports integrated care. A patient centred organisation culture supports the 'no decision about me without me' approach and improves quality and consistency of care. It takes account of the inter-relationship between physical and mental health and supports self care and self management and is likely to reduce anti-depressant prescriptions, GP consultations and hospital admissions.

How will we do this?

Trafford Provider Service will embed a person centred organisational culture by ensuring our healthcare professionals take part in training for established programmes including *Culture Club* and *Emotional Aspects*. We will also make sure that our services play a fundamental role in the delivery and development of integrated pathways of care. This quality priority is one of the CQUIN quality indicators for 2011/12.

Patient Safety

Priority 5: Pressure ulcers

We aim to reduce the number of pressure ulcers by improving the prevention and management of pressure ulcers. We recognise that pressure ulcers represent a major burden of sickness, reduced quality of life and create significant problems for patients, their carers and families.

How will we do this?

This priority has been identified as a CQUIN quality indicator for 2011/12. All pressure ulcer incidents will be reported on the incident reporting system and a significant event analysis (SEA) will be completed for all pressure ulcers grade 3, grade 4 or ungradeable. This will identify whether patients are being managed in line with NICE Pressure ulcer prevention and management guidelines. An action plan will be developed to address any identified gaps.

Priority 6: Reduction in falls

We aim to reduce the incidence of falls and the prevention of harm from falls, by learning through significant event analysis reporting on falls. Falls are a major cause of disability and even death in older people in the UK. National research shows that a proportion of falls can be prevented, and a key patient safety aim for Trafford Provider Services is a reduction in falls for patients in its care. While the number and severity of falls is low for Trafford Provider Services, we feel it is an important area in which to drive further improvements.

How will we do this?

Trafford has made an organisational commitment to reduce falls through enhanced reporting as part of its CQUIN quality indicators for 2011/12. All falls incidents will be reported on the incident reporting system and a significant event analysis (SEA) will be completed for all falls while a patient is receiving our care and where moderate to severe harm occurs. The SEA will identify whether patients are being managed in line with NICE falls management and local guidelines. An action plan will be developed to address any identified gaps. In addition, an educational programme will be used to raise awareness among staff about falls and we will increase the number of appropriate patients having a falls assessment.

Priority 7: Infection Prevention and Control

We aim to continue to reduce Healthcare Associated Infections (HCAIs) This is important to us because we recognise that while patients mainly recover from HCAIs with the correct treatment, the treatment can be prolonged and the patient's quality of life can be significantly affected. Trafford Provider Services infection rate is currently below the national average but the organisation believes that with a sustained high quality effort it can maintain or even improve on these achievements.

How will we do this?

We will implement a revised preventative strategy 2011/12. This will include promoting preventative measures to reach a target of a 36.6% reduction in cases of C-Diff. Infection control and medicines management colleagues will work together to implement C-Diff risk assessments and medicines management alerts. We will carry out root cause analysis investigations for all MRSA bacteraemia and where appropriate C-Diff infections that have been recorded as community acquired. In addition the infection control team will work with the practice development managers within the district nursing team and medicines management to run a pilot study and implement a risk assessment tool to identify patients referred to the community nursing service who may be at risk of developing an HCAI.

Monitoring the quality improvements for 2011/12

The quality improvement priorities set out in this report will be monitored using identified measures. For example the CQUIN scheme agreed with commissioners clearly sets out requirements regarding the data source, the frequency of expected data collection and the frequency of reporting. Trafford Provider Services will attend clinical quality review meetings with the commissioners on a monthly basis to discuss progress and monitor compliance with contractual requirements.

The extended divisional managers for Trafford Provider Services will also receive and review progress. This will happen at formal monthly meetings chaired by the divisional director and attended by the allocated non-executive director and the senior management team. The members of this meeting are accountable for monitoring compliance with the governance, risk and quality agenda. Progress will be shared to all staff through the clinical strategy advisory and governance group, staff meetings, staff open forum, newsletters and team brief.

The results of progress against the priorities for quality improvements will be reported on in the Quality Account for 2011/12.

5. Quality accounts production

Trafford Provider Services is grateful to all those who have contributed to developing the Quality Accounts for 2010/11. Supporting statements have been received from Trafford Local Involvement Network (LINK) and Overview and Scrutiny Committee (OSC) at Trafford Council. These statements feature below.

Trafford Local Involvement Network (LINK)

The Quality Accounts report by Trafford Provider Services gives a clear picture of the current status and of the areas that it wishes to improve in 2011/12. To the best of our knowledge they are an accurate account. Trafford LINK acknowledges the progress made in their drive to improve the quality of care for all patients using their services. The LINK in Trafford will monitor the progress of Trafford Provider Services in all their priority areas for 2011/12. We expect to see in 2011/12 more progress made in the development of integrated care. We look forward to developing a positive working relationship with Trafford Provider Services. We hope to develop a robust communications system that allows us to more easily raise the concerns of users and carers of the service. We will expect to have regular meetings with service managers and to support them in ensuring that the residents of Trafford continue to receive an improving quality service.

Ann Day, Chair of Trafford LINK

Overview and Scrutiny Committee (OSC), Trafford Council

The OSC welcomes the opportunity to comment on this, the Trust's first Quality Accounts and wishes to make the following observations. We welcome the Trust's key achievements for 2010/11 and look forward to the Trust delivering on its aims for 2011/12. Councillors will retain an overview of the Trust's performance, in future, for the benefit of Trafford residents.

Further comments and availability of report

We welcome any comments you may have that will help shape next year's quality accounts by sharing your views and contacting:

Trafford Provider Services
Meadway Health Centre
Meadway
Sale
M33 4PS

You can also email feedback@trafford.nhs.uk and additional copies of the quality accounts can be downloaded from www.traffordpct.nhs.uk