



Werndale
Hospital

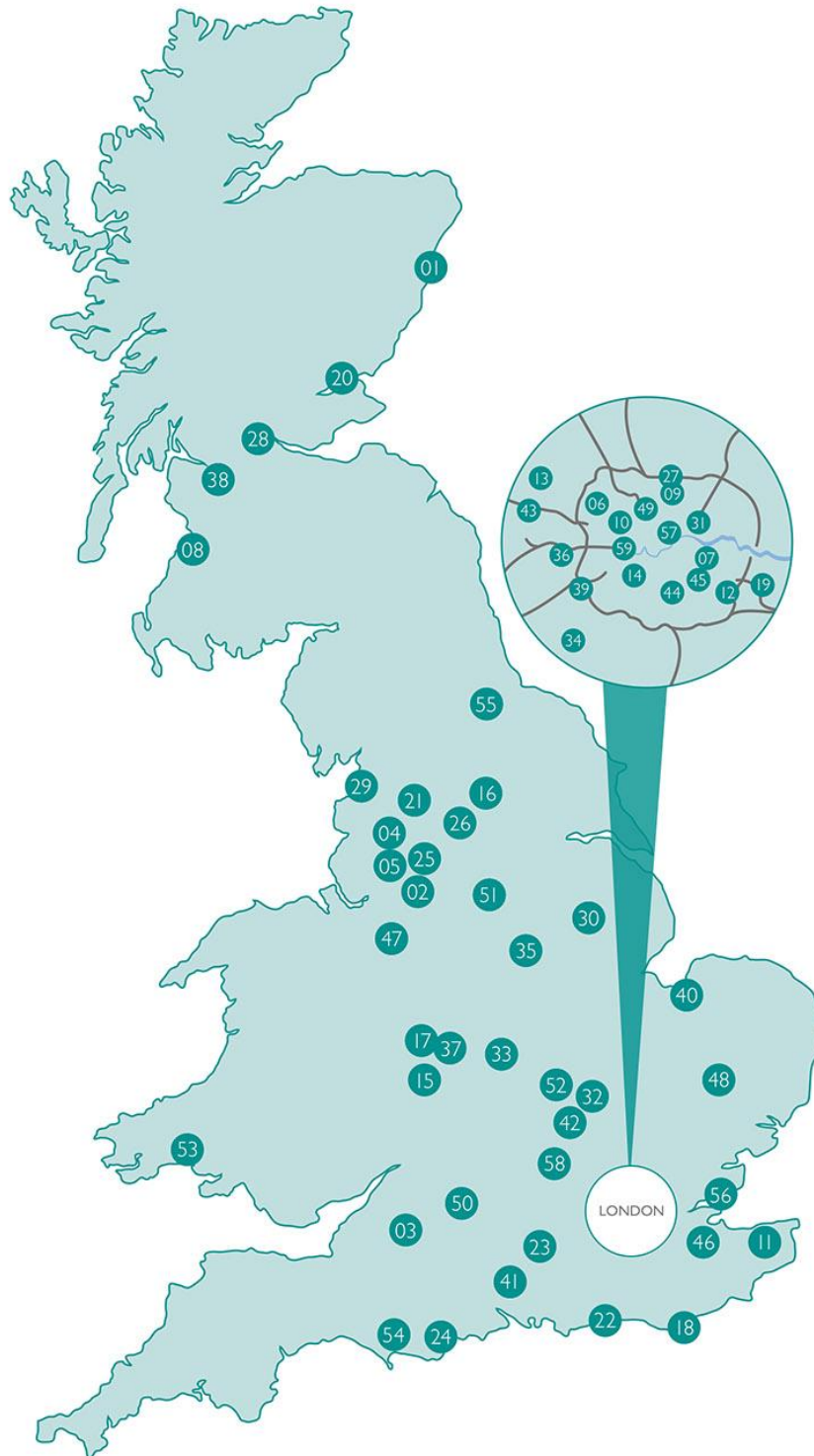
**QUALITY
ACCOUNTS 2018**

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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 Werndale Hospital is located in West Wales. The hospital is easily accessible and parking is available on site.

BMI Werndale Hospital has 18 beds with all rooms offering the privacy and comfort of en-suite facilities, Air Conditioning and digital TV and telephone.

BMI Werndale has had a major new investment with the opening of a second theatre in 2017 dedicated to Day Case Surgery and Ambulatory Care. This has improved access to our main operating theatre for more complex surgical cases.

A comprehensive outpatient department with minor surgery treatment area, X-ray, ultrasound, MRI, mobile CT and a physiotherapy department.

The accommodation consists of 14 single en-suite rooms and 2 en-suite double rooms, which are designed to allow relatives to stay with the patient, all rooms have air-conditioning. There is also Wi-Fi on the ward area enabling patient's easy access.

These facilities combined with the latest in technology and on-site support services; enable our consultants to undertake a wide range of procedures from routine investigations to complex surgery.

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.

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 Werndale is registered with Healthcare Inspectorate Wales (HIW) 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.

BMI Werndale 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 report externally to HIW, Public Health Wales 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 BMI Werndale 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 the following rates for SSI infections:

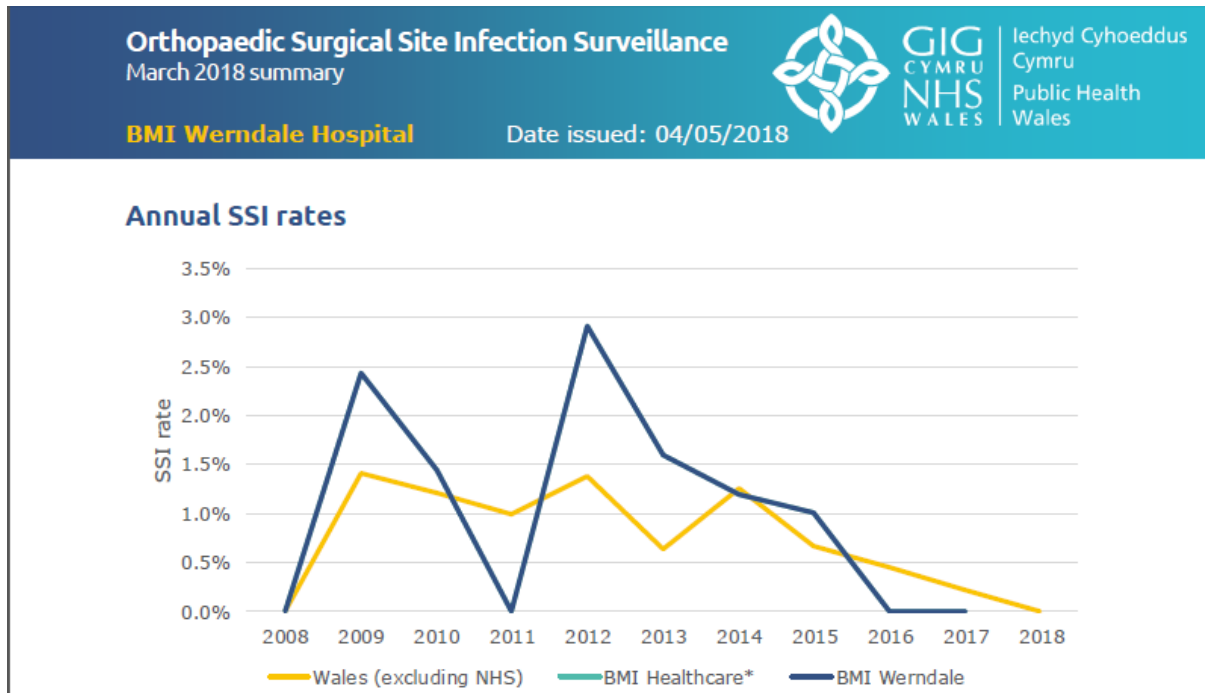
Hospital Attributable Infection	Rate (per 100,000 Bed Days)
MRSA	0.0000
MSSA	0.0000
E.Coli	0.0000
C.difficile	0.0000

Measure	Rate (per 100 procedures)
Hips	0.00000
Knees	0.00766

Monthly audits are undertaken in all areas, there is also monthly Hand Hygiene Observational Audit Tool which is adapted from WHO 5 Moments Multimodal strategy,

Yearly sharps audit is undertaken by Daniels with good percentage compliance.

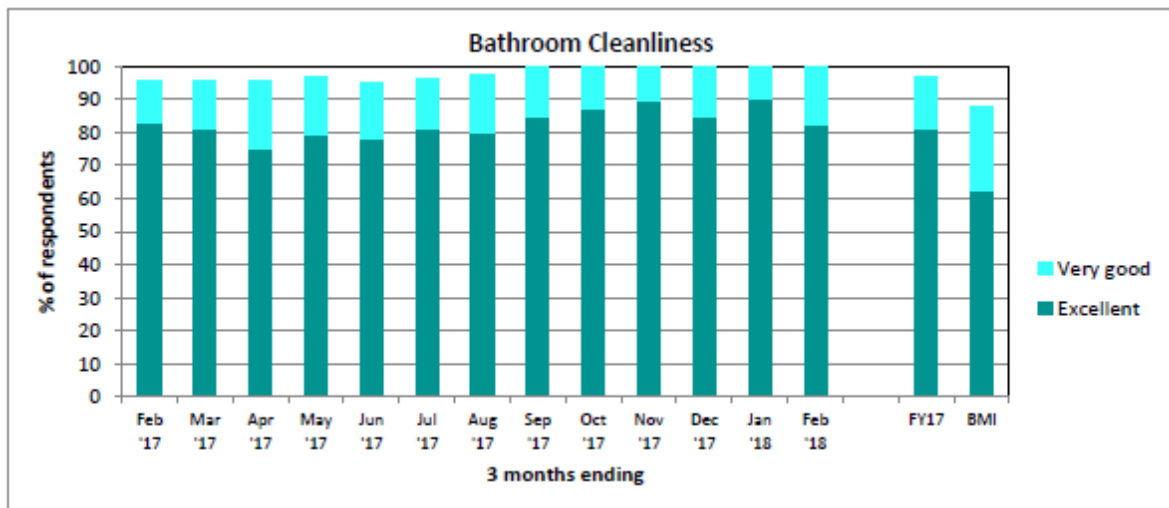
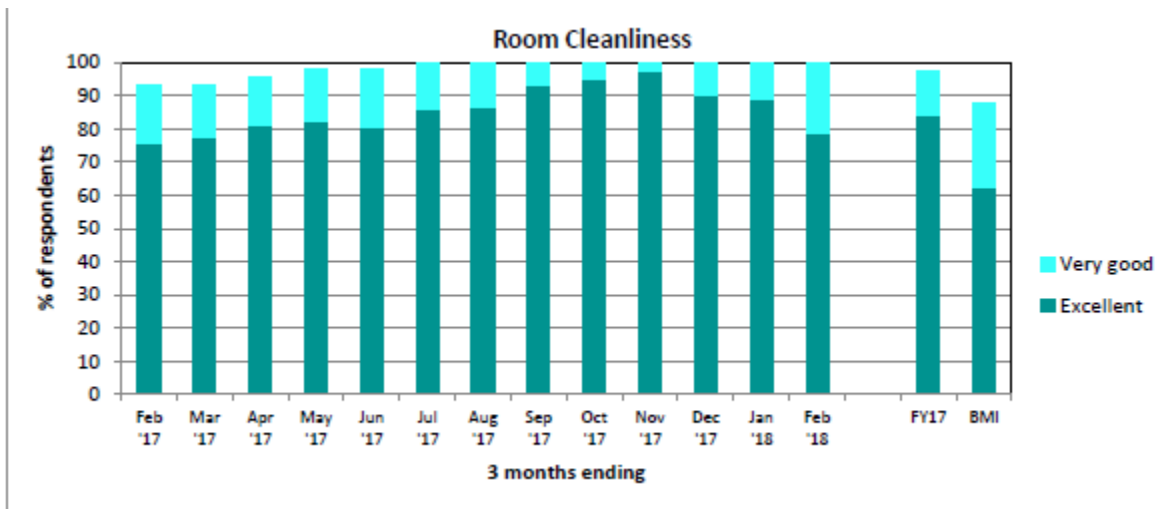
BMI Werndale participates in the Public Health Wales Orthopaedic Surgical Site Infection Surveillance



BMI Werndale

	<i>Procedures</i>	<i>SSI</i>	<i>SSI rate</i>
2017-2018*	217	0	0.0%
Hip procedures	121	0	0.0%
Knee procedures	96	0	0.0%
Other/unknown	0	0	

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.

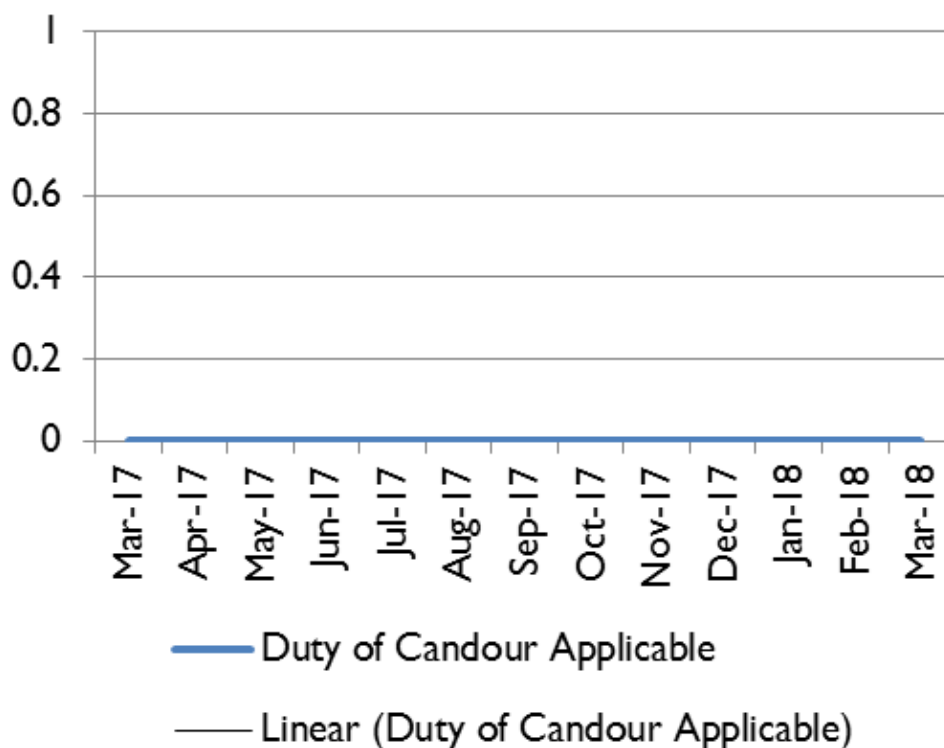
As part of our Duty of Candour, we will make sure that if mistakes are made, the affected person:

- 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.

In the Year 2017 -2018 BMI Werndale Hospital has had no serious incidents to report and therefore there have been no Duty of Candour reports



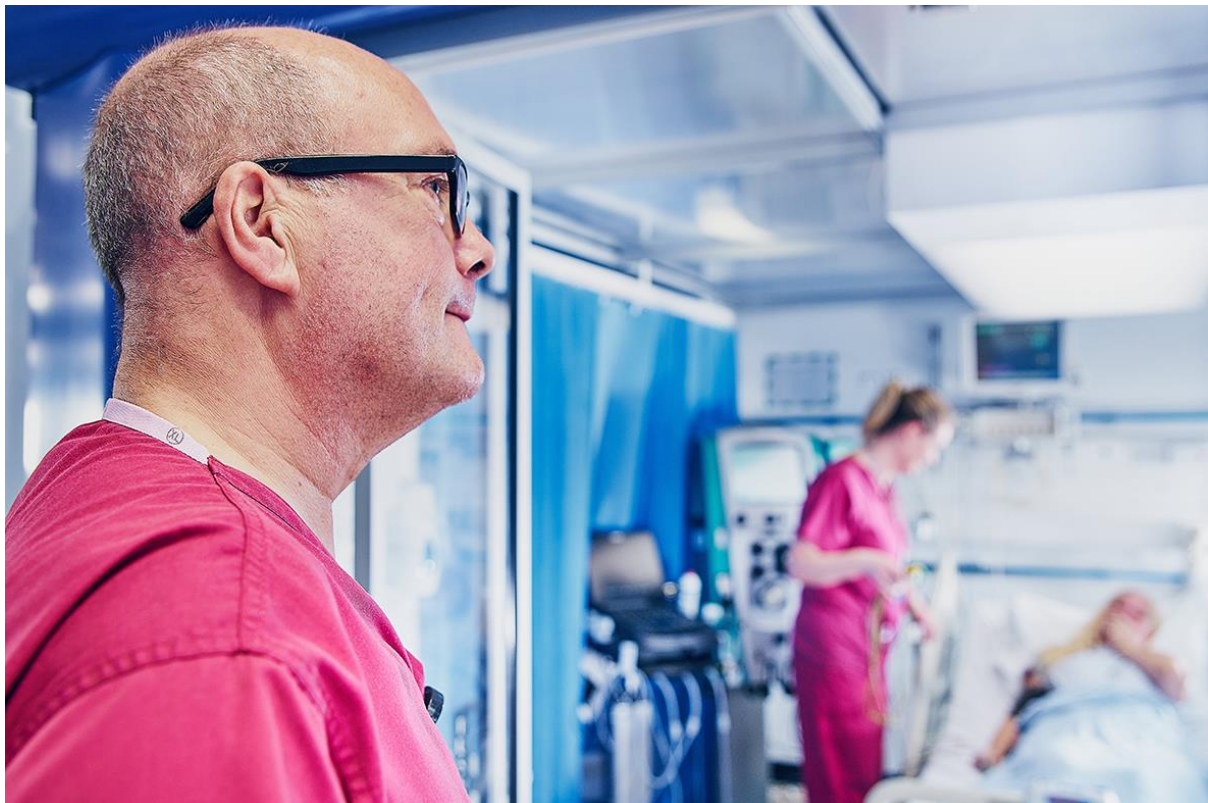
Venous Thrombo-embolism (VTE)

BMI Healthcare, holds VTE Exemplar Centre status by the Department of Health across its whole network of hospitals including, BMI Werndale 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

Werndale Hospital	VTE			
	2017	National Average	Highest National Score	Lowest National Score
2018	98.00%	95.77%	100.00%	81.60%

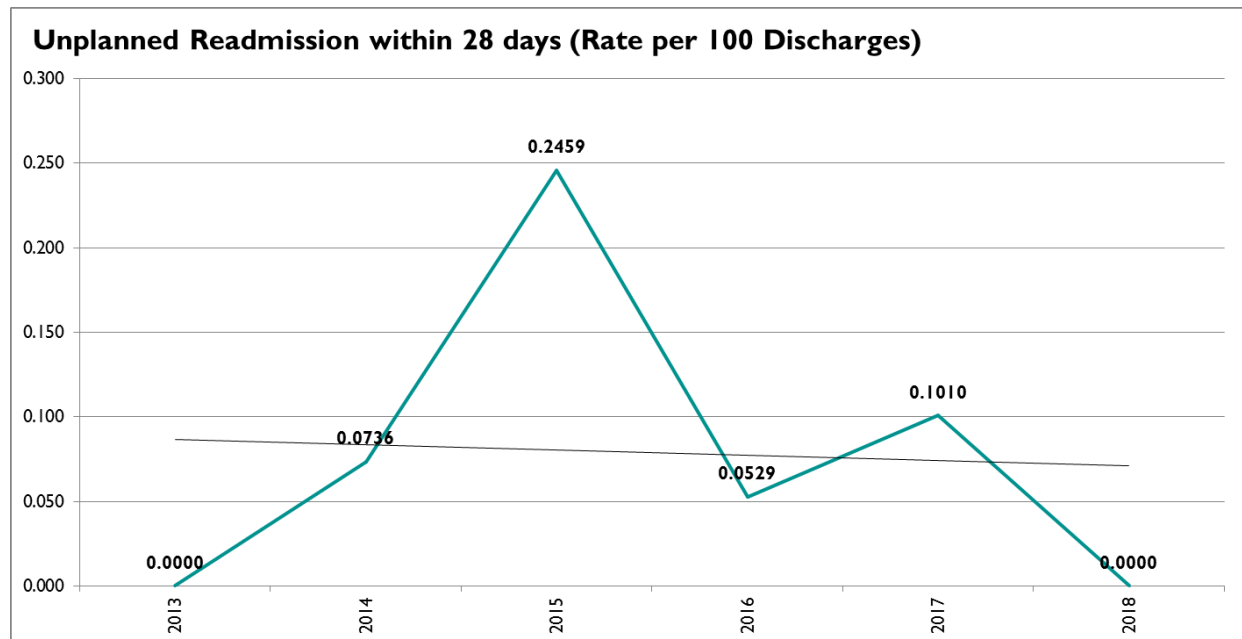
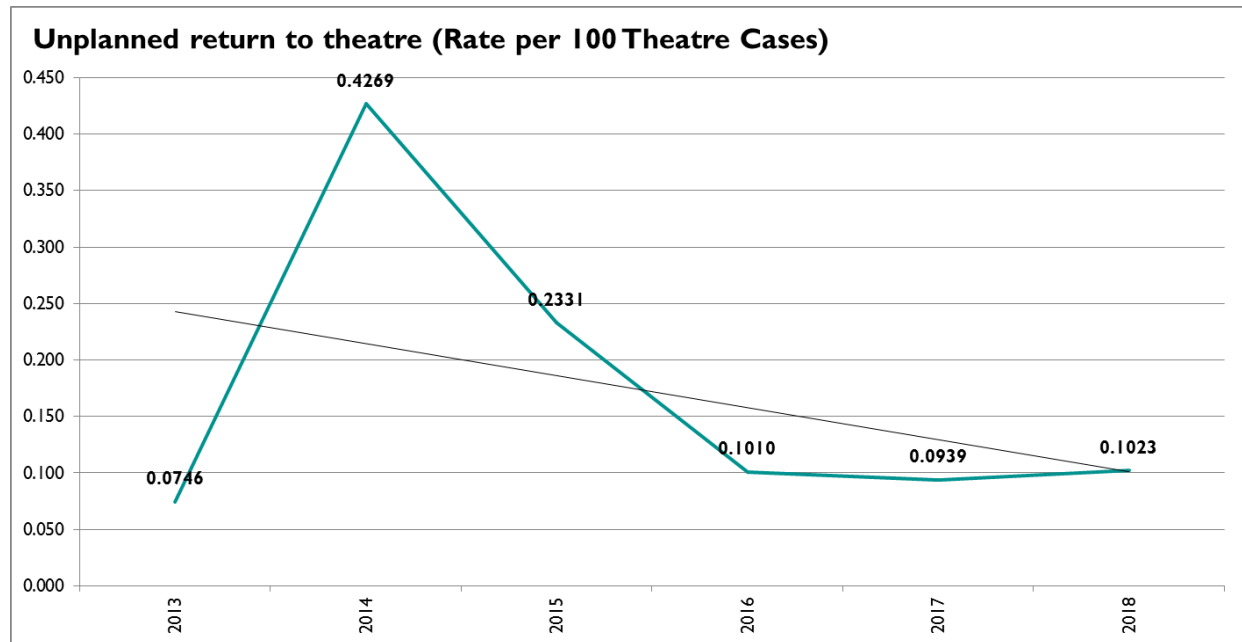
BMI Werndale Hospital reports the incidence of Venous Thromboembolism (VTE) through the corporate clinical incident system. It is acknowledged that the challenge is receiving information for patients who may return to their GPs or other hospitals for diagnosis and/or treatment of VTE post discharge from 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. .



Unplanned Readmissions & Unplanned Returns to Theatre

Werndale Hospital	Re-Admissions (Aged 16+)			
2018	2017	National Average	Highest National Score	Lowest National Score
0.000	1.385	10.010	41.650	0.000

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



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.

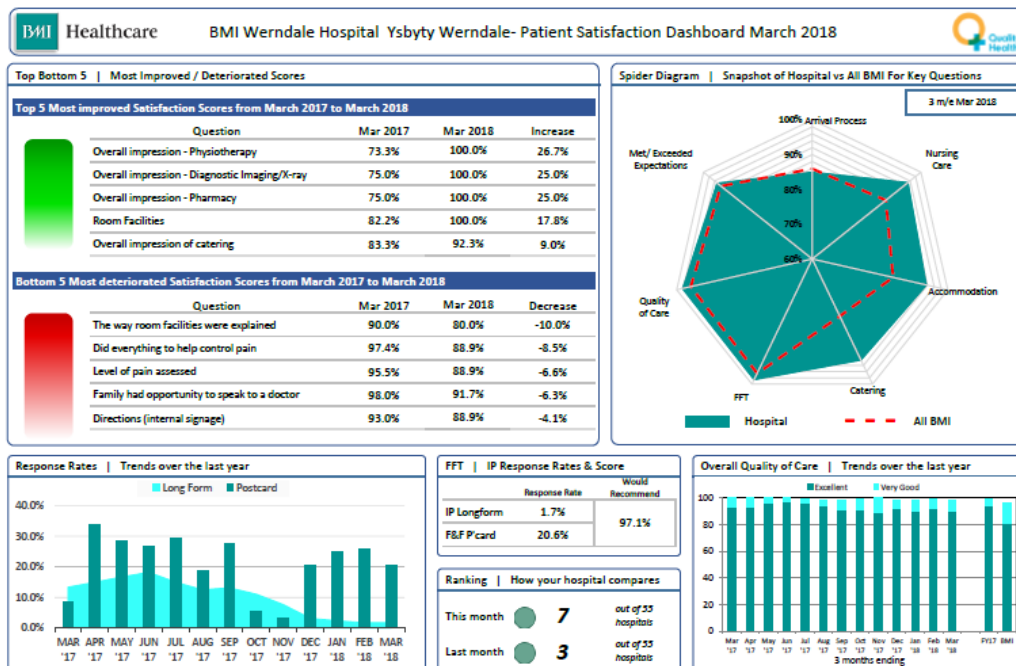
All deaths are discussed at a hospital Clinical Governance Committee, and further escalated to the Regional Quality Assurance Committee and National Clinical Governance Committee for review as appropriate; this ensures that lessons learnt from deaths are discussed at all levels and findings are then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

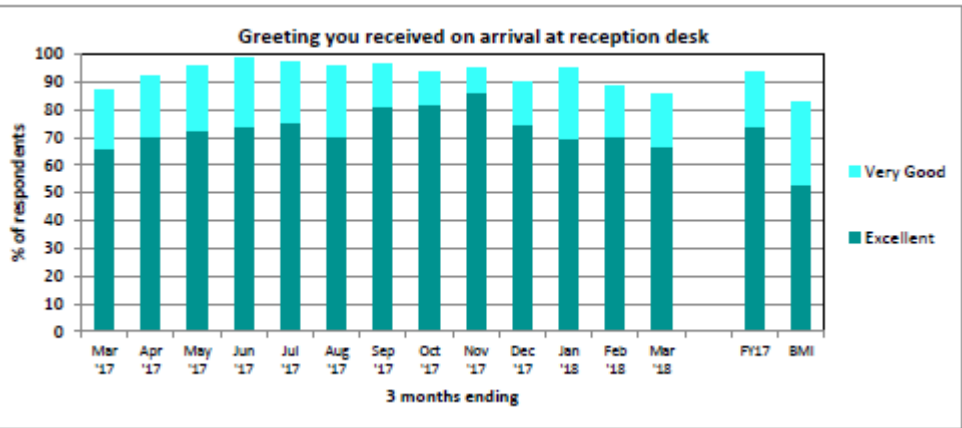
Patient Experience

Patient Satisfaction

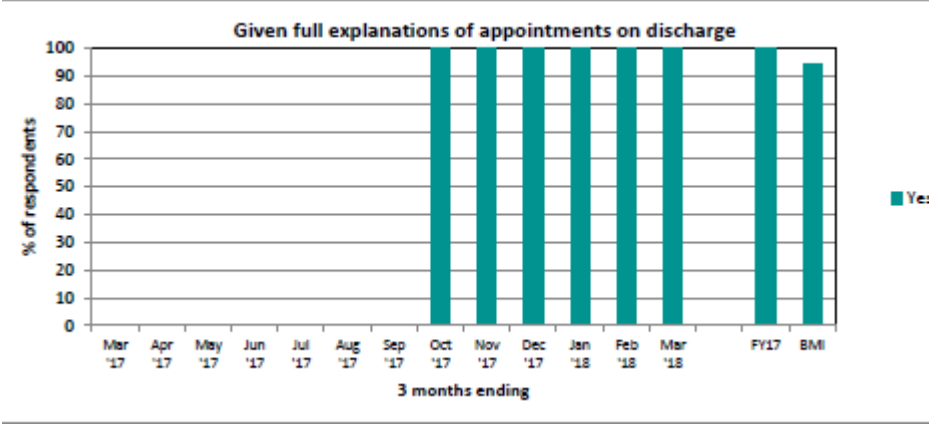
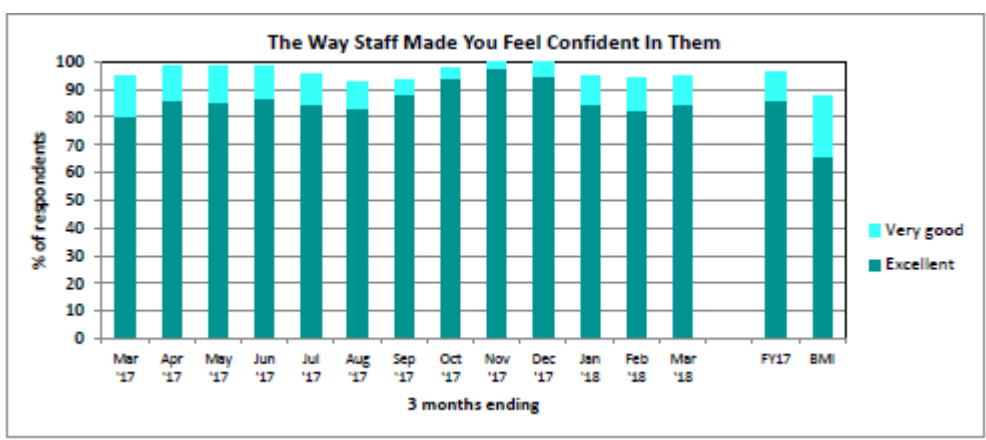


BMI Healthcare is committed to providing the highest levels of quality of care to all of our patients. We continually monitor how we are performing by asking patients to complete a patient satisfaction questionnaire. Patient satisfaction surveys are administered by an independent third party.





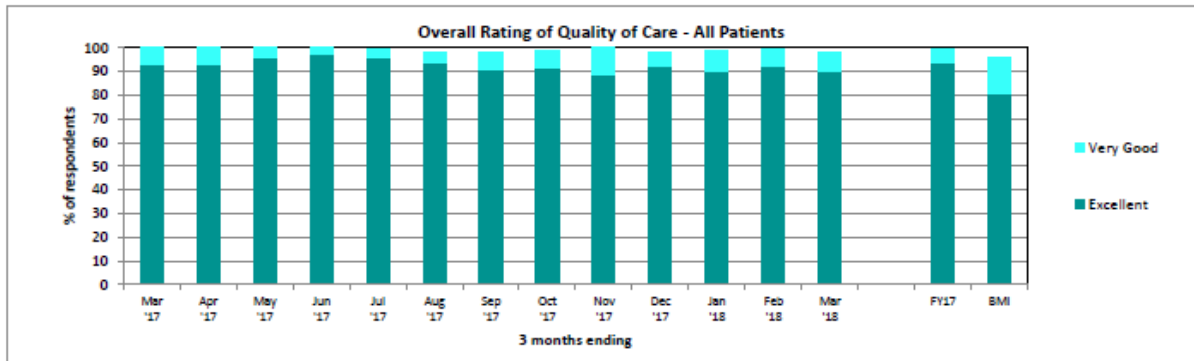
Nursing care



Analysis Over Time

Please note that scores are based on 3 month ending data

Overall rating of Quality of Care																
Funding Type	Excellence							Satisfaction								
	Mar '17	Oct '17	Nov '17	Dec '17	Jan '18	Feb '18	Mar '18	FY17	Mar '17	Oct '17	Nov '17	Dec '17	Jan '18	Feb '18	Mar '18	FY17
All	93.2	91.5	88.9	91.9	89.9	92.3	90.4	93.8	100.0	98.8	100.0	98.4	98.7	99.1	98.3	99.2
Insured & Self Pay	91.4	91.9	87.0	89.5	85.4	90.3	87.7	93.3	100.0	100.0	100.0	100.0	98.8	99.1	96.7	99.7
NHS	100.0	88.2	92.9	95.7	95.4	94.1	92.2	95.3	100.0	94.1	100.0	95.7	98.5	99.2	99.4	96.9



Werndale Hospital	Patient Recommendations			
2018	2017	National Average	Highest National Score	Lowest National Score
99.38%	#####	97.07%	100.00%	75.61%

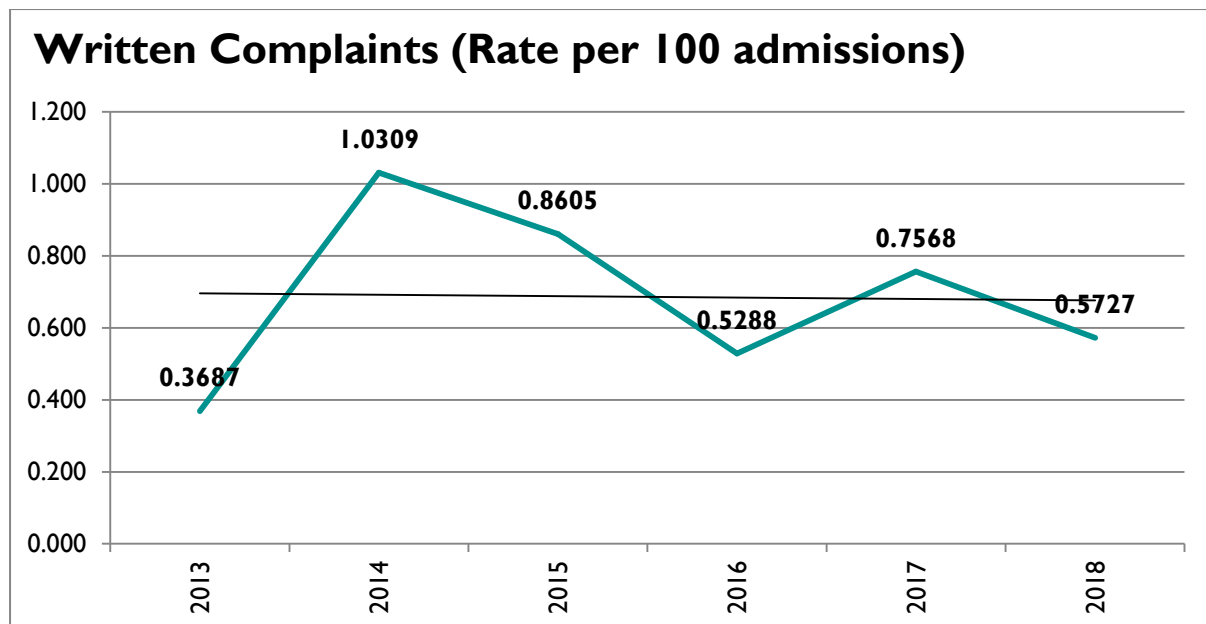
Complaints

In addition to providing all patients with an opportunity to complete a Satisfaction Survey BMI Werndale 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.



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.

National Clinical Audits

BMI Werndale Hospital achieved the National Joint Registry Quality Data Provider status, this is the first year this has been awarded, we are very proud to have achieved this prestigious status.

Priorities for Service Development and Improvement

1. Increase use of ambulatory care pathways
2. JAG accreditation
3. General refurbishment of hospital facilities
4. Improvement of administration pathways

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.



Staff Recommendation Results

Werndale Hospital	Staff Recommendations			
2018	2017	National Average	Highest National Score	Lowest National Score
94.00%	95.56%	73.18%	89.98%	50.44%

BMI Werndale considers that this data is as described for the following reasons

- It is important to us to listen and engage with all staff in every area to feel able to speak out and to make recommendations
- Regular staff forums are held for all staff
- We have the BMI Behaviours and the 6 'C's in place to give staff recognition for all of their hard work and commitment, which openly encourages all staff to make recommendations
- This year we have introduced the Freedom to Speak Out initiative; this is championed by a Speak Up Guardian.

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.

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

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

The BMI Werndale Hospital has had no instance of C.difficile in the last year and considers that this data is as described for the following reasons:-

1. Exceptional Infection Prevention throughout the Hospital
2. All staff undertakes Mandatory training on Hand Hygiene and IPC Precautions

Hospitals responsiveness to the personal needs of its patients

Werndale Hospital	Responsiveness			
2018	2017	National Average	Highest National Score	Lowest National Score
95.03%	95.13%	69.22%	78.00%	60.10%

The BMI Werndale has throughout the year shown commitment and care to its patients and this is shown in continually being in the top 7.

Patient Safety Incidents

Werndale Hospital	Patient Safety Incidents (Count)			
2018	2017	National Average	Highest National Score	Lowest National Score
32	33	3908	14506	31

Patient Recommendation Results

Werndale Hospital	Patient Recommendations			
2018	2017	National Average	Highest National Score	Lowest National Score
99.38%	100.00%	97.07%	100.00%	75.61%

Staff Recommendation Results

Werndale Hospital	Staff Recommendations			
2018	2017	National Average	Highest National Score	Lowest National Score
54.00%	95.56 %	73.18%	89.98%	50.44%

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

Werndale 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

BMI Werndale Hospital does not undertake any Paediatric services, but does offer care of the young Adult.

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

Werndale Hospital	VTE			
2018	2017	National Average	Highest National Score	Lowest National Score
	98.00%	95.77%	100.00%	81.60%

BMI Werndale Hospital

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