



Quality Account 2019-2020





Our mission

“To consistently provide a superior, quality-driven and continuously improving service, focused on our service users, empowering our teams to provide innovative, comprehensive and tailored solutions through compassion and respect for all.”

Our values

- Uphold the values of our service users and partner, the NHS
- Ensure respect, dignity and compassion are at the core of everything we do
- Nurture and develop our talent; our people make us who we are
- To foster a learning and development environment and promote innovation and continuous improvement

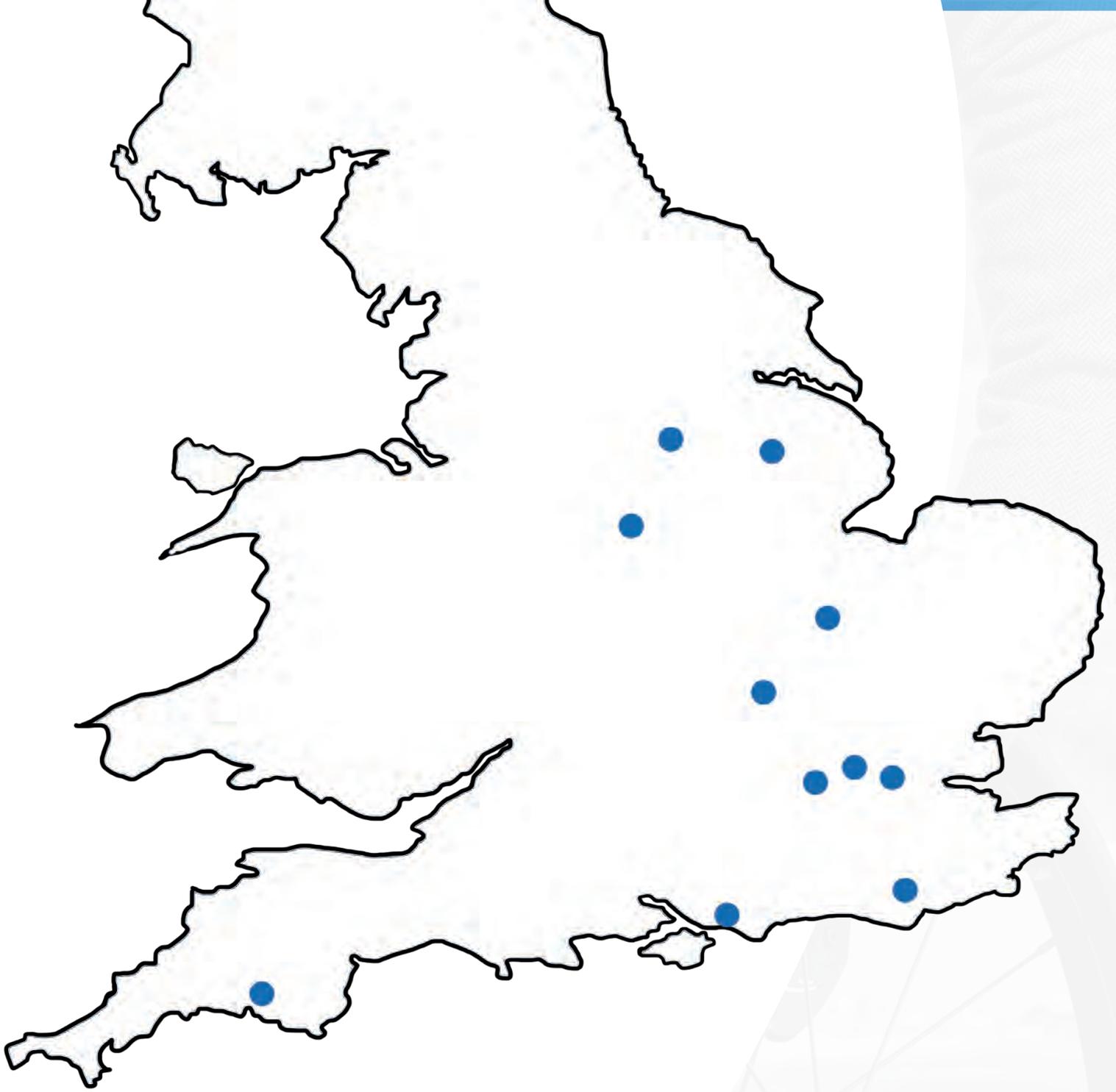
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Accessibility Notice

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Part 1: Introduction

About our Quality Account

Welcome to the AJM Quality Account for 2019-2020.

This is an annual report which providers of NHS healthcare services must publish to inform the public of the quality of the services they provide.

It tells you more about our commitment to provide you with high quality healthcare services, encourages us to focus on service quality and helps us find ways to continually improve.

As a community healthcare provider of wheelchair services for the NHS, we have a statutory requirement to publish a Quality Account.

Executive summary

AJM Healthcare (AJM) is a private limited company, majority owned by WestBridge Capital who funded a management buyout in 2018. It is a small medium enterprise (SME) with a turnover of £21m and a workforce of just under 280 employees.

Market

AJM's principal market is providing outsourced wheelchair services to the NHS and the Ministry of Defence. Our strategy is to specialise in wheelchair services, which brings the advantage of undiluted focus and excellence in quality and performance.

It should be noted that outsourced wheelchair services do not come under the auspices of the Care Quality Commission, so the reader will not find references to that effect. However, in many areas, AJM purposely follows the standards and methods of the CQC for efficacy and acquiescence.

People

The profile of our staff team ranges from front-line clinical and technical staff supported by customer service, warehouse and logistics teams, to back-office functions including professionals from finance, HR, procurement, quality and contract management.

Our organisational structure is relatively flat which ensures an agile and flexible workforce.

The board has the appropriate clinical, operations, finance and commercial management directors with extensive industry experience. Managing Director, Stephen Peck, is a former NHS CCG (Clinical Commissioning Group) officer, and Chairman, Andrew Dun, is a former NHS GP.

Key achievements

We have had a busy and successful year, delivering on promises and performance criteria across the board. Our established outsourced services in North West London, Milton Keynes, North East London and Derby have continued to develop their operations and quality.

During the year, new NHS wheelchair services have opened in Cambridgeshire and Peterborough, Lincolnshire, and Waltham Forest (North London), together with a national wheelchair service for the MOD Stanford Hall, Leicestershire.

We also undertook a short-term NHS contract to provide wheelchair assessment and delivery services to reduce a waiting list for a struggling wheelchair service on the south coast.

Preparations were made for new contracts commencing April 2020:

- 1) Portsmouth, Fareham and Gosport, and SE Hampshire
- 2) Plymouth, South Hams and West Devon

Approved repairer contracts are continuing to run efficiently in Brighton and West Sussex, Camden and Islington, and, separately, Bexley, Bromley and Homerton.

Statement from the Chair of the Board Dr Andrew Dun MB.BS., MRCGP



I am delighted and proud to present this Quality Account to showcase our quality initiatives and outcomes for the financial year April 2019 to March 2020.

From our humble beginnings as a wheelchair service approved repairer, AJM Healthcare (AJM)'s capability to deliver fully integrated wheelchair services with full clinical services has grown and matured rapidly over the last five years.

The company has added further contracts this year while prudently upholding quality standards across existing contracts. By a small margin we are now the largest outsourced fully integrated wheelchair service provider.

Our corporate strategy is to focus exclusively on wheelchair services and this approach has benefitted commissioners and service users through a company totally dedicated to quality wheelchair service delivery.

All quality initiatives and research and development budget are entirely allocated to wheelchair services. While other providers have diversified into other types of equipment contracts, we remain unwavering in our chosen path, with our reputation grounded therein.

As an NHS service provider, we have embraced an operational strategy to emulate the high standards of the NHS throughout our clinical care, safety, quality, culture and outlook. This is further enhanced through expertise from the private sector.

AJM has a refreshing culture and outlook that readily adopts new NHS concepts and initiatives with enthusiasm. For example, AJM has voluntarily adopted CQC key lines of enquiry (KLOEs) as part of its quality regime. We also contribute and tailor services to local initiatives within NHS Sustainable Transformation Partnerships and Healthwatch initiatives.

The recent and ongoing Coronavirus pandemic has been without precedent and we have mirrored NHS and government advice, implementing a broad response programme across the organisation while meeting our duty of care to the public, our staff and service users.

AJM continues to support the National Wheelchair Managers Forum and the Posture and Mobility Group with two of our staff currently serving on the PMG board. We have also delivered NHS England's patient personalisation and choice agenda with our fully supported personal wheelchair budget system now offered on all referrals.

This year has seen AJM rise to some challenges in the industry. We were honoured with a short-term contract to assist the NHS in reducing the waiting list for a failing wheelchair service provider who was unable to cope with demand and meet the 18-week requirement. The waiting list was quickly despatched – a testament to our transferrable skills, quality and logistics. This quality account reaches across all facets of the organisation, including corporate social responsibility, environment, and equality and diversity.

We have made strides in all areas, and will shortly be taking delivery of electric vehicles and opening a new service centre powered partly by solar panels.

Service users have been at the heart of quality initiatives with service user fora operating in all areas, co-designing services as a matter of routine. Satisfaction levels among service users remain high, although we are cautious not to be complacent in our outlook.

Dr Andrew Dun

“While other providers have diversified into other types of equipment contracts, we remain unwavering in our chosen path, with our reputation grounded therein.”

Statement from the Managing Director Stephen Peck



It is with great pleasure I present our first Quality Account as Managing Director of AJM Healthcare. This account demonstrates the quality of care offered across all our services, provides an update on our progress over the past year and lists our objectives for the year ahead.

At AJM, we are committed to providing high standards of care for each of our service users. This is underpinned through our key values as a healthcare provider, which fully supports the delivery of our key objectives and quality priorities. It is also echoed through our mission statement and evidenced through the outcomes delivered over the past year.

I am pleased to say that our investment in clinical and operational quality has proven valuable in delivering exceptional service, which in turn has seen our services continually reduce waiting times for service users, whilst ensuring the service is of a high-quality standard.

There are currently around 1.2 million wheelchair users in the UK. Two thirds of them are regular users. Many wheelchair users face delays in getting their chair – 70% waiting more than three months, 30% facing a delay of more than six months, with 15% of the total waiting more than 12 months¹. AJM's performance is significantly better than the national average with no users waiting more than 12 months:

Completed referrals 2019-2020	Within 3 months	Within 6 months	Within 12 months	More than 12 months
AJM	74%	89%	100%	0%
National average	30%	70%	85%	15%

AJM Healthcare underwent significant growth due to the successes described above, and we responded by enhancing our organisational and quality delivery structures, well in advance of the launch of new contracts. To support quality, we made a number of appointments and investments to strengthen delivery and to ensure that our reputation for providing the best NHS wheelchair services in the UK remains robust.

In addition to enhancing the infrastructure and securing numerous NHS contracts, AJM have also seen further achievements along the way, which I am delighted to present below:

- Corporate Community Equipment Code of Practice Scheme (CECOPS) accreditation
- Cyber Essentials Plus certification
- Implemented a new bespoke wheelchair service management software package
- E-learning platform implemented
- HR management system implemented
- Clinical and engineering training programmes mobilised
- Continuous improvement framework delivered
- New health and safety framework
- National PWB (personal wheelchair budget) team introduced to facilitate this scheme which is designed to enable patient choice of equipment and to allow top up funding for non-clinical features
- Securing the national MOD contract for wheelchair services

Dave Long, AJM Clinical Director, has worked tirelessly with the team over the past six months to create a new quality assurance framework for FY20/21 which will see AJM working to CQC standards. The framework will cross over with our quality management system and accreditation to CECOPS, adapted for wheelchair services, and will ensure the highest standards of service are met by AJM.

This year has been unbelievably successful for AJM and we will continue to strive to be even better in 2020-21. Objectives for the next year are:

- ISO14001 environmental certification
- ISO27001 data security certification
- CQUIN initiative rollout focusing on posture management for adults with learning disabilities
- QIPP (Quality, Innovation, Productivity and Prevention) initiative rollout focusing on eligibility criteria and stock management
- Increased 18-week performance
- Further reductions in waiting times

We believe strongly in listening to our service users and next year we will also be rolling out a new central team that will concentrate on gathering information from users. We want to ensure that data collected is used in conjunction with our continuous improvement programme.

As I write my statement, the country is in the process of dealing with the Covid-19 virus. During this period, AJM operations have focused on facilitating hospital discharge and reducing admissions. As key workers, it has been business as usual, albeit with new procedures and processes to protect staff and service users. We have managed to redeploy staff to the new Nightingale Hospital, in addition to community services as and when required by NHS England and CCGs.

NHS staff have proven once again how courageous and determined they are, and all of us at AJM would like to pay tribute to those on the frontline fighting this virus. Our thanks and thoughts are with them all and we are hopeful that we will come out of this stronger.

The achievements within the past twelve months are without doubt down to the dedication, hard work and ethos of all AJM staff. They are a credit to the company, and I am very proud to work with them all. I would like to finish by thanking our staff, CCGs, stakeholders and most importantly our service users for their continued support during 2019-20. We are very much looking forward to the new year, where quality will once again be at the centre of our service.

Stephen Peck

¹ <https://www.england.nhs.uk/wheelchair-services>

“Our investment in clinical and operational quality has proven valuable in delivering exceptional service, which in turn has seen our services continually reduce waiting times for service users, whilst ensuring the service is of a high-quality standard.”

Statement from the Clinical Director

David Long, Clinical Scientist
CEng MSc BEng(Hons) MIPEM



This year we have made major strides forward with our quality agenda, in line with our strategic direction. Due to the investment in people described above, we have been able to achieve this concurrently with the four mobilisations also mentioned.

We have delivered high-quality, accountable, person-centred and outcome-focussed care, with the clear aims of empowering service users to improve their quality of life and wellbeing, whilst protecting them from harm.

On the back of this, the key quality development this year, as previously mentioned, has been the production of our quality assurance framework. This has been written based on the principle that problems and failings will be prevented or detected early through effective and transparent governance systems underpinned by the right professional and personal behaviours. Coupled with this, we have established clear lines of leadership and accountability within our multi-disciplinary clinical teams. A quality board will be established to implement the assurance framework on the ground.

Another key initiative has been the inauguration of our Clinical Leads' Forum, which exists to link the clinical leads from each of the wheelchair service contracts for the purposes of quality improvement and enhancement. It has proved highly beneficial in allowing us to generate and sign off processes, make decisions about equipment choices for the product matrix, and to support individuals and teams with development opportunities.

Caseload management has been a major focus, with strategies and processes now in place to ensure service users receive high quality and timely services. This has helped us address waiting lists constructively and strategically.

Furthermore, we have developed systems and processes to assure clinical supervision, safeguarding training and processes, incident and "near miss" reporting. Our clinical service improvement manager has been central to the implementation of these areas of development, backing them up with revised policies and procedures.

These have been significant areas of development for us to achieve CECOPS accreditation, which has been a great endorsement of everyone's efforts.

We have continued to recruit skilled and motivated staff, including vacant positions within the new services. This is supported by structured training, competency assessment, clinical supervision, and ongoing professional development. Of particular note is our apprenticeship-style training programme for rehabilitation engineers, for whom there is currently no national provision. Our in-house scheme has been designed to allow registration with national bodies, for which we are now starting to make application.

In all, I am immensely proud of what the clinical teams have achieved this year. They are highly skilled, supportive of each other, and fully integrated with all aspects of our wheelchair services and the surrounding health and social care community.

David Long

“We have delivered high-quality, accountable, person-centred and outcome-focussed care, with the clear aims of empowering service users to improve their quality of life and wellbeing, whilst protecting them from harm.”

Part 2: Section reports and priorities

Approach to quality

Our approach to quality is driven by aiming to be the leading wheelchair service provider to the NHS. This will be achieved through a culture of embracing change, sharing beliefs, acquiring knowledge, demonstrating right behaviours, positive attitudes to work, and sharing the same values. We have achieved much of this through adopting NHS initiatives, as well as our own; formalising them, funding their implementation and promoting their outcomes.

Our clinical director is our NHS quality lead, whose role is to ensure compliance with the quality requirements of our contracts. He engages with the CCG quality leads and liaises with them and our operational service managers in respect of all aspects of quality.

Additionally, we work proactively with NHS England, the National Wheelchair Managers' Forum (NWMF), the Posture and Mobility Group (PMG), the Rehabilitation Engineering Service Managers' Group (RESMaG), the British Healthcare Trades Association (BHTA) and the Medicines and Healthcare products Regulatory Agency (MHRA) to ensure quality services through best practice.

We scan the horizon for new legislation and standards while conducting a wide range of audits and reviews to ensure that our quality strategy is working and aligns with national, CQC, NHS and CCG quality guidelines.

We apply quality improvement change management techniques to all aspects of the service and to all roles. Two quality improvement managers have been appointed, one clinical and one technical, to lead a programme of quality improvement and innovation projects, and to foster behavioural change within participating staff. They have together introduced a range of operational developments, such as a clinical supervision policy, equipment allocation methods and, most recently, revised operational procedures to ensure safety during the health pandemic.

A dedicated health and safety manager was promoted internally to the role, working across all teams in producing and implementing a health and safety framework which will deliver an integrated approach. New operating procedures, additional fire wardens and extra first aiders have been trained with evacuation procedures practised every six months.

Standards and accreditations

We benchmark internally and against other wheelchair services to guarantee the highest possible standards of care and ensure organisational learning is embedded throughout.

AJM's quality approach is underpinned by the following certifications:

- ISO9001:2015 Quality Management System
- CECOPS Corporate Accreditation inclusive of all services
- SafeContractor certified health and safety management system
- Cyber Essentials Plus
- NHS Data Security and Protection Toolkit
- Disability Confident Employer
- General Data Protection Regulation (certified)
- Information Commissioner's Office (registered)
- Care Certificate (registered)
- National Data Guardian's Data Security Standards (compliant)
- Caldicott Guardian (registered)
- Information Risk Owner (registered)
- Data Protection Officer (registered)
- British Healthcare Trades Association (member) Code of Practice



Commissioning for Quality and Innovation (CQUIN)

CQUINs form part of our quality story and strategy. Many of our contracts have CQUIN incentives on innovation and quality.

In Milton Keynes, working with the CCG, we identified that there was a need for additional postural support in lying for adults with learning disabilities and complex postural needs as part of their 24-hour postural management needs; something that was not routinely addressed by the existing community teams. A programme of internal training and revised assessment protocols were developed, and interventions provided using free or low-cost postural supports to assist these individuals.

Contract quality reporting

In the reporting year, we were 100% compliant with delivering our monthly Management Information (MI) packs to commissioners. These are comprehensive documents which are customised for each contract. They cover a diverse range of topics; typically, performance KPIs, quality requirements, customer satisfaction measures and stakeholder engagement, PWB take-up, incident reporting, staffing matters, CQUIN performance report, and audit reports. We are committed to improving further our quality reporting function.

AJM appointed a national operations manager who will support our two regional contracts managers who, with their growing portfolios, are the key interface to our CCG customer base. A new operations director will lead operations to ensure all sites meet and exceed performance requirements, to oversee processes and to ensure service user pathways operate smoothly. A new supply chain manager has joined us – a welcome appointment considering Brexit and coronavirus challenges to the supply chain.

Serious incident reporting

AJM Healthcare had one serious incident during 2019-2020. Though no fault was found in terms of clinical services or equipment provision, learning was applied and disseminated across the organisation to reduce the risk of future recurrence.

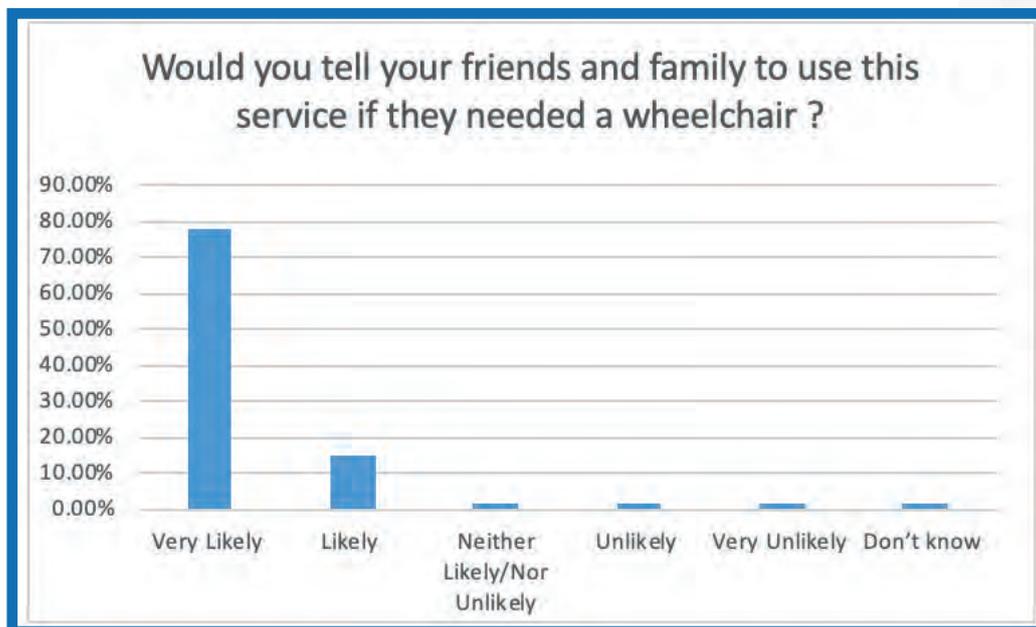
Service user engagement

A user-centric service is a key priority in the design of quality and safe service provision. Service users are given a strong voice within the company and their satisfaction is a prized accolade of quality. We have introduced the WATCH (children) and WATCH-Ad (adults) outcome measurement tools which are geared specifically to wheelchair users.

We have appointed a former CECOPS auditor as our partnership and engagement officer (PEO) for our contracts, engaging with service user groups, healthcare professionals and other stakeholders to ensure AJM delivers a fully joined-up service.

Service user satisfaction

Surveys are conducted routinely, and this year we have gathered significantly more information electronically which has achieved a greater return rate (2,488 surveys for the year). In respect of the integrated services, the NHS Friends and Family Test question is included, which has shown a favourable outcome.



Service user group/forum

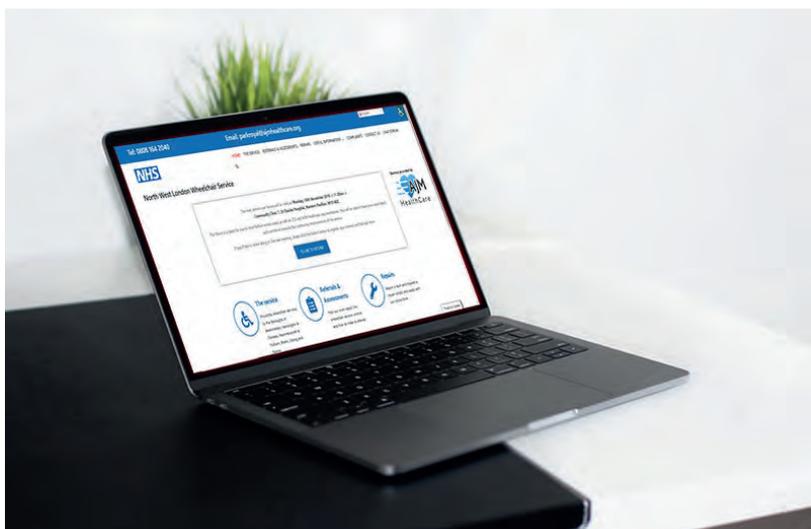
Each wheelchair service has a service user group/forum. In North West London, we engaged with the existing service user group before contract award and have continued to this day. Our flagship 'template' website, <https://northwestlondon.wheelchair.services>, was co-designed with members of the North West London service user group and CCG representatives.

Just recently, in Plymouth, we engaged with users prior to contract commencement on 1st April. Together, they co-designed aspects of the new service and created a new online community forum.

Social media and web presence

Digital champions have been recruited from within the staff team of each service to liaise with the PEO and technical marketing and communications officer (TMCO) on service user engagement activities, service activities, such as pop-up events and open days, and to provide engaging and compelling content for inclusion on websites/social media.

Each of our services has its own dedicated website, reached directly or via the portal at <https://www.wheelchair.services>. Facebook groups have been set up for each of the service user forums. Social media campaigns are used to achieve specific aims such as a wheelchair amnesty, and promotion of personal wheelchair budgets.



Keeping users informed

A suite of leaflets has been developed to support service users' understanding of their care pathway and options for communication with the team:

- Your NHS wheelchair service
- What happens next
- Signposting to alternative funding sources
- Service user guide
- Helping us, helping you
- Customer care – concerns and complaints
- Personal wheelchair budget guide

Complaints and compliments

As a modern, forward-thinking company we actively encourage all feedback, which we think is a refreshing approach.

We received 132 formal complaints in the reporting period across all wheelchair contracts, which equates to 0.14% of registered service users. We perceive this to be a low number considering the high number of activities, but remain committed to learning from complaints and to applying this learning broadly across the organisation to further improve the quality of our provision.

In the same period, we received 129 compliments. It is testament to the hard work of our staff teams that our service users take the trouble to inform us of their satisfaction with the service they received. Again, we take the opportunity to improve the quality of our service provision nationally by applying learning from this feedback which may be categorised broadly as:

- staff attitude/helpfulness/communication
- speed of provision/responsiveness
- resolution of long-standing problems, or
- effectiveness of equipment in facilitating the person to achieve their personal goals

“As a modern, forward-thinking company, we actively encourage all feedback, which we think is a refreshing approach.”

Clinical governance

This function is led by our clinical director and is adopted within an environment in which excellence in clinical care will flourish. This year, we have introduced:

- our quality assurance framework (described above)
- a UK-wide clinical leads' forum to share best practice, disseminate information, review processes and policies, and to evaluate equipment matrix options
- caseload management techniques to improve efficiency and efficacy
- a clinical supervision policy and resources
- matrix seating provision through the introduction of a workshop and clinic processes to improve long term efficiency for service users with complex postural needs

Our clinical operations manager, appointed earlier in the year, is an occupational therapist with responsibility for the application of our database to clinical practice, the monitoring thereof, clinical training on the system, data cleansing during mobilisations, and supporting the clinical leads with database processes.

Workforce

Workforce quality continues to take an upward trajectory with improvements in training and development across the board.

We have introduced dedicated e-learning and HR e-systems to make more effective the management and assurance of workforce quality. An individual's ability to be proactive and creative in quality improvement is measured through our clinical and non-clinical competency frameworks, appraisals, clinical supervision and mentoring.

Recruitment challenges have been under constant review; we have been proactive with retention approaches, including succession planning to offer career incentives with additional training and experiential opportunities.

Annual appraisals continue to provide qualitative input on workforce planning.

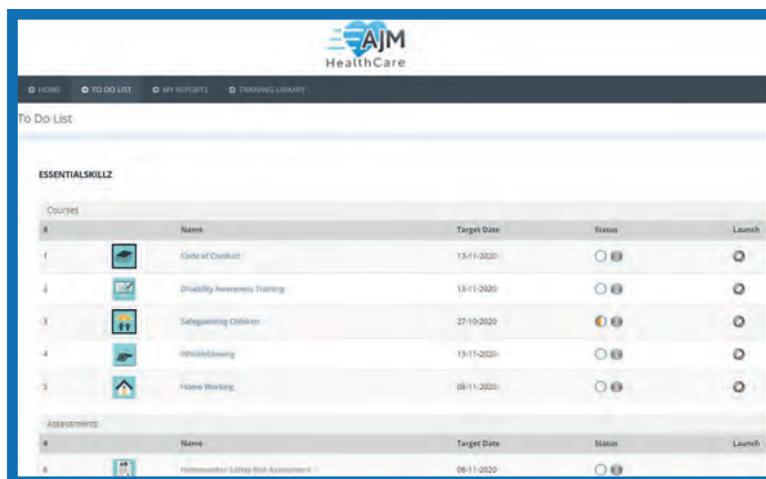
Our annual staff survey monitors culture and satisfaction.

This year we achieved a 52% response rate: the target for next year is 55% with an action plan in place to deliver this.

Communication across the organisation was identified as an area for improvement: the new HR system has a news feature which will assist with addressing this issue, together with improved reporting processes being put in place.

A staff magazine, Wheel Life, has been launched to keep staff up to date with company-wide news. The quarterly magazine highlights positive accomplishments and introduces colleagues to each other through 'Day in the Life of' and 'Spotlight on' features.

Staff identified that IT systems could be made more efficient. This fits in with a previously identified need for development that is already underway, being scheduled to finish by March 2021.



Staff were 88% compliant with mandatory training against a target of 80%. Having established an e-learning system which was broadly welcomed at the point of introduction, our focus is now on maintaining momentum with its use and developing additional modules to meet service development requirements.

Specifically to address the national shortage of rehabilitation engineering expertise, we have written a rehabilitation engineering training manual using defined national competencies. This allows staff to develop internally into positions of higher engineering competence and responsibility.

A new system of dedicated ‘champions’ has been appointed at each site. A PWB champion from the clinical team, a quality champion and a health and safety champion have all been appointed. These individuals, selected for their enthusiasm and drive, are charged with responsibility to realise the benefits from innovation and improvements.

Continued support will be offered to staff to ensure their well-being, especially during this unprecedented time of Covid-19.

This year we have updated our processes to:

- eliminate unlawful discrimination, harassment, victimisation and any other prohibited conduct
- advance equality of opportunity for those with a protected characteristic and foster good relations between people who share a protected characteristic and those who do not

We demonstrate compliance through targeted recruitment campaigns, specific training, staff surveys, workforce disability equality standard metrics, being a Disability Confident employer, evaluation of appraisal records and personal development plans.



“A new system of dedicated ‘champions’ has been appointed at each site. These individuals, selected for their enthusiasm and drive, are charged with responsibility to realise the benefits from innovation and improvements.”

Safeguarding

We have a strong focus on safeguarding for both children and vulnerable adults, also encompassing the whole family. Safeguarding incidents, including missed appointments, are reported within the service, liaising with the local Multi Agency Safeguarding Hub (MASH) as appropriate. Levels of safeguarding training are in line with the intercollegiate documents.

“The quality of our training improved during the reporting year as we rolled out our e-learning programme.”

Whistleblowing (freedom to speak up)

We had no whistleblowing events during the reporting year. The quality of our training on the subject improved as we rolled out our e-learning programme and HR e-system. Policies were updated and harmonised with NHS policies at national and local levels.

Infection prevention and control

Our policies are integrated into our quality management and health and safety systems. We have a dedicated national manager to oversee training, policies/procedures and audits. Staff receive mandatory infection control training at induction and with annual refresher courses.

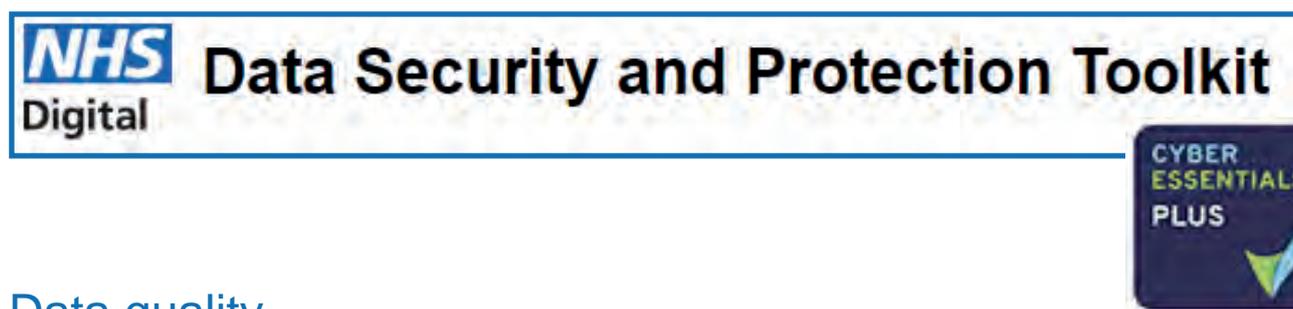
ATP (adenosine triphosphate) testing of chairs, equipment, tools and premises is conducted at the required intervals.



Information governance

We have worked hard to acquire and maintain the latest standards to protect personal information. In the reporting year, there have been no identifiable information security breaches but it is a subject which remains at the forefront of our operations.

We have expanded our IT staffing, bringing in an IT manager with broad industry experience, and making significant investment in infrastructure to support our ongoing operations.



Data quality

Our robust procedures and processes ensure data standards are met. Quality is assured through our ISO9001:2015 and CECOPS quality systems. We have configured our systems to define the inputs and remove ambiguity so that the output is accurate and timely.

As a registered Personal Demographics Service (PDS) user, we access NHS Spine data to update our records. One outcome of this is that we have seen collections increase by approximately 50% due to improved data quality in regard to those who have become deceased.

We have taken action to boost the quality of reporting and digital capability with a new IT manager, IT project manager and two data analysts.

Environmental impact

As a corporate citizen, AJM takes a proactive approach in this area. We have a detailed environmental, sustainability and corporate social responsibility policy, and are currently working toward ISO14001:2019. The policy includes detail on reducing harmful emissions, reducing energy use and on procuring from sustainable sources wherever possible. As evidence of our commitment, we have recently invested in a fleet of electric vehicles.

Coronavirus

The health pandemic has presented significant challenges to service provision, but we have been able to respond effectively because we have the staff and systems infrastructure in place.

We developed and initiated a business continuity plan and risk management process specifically for Covid-19.

Clinical processes were revised to protect service users and staff from the virus according to national guidelines, balancing the need to minimise contact whilst simultaneously ensuring people's safety by facilitating their mobility.

We assisted in:

- a) preventing hospital admissions, and
- b) facilitating hospital discharge

Senior managers met daily to review key metrics and respond to the national situation as it unfolded.

All unnecessary travel was suspended, with a corresponding increase in the use of conference and video calls.



Statistics



Population served
11,256,955



Registered service users
75,022



Incoming referrals
26,065



26 NHS Clinical Commissioning Groups have an AJM wheelchair service

10 NHS Trusts have an AJM approved repairer service



260 employees



122 responses to
staff survey



129 compliments
132 complaints

Quality strategy and priorities for 2020-21

Despite the national health situation, we are continuing to develop the quality of our services.

Our ambition is to be the leading provider of wheelchair services in the country by providing high-quality, service user-centred, efficient and innovative services. We will achieve this in 2020/21 by focussing on the following three key areas:

Strategic priority 1

Provide clinical services with kindness, respect, fairness and empowerment to make the service user experience second to none.

Strategic priority 2

Be the employer of choice for healthcare professionals in the field by equipping them with the information, facilities, tools, training, support and development opportunities they need.

Strategic priority 3

Optimise operational efficiency by continuously improving processes through staff culture, and engaging with all stakeholders.

In order to deliver these priorities, our developments for the year ahead will be focussed on delivering excellence in clinical services, particularly in relation to the following:

- 1) Navigate collaboratively, with other health and care services, an effective response to the coronavirus pandemic
- 2) Ensure there is a functioning wheelchair service user forum in every contract area
- 3) Partnership and engagement with service users, key stakeholders across a broad variety of service user fora/organisations facilitated by the central AJM team, linking with our continuous improvement processes
- 4) Take opportunities to support closer relationships between health and social care organisations and professionals

- 5) In respect of the quality assurance framework, we will fully implement the initiative by:
 - a. establishing a quality board to take oversight of all quality aspects of services
 - b. working towards compliance with CQC KLOEs by carrying out internal audit of three contracts
- 6) Roll out a QIPP programme to all contracts: implement a continuous improvement process at all sites, bringing about changes to working culture and team collaboration
- 7) Fully embed within all services the PWB scheme led by a dedicated central team and supported by local champions at each site
- 8) In conjunction with local partners, contribute to and tailor services to local initiatives within NHS Sustainable Transformation Partnerships and Healthwatch initiatives
- 9) Complete implementation of the staff e-learning programme and monitor compliance
- 10) Support and implement relevant NHS England initiatives
- 11) Continue to support and interact with relevant regional and national groups
- 12) ISO27001: Compliance by year end to form a fully integrated and joined-up solution to information security
- 13) ISO14001: Compliance by year end through an enhanced environmental policy extended to include a wider socially responsible approach

“Our ambition is to be the leading provider of wheelchair services in the country by providing high-quality, service user-centred, efficient and innovative services.”

Part 3: Other information

Statement from North West London CCG



19 November 2020

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Sent by email

Private & Confidential

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Email: diane.jones11@nhs.net

Dear Mr Peck

Re: 2019/2020 Quality Account – AJM Healthcare

The North West London Collaboration of Clinical Commissioning Groups (NW London CCGs) comprising of eight CCGs has welcomed the opportunity to review your first quality account for 2019/2020. We note AJM's dedication at this time, in the midst of the Covid-19 pandemic to produce the account ready for publication.

We can confirm that the 2019/2020 Quality Account covers data to reflect the progress made against the organisational priorities.

We are delighted to read about the introduction of your Quality Assurance Framework and mandatory training compliance across the organisation which is currently at 88% against the organisational set target of 85%.

It is commendable that even though AJM provides an outsourced wheelchair service which does not come under the remit of the CQC, you have adopted CQC Key Lines of Enquiry (KLOE) as part of your quality regime.

We note with interest that during this Covid-19 emergency, that AJM has continued to run a service to clients and has been supportive of the NHS by deploying staff to work at the Nightingale Hospital.

Through our triangulation of data and intelligence, we note that there was one serious incident in the reporting year and AJM has demonstrated organisational wide learning. We are keen for AJM to evidence appropriate dissemination of identified learning across the organisation.

It is laudable that you have appointed two quality improvement managers to lead on quality improvement and innovations. In the year ahead, 2020/2021, we would like to know how this newly created role has impacted on the service, patient experience and health outcomes.

It is impressive that it has become business as usual for AJM to involve service users in co-designing services to reflect identified needs.

We note with enthusiasm your recognition of areas that require improvement, for example, communication across the organisation and quality reporting. It is anticipated that with the increased resource, there will be an improvement in the coming year.

We recognise the hard work of your staff across the service, especially during this difficult time of Covid-19 and would like to see evidence of continued staff support to facilitate health & well-being in the year ahead.

The CCG notes that the quality of service has improved in the last year and that AJM is committed to continuous improvement in all quality domains.

The NW London CCGs look forward to continuing to work with you to monitor the progress against the set priorities for 2020/2021, which will provide assurance of continuous quality improvement for the North West London population.

Yours sincerely



Diane Jones
Chief Nurse / Director of Quality

Cc:

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Dr James Cavanagh, Chair, NHS Hammersmith & Fulham CCG
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