



Kings Park
Hospital

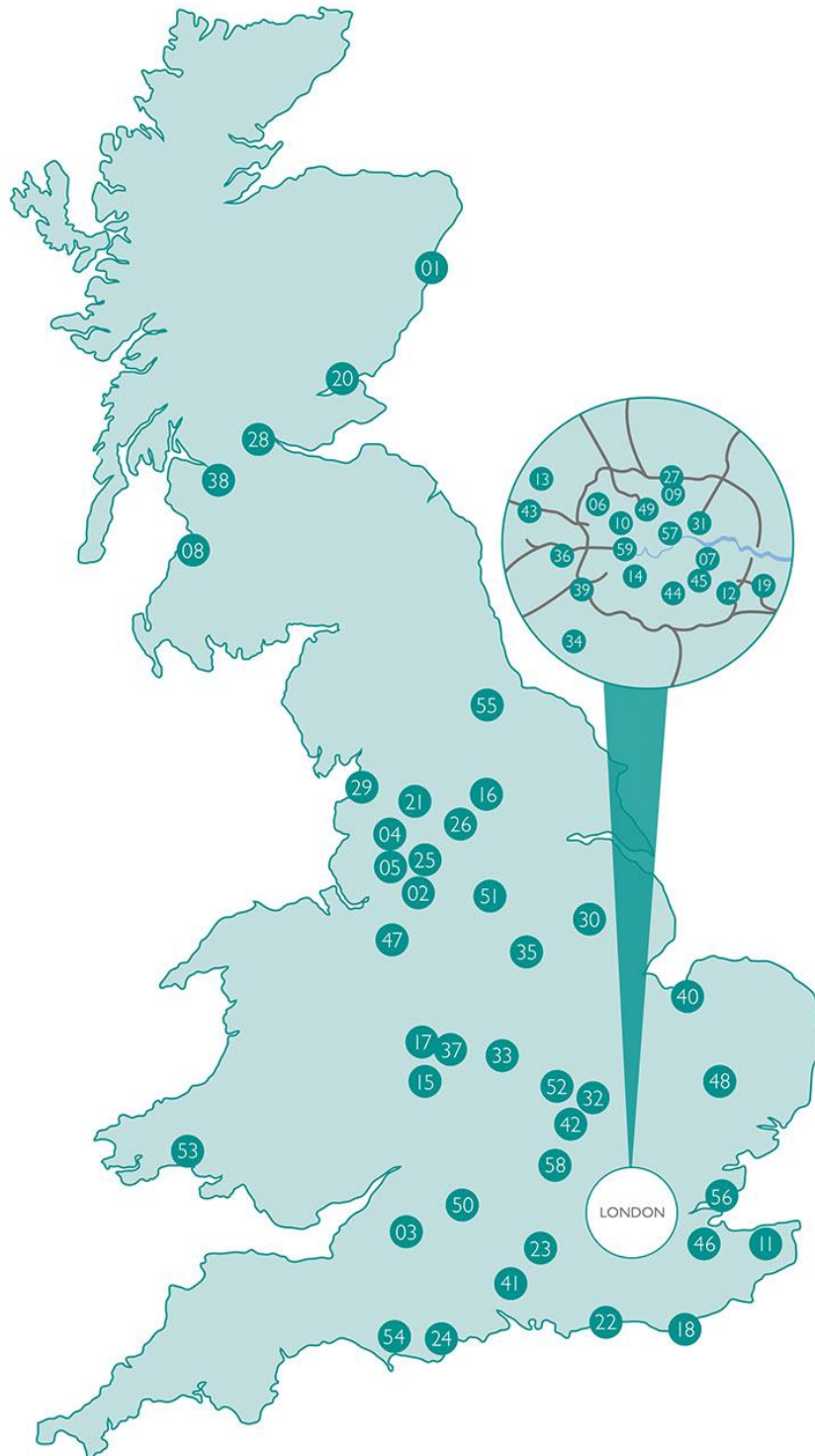
**QUALITY
ACCOUNTS 2018**

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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, flowing style.

Dr Karen Prins

Hospital Information



BMI Kings Park Hospital is located in Stirling, and is part of BMI Healthcare, the largest independent healthcare provider in the UK.

A wide range of surgical procedures are carried out from routine investigations to complex surgery including major joint replacements. Over 80 Consultants have Practising Privileges and they receive support from a Resident Medical Officer.

The hospital has 21 en-suite patient bedrooms with are fitted with remote controlled flat screen television and telephone facility.

The hospital has 2 operating theatres, one with laminar airflow to assist in the prevention of infection.

The specialties the hospital offers are as follows:

- Outpatient services
- Cardiology
- Gastroenterology

- Clinical Psychology Cosmetic
- Dermatology
- Ear, nose and throat
- General Surgery
- Urology
- Gynecology
- Vascular (Varicose Vein Treatment)
- Neurosurgery (Spinal Procedures)
- Ophthalmology
- Endoscopy
- Physiotherapy
- Diagnostic Imaging
- Facial maxillary
- Neurospinal
- Pain Management

In the last year there have been some essential refurbishments carried out in the hospital to improve our facilities for our patients. These include complete resurfacing of the hospital car park, upgrading of some of our clinical wash hand basins, the purchase of a new ophthalmic operating microscope and a new mobile imaging machine to support our orthopedic and neurospinal services. Our theatres have been painted and new shelving installed and an ongoing programme is in place to paint the patient rooms.

Most of our work at Kings Park is private self pay or insured patients with a range of NHS work delivered when required on an ad hoc basis from our local NHS Boards.

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

- Treatment of disease, disorder and injury
- Surgical procedures
- Diagnostic and screening

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

HIS carried out an unannounced inspection on 1st and 2nd of February 2017 and found the Hospital scored as follows:

Quality of Information: 4

Quality of Care and Support: 4

Quality of Environment: 4

Quality of Staffing: 4

Quality of Management and Leadership: 5

The table below outlines the ratings system:

Excellent	Very Good	Good	Adequate	Weak	Unsatisfactory
6	5	4	3	2	1

Kings Park 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 on-going focus on robust reporting of all incidents, near misses and outcomes. Data quality has been improved by on-going 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 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:

- 0 MSSA bacteraemia cases /100,000 bed days
- 0 E.coli bacteraemia cases/ 100,000 bed days
- No 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 zero for Hip or Knee replacement SSI in the last year.

Kings Park Hospital has an annual program of Infection Control self-assessment audits covering all departments within the hospital. Where appropriate action plans are developed and implemented to address any areas of non-compliance or improvement.

Kings Park Hospital completed its formal review against the Healthcare Improvement Scotland Associated Infection Standards in August 2016. This ensures that the hospital is compliant with Scottish Standards and takes appropriate action where required. This will ensure that the Hospital continues to achieve a high standard of cleanliness in line with Scottish Legislation standards.

The following regular self-assessment audits are as follows:

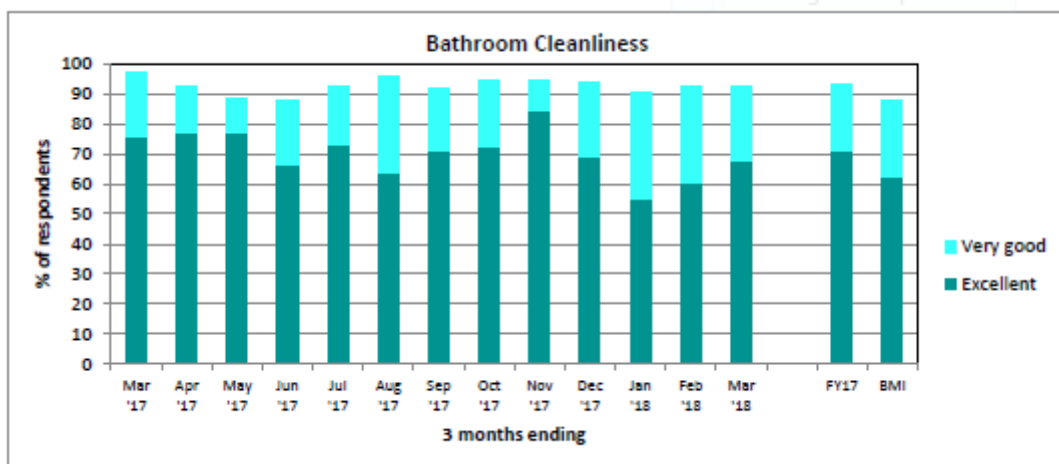
- Departmental hand Hygiene Audit
- Patient Equipment Audit
- Environmental Audit
- High Impact care Bundles (Intravenous cannulation; hand hygiene and SSI)
- Patient mattress Audits
- Housekeeping standards audit
- Cleaning schedule audit

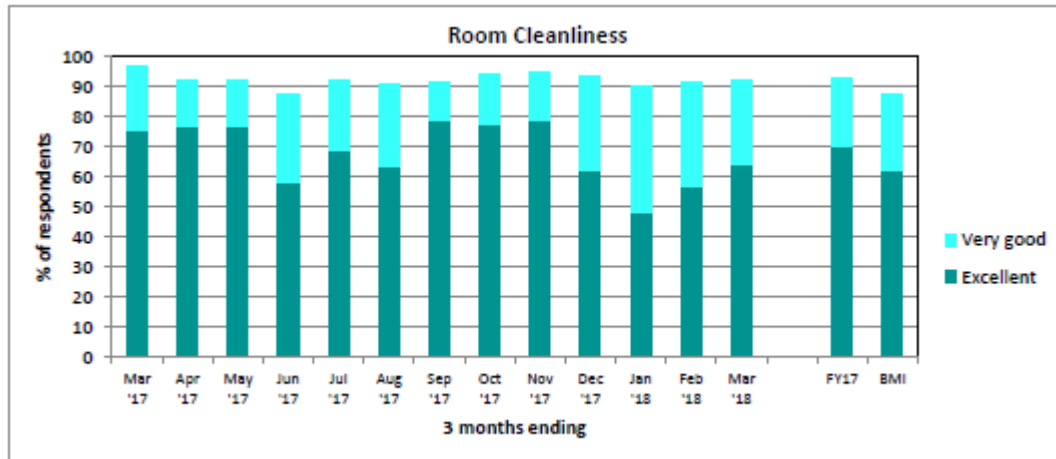
The Infection Control lead at Kings Park Hospital delivers all mandatory training directly related to Infection control, and has 100% compliance rates for:

- Aseptic non – touch technique training (ANTT)
- Hand Hygiene Training

Kings Park Hospital Infection Control lead submits all monthly infection control statistics to the BMI IPC lead for submission to HEI Scotland.

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





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.
- 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.

Kings Park Hospital has had one Duty of Candour Incident in 2017. A full Duty of Candour was carried out by the Consultant at the time of the event.

Following the incident full investigation and root cause analysis was conducted, including lessons learned and a number of improvement actions put in place.

Venous Thrombo-embolism (VTE)

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

Education Initiative Award category by Lifeblood 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

Kings Park 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. .



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's Duty of Candour policy and its behaviours surrounding transparency.

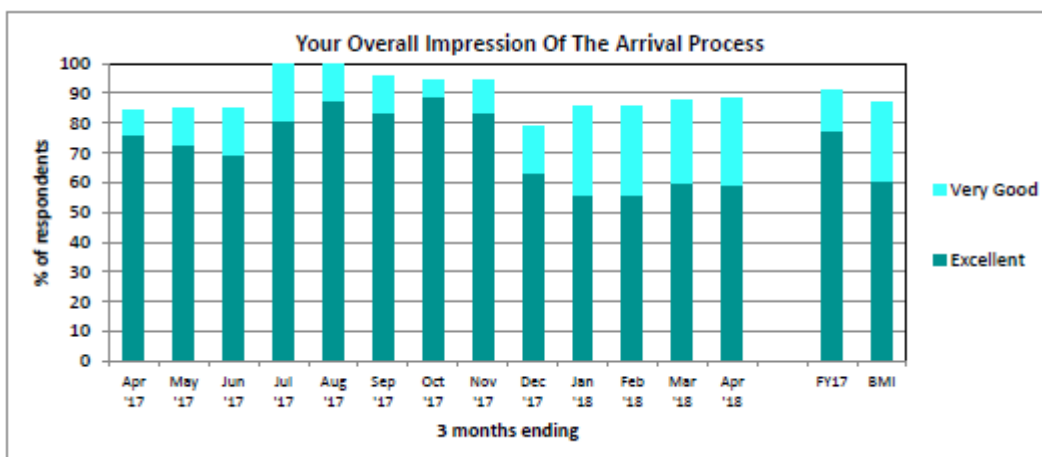
All deaths are discussed at a hospital Clinical Governance Committee, and further escalated to the Regional Quality Assurance Committee and National Clinical Governance Committee for review as appropriate; this ensures that lessons learnt from deaths are discussed at all levels and findings are then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

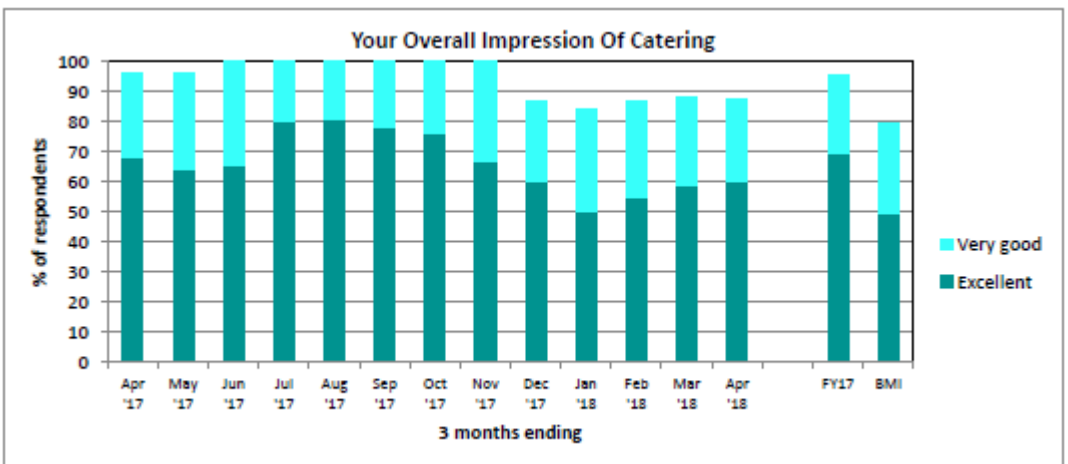
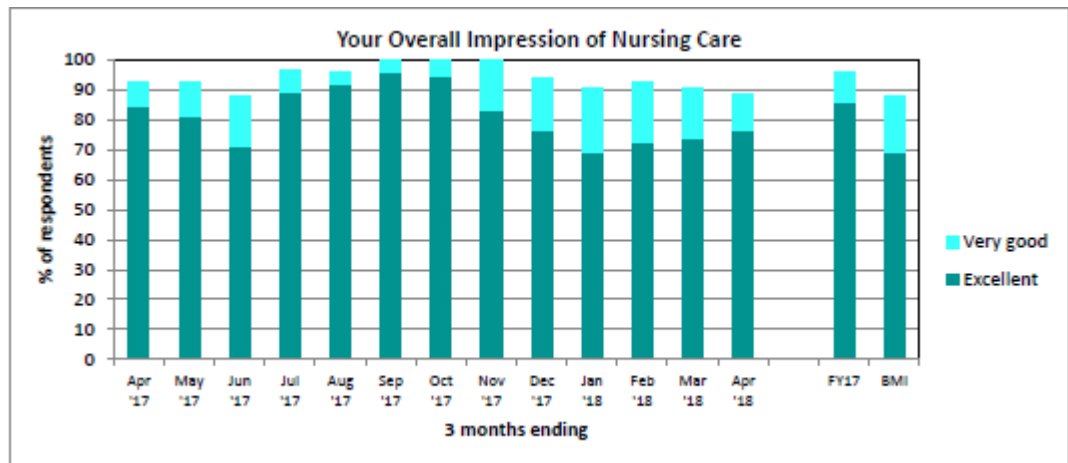
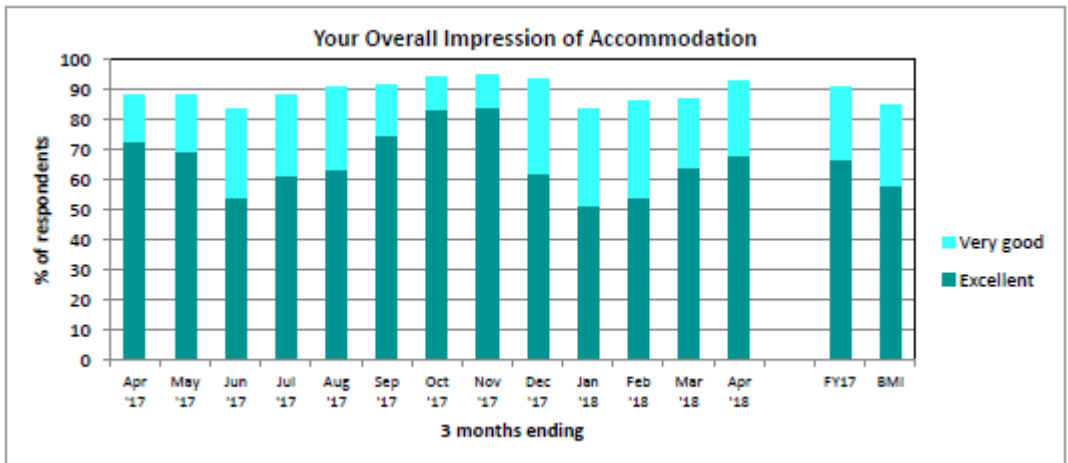
Patient Experience

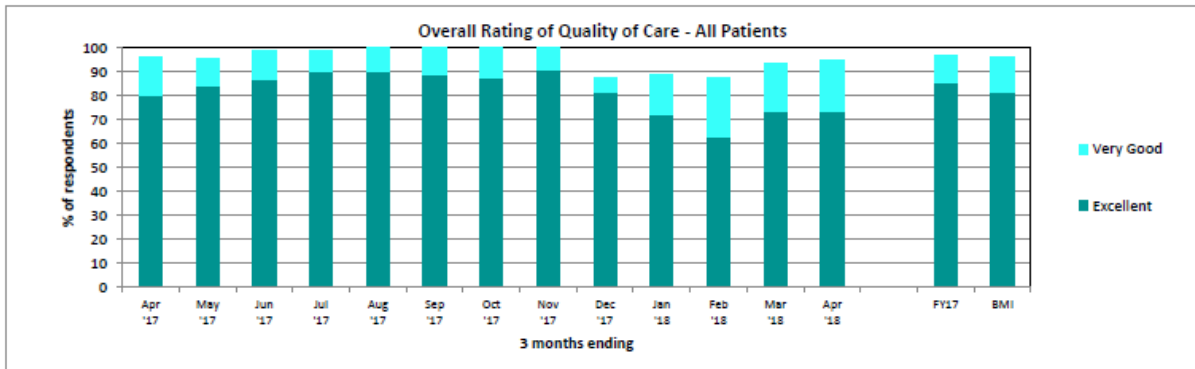
Patient Satisfaction



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.







Kings Park Hospital continually reviews patient satisfaction survey results to establish where we have the potential to improve on the experience and outcomes for our patients. This process is carried out at our Clinical Governance, and department meetings.

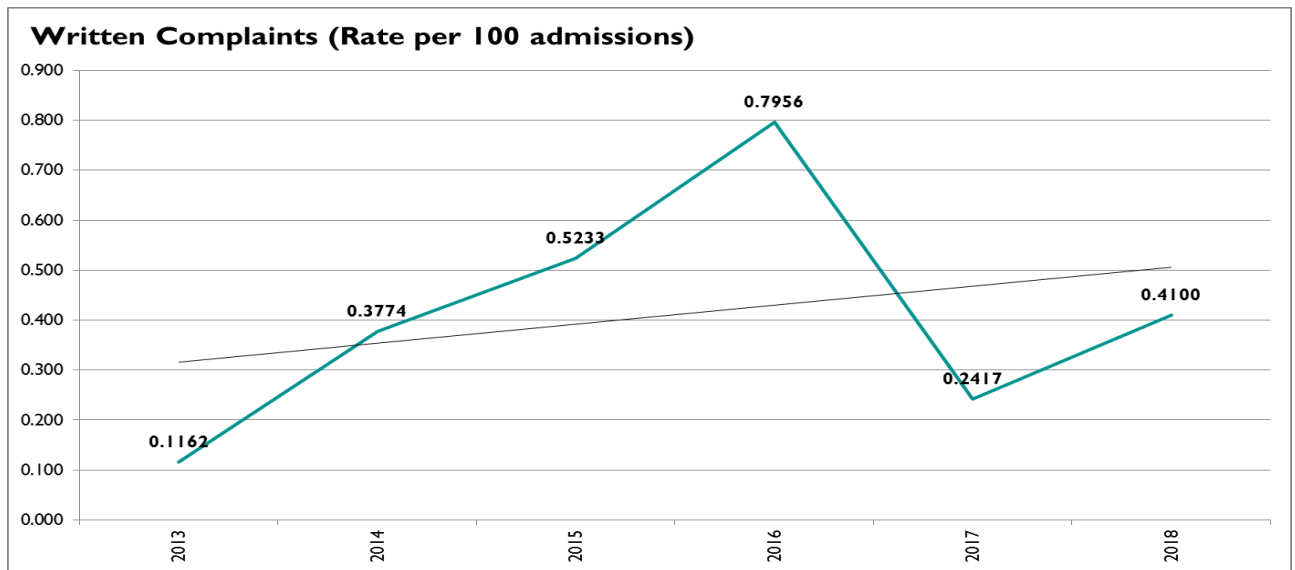
Complaints

In addition to providing all patients with an opportunity to complete a Satisfaction Survey BMI Kings Park 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 written complaints for the Hospital is low, and although a small rise this year, shows a trend of improvement since 2016. Common themes are communication, financial costs and clinical treatment.

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 identify, support and advise anyone who requires it.

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)

National Clinical Audits

Kings Park Hospital has not taken part in any national audits this year.

Priorities for Service Development and Improvement

This year the priorities for service development at Kings Park Hospital are as follows;

1. Development of the pre-operative assessment service
2. Development of the Ophthalmology Service and roll out of Eye Care Scotland.
3. To increase the BMI market share for cosmetics
4. Develop a programme of patient participation and engagement in line with HIS patient participation strategy.

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 areas of the hospitals 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.

Freedom to Speak Up Guardian

In 2018, BMI Healthcare introduced a Freedom to Speak Up Guardian to support BMI Healthcare in becoming a more open and transparent place to work. Staff are actively encouraged and enabled to speak up safely. The Freedom to Speak Up Guardian also provides support to individuals raising concerns.



Staff Recommendation Results

Kings Park Hospital	Staff Recommendations			
	2018	2017	National Average	Highest National Score
82.00%	92.31%	73.18%	89.98%	50.44%

BMI Kings Park Hospital considers this positive data and demonstrates the commitment of their staff. We hold staff forums regularly to respond to feedback, and agree actions to be undertaken with staff to improve this percentage, and in doing so to improve the staff morale and commitment to the organisation.

Quality Indicators

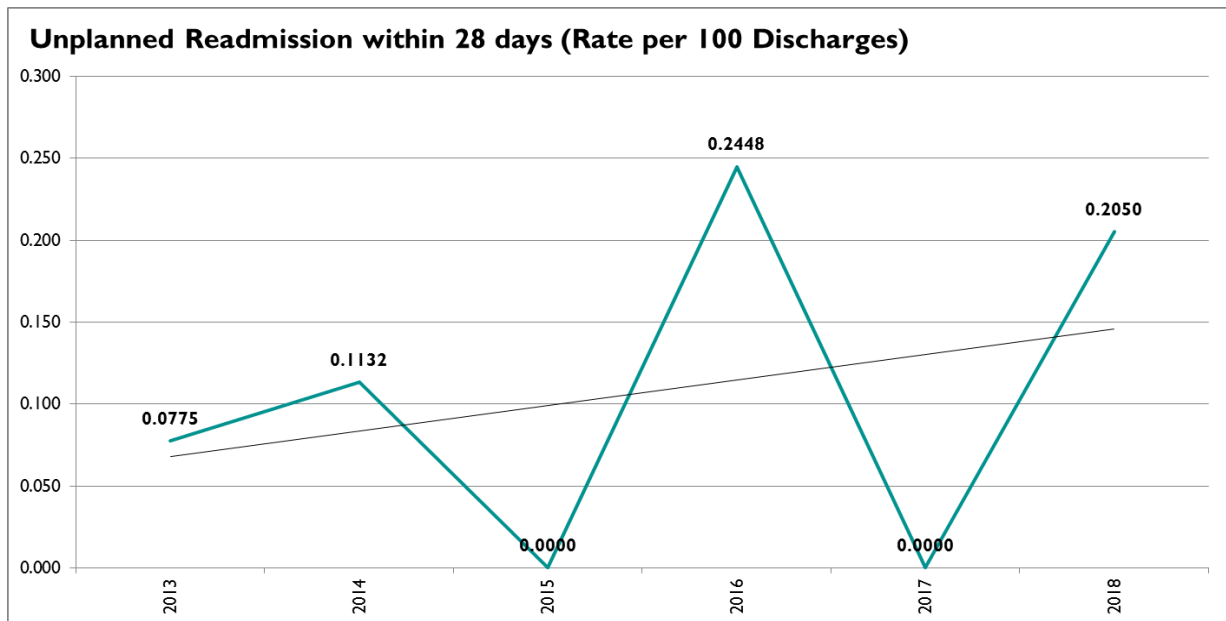
The below information provides an overview of the various Quality Indicators which form part of the annual Quality Accounts. Where relevant, information has been provided to explain any potential differences between the collection methods of BMI Healthcare and the NHS.

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's Staff Survey which was conducted during 2017.

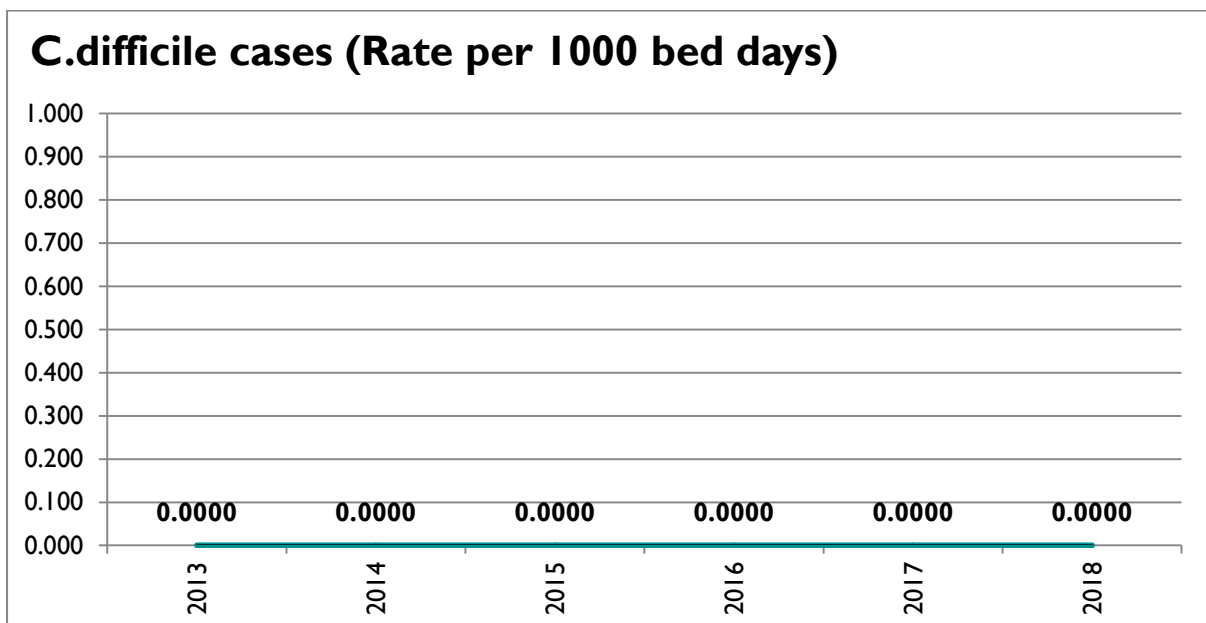
Re-Admissions within 28 Days of Discharge (Pediatric and Adult)



The Kings Park Hospital has a readmission rate which is well below the national average and is normally due to a clinical complication of the original surgery. When the Hospital closes at weekends the patients requiring readmission would be admitted to Ross Hall Hospital.

There are no paediatrics patient treated at Kings Park Hospital.

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



The Kings Park Hospital has had no reported incidences of C.dicfficile. We have a high turnover of surgical patients, and in general our patients do not have chronic co-morbidities.

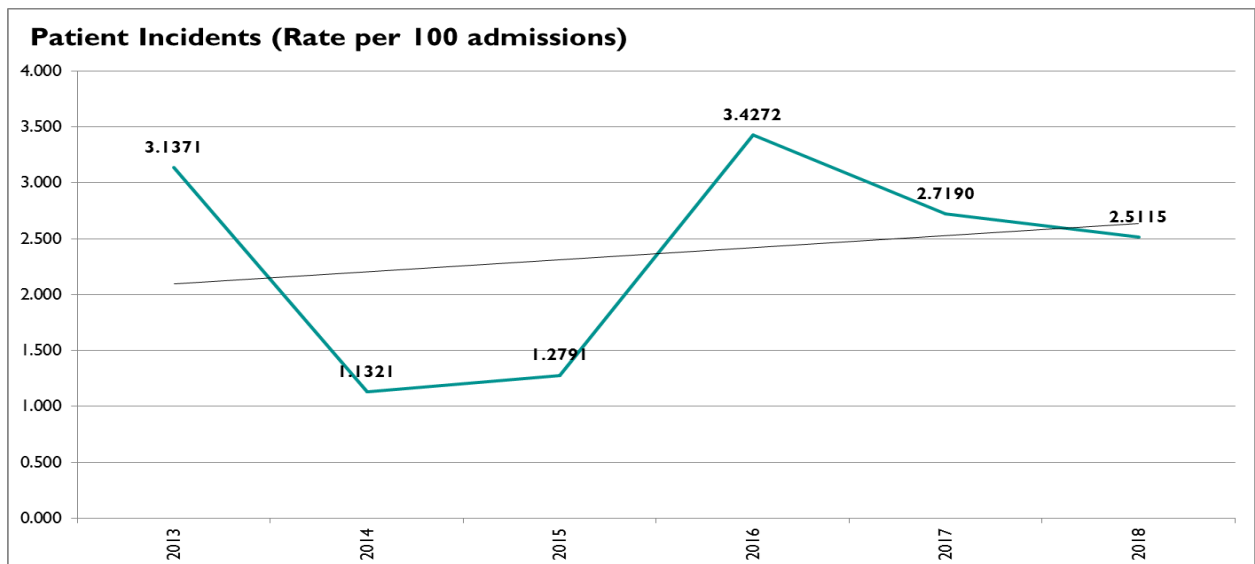
We also have a robust pre – assessment screening service.

Hospitals responsiveness to the personal needs of its patients

Kings Park Hospital	Responsiveness			
2018	2017	National Average	Highest National Score	Lowest National Score
95.44%	95.89%	69.22%	78.00%	60.10%

Kings Park Hospital continually reviews patient’s feedback from satisfaction surveys to ensure the best possible patient experience. This is carried out through our Clinical Governance committee and Lessons Learned process.

Patient Safety Incidents



Kings park Hospital patient incidents are below the national average.

The Kings Park Hospital is committed to learning from incidents and continuously improving the quality of its services. This is carried out through our Clinical Governance committee and Lessons Learned process.

Patient Recommendation Results

Kings Park Hospital	Patient Recommendations			
2018	2017	National Average	Highest National Score	Lowest National Score
94.24%	98.57%	97.07%	100.00%	75.61%

The Kings Park Hospital considers this data as vital in order to improve on our patient care, and continues to strive to provide the best possible patient care to ensure our patients have a positive experience when visiting our hospital.