



Bishops Wood
Hospital

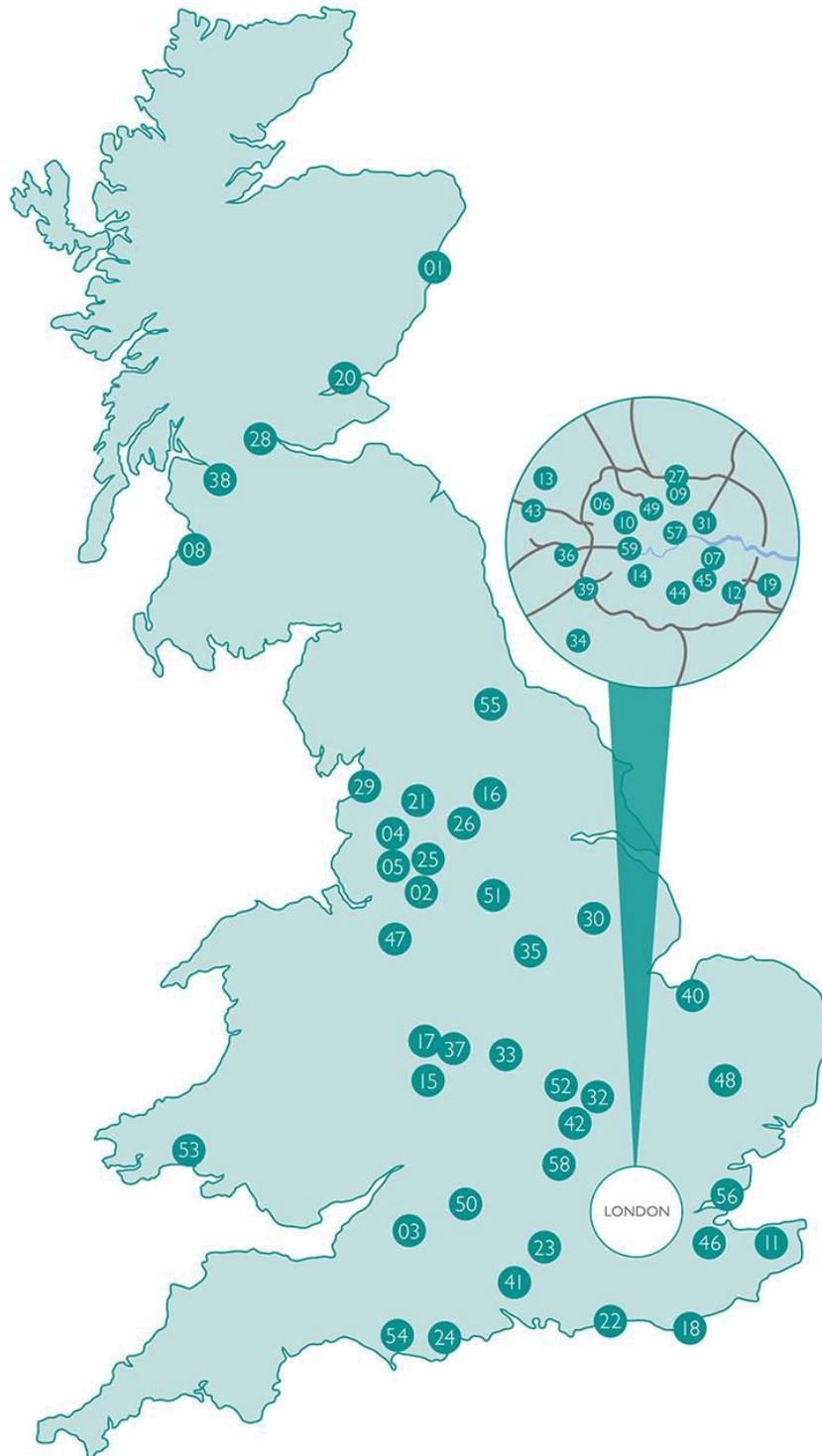
QUALITY ACCOUNTS 2018

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Our network of hospitals

BMI Healthcare is the largest private hospital group in the UK, offering a broad range of services to patients funded by PMI, the NHS and through self-funding. BMI Healthcare offers services through 59 sites, which include acute hospitals, day case only facilities and outpatient clinics.



Group Chief Executive's Statement



The BMI Healthcare Quality Account for 2018 is a measure of the quality of the care provided at our 59 hospitals and clinics across the UK.

When I joined BMI Healthcare in October 2017, I asked all our hospitals and corporate teams to align around a shared objective of improving quality of patient care. Our regulators – the Care Quality Commission in England, Health Improvement Scotland and Healthcare Inspectorate Wales – inspect our hospitals and provide us with valuable feedback and I am pleased to report a constructive relationship with each of our regulators.

Together, we have been working to both celebrate and share good practice and also to focus on areas where we needed to improve. All our hospitals are working through individual action plans designed to improve patient care, and our hospital and corporate teams are increasingly aligned and supporting each other around this common purpose. As a consequence, I have confidence that we will continue to improve our regulatory rankings.

Over the course of the year, we have invested in our hospitals to meet the standards required by our regulators, and that our patients expect us to achieve.

We have enhanced the clinical support for our hospital teams, with the appointment of a full-time Group Medical Director and by reinstating the role of Regional Director of Clinical Services. These important appointments are crucial if we are to achieve our clinical objectives, with all staff and all Consultants working to the same level of compliance and quality right across our hospital network.

The safety of our patients remains paramount. We have participated in the Surgical Site Infection Surveillance Service coordinated by Public Health England and Health Protection Scotland and have seen a year on year improvement since we started taking part in 2015. We were the first private hospital group to sign up to the Safer Surgery Commitment and recognise the importance of adherence to the World Health Organisation's checklist for safe surgery.

Our cancer centres are achieving Macmillan Quality Environment Marks for the high standard of the environment within which people are treated. Similarly we have a number of hospitals which have achieved Joint Advisory Group (JAG) accreditation for their endoscopy services. Our other endoscopy units are also making progress towards the same goal.

Digital technology increasingly gives us the opportunity to improve how we handle information in order to improve patient care. We already use e-prescribing across our cancer centres, enabling all health professionals in contact with a particular patient to access the same tumour protocols and see the same up-to-date patient information to better inform prescribing decisions and minimise risk. We are moving towards a new system of electronic patient records that will give the same high level of assurance for all patients choosing BMI for their healthcare.

From a corporate and governance point of view, we have rationalised and refocused our committees at both a business and a hospital level, giving each clear areas of responsibility and providing a line of sight between head office and hospital. We continue to adopt an integrated audit approach, so that we can maintain a holistic overview of how hospitals and teams are performing against agreed standards and procedures.

Ultimately, we are here for our patients; their feedback is important both for reassurance that we are working in line with their expectations and to help highlight areas where we need to pay closer attention. Each year we ask our patients if they would recommend us to their friends and family – in 2017, 98.5% of those asked agreed that they would.

The information in this Quality Account has been reviewed by our Governance Committee and I am reassured that this information is accurate.

The data and graphs provide us with an indication of performance, but they only start to tell the story of our committed and dedicated staff. Their experience and expertise has led to positive outcomes and, in many cases, life-changing procedures for so many of our patients.

To our hospital and corporate teams, I would like to say thank you.

A handwritten signature in black ink that reads "Karen." The signature is written in a cursive, slightly slanted style.

Dr Karen Prins

Hospital Information



The Bishops Wood Hospital opened on 27th March 1990 and is one of the BMI hospitals in a partnership with the NHS.

BMI Bishops Wood Hospital shares the site with Mount Vernon Hospital, a world-renowned centre for cancer treatment which falls within the East of England cancer centres. Bishops Wood occupies a 42 bed capacity across both the surgical and oncology wards; this includes a 5 bedded day unit and 7 chemotherapy day rooms.

BMI Bishops Wood hospital has operating department complex, consisting of 2 operating theatres, both fitted with laminar flow facilities and 1 minor procedures room.

Key services/ specialities available at BMI Bishops Wood include; Physiotherapy, Ophthalmology, Orthopaedic, ENT, Gynaecology, Complimentary / Cancer therapies/ End of Life, Urology, Maxillofacial , Plastic and Cosmetic Surgery, Imaging including MRI, Pharmacy, Paediatrics.

BMI Bishops Wood Hospital has been nominated as a Tier 1 centre for Oncology services in 2014, with Macmillan Quality Environment Accreditation in October 2015.

We are committed to an on-going cycle of improvements to our facilities and during the last year the upgrades to our hospital have included: Replacing flooring in patient rooms, main patient corridors and general corridors, refurbishment of consulting rooms, with BMI Standards of new look and feel.

During the reporting period BMI Bishops Wood Hospital introduced:

Bushey Consulting Rooms



For the convenience of our patients, BMI Bishops Wood Hospital now offers consulting rooms in Bushey. Many of our leading consultants use the private consulting rooms, which are at BMI Bushey Consulting Rooms, above Bushey Medical Centre, Bushey.



BMI Bishops diagnostic imaging department offers direct access to a wide range of diagnostic services bringing together a fully comprehensive range of imaging facilities including:

- MRI Scanning
- Fluoroscopy screening
- Radiography
- X-Ray
- Ultrasound
- Digital mammography

Child Focussed Healthcare

BMI Bishops Wood Hospital provides expert high quality professional care within a fully equipped private hospital for children aged* three years and over.

AT BMI Bishops Wood Hospital we work with leading consultants and employ a highly experienced team of full-time paediatric nurses. This specialist expertise is supported by caring and professional medical staff, with dedicated nursing teams and Resident Medical Officers on duty 24 hours a day, providing care within a friendly and comfortable environment. Our dedicated nursing staff provides professional care within a friendly and comfortable environment, helping to ensure that coming into hospital is a more pleasurable and less anxious time for the patient and their family. Comfort is assured with our bedrooms offering privacy while providing immediate access to nursing support. . A paediatric physiotherapy service also is available for children from 3 to 16 years of age.



We offer a wide range of day case and inpatient services, including:

- Squint correction
- Removal of tonsils and adenoids
- Hernia repair
- Circumcision
- Plastic surgery procedures
- Orthopaedic procedures
- *Children under the age of three can be seen in our outpatient department.

If they require surgery, they can even drive their way into theatre in their own little sports car.

The hospital admits NHS patients across a number of specialties and for NHS patients referred via the Electronic Referral process (eRs), this equates to approximately 25 % of the overall hospital activity.

The table below shows the number of NHS patients seen within BMI Bishops Wood Hospital for Inpatient overnight and day cases between March 2017 and February 2018.

AGE BAND	FUNDER	INPATIENT OVERNIGHT	DAYCASE
Under 18	NHS Funded	0	96
Adults aged 18-64	NHS Funded	100	932
Adults aged 65-74	NHS Funded	62	339
Adults aged 75+	NHS Funded	42	561
TOTAL		210	1928

BMI Healthcare are registered as a provider with the Care Quality Commission (CQC) under the Health & Social Care Act 2008 as well with the Hospital Improvement Scotland (HIS) and Healthcare Inspectorate Wales (HIW) for our hospitals outside of England. BMI Bishops Wood Hospital is registered as a location for the following regulated services:-

- Treatment of disease, disorder and injury
- Diagnostics and screening
- Surgical procedures
- Family Planning

These regulatory bodies carry out inspections of our hospitals periodically to ensure a maintained compliance with regulatory standards.

The CQC carried out an announced inspection on 25/26 October. 25th Nov 2016, we had an unannounced visit on 18th Nov 2016 and last visit unannounced visit was on 4th October 2017.

Overall rating for this location	Requires improvement
Are services safe?	Requires improvement
Are services effective?	Requires improvement
Are services caring?	Good
Are services responsive?	Good
Are services well-led?	Good

	Safe	Effective	Caring	Responsive	Well-led	Overall
Medical care	Requires improvement	Requires improvement	Good	Good	Requires improvement	Requires improvement
Surgery	Requires improvement	Good	Good	Good	Good	Good
Outpatients and diagnostic imaging	Good	N/A	Good	Good	Good	Good
Overall	Requires improvement	Requires improvement	Good	Good	Good	Requires improvement

Chemotherapy All new process and procedures have been implemented in relation to chemotherapy in order to improve the clarity and safety of process at the hospital. Administration of part bags of chemotherapy has been stopped. Development of further policies and procedures to ensure the process is more robust.

Facilities We are near completion of works to replace all carpets to vinyl in patient rooms. Installation of IPS units in all clinical areas will be completed by end May 2018.

BMI Bishops Wood Hospital has a local framework through which clinical effectiveness, clinical incidents and clinical quality is monitored and analysed. Where appropriate, action is taken to continuously improve the quality of care. This is through the work of a multidisciplinary group and the Medical Advisory Committee.

At a Corporate Level, BMI Healthcare’s Clinical Governance Board has an overview and provides the strategic leadership for corporate learning and quality improvement.

There has been ongoing focus on robust reporting of all incidents, near misses and outcomes. Data quality has been improved by ongoing training and database improvements. New reporting modules have increased the speed at which reports are available and the range of fields for analysis. This ensures the availability of information for effective clinical governance with implementation of appropriate actions to prevent recurrences in order to improve quality and safety for patients, visitors and staff.

At present we provide full, standardised information to the NHS, including coding of procedures, diagnoses and co-morbidities and PROMs for NHS patients. There are additional external reporting requirements for CQC/HIS/HIW, Public Health England (Previously HPA) CCGs and Insurers

BMI Healthcare is a founding member of the Private Healthcare Information Network (PHIN) UK – where we produce a data set of all patient episodes approaching HES-equivalency and submit this to PHIN for publication.

This data (once PHIN is fully established and finalised) will be made available to common standards for inclusion in comparative metrics, and is published on the PHIN website <http://www.phin.org.uk>.

This website gives patients information to help them choose or find out more about an independent hospital including the ability to search by location and procedure.

Safety



Infection Prevention and Control

The focus on Infection Prevention and Control continues under the leadership of the Group Head of Infection Prevention and Control, in liaison with the link nurse in Bishops Wood Hospital.

The focus on Infection Prevention and Control continues under the leadership of the Group Director of Infection Prevention and Control and Group Head of Infection Prevention and Control, in liaison with the Infection Prevention and Control Lead.

Between April 2017 to March 2018, the hospital had: **Nil** MRSA bacteraemia cases/100,000 bed days

Hospital Attributable Infection	Rate (per 100,000 Bed Days)
MRSA	0.0000
MSSA	0.0000
E.Coli	0.0000
C.difficile	0.0000

- SSi data is also submitted to Public Health England for Orthopaedic surgical procedures. Our rates of infection are;

Measure	Rate (per 100 procedures)
Hips	0.00000
Knees	0.00000

In order to maintain a focus on safeguarding patients from infection risks at the hospital, regular audits have been conducted to measure compliance with practice standards in the core areas of hand hygiene, including 'bare below the elbows', and MRSA screening. Results of the audits demonstrate very high compliance with hand hygiene and MRSA screening standards.

Department of Health High Impact Intervention audits have continued throughout the year and have shown that clinical practice in relation to peripheral cannula insertion and care, urinary catheter insertion and care, surgical site infection and equipment cleanliness is in accordance with practice recommended as reducing risk to patients.

All clinical staff within BMI Bishops Wood Hospital are required to undertake annual Infection, Prevention and Control training, which incorporates theory and practical sessions in hand hygiene and aseptic non-touch technique and care bundles, inclusive of shared learning from incidents.. Compliance with these training requirements has been met throughout the year.

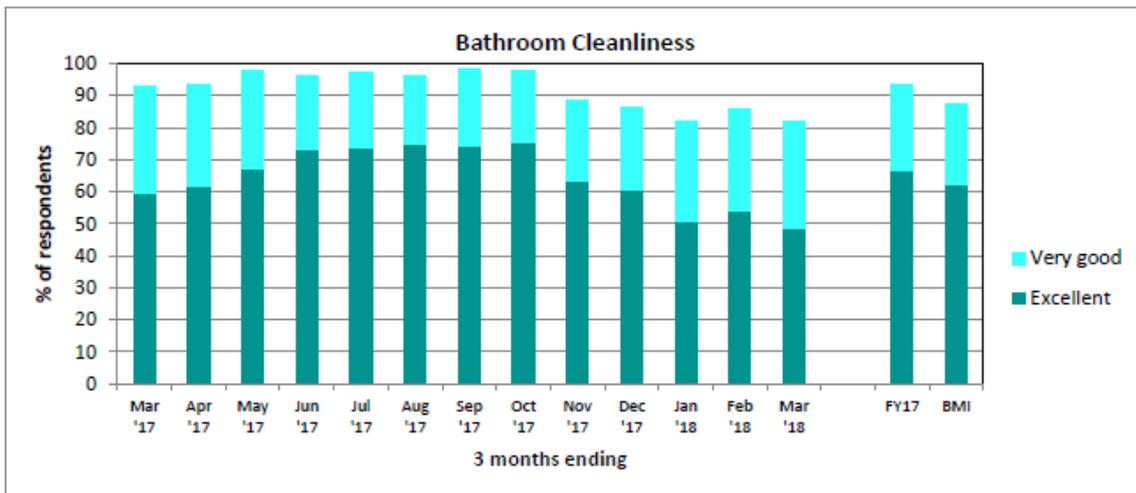
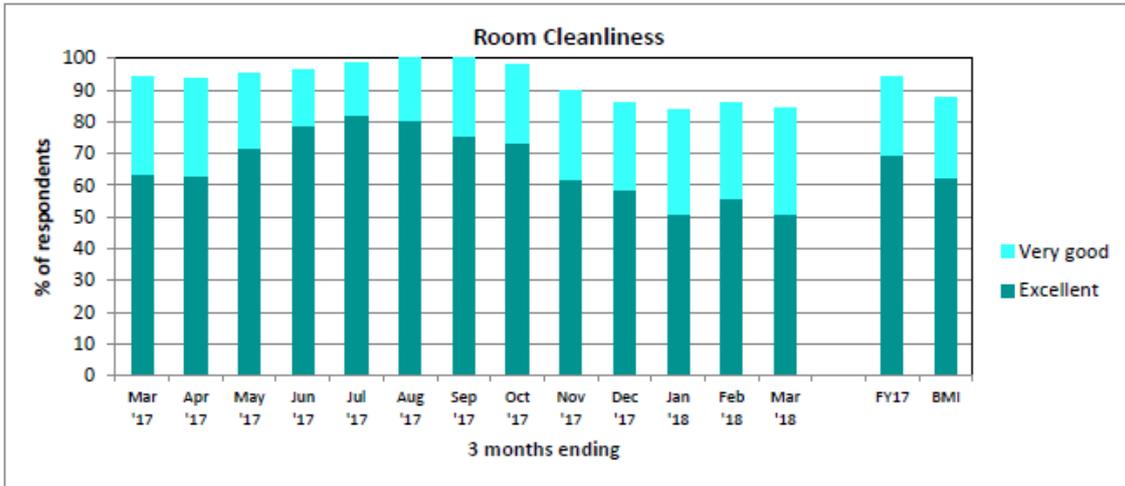
BMI Bishops Wood Hospital holds quarterly Infection Prevention and Control Committee meetings to review data, processes, policy and procedures. The hospital team is supported by local Consultant Microbiologist. An Infection Prevention Control report is produced monthly with timely feedback to departments, therefore closing the loop.

During 2017/2018 the Director of Clinical Services, has promoted closer working relationships between Heads of Departments and the Infection Prevention and Control Lead by confirming and reinforcing Infection Prevention and Control responsibilities within clinical departments. This has led to improved ownership and increased awareness about Infection Prevention and Control issues amongst clinical teams.

All staff has to complete an IPC induction including RMOs. Also all clinical staff and RMO will have a one to one induction with IPC Lead.

BMI Bishops Wood Hospital also holds an annual training day where we invite product representatives to attend and reinforce knowledge of products used in the healthcare environment pertinent to infection control and IPC Lead encourages staff to take part in the Hand Light Box assessment. BMI Bishops Wood also participates in IPC Awareness Week and Antibiotics Awareness Week annually.

Environmental cleanliness is also an important factor in infection prevention and our patients rate the cleanliness of our facilities highly.



Patient Led Assessment of the Care Environment (PLACE)

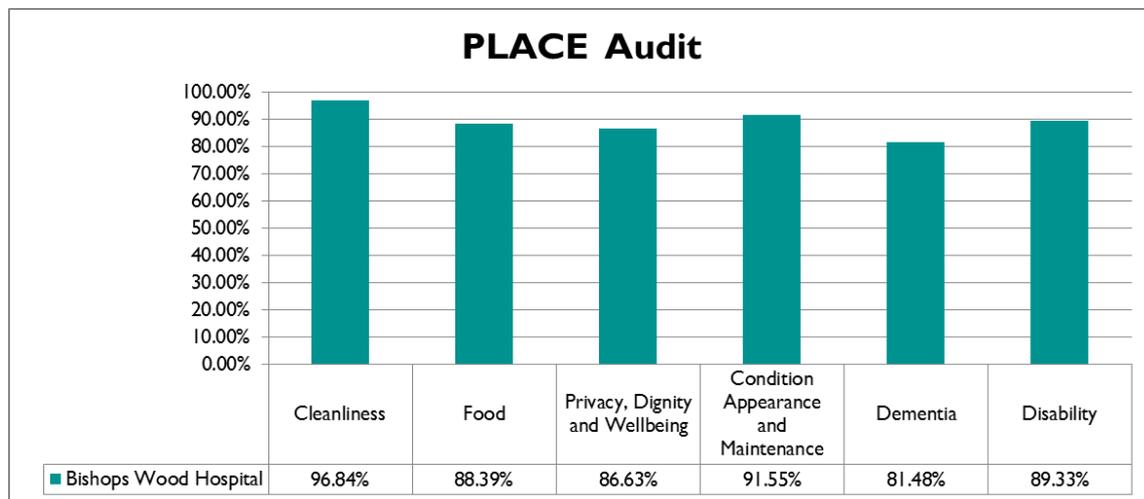
At BMI Healthcare, we believe a patient should be cared for with compassion and dignity in a clean, safe environment. Where standards fall short, they should be able to draw it to the attention of managers and hold the service to account. PLACE assessments will provide motivation for improvement by providing a clear message, directly from patients, about how the environment or services might be enhanced.

Since 2013, PLACE has been used for assessing the quality of the patient environment, replacing the old Patient Environment Action Team (PEAT) inspections.

The assessments involve patients and staff who assess the hospital and how the environment supports patient’s privacy and dignity, food, cleanliness and general building maintenance. It focuses

entirely on the care environment and does not cover clinical care provision or how well staff are doing their job.

The results will show how hospitals are performing nationally and locally.



- Correct procedures are in place for the delivery of food services, including food hygiene and food brought into the organisation by patients, staff and visitors. At Bishops Wood Hospital, those staff members involved in the preparation and handling of food are trained to the level of food hygiene standards commensurate with their role. Records are maintained by the Hotel Services Manager. The hospital’s catering services are now provided by an external company and audits have identified a drop in patient satisfaction. Regular reviews and ideas are formulated through the patient satisfaction group to help improve the quality and service that they offer to our patients.
- Updated Housekeeping Lists have been created.
- Replaced ward assisted bathroom shower chair.
- To address and improve the score for Dementia provision training has been provided and a dedicated staff member has been allocated for the hospital. Plans are in place to introduce a dedicated patient room with additional signage and mood lighting that can be allocated to dementia patients. To address and improve the score for Dementia, e-learning is available and mandatory for clinical staff. In addition, a number of staff have completed advanced training in order to provide additional resource for those working within the hospital, by increasing the number of staff identified as ‘dementia friends’, with additional signage throughout the hospital, and modifications to in-patient rooms.

Duty of Candour

A culture of Candour is a prerequisite to improving the safety of patients, staff and visitors as well as the quality of Healthcare Systems.

Patients should be well informed about all elements of their care and treatment and all staff has a responsibility to be open and honest. This is even more important when errors happen.

As part of our Duty of Candour, we will make sure that if mistakes are made, the affected person:

- Will be given an opportunity to discuss what went wrong.
- What can be done to deal with any harm caused
- What will be done to prevent it happening again
- Will receive an apology.

To achieve this, BMI Healthcare has a clear policy - BMI Being Open and Duty of Candour policy.

We are undertaking a targeted training programme for identified members of staff to ensure understanding and implementation in relation to the Duty of Candour.

At BMI Bishops Wood Hospital all incidents that result in harm Duty of Candour would be formally instigated, although principles of candour are followed as necessary for minor incidents and near misses.

Patients are offered to be chaperoned during their consultation with our Consultants where applicable by our nursing team, posters are displayed in relevant areas.

Duty of Candour Incidents
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Venous Thrombo-embolism (VTE)

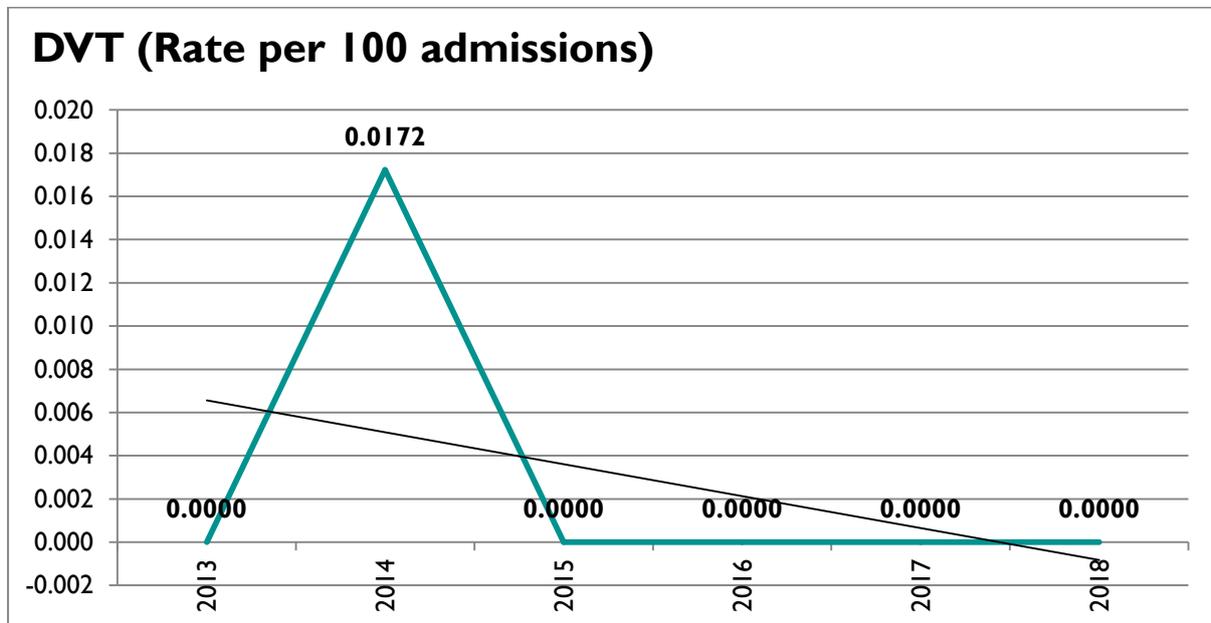
BMI Healthcare, holds VTE Exemplar Centre status by the Department of Health across its whole network of hospitals including, Bishops Wood Hospital. BMI Healthcare was awarded the Best VTE Education Initiative Award category by Lifblood in February 2013 and was the Runners up in the Best VTE Patient Information category.

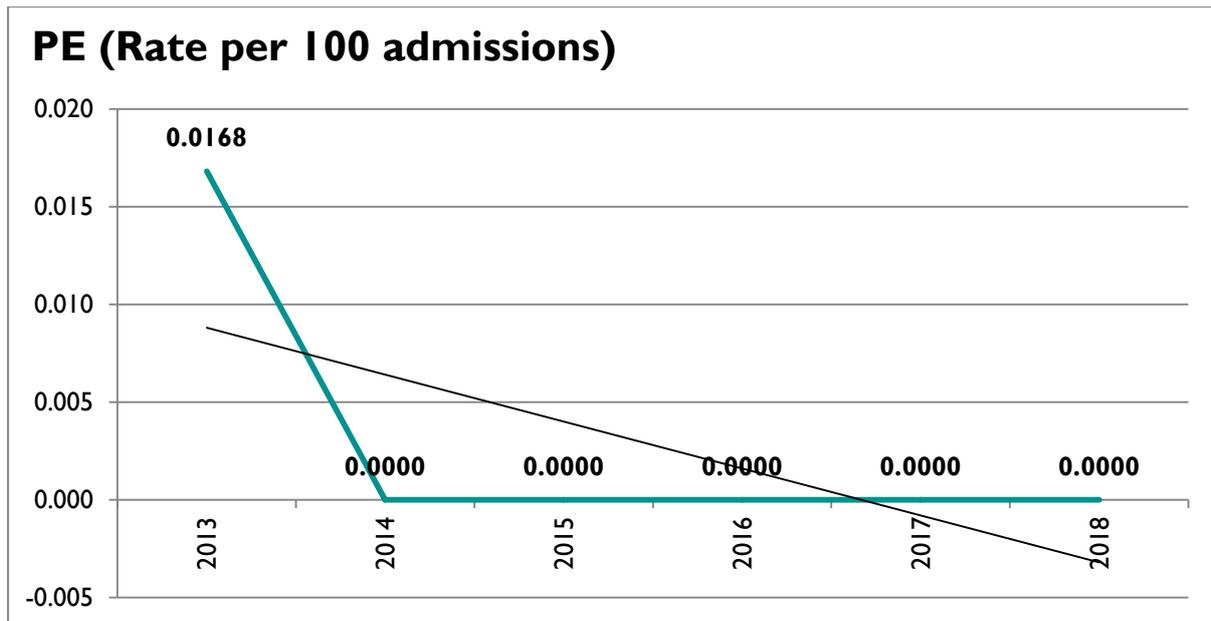
We see this as an important initiative to further assure patient safety and care. We audit our compliance with our requirement to VTE risk assessment every patient who is admitted to our facility and the results of our audit on this has shown

VTE Percentage	
VTE	100.00%

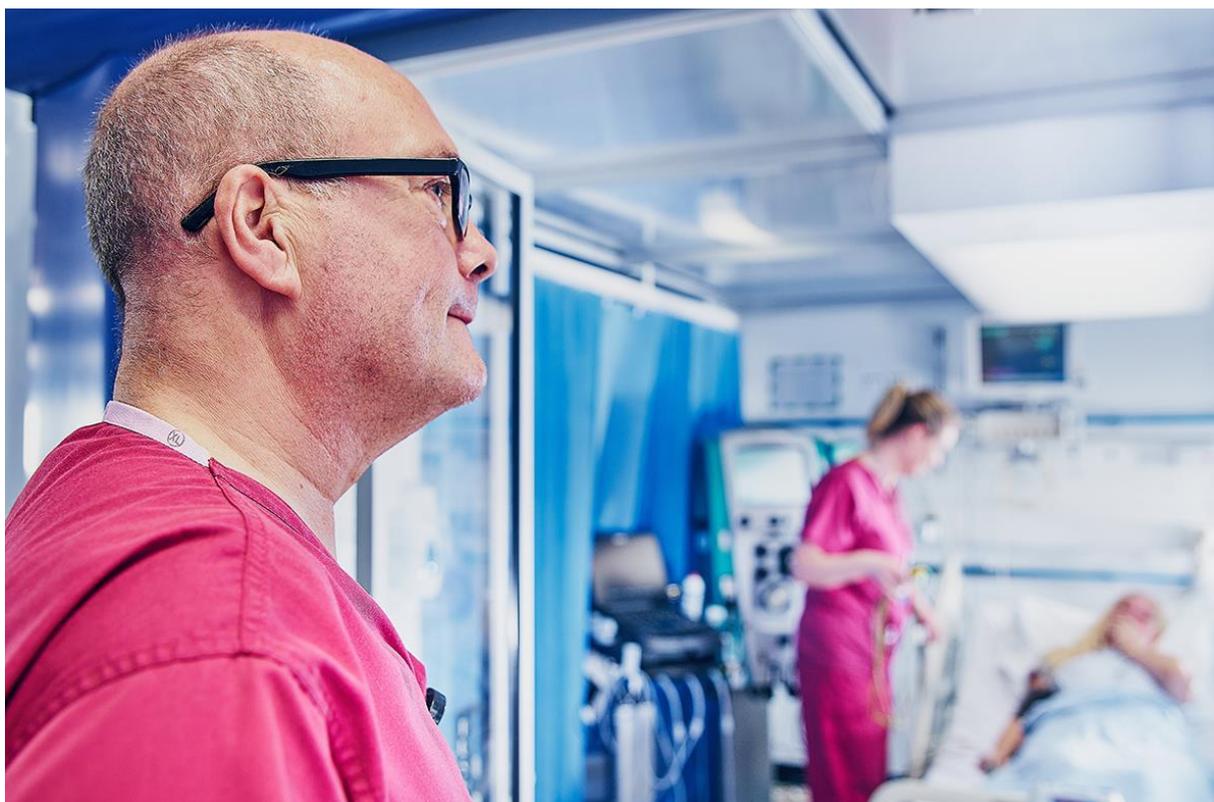
BMI Bishops Wood reports the incidence of Venous Thromboembolism (VTE) through the corporate clinical incident system. It is acknowledged that the challenge is receiving information for patients who may return to their GPs or other hospitals for diagnosis and/or treatment of VTE post discharge from the Hospital. As such we may not be made aware of them. We continue to work with our Consultants and referrers in order to ensure that we have as much data as possible. .

Bishops Wood Hospital	VTE				
	2018	2017	National Average	Highest National Score	Lowest National Score
	100.00%	100.00%	95.77%	100.00%	81.60%





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Patient Reported Outcome Measures (PROMS)

Patient Reported Outcome Measures (PROMs) are a means of collecting information on the effectiveness of care delivered to NHS patients as perceived by the patients themselves. PROMs are a Department of Health led programme.

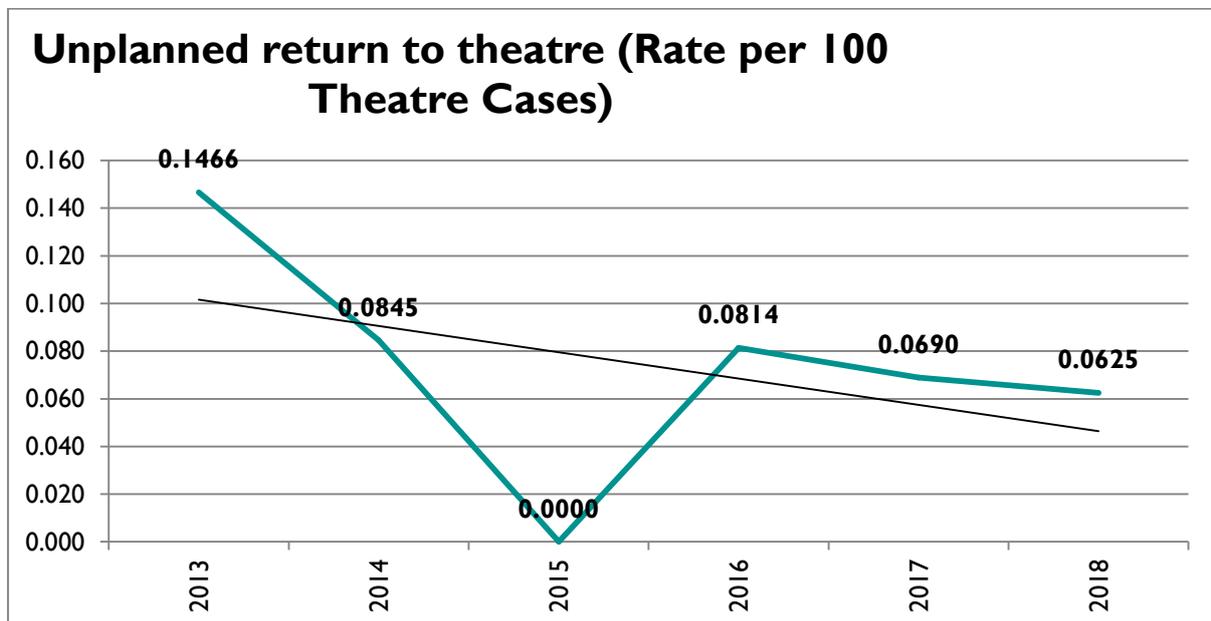
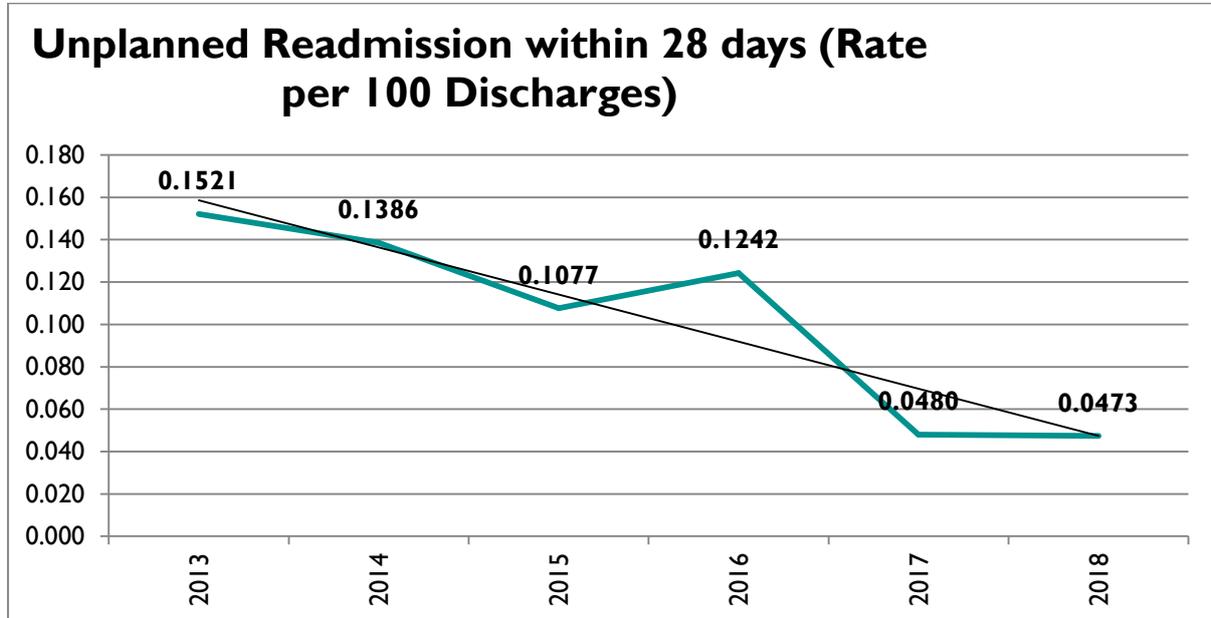
For the current reporting period, the tables below demonstrate that the health gain between Questionnaire 1 (Pre-Operative) and Questionnaire 2 (Post-Operative) for patients undergoing hip replacement and knee replacement at Bishops Wood Hospital.



Latest PROMs data available from HSCIC (Period: April 2016 – March 2017)

Unplanned Readmissions & Unplanned Returns to Theatre

Unplanned readmissions and Unplanned Returns to Theatre are normally due to a clinical complication related to the original surgery, all clinical incidents and near misses are discussed at our Clinical Governance Committee meetings held monthly, and our Medical Advisory Committee meetings held bi-monthly, there have been no trends or concerns identified. Lesson learnt from these are feedback to departments through their departmental meetings.



Learnings from Deaths

Preservation of life and avoidance of unnecessary death is an essential objective for healthcare providers; BMI Healthcare recognises this and is committed to ensuring that its hospitals and the organisation as a whole learn from the death of any patient whilst under our care. Sharing these lessons learnt is vital in order to ensure excellent quality of our care is provided across the company.

The Care Quality Commission (CQC) conducted a review in December 2016. This found that some providers were not sufficiently prioritising the learnings from deaths, and as a result, opportunities were being missed to identify and improve upon quality of care. This review was discussed by BMI Healthcare through the Clinical Governance Committee so that as an organisation, we could ensure we were following the best practice as suggested through this review.

All deaths, whether expected or unexpected, are reported to the regulators (CQC, HIS, HIW). They are also reported via our hospitals incident management system and therefore managed in line with the company's Incident Management Policy. When an unexpected patient death has occurred, a Root Cause Analysis (RCA) is conducted to understand the event; the contributing factors relating to a death, identify potential areas for change in practice and develop recommendations which deliver safer care to our patients. The findings from RCAs are reported as part of the hospital's Clinical Governance reporting requirements, and shared with the Regional and Corporate Quality teams. These findings are also shared with the patients' families in line with BMI Healthcare Duty of Candour policy and its behaviours surrounding transparency.

All deaths are discussed at a hospital Clinical Governance Committee, and further escalated to the Regional Quality Assurance Committee and National Clinical Governance Committee for review as appropriate; this ensures that lessons learnt from deaths are discussed at all levels and findings are then shared to all hospitals through the National monthly Clinical Governance Bulletin, to ensure lessons are learnt across the company.

Patient Experience

Patient Satisfaction

BMI Healthcare is committed to providing the highest levels of quality of care to all of our patients. We continually monitor how we are performing by asking patients to complete a patient satisfaction



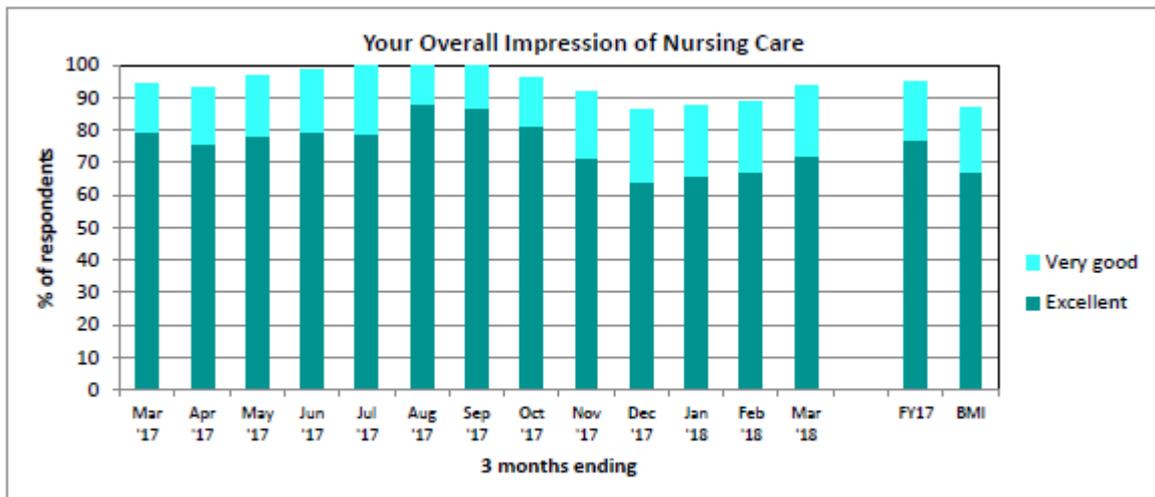
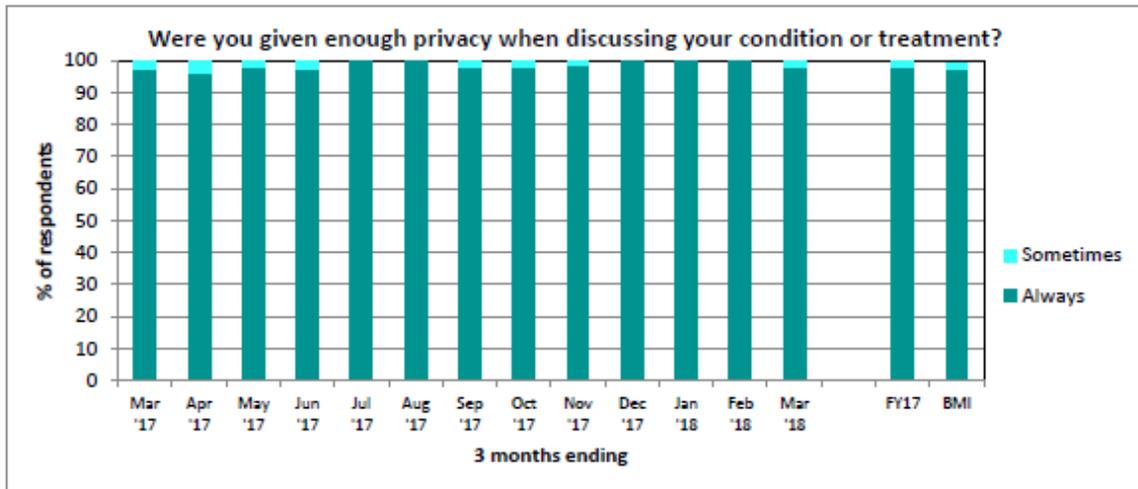
questionnaire. Patient satisfaction surveys are administered by an independent third party - Quality Health. Patients are given the opportunity to feedback on their experience during their Outpatient attendance by completing a handwritten questionnaire. The opportunity to provide on-line feedback was introduced in October 2017. The hospital did see a reduction in the number of returns in the first few months, but this has gradually improved. Patients are now able to provide feedback on-line or through completion of a questionnaire prior to discharge from hospital.

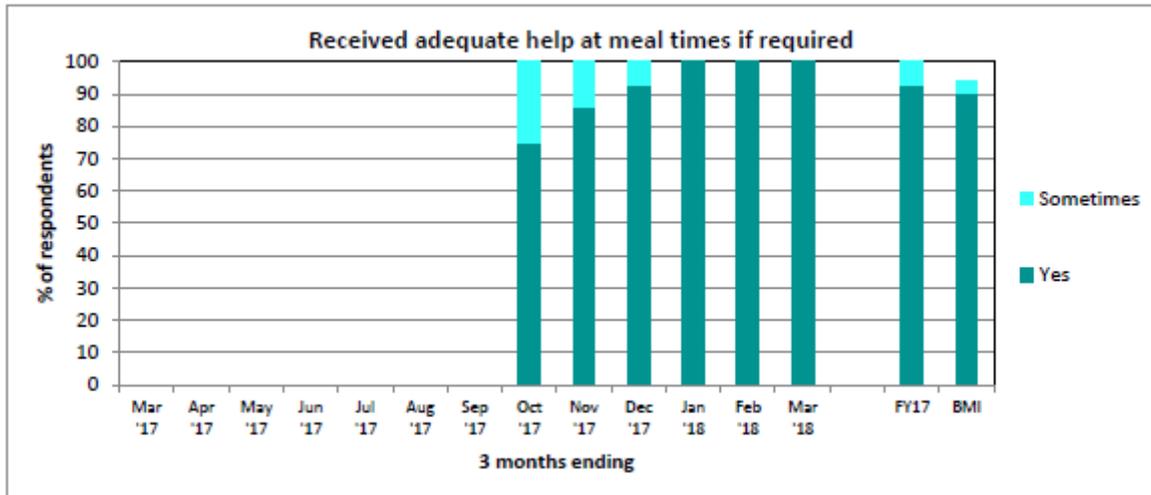
The current focus and actions relate to:

- Improving the patient experience on arrival
- Auditing requirements for refurbishment in each area
- Rolling programme already near completion for replacing bedroom carpets to vinyl flooring
- Working with the catering manager to improve the catering options available, specifically for longer stay patients

The following graphs detail the patient's response in relation to:

- Were you given enough privacy when discussing your condition or treatment
- Overall impression of nursing care
- Did you feel you were treated with dignity and respect
- Received adequate help at mealtimes if required
- How did we compare to your expectations





Complaints

In addition to providing all patients with an opportunity to complete a Satisfaction Survey BMI Bishops Wood Hospital actively encourages feedback both informally and formally. Patients are supported through a robust complaints procedure, operated over three stages:

Stage 1: Hospital resolution

Stage 2: Corporate resolution

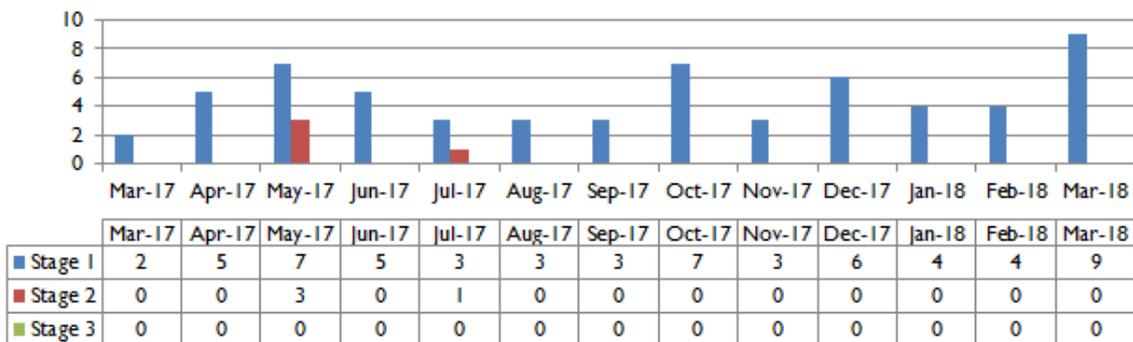
Stage 3: Patients can refer their complaint to Independent Adjudication if they are not satisfied with the outcome at the other 2 stages.

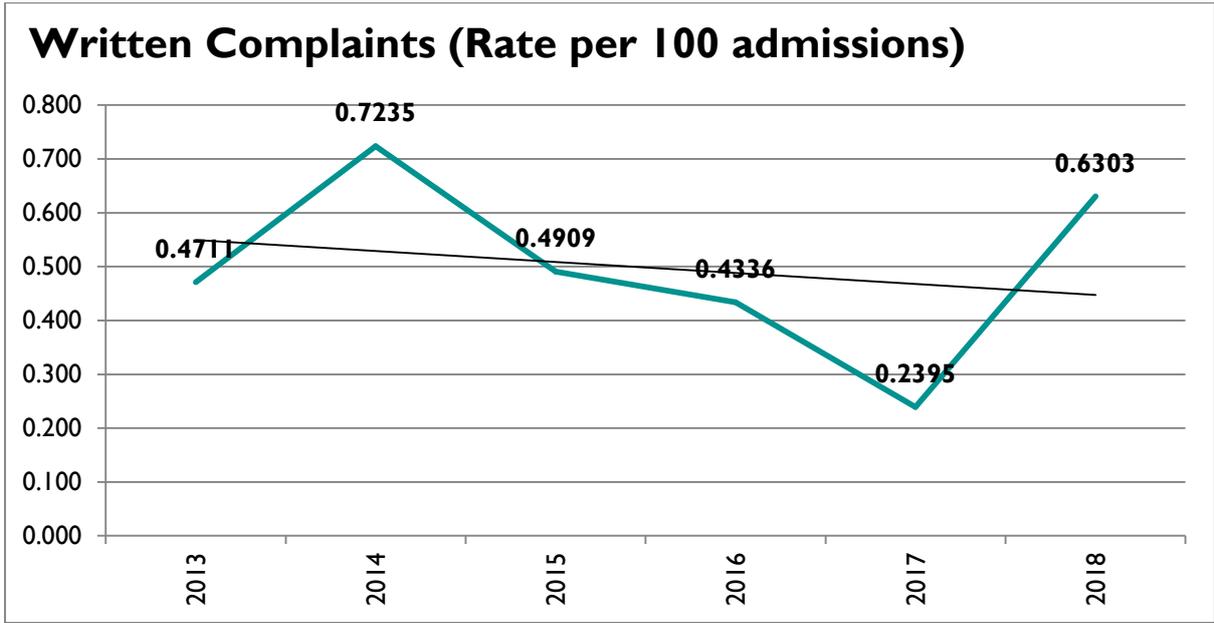
BMI Bishops Wood Hospital strives to address informal feedback and resolve any issues identified directly with the patient at the time. All formal feedback that is received is responded to in line with our complaints procedure policy. BMI Bishops Wood Hospital considers that complaints are resolved at stage one due to our positive engagement with our patients, and those patients are satisfied with the resolution.

BMI Bishops Wood Hospital intends to continue to provide a high level of service by on-going review and monitoring our complaints management processes.

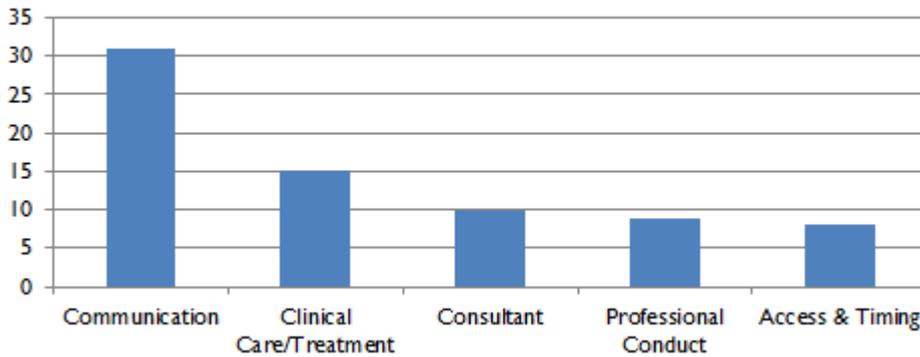
Over the course of 2017/18 a total of 61 complaints were received, exception of 1 Stage 2, all of which were responded to as a stage 1. The tables below provide a month on month breakdown of complaints received over the past year, and an indication of the rate per 100 admissions.

Complaint Stages





Top 5 Complaints



The investigation and response to complaints at BMI Bishops Wood Hospital is considered an opportunity to learn and improve the quality of services provided. Where a complaint encompasses several services, responses are sought from each area in order to compile joint response and ensure shared learning. Individual staff members are encouraged to participate in the investigation and are provided with feedback on outcomes.

Lessons learned during the period of this report include:

Communication:

Staff to attend local customer care training delivered by Senior Management team as well as completing their mandatory training, encompassing the importance of listening to our customers and apologising when things have not gone well. This is delivered through the empowerment of our staff to have the confidence to deal with and take responsibility by supporting and striving to resolve the issue or complaint.

Investigation:

All complaints are reviewed in accordance to our complaints policy with a detailed investigation with an explanation of circumstances leading to the event. These findings and lessons learnt are now

included in our daily Comm cell meetings, discussed at weekly Heads of Department meetings and Medical Advisory committee meetings.

CQUINS

We capture and report monthly screening for tobacco and alcohol and this summarised below.

CQUIN CAPTURE 17/18_Bishopswood (BWD)													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Total Number of Pts													
Tobacco Audit	Numerator	10	10	10	10	10	10	30	37	17	30	30	20
	Demoninator	10	10	10	10	10	10	30	37	17	30	30	20
	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	Staff Trained	yes		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Pathway available	yes		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	
Alcohol Audit	Numerator	10	10	10	10	10	10	30	37	17	20	13	16
	Demoninator	10	10	10	10	10	10	30	37	17	20	13	16
	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	Staff Trained	yes		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Pathway available	yes		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	

CQUIN for 70% of front-line staff uptake on flu vaccination was not achieved, although improvement from previous year.

Safeguarding

Safeguarding is about protecting people from abuse, prevent abuse from happening and making people aware of their rights. To enable us to do this better training has been enhanced and made available for staff and consultants within the hospital.

Adult abuse can happen to anyone over the age of 18 years of age and within BMI our staff are trained to adult safeguarding level 2, so they can therefore identify, support and advise anyone who requires further support. Adult safeguarding level 3 is provided to senior members of the team to ensure that appropriate support can be provided to their staff in these situations.

Children and Young people abuse can happen to any person 18 years old or below and to ensure that that all children and young peoples are looked after appropriately all our clinical staff including consultants are trained to Level 3 children’s safeguarding our other staff members are trained to level 2. Senior registered [EA] Children Nurses are trained to level 4 safeguarding (if applicable) and all other clinical staff who come into contact with children are trained to level 3 safeguarding.

BMI Bishops Wood Hospital has provided level 3 training to our consultants and other members of our multidisciplinary teams.

We are pleased to confirm that we have had no reports of safeguarding incidents in the reporting period, safeguarding is discussed monthly as part of our monthly clinical governance agenda.

National Clinical Audits

BMI Bishops Wood Hospital Clinical Audit Programme is in place and is aligned to national standards and best practice; we also partake in national audits through the National Confidential Enquiry into Patient Outcome and Death (NCEPOD) as applicable, and the National Sepsis Audit. Other audit processes we contribute to are the National Joint Registry (NJR) and Patient Reported Outcome Measures (PROMs).

Totals for this hospital	2017	Year to date: 2018
Total completed ops	249	79
Hip procedures	114	42
Knee procedures	130	36
Ankle procedures	0	0
Elbow procedures	0	0
Shoulder procedures	5	1
NJR consent rate	96%	78%

<http://www.njrcentre.org.uk/njrcentre/Healthcareproviders/Accessingthedata/StatsOnline/NJRStatsOnline/tabid/179/Default.aspx>

Priorities for Service Development and Improvement

- Development MRI for availability of appointments for MSK patients.
- Improved working relationship with East & North Herts. to increase NHS radiotherapy capacity through brachytherapy for prostate cancer
- Improvements to Facilities to ensure CQC regulatory compliance through removal of carpets, installation of IPS sinks in all patient rooms.
- Increase availability for 'One Stop' Breast Clinics.

Safety Thermometer

BMI Healthcare is fully compliant and supportive of the reporting guidelines in relation to the NHS Safety Thermometer. This is part of BMI Healthcare hospitals' engagement with local Clinical Commissioning Groups nationwide. The measures reported on a monthly basis relate to the following;

- VTE Risk Assessment & Treatment
- Catheter related Urinary Tract Infection
- Falls
- Pressure Ulcers by Category

Staff Survey & Staff Safety Culture Questionnaire

A good safety culture is an important foundation of a safe organisation and we all have our part to play in embedding a robust safety culture; for our patients and those we work with. BMI Healthcare launched the Safe Culture Questionnaire in October 2017 to assess the safety culture across our hospitals and across BMI Healthcare.

Staff were asked to complete the questionnaire openly and honestly in order for the Senior Management Team of their hospital to be able to address any concerns with regards to safety and pick up on areas for improvement.

The online questionnaire was accessible by staff at 59 sites across England, Scotland and Wales. Staff from all of the hospital departments were asked to rate up to 24 statements (England sites were asked 20 questions, Scotland sites were asked 24 questions and Wales sites were asked 22). Staff were asked to rate the statement with the following system: 1 (Inadequate), 2 (Poor), 3 (Good) and 4 (Excellent).

1571 responses were received across all sites. All statements asked within the questionnaire received an average rating of 'Good'. The statements with the highest rating averages were:

- I am aware of my obligations regarding mandatory training.
- I know how to report a patient safety incident or near miss.
- I am aware of my own departmental risks and how these are reflected within the overall risk register.
- I support the organisation's plan to become recognised as 'Outstanding' CQC rated hospital (England and Wales sites) / with Health Care Improvement Scotland within the 5 Quality Themes as a 6 (Excellent) rated hospital (Scotland sites).

Results were reported to sites in three ways: a report of all site data, regional reports and individual hospital results for sites who received a response rate of 30% or more.



Staff Recommendation Results

Bishops Wood Hospital	Staff Recommendations			
	2017	National Average	Highest National Score	Lowest National Score
2018	90.67 %	73.18%	89.98%	50.44%
80.00%				

BMI Bishops Wood Hospital has responded to the results of our staff questionnaire BMiSay by completing an action plan from staff feedback, this is now being implemented by Heads of Department and Senior Management, and reviewed on a monthly basis.

BMI Bishops Wood Hospital intends to continue to review and work with their staff on the BMiSay action plan to improve the engagement of our staff to ensure they remain motivated and feel they are valued as part of the hospital community. We have also introduced:

Tea with the SMT

Topics of discussions could be but are not restricted to:

- Financials.
- What our goals are
- Updates on the company
- New opportunities for work/professional development
- New systems/technology
- Ideas for improvements to ways of working etc

Quality Indicators

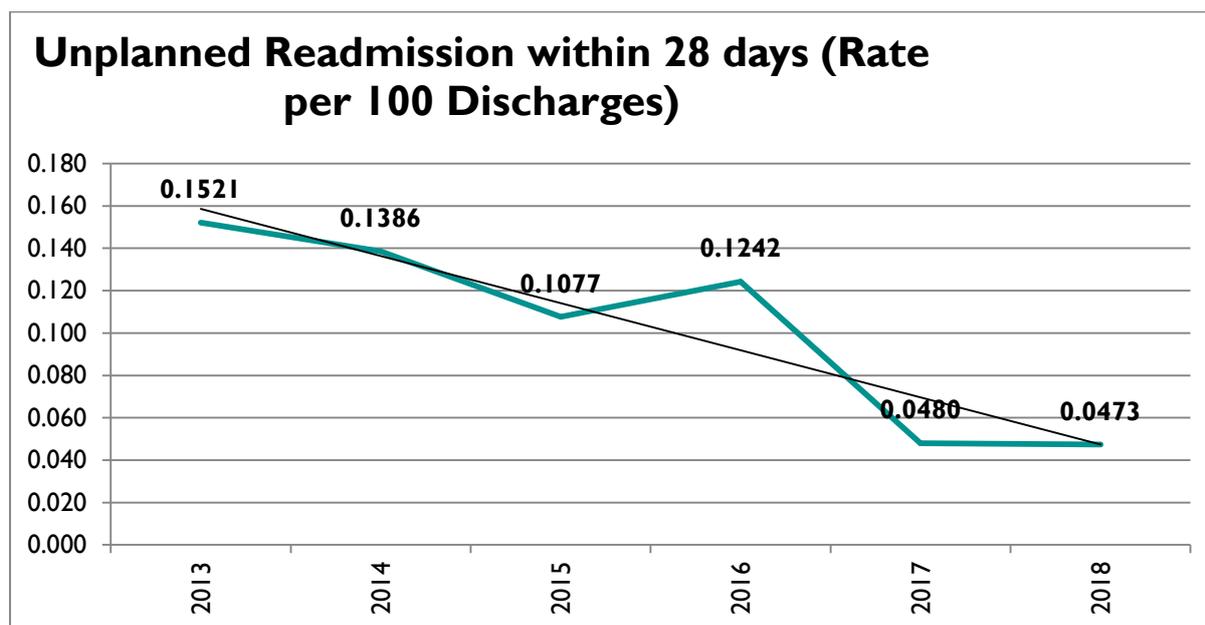
The below information provides an overview of the various Quality Indicators which form part of the annual Quality Accounts. Where relevant, information has been provided to explain any potential differences between the collection methods of BMI Healthcare and the NHS.

All data provided by BMI Healthcare is for the period **April 2017-March 2018** to remain consistent with previous Quality Accounts, whilst the NHS data may not be for the same period due to HSCIC data availability. The NHS data provided is the latest information available from the HSCIC Indicator Portal.

Indicator	Source	Information	NHS Date Period
Number of paediatric patients re-admitted within 28 days of discharge and number of adult patients (16+) re-admitted within 28 days of discharge.	BMI Healthcare Risk Management System	This figure provided is a rate per 1,000 amended discharges.	Apr 2011 - Mar 2012
Number of <i>C.difficile</i> infections reported	BMI Healthcare Risk Management System	This indicator relates to the number of hospital-apportioned infections.	Apr 2014 – Mar 2015
Responsiveness to Personal Needs of Patients	Quality Health Patient Satisfaction Report	The responsiveness score provided is an average of all categories applied to Patient Satisfaction questionnaires answered by BMI Healthcare inpatients.	Feb 2016 – Jan 2017
Number of admissions risk assessed for VTE	CQUIN Data	BMI Healthcare only collects this information currently for NHS patients.	Jan 2017 – Dec 2017
Number/Rate of Patient Safety Incidents reported	BMI Healthcare Risk Management System	Based upon Clinical Incidents with a patient involved where the NPSA Guidelines deem a severity applicable.	Oct 2015 – Sep 2016
Number/Rate of Patient Safety Incidents reported (Severe or Death)	BMI Healthcare Risk Management System	Based upon Clinical Incidents with a patient involved where the NPSA Guidelines deem a severity applicable.	Jul 16 – Jun 17

Further Indicator	Information
Percentage of BMI Healthcare Staff who would recommend the service to Friends & Family	This information is taken from BMI Healthcare Staff Survey which was conducted during 2017.

Re-Admissions within 28 Days of Discharge (Paediatric and Adult)



Bishops Wood Hospital	Re-Admissions (Aged between 0-16)				
	2018	2017	National Average	Highest National Score	Lowest National Score
	0.000	0	11.45	14.94	0

The table details that BMI Bishops Wood had no re-admissions over the period of this report.

All reported incidents of re-admission are reviewed and findings presented at the Clinical Governance Committee to ensure any lessons learned can be shared.

Bishops Wood Hospital	Re-Admissions (Aged 16+)				
	2018	2017	National Average	Highest National Score	Lowest National Score
	0.834	0.994	10.010	41.650	0.000

BMI Bishops Wood Hospital considers that we are currently below the national average for readmission rates due to an effective surgical pre-assessment service.

BMI Bishops Wood Hospital intends to continue to provide an effective pre-assessment service to ensure potential health concerns are highlighted ensuring the safety of our patients and reducing possible re-admission.

BMI Bishops Wood Hospital continues to monitor re-admissions, through our incident reporting process, and discuss at Clinical Governance.

The rate per 100,000 bed days of cases of C difficile infection reported within the hospital

Bishops Wood Hospital	C.difficile (per 100,000 bed days)			
	2018	2017	National Average	Highest National Score
0.000	0.000	35.928	147.455	0.000

The table details that BMI Bishops Wood had a lower than national average number (n=0) reported cases of c.difficile over the period of the report.

Hospitals responsiveness to the personal needs of its patients

Bishops Wood Hospital	Responsiveness			
	2018	2017	National Average	Highest National Score
94.58%	94.56%	69.22%	78.00%	60.10%

BMI Bishops Wood Hospital considers that this data is due to the high standard of care received by our patients. BMI Bishops Wood Hospital welcomes feedback that acknowledges that we are providing a good standard of care and meeting the expectations of our patients, as well as any feedback that gives us the opportunity to address specific areas of dissatisfaction through our quality processes to continually improve our service and exceed our customer’s experience.

The percentage of patients who were admitted to hospital and who were risk assessed for VTE (Venous Thromboembolism)

Bishops Wood Hospital	VTE			
	2018	2017	National Average	Highest National Score
100.00%	100.00%	95.77%	100.00%	81.60%

At BMI Bishops Woods completion of VTE risk assessment on/before admission and at 24 hours is subject to audit on a regular basis. The audit results support the scores documented in the table above.

Patient Safety Incidents

Bishops Wood Hospital	Patient Safety Incidents (Count)			
2018	2017	National Average	Highest National Score	Lowest National Score
216	266	3908	14506	31

BMI Bishops Wood Hospital recognises the importance of patient safety. We adhere to all reporting guidelines and have developed action plans to ensure patient safety incidents are minimised on site.

BMI introduced a new computerised system Riskman in December 2016 all staff now have access to enter and report incidents and near misses. BMI Bishops Wood Hospital management of incidents, investigation and lessons learned continues to be monitored and trended at various committees.

Patient Recommendation Results

Bishops Wood Hospital	Patient Recommendations			
2018	2017	National Average	Highest National Score	Lowest National Score
98.56%	99.21 %	97.07%	100.00%	75.61%

BMI Bishops Wood Hospital considers that this data is due to the high standard of care received by our patients. BMI Bishops Wood welcomes feedback that acknowledges that we are meeting the expectations of our patients, as well as any feedback that gives us the opportunity address specific areas of dissatisfaction through our quality processes to continually improve our service and exceed our customer's experience.

BMI Bishops Wood Hospital intends to continually listen to patients both past and present to ensure that we improve our service and outcomes for our patients.

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