

Group Chief Executive's Statement

These are the BMI Healthcare Quality Accounts for 2017, providing a transparent picture of performance and outcomes of objective metrics on the quality of our 59 hospitals and clinics across the UK.

We have made a significant investment in our hospitals over the course of the year. We have installed new diagnostic equipment, such as MRI and CT scanners, new endoscopy decontamination units and digital mammography. We have also enhanced our services and hospital facilities and are pleased that our cancer centres are achieving Macmillan Quality Environment Marks. Similarly, those hospitals with endoscopy services are working towards achieving Joint Advisory Group (JAG) accreditation, showing they adhere to the highest standards.

Our commitment to developing BMI as a leader in digital healthcare has already seen the introduction of e-prescribing across our cancer centres, with everyone involved in a patient's care able to access set tumour protocols and real-time information to inform prescribing decisions. Our planned future investment in an electronic patient record has the same aim – to streamline information, ensure this is available to clinicians, reduce duplication and support good systems for patient safety across the entire patient journey.

Quality underpins everything that we do; whether that is in direct patient care or in the systems and processes that we have to promote safe and effective health outcomes. These two aspects of our hospitals work hand in hand, and getting that right is an essential part of our quality agenda.

All our hospitals have now been assessed by the regulator for their country. The Care Quality Commission has published the findings of its inspections of our hospitals in England, assessing them on the five standard criteria of safe, well-led, responsive, caring and effective. We are pleased that the CQC agreed that our staff provide a good level of care across our hospitals and also noted areas of exemplary healthcare in other criteria. Health Improvement Scotland and the Health Inspectorate Wales also highlighted our hospitals in those countries as providing good and very good levels of healthcare.

Ours is a learning organisation, and while we were proud of those areas where we had performed well, we place equal importance on areas where the inspectors said we needed to focus and improve. We invited the CQC to present their thoughts to all our registered managers, so that we can work collaboratively and effectively on issues that may be common to more than one hospital. And our registered managers are also sharing best practice across our network with a process of peer review. Our focus for our hospitals is to work towards the next highest rating in the cycle of regulatory inspections.

Over the course of the year we have brought all our audit processes together into a comprehensive integrated audit programme which covers both clinical and commercial. This will provide a clear overview of status at local hospital level and at Board level. We have put in standard committee structures to improve our governance and standardise management of all parts of the business as well as provide opportunities for staff in all areas to continue their innovative ideas for the benefit of our whole hospital network.

We look both prospectively and retrospectively in identifying and mitigating risks and promote a responsible culture where we are confident to challenge when we see something does not appear correct. Working in this way means we can identify and implement mechanisms and strategies to address risks.

All our hospitals across the BMI Healthcare network are committed to our brand promise to be “serious about health, passionate about care” and its four key themes of safety, clinical effectiveness, patient experience and quality assurance. Our patients agree that we achieve this, with 98.4% agreeing that the quality of their care was very good or excellent. In addition, 98.4% say that they would recommend one of our hospitals to their family and friends. These figures reflect the opinions of patients who select us for their NHS-funded care, of those covered by private medical insurance and of those who choose to pay for their own care.

Our learning culture extends throughout our support, clinical, nursing and medical staff and Consultants. We have adopted new approaches to ‘human factor’ training, building on approaches to minimising risk which have been developed in the airline industry. We have also embedded training and understanding around Duty of Candour, the responsibility we have to explain to patients that might have led to treatment with undesirable outcomes, and a network of Candour Champions.

The information available here in the Quality Accounts has been reviewed by the BMI Healthcare Clinical Governance Committee and I declare that, as far as I am aware, the information contained in these reports is accurate.

I would like to extend my thanks to staff throughout BMI Healthcare whose dedication, experience and expertise has led to the positive outcomes highlighted in this report. Everyone, whether a member of our ground care staff, nursing team, diagnostic departments, contact centre or a part of our corporate teams, all shares the same aim - to provide quality care and an exceptional experience for our patients.



Jill Watts, Group Chief Executive

Hospital Information

BMI Woodlands Hospital



BMI Woodlands Hospital is set within a 5.25 acre site at Morton Park, Darlington. The hospital operates 33 beds comprising of 22 ensuite private rooms, a five bedded area and a six bedded area which have been modelled to provide ambulatory care and a 4 bedded close observation ward.

Our patient accommodation has been designed to be spacious, comfortable and bright; ensuring the patients' stay with us is as restful as possible. We have a rolling refurbishment programme with most of the patient areas being redecorated throughout the last year.

Each private ensuite room is fitted with a remote controlled flat screen television, a telephone and a nurse call system. The 5 and 6 bed wards each have a shared TV and individual nurse call system and shared bathroom facilities. The wards areas have been assessed by the Commissioners as compliant with the requirements to eliminate mixed sex accommodation and accommodation for the ambulatory care unit.

Throughout the patient areas there is free Wi-Fi installed for patient and visitor use also there is free parking available at the hospital.

The hospital has a wide bore fixed MRI scanner which can accommodate patients who have claustrophobia and a high body mass index (BMI) we offer a mobile CT scanning service, have a fully equipped gymnasium and an endoscopy / ambulatory care theatre in addition to the two laminar flow theatres.

We offer an extensive range of inpatient/day case/short stay and outpatient services, supported by over 150 experienced Consultants. We provide the very highest standards of modern medical care.

All of the staff at BMI Woodlands Hospital are committed to ensuring the patients are confident and comfortable with every aspect of their visit. The Director of Clinical Services is on hand to address any concerns patients/visitors may have and there are Resident Medical Officers available 24 hours a day.

NHS Activity

NHS activity is undertaken at BMI Woodlands Hospital and is currently around 72% of the total volume of work. There is an agreed 'Standard Acute Contract' with the local Clinical Commissioning Groups (CCGs) and services such as Orthopaedics, Gynaecology, Urology, General Surgery, Ear Nose and Throat (ENT), Ophthalmology and Spinal Surgery all form part of this contract. The services form part of the E Referral system and BMI Woodlands Hospital is accountable for the delivery of the quality, financial and waiting time targets that all other NHS providers have to achieve. The NHS patients are surveyed to ascertain their satisfaction with the quality of the services and the feedback is consistently very high. The patients are also invited to respond to the Family and Friends test.

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 Woodlands Hospital is registered as a location for the following regulated services:-

- Treatment of disease, disorder and injury
- Surgical procedures
- Diagnostic and screening
- 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 unannounced inspection on 22 & 23rd February 2016 and rated the hospital as good across the 5 key lines of enquiry outlined below:

CARING
RESPONSIVE
EFFECTIVE
WELL-LED
SAFE

BMI Woodlands 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.

CQC Ratings Grid

Following an inspection in February 2016 BMI Woodlands Hospital was rated by the CQC as GOOD overall as outlined in the grid below:

Overview of ratings						
	Safe	Effective	Caring	Responsive	Well-led	Overall
Surgery	Good	Good	Good	Good	Good	Good
Outpatients and diagnostic imaging	Good	Not rated	Good	Good	Good	Good
Overall	Good	Good	Good	Good	Good	Good

The CQC rated the surgery service as good overall with safe, effective, caring responsive and well-led because:

- Patients are treated courteously and respectfully and their dignity is maintained
- There is robust governance arrangements in place
- Patients receive care and treatment based upon national guidance, standards and best practice
- Patient Safety is monitored and incidents are investigated with evidence of shared learning to improve care
- There have been no NEVER events
- The arrangements for escalation of deteriorating patients are effective with evidence of safe transfer to NHS hospitals for a higher level of care where required
- Patients are admitted promptly and have access to services 7 days per week
- The environment and equipment are visibly clean as well as well maintained

- Arrangements are in place for safe storage of medicines and prescriptions as well as care records were completed appropriately
- Mandatory training attendance was 100% and staff felt supported in developing their skills and competence
- There is a low rate of wound infection and no incidence of Clostridium Difficile or MRSA
- The hospital was well staffed and skill mix met the needs of the patients admitted for surgery
- The WHO '5 steps to safer surgery' and staff safety briefings are in place
- Services provided by the outpatient and diagnostic imaging department are effective and responsive to patients needs
- Mechanisms are in place to ensure the service is able to meet the individual needs of people such as those living with dementia, a learning disability or physical disability or those whose first language is not English
- Staff and Managers have a vision for the future departments and were aware of the challenges and risks they face
- Staff feel supported and able to develop their practice and there was an open and supportive culture

Areas which were identified for further development include:

- Improving documentation by medical staff and ensuring consent forms are consistently completed and the patient is given a copy of their consent form
- The removal of carpets from all clinical areas – which is an ongoing process throughout the hospital

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 BMI Woodlands 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 2016 to March 2017, the hospital had:

- Zero MRSA bacteraemia cases/100,000 bed days
- Zero MSSA bacteraemia cases /100,000 bed days
- Zero E.coli bacteraemia cases/ 100,000 bed days
- Zero Number of cases of hospital apportioned Clostridium difficile in the last 12 months.
- SSI data is also submitted to Public Health England for Orthopaedic surgical procedures. Our rates of infection are;
 - 0.00300 for Hips
 - 0.00669 for Knees

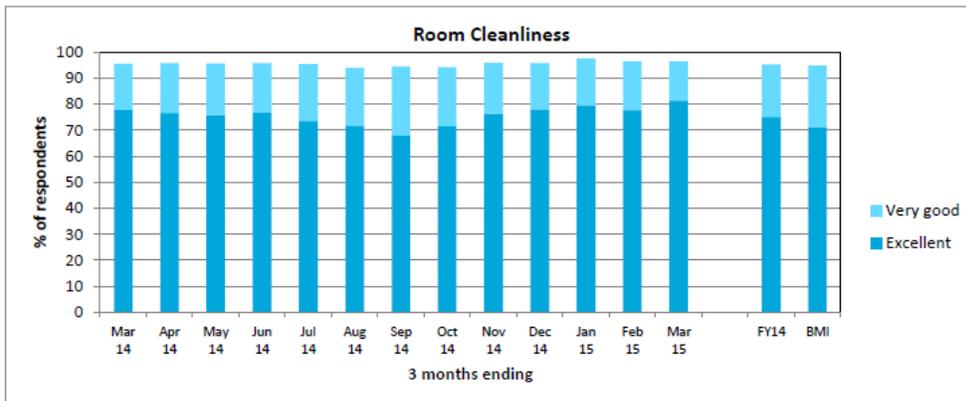


A full hospital Infection Control and Prevention Programme is in place at BMI Woodlands Hospital which includes monthly audits of high impact care bundles to identify compliance with infection control processes covering:-

- Surgical Site Infection
- Peripheral Lines
- Central Lines
- Urinary Catheter Care
- Aseptic non-touch technique

Audit reports demonstrate full compliance with the above care bundle pathways on a monthly basis. Hand hygiene audits are also carried out monthly in all areas to reinforce the importance of this in maintaining an infection free environment. Personal toggles with hand gel have also been introduced in an effort to further reinforce hand hygiene standards by clinical staff.

Environmental cleanliness is also an important factor in infection prevention and our patients rate the cleanliness of our facilities highly as demonstrated in the graphs below, the results of which are taken from our Patient Satisfaction returns:



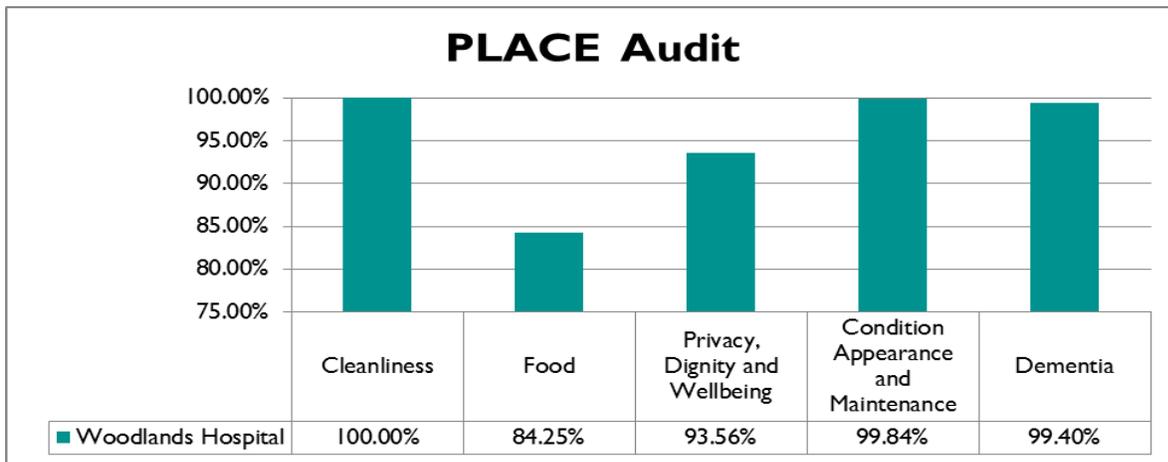
Patient Led Assessment of the Care Environment (PLACE)

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 show how hospitals are performing nationally and locally. The results for BMI Woodlands Hospital across the four categories assessed for 2016 are demonstrated on the graph below:-



BMI Woodlands hospital achieved an overall score of 95% which is an improvement upon last year’s overall result of 90% demonstrating the commitment of the hospital to improving all aspects of the patient experience and environment.

One area in which we scored below 90% is in relation to food (catering). The service provider was changed across the company and there has been a period of adjustment for the hospital however significant efforts has been focused on improving the offering and service to patients throughout the year.

There has also been an improvement with regard to dementia awareness and standards throughout the hospital.

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 have 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
- Will be advised what can be done to deal with any harm caused
- Will be advised what will be done to prevent it happening again
- Will receive an apology

To achieve this, BMI Healthcare has a clear policy for staff to follow which is titled BMI healthcare 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.

BMI Woodlands Hospital had eight incidents between October 2015 and September 2016 in which we formally implemented the Duty of Candour Policy. For each incident we wrote formally to the patient concerned offering them an opportunity to discuss their care and treatment. A number of patients took up the opportunity and meetings were held to discuss what went wrong and what we have done as a hospital to prevent the incident occurring again where possible. A number of the incidents were related to surgical complications either during the operation or after which cannot always be avoided however one incident involved a delay in receiving a significant result and subsequent treatment for which we completed a thorough root cause analysis between BMI Woodlands Hospital and the local Trust who provide our Pathology Services. Following this, processes and systems were put in place to prevent this from happening again. The hospital team were open and honest with all of the patients involved in Duty of Candour discussions.

Venous Thrombo-embolism (VTE)

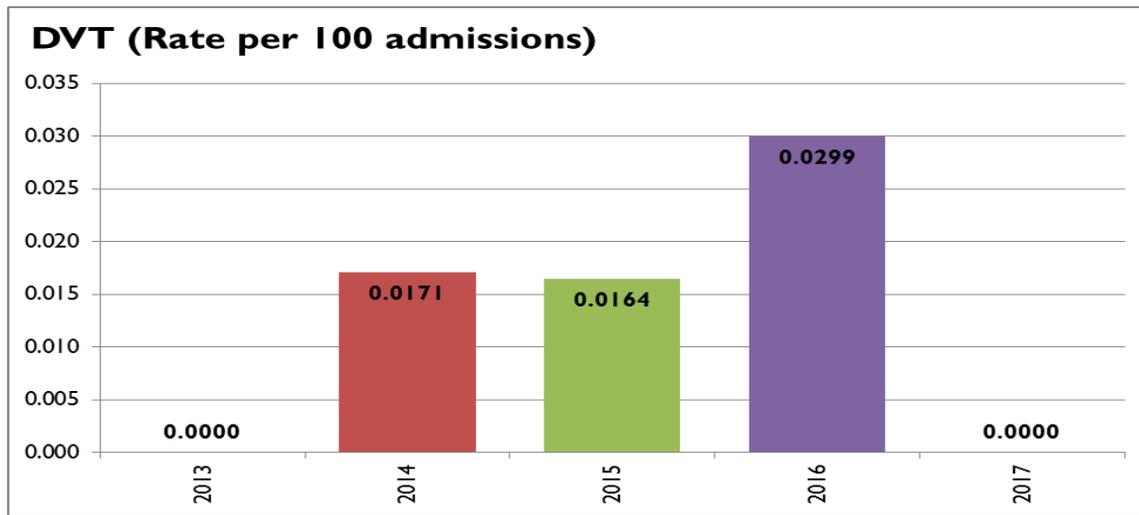
BMI Healthcare, holds VTE Exemplar Centre status by the Department of Health across its whole network of hospitals including BMI Woodlands Hospital. BMI Healthcare was awarded the Best VTE Education Initiative Award category by Lifeblood in February 2013 and was the runner up in the Best VTE Patient 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 assess every patient who is admitted to our facility and the results of our audit on this has shown 100% compliance by BMI Woodlands Hospital.

BMI Woodlands Hospital 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. .

The chart below shows that BMI Woodlands Hospital had a rate of 0.0299 incidents of DVT per 100 admissions in 2016 demonstrating the extremely low rate of DVT incidents experienced by patients post operatively.



Sign Up for Safety Campaign

In December 2015 BMI Health applied to Sign up for Safety by submitting our actions for the following five pledges:

- **Put safety first** – Committing to reduce avoidable harm in the NHS by half through taking a systematic approach to safety and making public your locally developed goals, plans and progress. Instill a preoccupation with failure so that systems are designed to prevent error and avoidable harm
- **Continually learn** – Reviewing your incident reporting and investigation processes to make sure that you are truly learning from them and using these lessons to make your organisation more resilient to risks. Listen, learn and act on the feedback from patients and staff and by constantly measuring and monitoring how safe your services are
- **Be honest** – Being open and transparent with people about your progress to tackle patient safety issues and support staff to be candid with patients and their families if something goes wrong
- **Collaborate** – Stepping up and actively collaborating with other organisations and teams; share your work, your ideas and your learning to create a truly national approach to safety. Work together with others, join forces and create partnerships that ensure a sustained approach to sharing and learning across the system

- **Be supportive** – Be kind to your staff, help them bring joy and pride to their work. Be thoughtful when things go wrong; help staff cope and create a positive just culture that asks why things go wrong in order to put them right. Give staff the time, resources and support to work safely and to work on improvements. Thank your staff, reward and recognise their efforts and celebrate your progress towards safer care.

BMI Healthcare as a company was successful in their application with Sign up for Safety in March 2016. Sign up for safety is a campaign to make all our healthcare services the safest in the world. Whilst predominantly focused on the NHS the campaign welcomes independent healthcare companies or individual hospitals to participate to make all healthcare services safer. The ambition of sign up to safety is to halve avoidable harm over the next three years and save 6,000 lives as a result.

By signing up to the campaign we have committed to listening to patients, carers and staff, learning from what they say when things go wrong and taking action to improve patient's safety helping to ensure patients get harm free care every time, everywhere.



Risk Management System

In December 2016, BMI Healthcare changed its Risk Management System. **RiskMan** is now used across the company, within 70 different locations for the capturing of:

- Events (Incidents & Expected Patient Deaths)
- Feedback (Complaints, Queries & Compliments)
- Risks
- Legal Claims

During 2017, further modules will be introduced which include a Safety Alerts functionality, a Policy Library and also a dedicated CQC module which BMI Healthcare will be tailoring to the very specific nature of CQC Inspections and Key Lines of Enquiry (KLOEs).

The change of system has been met with unanimous support across the company, allowing for faster and easier incident entry and much improved reporting capabilities. The change of Risk Management System has seen around a 50% increase in incident reporting on the whole and a significant change of reporting culture is being felt across the company as a result.

With the change of Risk Management System, BMI Healthcare has also taken the opportunity to revisit its incident and complaint processes and policies in order to improve these in line with the new system.

The system is available to all BMI Healthcare employees at point of entry leading to much swifter incident investigations, action completion and closure.

Risk Registers

As part of the implementation of a new Risk Management System, RiskMan, BMI worked diligently to implement a new Risk Register process within all of its hospitals that strengthened the approach to managing risk and responded to feedback from the CQC.

This new process allows for greater transparency of risks across all levels, from department to hospital to corporate risks. RiskMan allows for improved risk monitoring and overview, ensuring that Heads of Department & Senior Management Teams are supported to discuss risk at relevant committees and meetings with readily available information and reports.

The Executive team and Governance Committee identified risks which affect BMI Healthcare and from these risks a subset was identified that cascaded to hospitals. This ensures that organisation risks and strategies to mitigate these are monitored and actioned across all hospitals. It also allows hospitals to identify department and site specific issues and how these affect both the hospital and the overall strategic objectives of the company as a whole.

Reducing the requirement for paper versions of Risk Registers, RiskMan holds all Corporate, Hospital & Departmental Risk Registers in the system so that they are accessible easily by hospital and corporate staff for reviewing as appropriately.

Having worked closely with the CQC on this process, BMI Healthcare has received encouraging feedback on this approach from both an internal and external level and continues to implement this new way of working across its hospital.

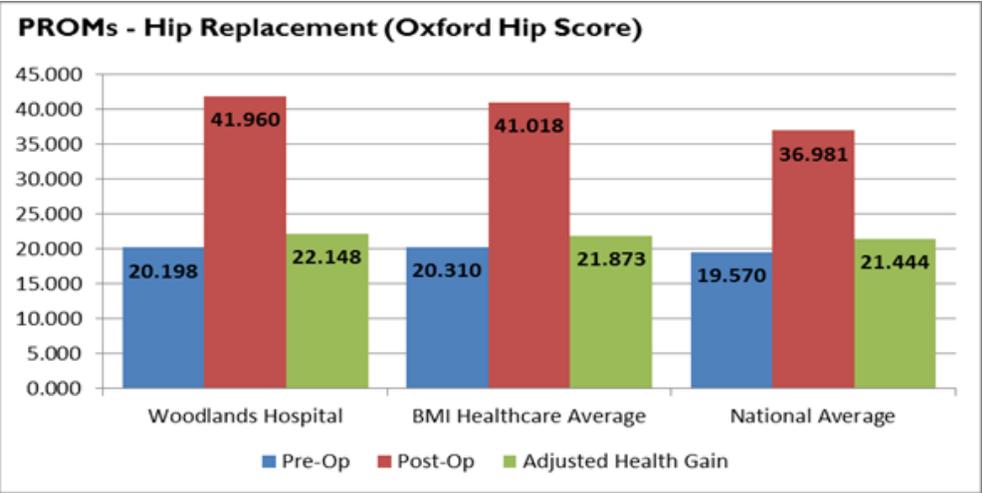
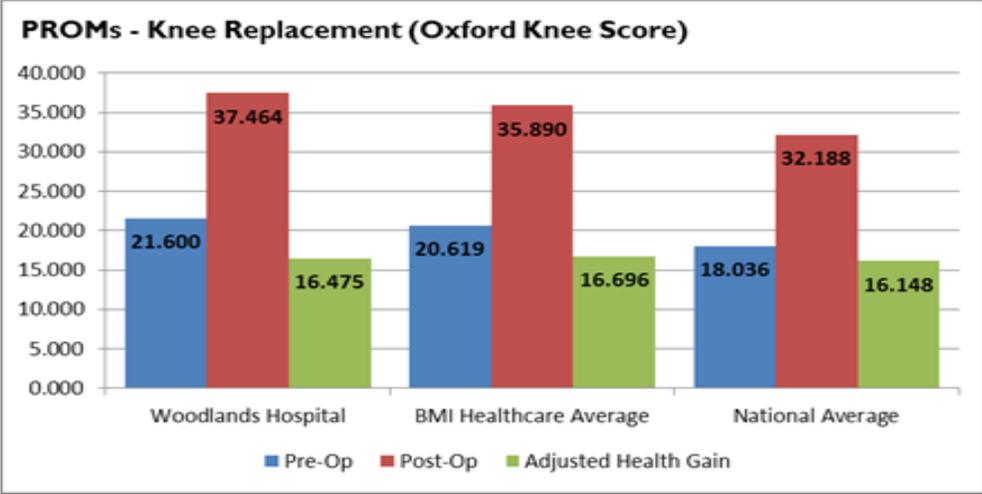
Effectiveness

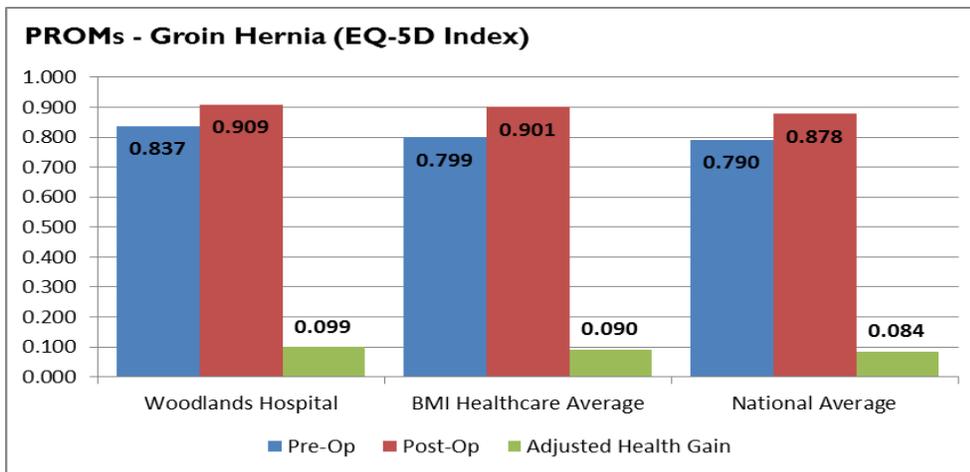
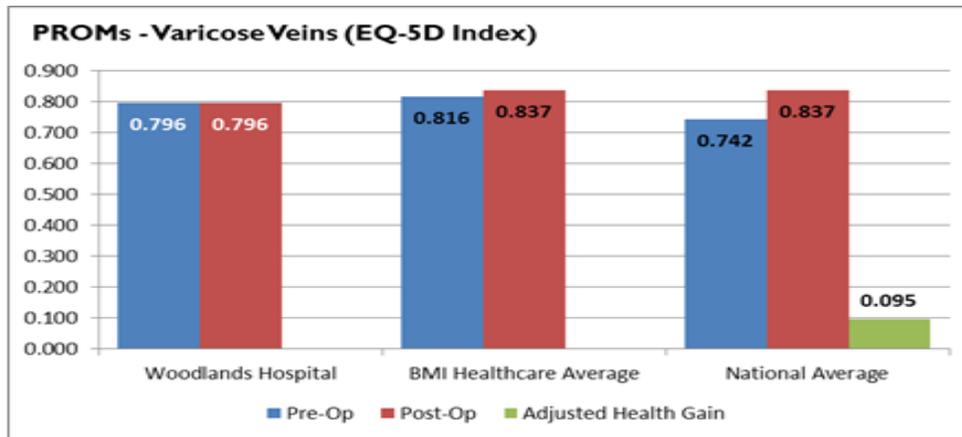
Patient Reported Outcome Measures (PROMS)

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 the health gain between Questionnaire 1 (Pre-Operative) and Questionnaire 2 (Post-Operative) for patients undergoing hip replacement and knee replacement at BMI Woodlands Hospital.

Latest PROMs data available from HSCIC (Period: April 2015 – March 2016)





The data shows that BMI Woodlands Hospital are comparative with the national average health gain for both the Oxford Hip and Knee Score and for Groin Hernia’s demonstrating the effectiveness of care and treatment provided at BMI Woodlands Hospital. The numbers for Varicose Veins health gain are too small to be statistically significant.

Enhanced Recovery Programme (ERP)

The ERP is about improving patient outcomes and speeding up a patient’s recovery after surgery. ERP focuses on making sure patients are active participants in their own recovery and always receive evidence based care at the right time. It is often referred to as rapid recovery, is a new, evidence-based model of care that creates fitter patients who recover faster from major surgery. It is the modern way for treating patients where day surgery is not appropriate.

ERP is based on the following principles:-

- I. All Patients are on a pathway of care
 - a. Following best practice models of evidenced based care

- b. Reduced length of stay*
- 2. Patient Preparation
 - a. Pre Admission assessment undertaken*
 - b. Group Education sessions*
 - c. Optimizing the patient prior to admission – i.e HB optimisation, control co-morbidities, medication assessment – stopping medication plan.*
 - d. Commencement of discharge planning*
- 3. Proactive patient management
 - a. Maintaining good pre-operative hydration*
 - b. Minimising the risk of post-operative nausea and vomiting*
 - c. Maintaining normothermia pre and post operatively*
 - d. Early mobilisation*
- 4. Encouraging patients have an active role in their recovery
 - a. Participate in the decision making process prior to surgery*
 - b. Education of patient and family*
 - c. Setting own goals daily*
 - d. Participate in their discharge planning*

The vast majority of patients that attend for surgery at BMI Woodlands Hospital follow an enhanced recovery pathway. This involves using thorough pre-operative assessment and patient management, the use of regional blocks for pain control and early mobilisation post -surgery.

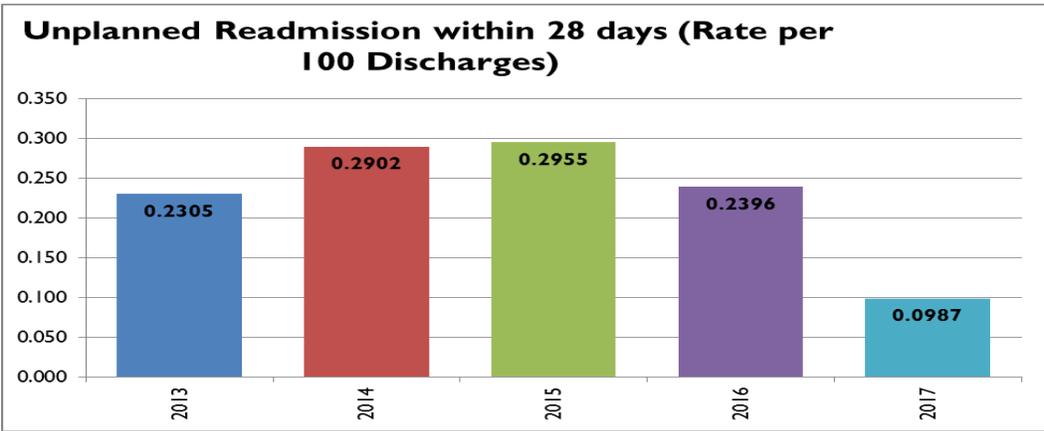
The average length of stay (LOS) post total hip replacement is currently 2.4 days which, is well below the NHS national average LOS and which demonstrates the effectiveness of the enhanced recovery pathway.

Similarly, the average length of stay (LOS) for a total knee replacement at BMI Woodlands Hospital is currently 2.6 days which is also well below the NHS national average.

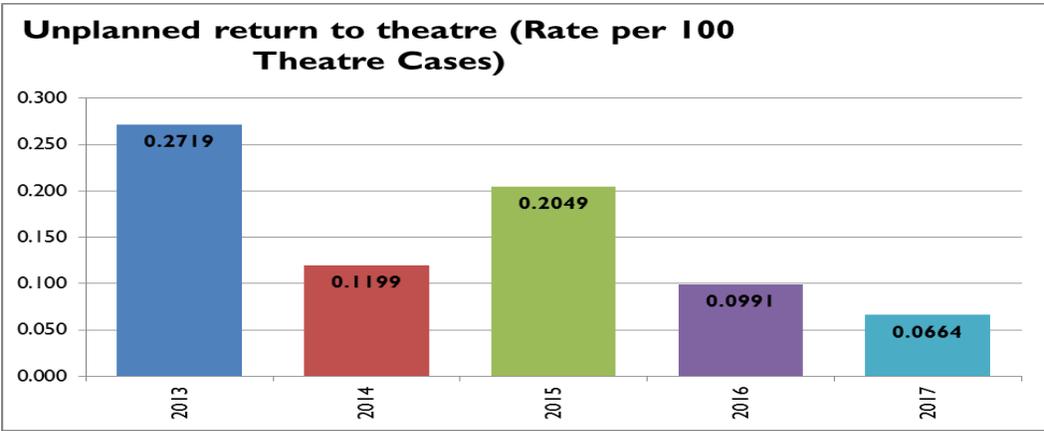
Unplanned Readmissions & Unplanned Returns to Theatre.

Unplanned readmissions and Unplanned Returns to Theatre are normally due to a clinical complication related to the original surgery.

The chart below shows the total average unplanned readmission rates per 100 discharges for the past 5 years. As the chart demonstrates, unplanned readmissions to BMI Woodlands Hospital are very low with the average rate for 2016 being 0.23 per 100 discharges. This is a very good performance for the hospital against a month on month increase in activity for the same period.



BMI Woodlands Hospital also has a very low rate of unplanned returns to theatre as demonstrated in the chart below. The average for 2016 was 0.09 per 100 theatre cases and year to date 2017 the rate is 0.06 per 100 theatre cases.



The trend in the chart above demonstrates a reduction in returns to theatre per 100 admissions from 2015 onwards which is a key priority for BMI Woodlands in its drive to provide safer surgery for our patients.

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. The patient satisfaction questionnaires ask patients specific questions around all aspects of their care such as the Arrival Process, Nursing Care, Accommodation, Catering, Departure Process and Overall Quality of Care.

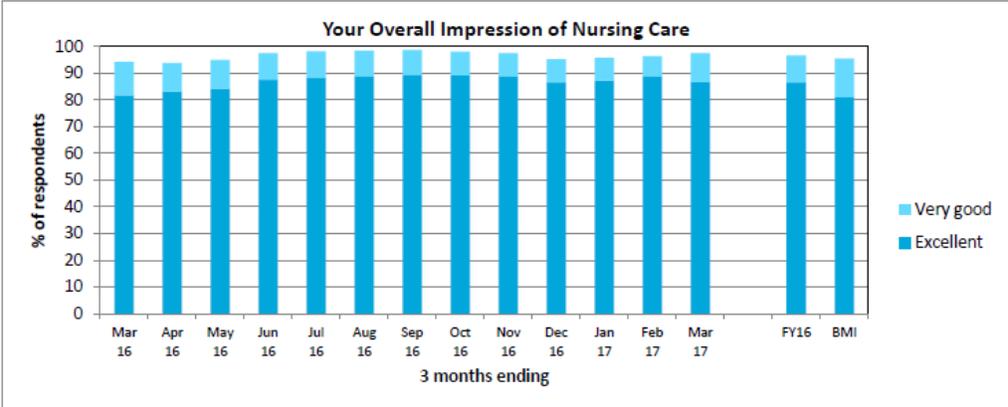
The chart below from March 2017 patient satisfaction survey shows how our patients rated us in terms of meeting or exceeding their expectations:



The data shows that over 70% of patients rated us as exceeding their expectations this year which is an increase upon the percentage for March 2016 and is higher than the percentage reported for the BMI Healthcare group.

Overall Satisfaction with Nursing Care

The chart below demonstrates patient satisfaction with all aspects of nursing care over the year and demonstrates that 83% of patients rated the nursing care as excellent at the hospital and 96% of respondents rated it as very good.



Comparing this to last year’s results the overall satisfaction with nursing care has largely remained the same (84% and 97% respectively). This demonstrates BMI Woodlands nursing team’s commitment to delivering a high standard of nursing care to all of its patients admitted to the hospital. This is a significant achievement given the significant increase in case mix complexity and activity volumes from last year.

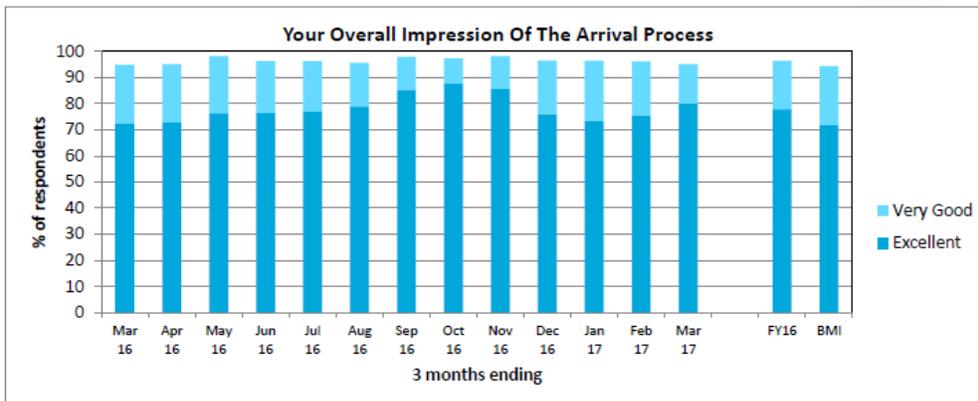
This is supported by the below graph which demonstrates patient satisfaction with the individualised attention given to them which shows 85% rated the individual attention as excellent and 98% of respondents rated this as very good. Both scores being higher in March 2017 than March 2016.



Overall Impression of The Arrival Process

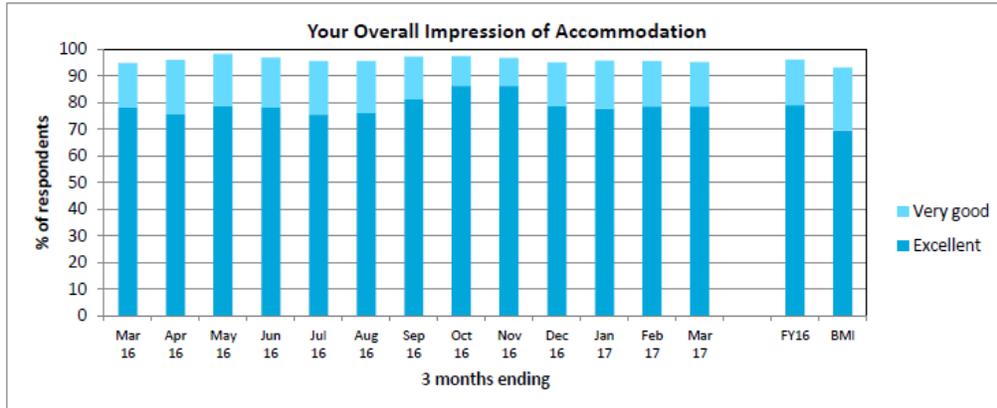
On the graph below, the results from March 2017 patient survey demonstrate that 85% of patients rated BMI Woodlands Hospital’s Arrival Process as excellent and 96% of patients rated the process as very good. In comparison to last year’s result’s there has been an improvement in the excellence rating from 81% and the very good rating score has remained consistent at 96%.

Improving the patient experience with the arrival process across all reception areas has been a focal point for us this year as we recognise how important this is to patients at the beginning of their journey through their care pathway with us.



Overall Satisfaction with Accomodation

One of the areas we focus upon is patient satisfaction with the accomodation provided to our patients at BMI Woodlands Hospital, as we recognise this is key to maintaining privacy and dignity for patients and improving patient wellbeing. The chart below shows the results for this year:

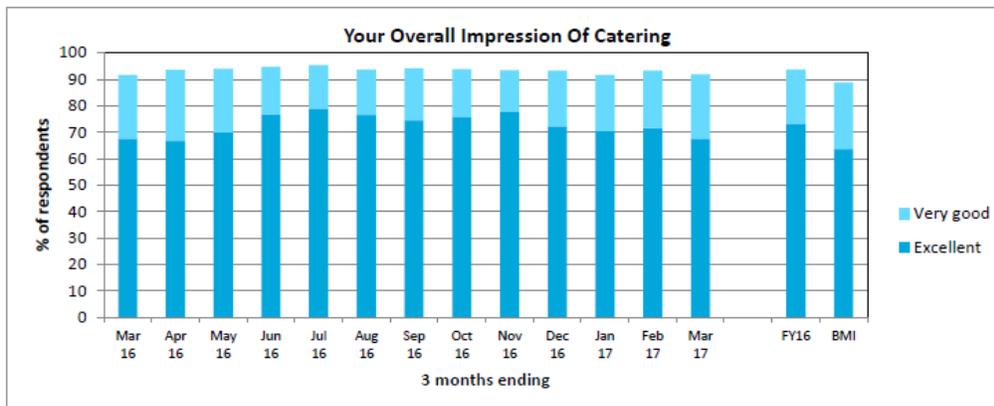


Over the year, just under 80% of our patients rated our accommodation as excellent which is largely consistent with last year and 93% of respondents rated this as very good which again is comparable to last year's scores. This year we have made a number of improvements to some of the single rooms hospital which include new flooring and decoration. A rolling programme to change the carpets in the rooms is under way.

BMI Healthcare has focused upon developing an ambulatory care model within its hospitals as this is regarded as good practice for short stay cases in line with guidance by the British Association of Day Surgery. BMI Woodlands has subsequently invested in upgrading the minor operations theatre into a day case theatre which allows for a faster turn over of patients undergoing ambulatory care procedures.

Overall Satisfaction with Catering

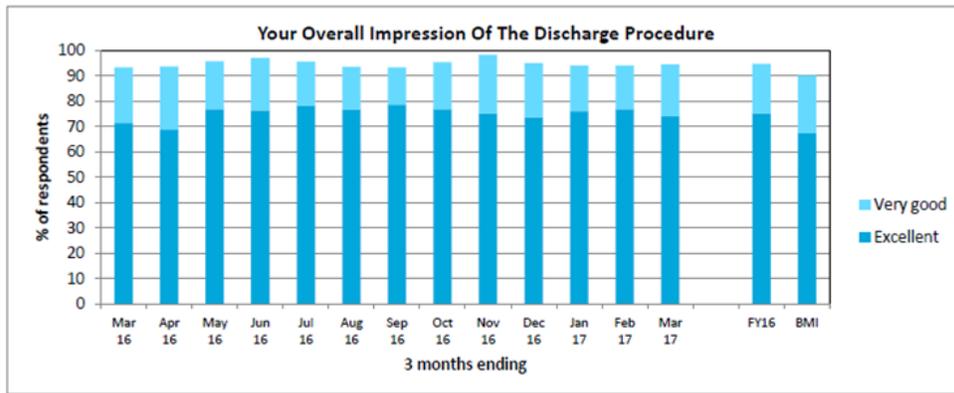
BMI Woodlands Hospital also seeks patient feedback on the catering service provided to patients and the results are presented in the chart below shows that 68% of patients rated the catering as excellent and 91% as very good in March 2017. This is largely consistent with last year's scores.



BMI Healthcare is working with its service provider for catering to consistently improve the food offering to patients and new menus are being tried and tested within the hospital by the chefs to assist with this. Catering staff work well with nursing staff to ensure that patients individualised requirements are met where possible.

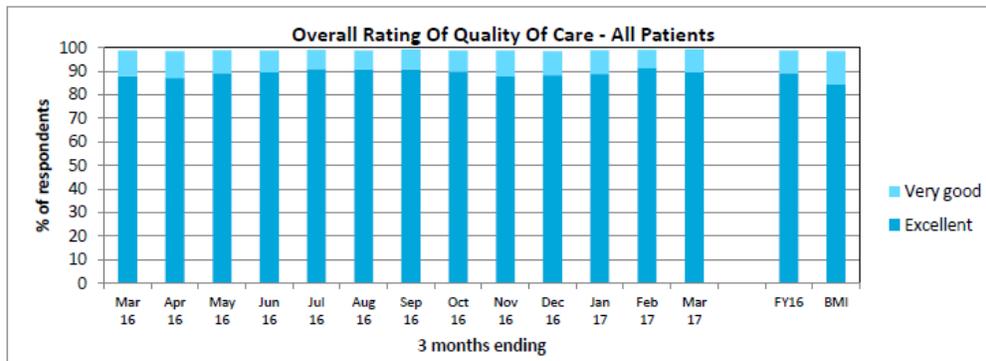
Overall Satisfaction with Discharge Procedure

Patient feedback with regard to their experience of the discharge process is important for us to understand as it gives us a measure as to how well we have met our patients needs with in relation to being discharged home safely. The overall satisfaction in March 2017 demonstrates that 72% of patients rated the discharge process as excellent and 92% rated this as very good. This is consistent with the position last in March 2016 but is an area which we are focusing upon in terms of improving the patient discharge experience this year.



Overall Rating of Quality of Care

The chart overleaf shows how BMI Woodlands Hospital performed in terms of patient feedback regarding the overall Quality of Care provided to patients. This takes into account all areas of patient care and treatment throughout the patient journey.



The percentage of respondents who rated the hospital as excellent in providing quality of care in March 2017 is slightly better than last year at 90% with 100% of respondents rating the hospital as very good which again is a slight improvement upon last years score of 98%. This feedback from patients demonstrates our commitment to continuously driving quality and patient safety as key priorities across the year taking into account a significant increase in the total volume of activity.

Complaints

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

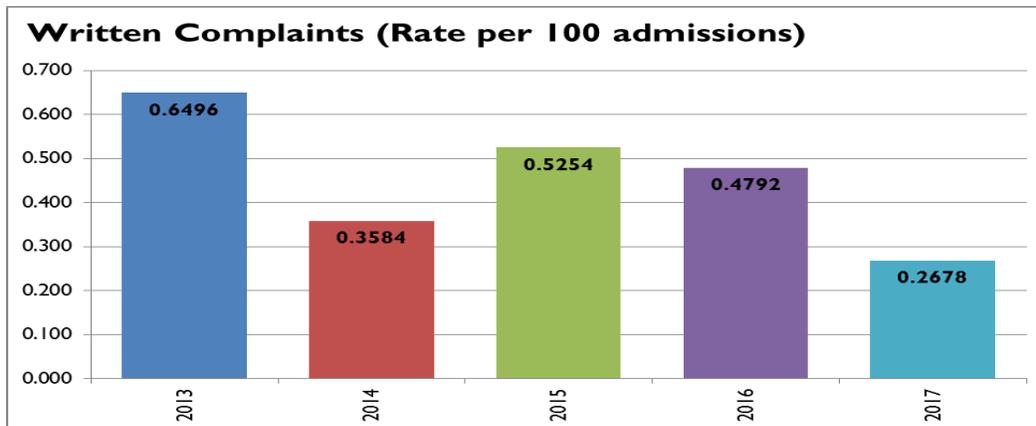
Stage 1: Hospital resolution

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.

The chart below illustrates the number of written complaints per 100 admissions to BMI Woodlands Hospital for the past 5 years. As the data demonstrates the complaint rate is very low, standing at 0.47 per 100 admissions in 2016 and 0.26 per 100 admissions year to date 2017.

The complaint rate has reduced consistently from 2015 as can be seen on the graph which is a significant improvement given the increase in activity through both 2016 and 2017 to the hospital.



The main themes of complaints received by BMI Woodlands Hospital in 2016/17 includes:-

- Patient unhappiness with outcome of surgery
- Issues raised about the Consultant
- Dissatisfaction with administrative and billing services

Of all of the complaints received only 1 complaint was escalated to stage 2 of the complaints process in 2016/17 which has progressed to stage 3 to the Independent Sector Complaints Adjudication Service (ISCAS). The majority of complaints are resolved at source where possible and written complaints are mostly resolved at stage 1 by the hospital Senior Management Team.

The standard times for responding to complaints within BMI were achieved for most of the complaints that the hospital received. Complaints are taken very seriously and the hospital team consistently use patient feedback to review practice, systems and processes in order to identify improvements that can be made where a patient has had cause to complain in order to prevent a recurrence.

CQUINS

The Standard Acute Contract that BMI Woodlands Hospital holds formally with local Clinical Commissioning Groups (CCGs) includes participation in the NHS Commissioning for Quality and Innovation Scheme (CQUIN) on an annual basis.

This involves staff working with Commissioners to deliver the national CQUIN initiatives set by the Department of Health and to identify local CQUIN initiatives which aim to improve the quality of care delivered to patients at a hospital level. Last year BMI Woodlands Hospital was commissioned to deliver NHS work via the Standard Acute Contract for all commissioners across County Durham and Darlington, Tees Valley and North Yorkshire.

National CQUIN initiatives were not deemed applicable to BMI Woodlands Hospital for 2016/17 due to the patient case mix and services provided therefore local CQUIN initiatives were agreed with commissioners. These included:

1. Patient Safety - Transfers of Care

This quality initiative involved us implementing a robust process to case-review any emergency transfers of care, where patients are transferred from BMI Woodlands Hospital to an NHS Trust in order to learn lessons and use feedback to improve the care and treatment offered to our patients. Quarter one and two involved setting up the processes and piloting the documentation, moving to full implementation in quarter three and four. During the implementation time period there were two transfers of care to the local NHS which were fully reviewed and were deemed to be appropriate transfers.

2. Clinical Effectiveness – NEWS

This initiative involved monthly audit of the National Early Warning Score (NEWS) for all patients with a stay greater than 24 hours to ensure scoring is being carried out in line with guidance, documented and, where appropriate, necessary interventions are delivered with the aim to ensure that 100% NEWS were being calculated and escalated correctly by March 2017. Quarter one and two involved the establishment of an audit process to capture the required parameters, with quarter three and four auditing completion of NEWS charts for 15 inpatients per month.

At the end of March 2017 audit of NEWS demonstrated 100% correct completion which is key to improving patient safety following surgery.

CQUIN 2017/19

BMI Woodlands Hospital has agreed quality initiatives with NHS commissioners for 2017/19 to include:

1. Sign up for safety

By joining the “Sign up to Safety” campaign, the hospital has committed to creating lasting change and a future where patients and those who care for them are free from avoidable harm. At the heart of Sign up to Safety is the philosophy of locally led, self-directed safety improvement.

Through actions, the drive is to create a trusting, open and optimistic approach to patient safety improvement; empowering and enabling staff to make the changes they want to see in their work. We see each day and every action as an opportunity to learn and improve.

2. Discharge improvements

Improve discharge processes through analysing a range of qualitative information (patient feedback, GP feedback, discharge letter audits) and implementing a series of actions to improve discharge processes to improve patient recovery, reduce complications and re-admissions, and improve the patient experience. This will also improve working relationships with primary care, helping GPs to work effectively with discharge communication which is comprehensive and accurate and where patients are supported by the secondary care provider appropriately, placing less demand on primary care.

Safeguarding

Safeguarding is about protecting people from abuse, preventing 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 Healthcare our staff are trained to adult safeguarding level 2, so they can identify, support and advise anyone who requires it. Adult safeguarding level 3 is provided to senior members of the team to ensure that appropriate senior advice and guidance can be given to staff and patients as required.

Children and Young people abuse can happen to any person 18 years old or below and to ensure 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 Nurses are trained to level 4 safeguarding (if applicable)

BMI Woodlands Hospital logged one safeguarding concern with the local safeguarding board in 2016 which was dealt with correctly and the patient received the assistance that was required demonstrating the effectiveness of our training within the hospital and to safeguarding vulnerable adults and children.

VTE Exemplar Status

BMI Healthcare holds VTE Exemplar Centre status by the Department of Health across its whole network of hospitals including BMI Woodlands Hospital. BMI Healthcare was awarded the Best VTE

Education Initiative Award category by Lifeblood in February 2013 and was the Runner up in the Best VTE Patient Information category.

We see this as an important initiative to further assure patient safety and care. We audit compliance with our requirement to VTE risk assess every patient who is admitted to the hospital. BMI Woodlands Hospital 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.

Antimicrobial Stewardship

Antimicrobial guidelines are in use across the hospital which details the medication to be used in clinical situations. Audit has illustrated 100% adherence to the guidelines and the adoption of the Public Health England initiative.

BMI Healthcare's Safer Surgery Commitment

BMI Healthcare commissioned an external review of Never Events that had taken place across the business in 2015/16. In response to these key findings, BMI Healthcare has developed a 'Safe Surgery Commitment', as a commitment to ensure we are safe, effective, responsive, caring and well-led provider of healthcare. The 'Safer Surgery Commitment' incorporated the National Safety Standards for Invasive Procedures (NatSSIPs) and was developed in conjunction with the Theatre Managers to ensure practitioner involvement.

The main areas for commitment are:

1. Strengthen corporate safety management systems
2. Policy review
3. Improve incident investigation reports
4. Reward staff for safety
5. Build resilience into theatre teams, including action to mitigate the risks associated with non-substantive and novice staffing
6. Address reasons for non-concordance

Progress has been measured against the standards and each site has recently undertaken a review of the implementation of the 'Safer Surgery Commitment' to ensure these have been implemented.

National Clinical Audits

BMI Woodlands Hospital was only eligible to participate in the National Joint Registry (NJR) audit. The NJR for England, Wales and Northern Ireland collects information on joint replacement surgery and monitors the performance of joint replacement implants. The NJR currently collects data on all hip, knee, ankle, elbow and shoulder joint replacements across the NHS and independent healthcare sector. Therefore all appropriate data for patients who had a joint replacement was submitted to this. Consent

is taken from patients who participate in this audit and the consent rate and the figures and consent rates for 2016 and 2017 year to date are as follows:

Totals for BMI Woodlands Hospital	2016	2017 (ytd)
Total completed ops	783	251
Hip procedures	320	116
Knee procedures	456	134
Ankle procedures	3	0
Elbow procedures	0	0
Shoulder procedures	4	1
NJR consent rate	96%	95%

Priorities for Service Development and Improvement

This year BMI Woodlands Hospital intends to improve and develop its services further with particular focus on the following:

1. Development and expansion of Musculo-Skeletal Service (MSK)
2. Development of Health Screening Service
3. Attaining JAG accreditation for Endoscopy Services
4. Expansion of the overall hospital capacity

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.

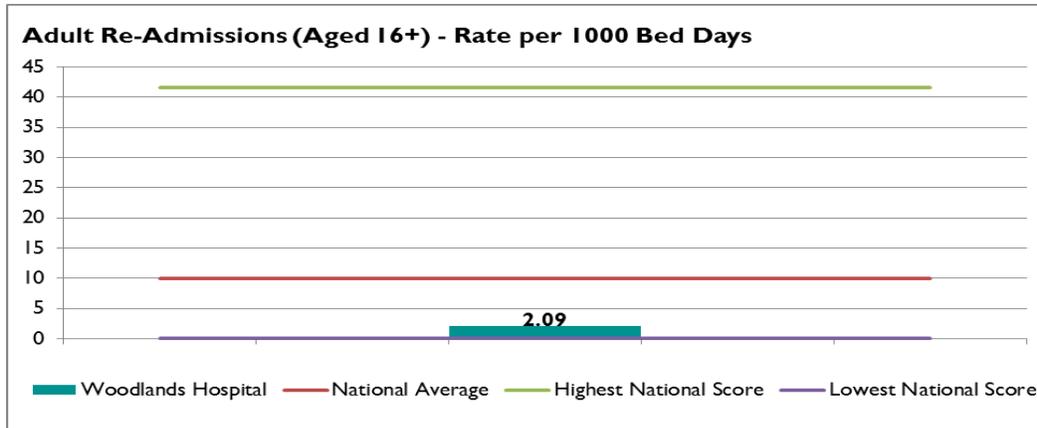
All data provided by BMI Healthcare is for the period **April 2016-March 2017** to remain consistent with previous Quality Accounts, whilst the NHS data may not be for the same period due to HSCIC data availability. The NHS data provided is the latest information available from the HSCIC Indicator Portal.

Indicator	Source	Information	NHS Date Period
Summary Hospital-Level Mortality Indicator (SHMI)	This indicator measures whether the number of patients who die in hospital is higher or lower than would be expected. This indicator is not something that is collected for the Independent Healthcare Sector.		
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.	2011-2012
Percentage of BMI Healthcare Staff who would recommend the service to Friends & Family	BMI Healthcare Staff Survey		NHS Staff Survey 2016
Number of <i>C.difficile</i> infections reported	BMI Healthcare Risk Management System*	This indicator relates to the number of hospital-apportioned infections.	April 2014 – March 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.	2015 - 2016
Number of admissions risk assessed for VTE	CQUIN Data	BMI Healthcare only collects this information currently for NHS patients.	January 2016 – December 2016
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.	October 2015 – September 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.	October 2015 – September 2016

*In December 2016, BMI Healthcare changed Risk Management System. As a result, this data is taken from 2 separate sources. April – November 2016 from Sentinel, December 2016 to March 2017 from RiskMan.

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

BMI Woodlands Hospital does not offer an inpatient service for Paediatrics therefore there is no data for this service. The chart below shows the number of adult re-admissions within 28 days

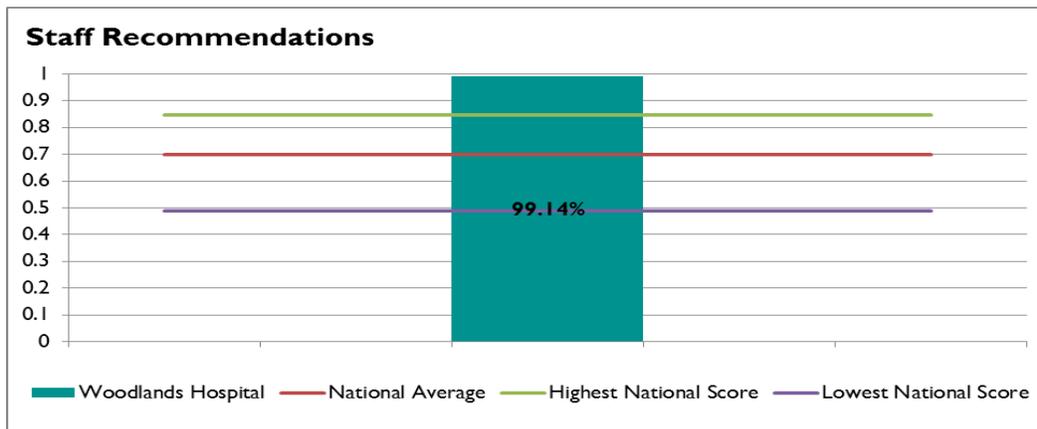


During the period April 2016 to March 2017 BMI Woodlands Hospital had a rate of 2.09 re-admissions per 1000 bed days which is significantly lower than the national average. We consider this to be the case due to the safe standard of care that is provided to the patient whilst in hospital, the discharge information given and that a number of inpatients are followed up at 48 hours post discharge with a phone call offering support, guidance and assistance where necessary.

BMI Woodlands Hospital intends to further improve on this position by strengthening its discharge processes though local CQUIN initiatives this year.

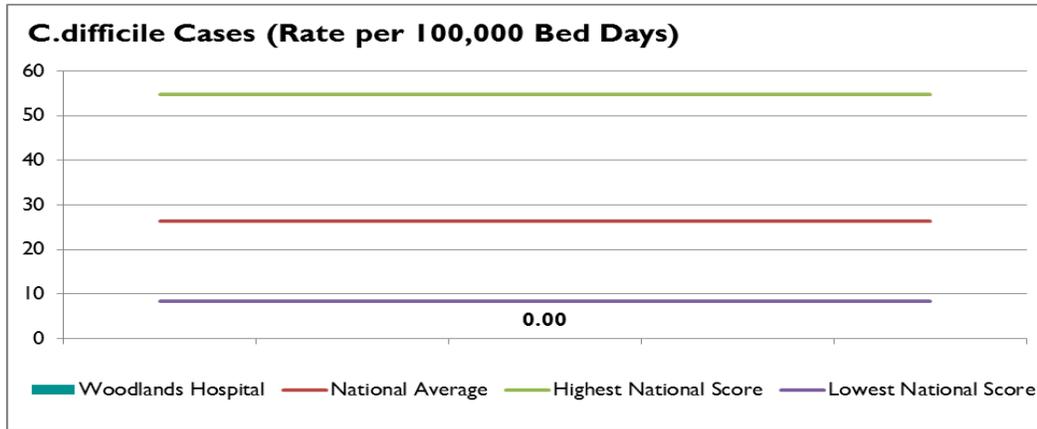
Staff Recommendation Results

BMI Healthcare regularly survey their staff satisfaction and during the last survey the percentage of BMI Woodlands Staff who would recommend the service to Friends and Family was 99.14% as demonstrated on the chart below. This is not only higher than the national average score of 70% but is significantly higher than the highest national score of approximately 85%. This demonstrates that staff are committed to working at BMI Woodlands Hospital and believe the standard of care offered here to be of a very high standard.



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

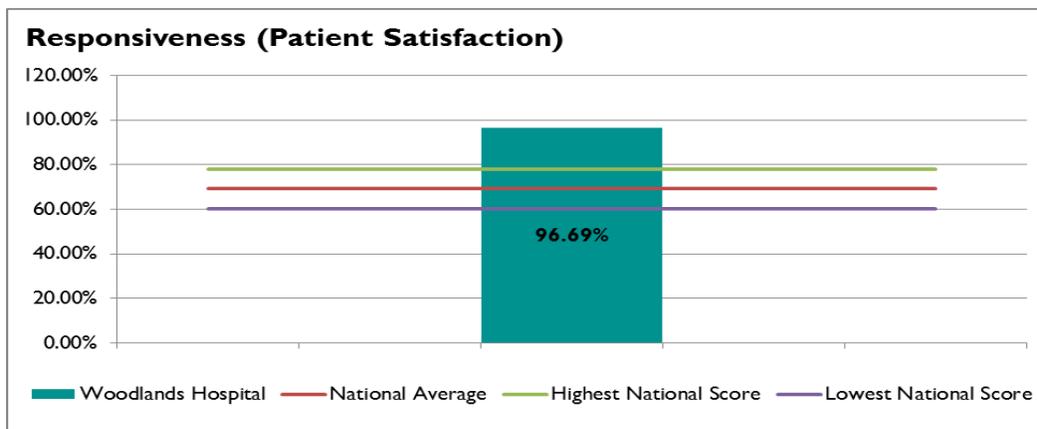
As can be seen from the graph below BMI Woodlands Hospital has had no C.difficile cases per 100,000 bed days in the past year.



BMI Woodlands Hospital considers that this data is as described because of the strong focus upon infection prevention and control (IPC) within the hospital. Staff aim to continue with the robust IPC programme and implementation of best practice to maintain this excellent standard.

Hospitals responsiveness to the personal needs of its patients

The following graph demonstrates patient satisfaction with the responsiveness of BMI Woodlands staff to the personal needs of its patients. As can be seen the rate of patient satisfaction was 96.6% which is higher than the national average and also significantly higher than the highest national score.

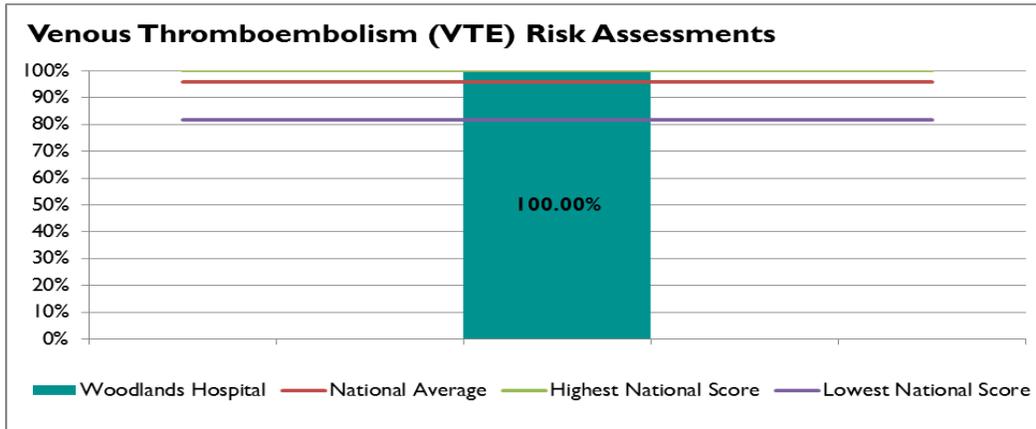


The BMI Woodlands Hospital considers that this data is as described due to the drive to continually improve the patient experience by the hospital teams.

The 'Patient Environment and Improvement Group' (PEIG) is a patient forum which assists us to make improvements in line with patient feedback and observations. We also consistently review the feedback from patients via our satisfaction surveys and family and friends post cards so that we can make improvements in line with patient recommendations.

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

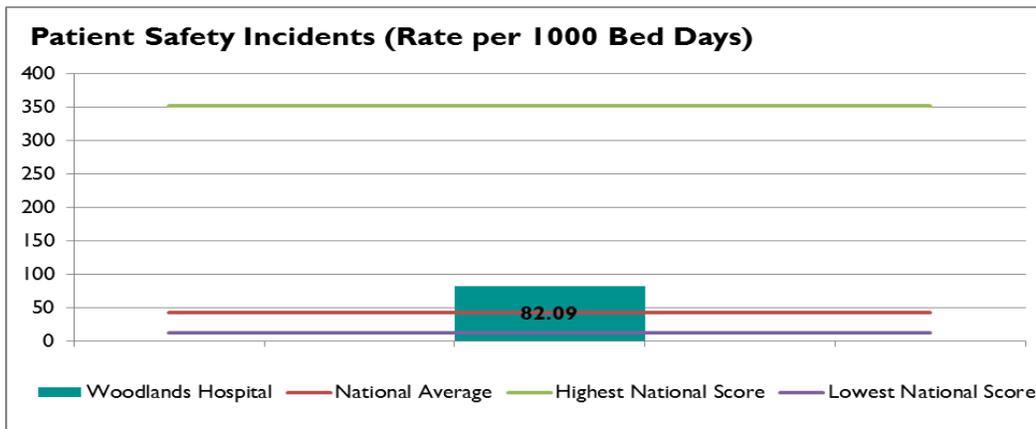
The graph below shows the percentage of patients who were admitted to BMI Woodlands Hospital and who were risk assessed for venous thromboembolism during the reporting period.



BMI Woodlands Hospital has an excellent track record for this indicator, surpassing the national average and equaling the highest national score. The hospital staff will continue to implement best practice in VTE management in order to maintain this position.

Patient Safety Incidents

BMI Woodlands Hospital reports all clinical incidents and patient safety related incidents. The number reported in the graph below includes a high proportion of patients who were planned as day cases and for clinical reasons stayed overnight, which is classed as an adverse outcome on the BMI Riskman reporting system.



BMI Woodlands Hospital reports all clinical incidents and patient safety related incidents. The number reported above includes a high proportion of patients who were planned as day cases and for clinical reasons stayed overnight, which is classed as an adverse outcome on the BMI Riskman reporting system.

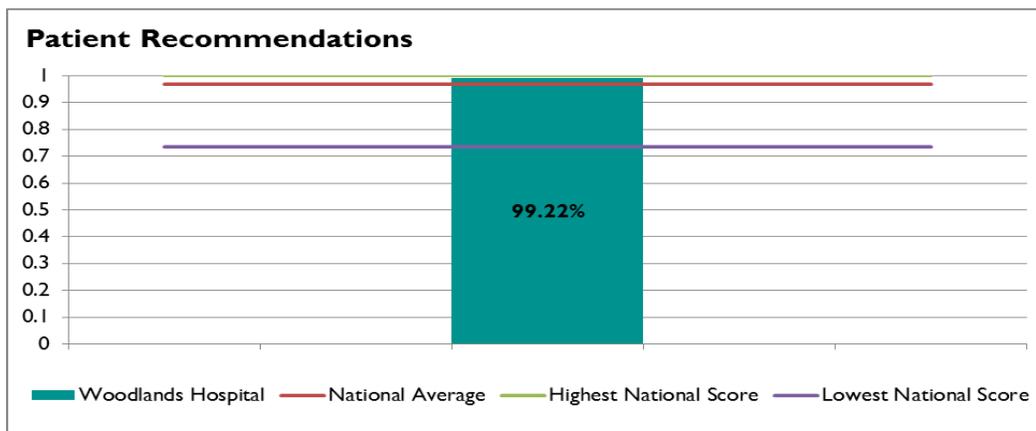
As well as using different reporting methodology, BMI Healthcare uses a different reporting system to the NHS and therefore, some of our results cannot be directly comparable with the NHS data. This can be demonstrated when looking at the rate of patient safety incidents reported, which is 82.09 per 100 bed days for BMI Woodlands Hospital for the reporting period. The figure appears to be higher than the national average score which is not reflective of the true position for the reasons described above.

The number of Serious Untoward Incidents has been discussed in the report above under the section pertaining to Duty of Candour and being open.

Further Quality Indicators

Patient Recommendation Results

The percentage of patients who would recommend BMI Woodlands Hospital to family and friends is demonstrated in the graph below at 99.22%. This is above the national average and equal to the highest national score. BMI Woodlands Hospital team are proud of their results with regard to quality indicators and standards of care for patients which we believe are reflected in this score.



This concludes the quality accounts for BMI Woodlands Hospital for 2016 /2017. If you would like to discuss any aspect of this report please do not hesitate to contact Debbie Dobbs Executive Director or Jill Neasham Director of Clinical Services.