

Circle Reading Hospital Quality Account 2017/18



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Chapter One



Circle Reading Hospital

Circle was founded on the belief that hospitals should be dedicated to patients. Circle Reading has been designed to offer 21st century medical technology with an unequivocal focus on quality of care and customer service. Each of our hospitals is co-formed and co-run by clinicians. We are the largest partnership of healthcare professionals in Europe.

Circle Reading is wholly committed to delivering clinical excellence and the highest level of customer service, every step of the way. We embrace innovation and look for ways to improve what we do every single day. We believe that makes us different to other hospitals.

Our Facilities

Circle Hospital Reading facilities are state-of-the-art and include:

- Five operating theatres
- One endoscopy suite
- 20 Day case beds
- 15 acute inpatient beds
- 15 rehabilitation beds
- 15 consultation rooms and treatment rooms
- Outpatient rehabilitation services
- Ambulatory care
- Physiotherapy therapy suite
- Full diagnostic service including MRI, X-ray, Ultrasound and pathology testing

Aims and Objectives

- The hospital operates 7 days a week on a 24 hour basis.
- We aim to deliver a patient experience characterised by comfort and respect for the patient's individual needs and views.
- We aim to provide speedy access to out-patient, in-patient and day case surgery treatments in a first-class facility.
- We aim to deliver high quality evidence based clinical care that provides patients with the best outcomes.

Principles

We will exclusively focus our efforts on services where we:

- Can be the best provider for our patients in their community;
- Have a passion for service delivery; and
- Realise a sustainable economic driver that allows our services to persist.

About the Quality Account

The Health Act 2009 requires all providers of healthcare services to NHS patients to publish an annual report about the quality of their services; this report is called a Quality Account. Amendments were made in 2012, such as the inclusion of quality indicators according to the Health and Social Care Act 2012.

The primary purpose of a Quality Account is to enhance organisational accountability to the public, to engage Boards and leaders of organisations in fully understanding the importance of quality across all of the healthcare services they provide, and to promote continuous improvements on behalf of their patients. The quality of the services is measured by looking at patient safety, the effectiveness of treatments that patients receive and patient feedback about the care provided.

A Quality Account must include:

- A statement summarising the Registered Manager's view of the quality of services provided to NHS patients;
- A review of the quality of services provided over the previous financial year (2017/18);
- The quality priorities for the forthcoming financial year (2018/19)

Circle Reading is extremely proud to present its Quality Account for 2017/18. Our departments have worked very hard to produce information for the Quality Account that represents how motivated and driven they are to improve services for their patients.

We have also worked closely with the Circle Reading Executive Board and Clinical Governance & Risk Management Committee to produce a Quality Account that provides our patients and the general public with information that demonstrates our commitment to quality as the first and foremost priority in our organisation; and provides the reader with a comprehensive insight into who we are and what we do.

Statement on Quality from the Leadership Team

It is with great pleasure that we welcome you to the 2017/2018 Quality Account produced by Circle Reading which has been written in accordance with the Department of Health's policy document 'High Quality Care for All'. We are pleased to report on the quality of our services, patient experience and assurance procedures in place. This report outlines our approach to quality improvement, progress made in 2017-2018 and plans for the forthcoming year.

The aim of our Quality Account is to provide information to our patients and commissioners to assure them we are committed to making progressive achievements. For example, we participate in the Public Health England Surgical Site Surveillance Service and Patient Reported Outcome Measures for Hip and Knee replacement.

During 2017 Circle Reading has taken every step to ensure the quality of the patient experience is at its very best. This encompasses the medical treatment received, the quality of accommodation and facilities, food and hospitality, which are all centred around the individuals' personal needs. We pay meticulous attention to the whole patient pathway, from making an enquiry, booking an appointment, the treatment, and after care. Our emphasis is on ensuring patients receive safe, efficient and effective care, that they feel valued, respected and involved in decisions about their care and are fully informed about their treatment each step of the pathway.

The experience that patients have in our hospital is of the utmost importance and we are committed to establishing an organisational culture that puts the patient at the centre of everything we do. As well as being treated quickly and safely, our patients receive a personalised service, enhanced by good communication and a commitment to ensuring their privacy and dignity are respected at all times.

Circle Reading is committed to providing the very highest quality services for patients and working environment for our clinicians and partners. We strive to provide choice, innovation, safe and personalised care for our patients, whom we fully welcome feedback from. Unique to Circle Reading is all our staff have a voice on how to ensure and improve the quality of our services and we promote a culture that advocates 'we are the agents of our patients' in line with our credo. We are proud of all our achievements to date.

Consequently, the purpose of this report is to present our successes and outline quality related improvements which may still be required. Furthermore, we aim to explain our main priorities over the next year, including a delineation of those to be involved; how we aim to measure their effectiveness and the inclusion of reflective learning from previous initiatives.

Information provided in the Quality Account is trustworthy and reflects a true picture, which aims to be meaningful and relevant. Comparisons can be made with other organisations and within Circle Reading over time. Access to the report will be enhanced through its publication on the Circle website and internally to patients and partners.



Claire Gurrie

Claire Gurrie
Hospital Director



Peter Hale

Peter Hale
Clinical Chairman

Chapter Two



Our credo

Our purpose To build a great company dedicated to our patients. **Our parameters** We focus our efforts exclusively on what we are passionate about. What we can become best at. What drives our economic sustainability. **Our principles** We are, above all, the agents of our patients. We aim to exceed their expectations every time so that we earn their trust and loyalty. We strive to continuously improve the quality and the value of the care we give our patients. We empower our people to do their best. Our people are our greatest asset. We should select them attentively and invest in them passionately. As everyone matters, everyone who contributes should be a partner in all that we do. In return, we expect them to give their patients all that they can. We are unrelenting in the pursuit of excellence. We embrace innovation and learn from our mistakes. We measure everything we do and we share the data with all to judge. Pursuing our ambition to be the best healthcare provider is a never-ending process. 'Good enough' never is.

Our values

Passion

We are driven by the needs of our patients.
We believe in our credo and the importance of our mission.
Each of us has a significant contribution to make.

Disruption

We are not afraid to challenge the norm or the vested interest.
We encourage creativity when balanced with discipline and methodology.
We have the courage to call it as it is.

Humanity

We value care, compassion and empathy.
We engage our partners to be their best.
We are straightforward, listen to and respect each other.

Resilience

We learn from setbacks and come back stronger.
We are tenacious and see obstacles as challenges.
Our belief in ourselves underpins our resolve.

Agility

We are always open to new ideas and ways of doing things.
We believe that 'good enough' never is.
We keep it simple and make things happen fast.

Partnership

We have a sense of ownership for what we do.
We feel valued and able to make a difference.
We hold each other to account for what we believe in.

Facilities provided at Circle Reading

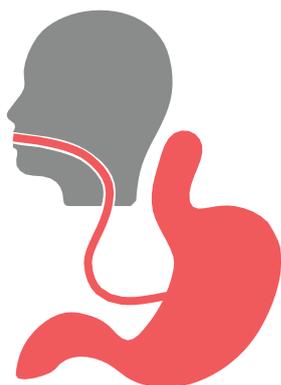
15 elective Inpatient Beds



20 Day case Pods



1 Endoscopy Suite



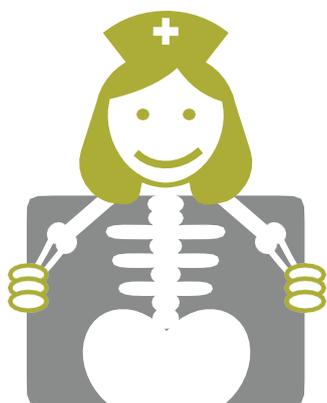
5 Theatres



15 Consultation Rooms

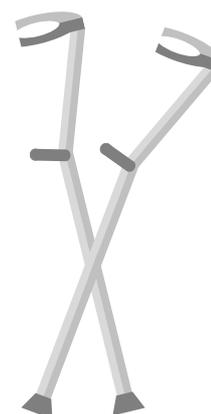


Diagnostic Services



Including MRI, X-ray, Ultrasound
and Mobile CT Scanning

15 inpatient rehabilitation beds
and outpatient
Services



Circle Operating System (COS)

Our purpose

To build a great company dedicated to our patients.

Our parameters

We focus our efforts exclusively on:

- What we are passionate about.
- What we can become best at.
- What drives our economic sustainability.

Our principles

We, above all, the agents of our patient.

We empower our people to do their best.

We are unrelenting in the pursuit of excellence.



Stop the Line

'Stop the Line' is a process where work is stopped and brought to a standstill when a problem is identified

Swarm

'Swarm' is Circle's unique approach to problem-solving. A swarm helps us to take time out, understand an issue fully, and resolve it.

Patient Hour

Patient Hour is a dedicated time for teams to come together to review progress, discuss and plan improvement initiatives. Patient hours can be a series of huddles, or be part of weekly or monthly team meetings.

Items that are covered during a Patient Hour:

- Site and local communication.
- Review of departmental quality quartets.
- Plan improvement initiatives.
- Report feedback on improvement projects.
- Open forums.

Partnership Session

A Partnership Session is a wider departmental (unit, service, gateway, team) meeting that has a very unique flavour and approach, and is recommended to be two to three hours in length.

Quality Quartet

The Quality Quartet is our performance dashboard. Each hospital's business plans are all built around this and used to account to the Circle Group Executive Board.



Chapter Three



Departmental Quality Statements

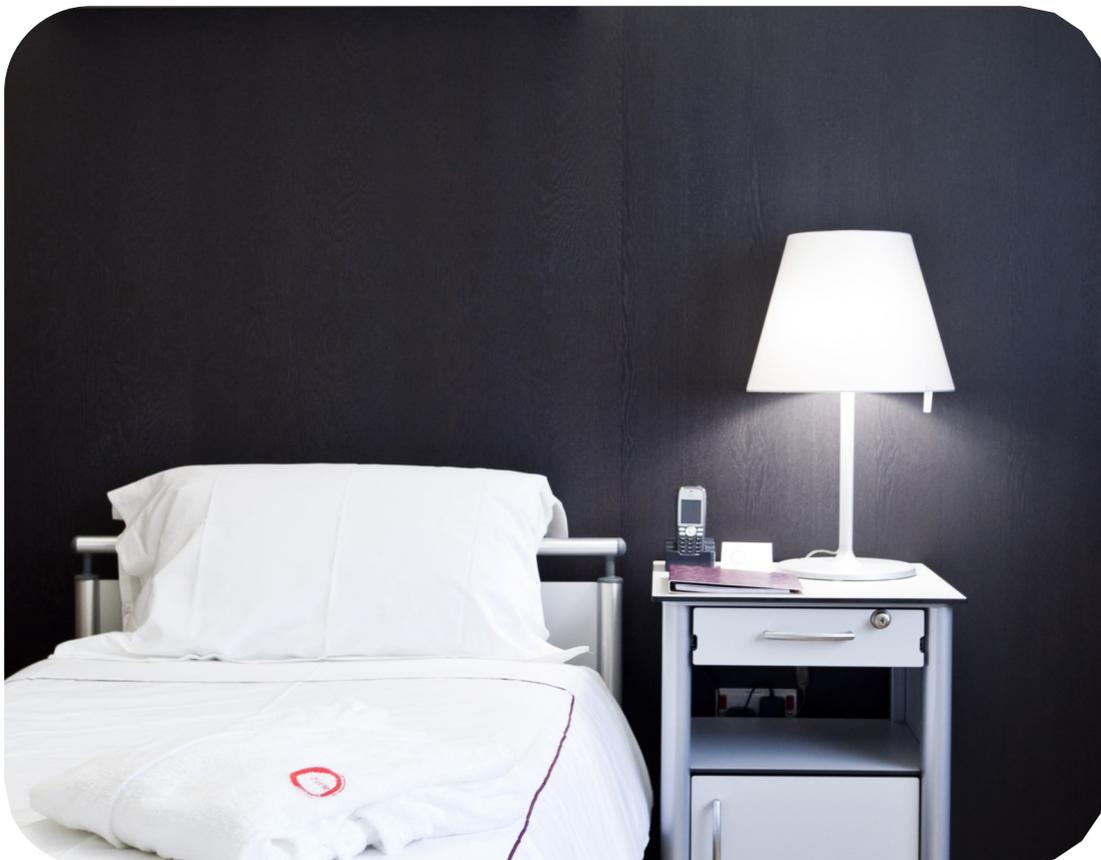
Inpatients

Inpatients at Circle Reading caters for Orthopaedic (Hip, Knee, Shoulder, Spinal, Foot and Ankle), Gynaecology, ENT (Ear, Nose and Throat), Cosmetic and General surgery patients. All our inpatients are cared for with respect and dignity in single en-suite bedrooms. All our bedrooms have the facility of a pull out bed to allow a relative to stay over night with the patient if they so wish. Patients are either admitted directly to the inpatient ward or through the Day case unit if beds are not available at admission time.

We have a dedicated experienced team of Registered nurses, health care assistants, administrators, housekeepers and hospitality staff who work together to provide an excellent patient experience working closely with the multi-disciplinary team to ensure our patients receive high quality and safe care.

We have a Resident Medical Officer who is available in the hospital 24 hours a day and is on hand to deal with any medical issue that arises. The RMO is supported by both the Consultant surgeons and Consultant anaesthetists. The RMO, Nurse in Charge and Pharmacist do a daily round of the inpatients to check on their progress and address any concerns that may have arisen.

The Head of Nursing and AHPs visits the ward at least twice a day so that he may discuss and address any issues they may have.



Day case

Day case at Circle Reading comprises of 20 individual patient pods and an 8 spaced seated ambulatory area. Two of our pods are en-suites and tend to be used by our endoscopy patients. We are an extremely busy and dynamic unit with an average turnaround time of 1-2 hours for local anaesthetic patients and longer for general anaesthetic patients depending on post-operative requirements. Our ambulatory area has provided some much needed increased space and a better flow through the unit for our patients who do not require a trolley, for example those having cataract surgery.

We have a dedicated team of Registered Nurses, health care assistants and administration staff. We see a wide variety of specialities including orthopaedic, endoscopy, gynaecology, ophthalmology, pain, spinal, general and cosmetic surgery. We work closely with the multi-disciplinary team to ensure our patients receive high quality and safe care. We have a Resident Medical Officer who is available 24 hours a day to see patients and take telephone enquiries. Day surgery opens at 6.45am until 20.00 hours Monday to Saturday. At times the department can be open later with a cut off of 22.00 hours for the last patient to be discharged. Patients who require further monitoring are transferred to our inpatient ward.

Daily bed meetings are held to ensure a safe flow of patients through the hospital.

Day surgery runs a very effective service with a close cohesion of established staff. Feedback received from patients is consistently positive with very few complaints.



Endoscopy

The endoscopy department is situated on the first floor of Circle Reading Hospital and operates as part of the Day case unit where patients are admitted, recovered and discharged. The unit provides the highest standard of care for all our patients regardless of age, race, culture, religion, ability or sexual orientation, ensuring patient's dignity and privacy are maintained at all times.

The procedure room is furnished with modern state of the art equipment. The Clean room with a modern drying cabinet and the decontamination room with modern ISIS washers.

We provide an excellent patient service for patients requiring endoscopic procedures comprising of:

- Gastroscopy
- Colonoscopy
- Flexible Sigmoidoscopy
- Flexible Cystoscopy
- Banding of haemorrhoids
- Injection of haemorrhoids

Since opening in 2012 the department has seen over 3500 patients and is currently in the process of applying for Joint Advisory Group on Endoscopy accreditation (JAG), a Royal College of Physicians body that ensures the quality and safety of patient care by defining and maintaining the standards by which endoscopy is practiced.

The unit along with other departments of the hospital provides a number of student nurses from Buckinghamshire University with placement. The department is staffed by two Registered Nurses who are mentors to these students.



Theatres

The Theatre Department in Circle Reading Hospital consists of five operating theatres and three clean core rooms.

Three of the operating rooms have laminar flow clean air systems where all implant surgery takes place; and all four theatres have integrated iTheatre camera systems. Our theatres are served by off-site decontamination.

The Theatre Department prides itself on ensuring that team members benefit from on-going training and development. Our team have access to on-going training on nationally recognised courses such as Advanced Scrub Practitioner (ASP) and having the opportunity to work with consultants on a daily basis means that we can provide a safe and caring environment for all of our patients.

Working within the Assurance Framework of the company, the theatre department has link members for Infection Prevention and Control (IPC), Health and Safety (H&S), Blood Transfusion and other various sub-committees.

We take an active part in these committees which feed into the Clinical Governance and Risk Management Committee on a monthly basis.

The Theatre Department views this as key to the success of our team and ultimately the care given to all of our patients.



Radiology

Radiology services are based in a dedicated radiology department. Services are also delivered remotely, in theatres and on the wards if necessary. In radiology we aim to deliver a high quality and safe service to our patients, striving to make the patient experience, the best it could possibly be and always making sure privacy and dignity is at the forefront of service delivery.

Prompt access to our services is paramount and we are always critically analysing waiting times against capacity and demand. This will allow us to see where we need to adapt and re-shape the way we deliver the service, for the best outcomes for our patients.

The radiology department consists of one X-ray room, a second room used for mobile and fluoroscopic procedures, one ultrasound room and one MRI scanner. The department also has three mobile fluoroscopy units which are utilised in a busy theatre environment. Our largest service user is orthopaedics but we also receive referrals for rheumatology, spinal, Gynaecology, gastroenterology and ENT across all imaging modalities.

With the increase in demand for diagnostic imaging tests, year on year, it is important that we continue to have dedicated teams working within the department and contributing to the multi-disciplinary team we have today. Six plain film and theatre radiographers, along with four MRI radiographers, work closely alongside one radiology department assistant and two clerical administrators. All have their part to play to make the service a success.

The Radiology Team is led by the Lead Radiographer, assisted by the Deputy Lead Radiographer. Radiologist cover has continued to be provided by a consortium of highly skilled and experienced consultant radiologists, each with their own field of expertise that they not only bring to the radiology department, but to the hospital as a whole. Over the past year the team has again shown and proven that we all work as a cohesive, robust team, serving our patients and all other stakeholders to the highest of standards.

We are well on the way to our ISAS accreditation and work is starting in earnest to evidence all 147 criteria demanded of a successful accreditation. Gaining accreditation will mean that the high quality service we deliver will be endorsed and recognised as a safe, high quality service with patient care at its core.

Demand for MRI is still increasing year on year at a tremendous rate and the challenge is to be able to keep up with this increase. We continue to work an extended week and still embrace ad-hoc Sunday lists in answer to peaks in demand. Ultrasound also remains in great demand as does ultrasound and fluoroscopically guided steroid injections, where demand has grown over the past year. Plain Film and theatres remain busy and a large part of the working week.

We continue to work closely with cardiology and pain management, sharing resources and facilities to achieve the best clinical outcomes for our patients and to prudently utilise resources to the best of our ability.



Physiotherapy

Circle Physiotherapy is part of the wider Circle Partnership. It is a dynamic, multi-disciplinary physiotherapy clinic based at Circle Reading hospital. Specialist clinicians within the teams are able to offer up-to-date, evidence-based practice, in the treatment of a variety of musculoskeletal complaints. All clinicians are fully qualified and are registered with the CSP and HCPC. They are involved in regular internal and external training in order to ensure the standard of treatment given is appropriate and relevant. Our client base consists of members of the general public and people who have undergone surgery. Clients may be young or old, post-operative, non-sporting, weekend warriors, or elite sportspeople. We treat private, self-pay, and NHS patients referred by their consultant via agreed care pathways

The department is split into 3 distinct disciplines, Inpatient Physiotherapy, Outpatient Physiotherapy and Rehabilitation.

Inpatient Physiotherapy

This service provides pre-assessment surgical advice and physiotherapy for all orthopaedic inpatients at Circle Reading. We provide a comprehensive pre-assessment service with “Joint Schools” prior to major knee, hip and spinal surgery which have received excellent feedback from patients and gives valuable information about post-operative recovery prior to surgery. This is backed up by a number of new high quality booklets with information and exercise advice for patients undergoing surgery.

The inpatient physiotherapy team have continued to ensure all relevant orthopaedic surgical patients are treated and safely discharged. The inpatient team are continuing to work on maintaining a lower than average length of stay for THR and TKR patients, with the hope that this will positively impact our PROM scores in combination with the outpatient Physiotherapy service that is provided.

Outpatient Physiotherapy

Outpatient physiotherapists treat a wide range of conditions. The majority of the case load is post-operative orthopaedic patients; however the team also treat GP, Consultant and self-referrals for a wide range of musculoskeletal conditions. The team continues to be dedicated to continuous professional development and the team has received funding for numerous courses to help improve the standard of care and the number of services within the department. Notably we now have a qualified women’s health physiotherapist and have also recruited a spinal ESP therapist who will work closely with the spinal consultants. The team has also launched a fibromyalgia service that will see it work closely with a specialist pain consultant and clinical psychologist. Furthermore a number of the physio team attended a 2 day pain course to ensure the service is completely up-to-date. The team are also clinically skilled in the use of Extracorporeal Shockwave Therapy, which has some evidence in treating a number of different tendinopathies. Biodex isokinetic muscle testing is also used regularly and its use is evidenced in the assessment and management of post-operative ACL reconstruction patients who wish to return to sports.



Rehabilitation

The Rehabilitation Service has been recently set up to offer intensive rehabilitation, over a 1 to 2 week period, to help maximise and expedite patient recovery. Circle has teamed up with VAMED, an internationally renowned rehabilitation provider and a model has been developed to provide the highest possible care to post-operative patients and those with general musculo-skeletal injuries and neurological conditions. The service also provides detailed sports packages to assess and treat athletes who either have injuries or would like to plan a programme for a specific event with expert advice. The department has seen the introduction of state-of-the-art technology, including an Alter-G Anti-gravity treadmill which allows control of body weight from 20% to 100% and is an excellent tool to help people recover normal gait patterns after surgery or injury much faster than usual. Other facilities include an Aqua treadmill, 3D gait analysis equipment and also sports physiology testing

Services provided

Orthopaedics, Physiotherapy, Rehabilitation, Shockwave Therapy (ESWT), Sports Massage, Podiatry, Gait Analysis, Isokinetic muscle testing.



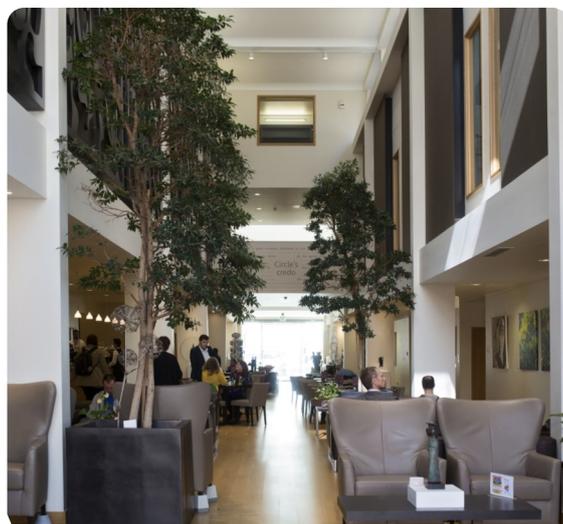
Outpatients and pre-assessment

Outpatients at Circle Reading is the first point of contact for our patients in their pathway through the hospital. It comprises of 15 consulting rooms all of which have a linked treatment room. Our specialties include: Orthopaedics (Hips, knees, shoulders, back), Physiotherapy, Ophthalmology, Gynaecology, Cosmetic surgery, Gastroenterology, General surgery, ENT (ear, nose and throat), Rheumatology, Urology, Nephrology, Vascular and Radiology and imaging (including X-ray and MRI). We have a team of dedicated Registered Nurses and health care assistants who assist consultants with their clinics and investigations. Every day we see a vast number of patients through our department with a variety of clinics including, new consultant clinics and follow up appointments and nurse led clinics such as wound dressing, phlebotomy and ECG clinics. We have recently started a dermatology service at Circle Reading. We carry out minor procedures within the department some of which include mole removal and removal of skin lesions.

Recently outpatients at Circle Reading Hospital has become the first hospital in Europe to use a state-of-the-art diagnostic device called mi-eye 2, enabling significantly quicker diagnoses compared to traditional MRI scans. This was very exciting for the team and patient feedback was very positive.

We are currently looking at developing a gynaecology minor operations service within outpatients which will aim to reduce the number of patients having to have general anaesthetics. The types of minor operations include cervical cauterly, mirena coil insertion and vulva biopsies. One of our nurses is currently working closely with our gynaecology consultants in preparation for this. This will improve patients experience and pathway.

Pre assessment is based in outpatients and has a dedicated team of Registered Nurses and health care assistants. The team see on average 45 patients daily. All patients who are booked for a general anaesthetic will have a pre assessment. We also provide a telephone pre assessment service. Face to face pre assessment appointments are offered to patients from 8am until 6.30-7pm so patients have a good choice of times to fit around their busy schedules. Daily we have access to a pre assessment consultant anaesthetist who is able to advise on complex patient needs. This ensures our patients are safe for their elective procedures.



Recovery

Circle Reading hospitals recovery area consist of 7 fully functioning bays, that monitors the patient Blood Pressure, Pulse, oxygen saturations and carbon dioxide level following surgery. Recovery staff are responsible for the safe management, treatment and care of patients from either a general anaesthetic or sedation from our theatre and endoscopy department.

Our team comprises of 5 permanent part time staff and 4 full time staff members. The staff ensure that the safety of our patients are our priority. We follow national guidelines for care and treatment for post-anaesthetic recovery. Once the patient arrives in recovery, they are cared for in a holistic manner and their length of stay is based on individual need. Patients remain in recovery until they meet the required discharge criteria.

There are daily operational meetings held and a representative from each department attends to discuss any issues and set a plan of action. Weekly meetings are also held to ensure a safe flow of patients through the hospital. We work closely with the bookings team and theatre scheduler.



Hospitality

The hospitality services at Circle Reading consists of multiple teams. The teams provide the following services within the hospital:

- Reception
- Switchboard
- Security & Night Porters
- Catering Services
- Circle Kitchen
- Circle Café

Reception, Switchboard & Security Services are often the first point of contact for our patients and represent the first impression of the Hospital. They also liaise with staff partners across the facilities to ensure that a smooth patient experience is provided to our patients.

Circle Kitchen and Catering Services provide all our patients, staff and visitors with a wide selection of dishes made with good quality, fresh, local ingredients which are freshly prepared to Head Chef, James Bonnetts' exact recipes.

Circle Café is the heart of our hospital where everyone can come together to enjoy a great variety of food and beverages options. Our vision for Circle Café is to be a service that is constantly used and meets everyone's taste needs. We seek to serve great breakfasts and lunch or anything that pleases our customers.



Rehabilitation

Circle Reading has opened the doors of its new Rehabilitation Unit focused on the recovery and rehabilitation of patients with Muscular Skeletal, Neurological and Sport Injury conditions. Working alongside our network of VAMED hospitals across Europe, we are providing expert treatment with the use of the latest technologies.

We are proud of the revolutionary technology we utilise for rehabilitation.

A small snapshot of the latest equipment we can use to aid recovery are:

Anti-gravity treadmill—driven by technology from NASA, this helps to shorten recovery time, improve mobility and reduce injury.

Gait analysis—analyse biomechanics and helps to identify why pain is occurring.

Spinal strengthening technology—to help strengthen core muscles.

Continual Passive Motion device—helps you to regain your range of knee movement.

LiteGait—a revolutionary piece of kit that supports walking therapy, simultaneously controlling weight-bearing, posture and balance.

MOTomed—combats the lack of movement that fuels the degeneration process of the human body. It provides smooth, controlled and pleasant movement, which loosens and strengthens the muscles, stimulates the metabolism and the circulation, and improves endurance and cardio-vascular functions.

Sara Steady—a mobility-promoting support aid that encourages more mobile patients to stand up independently.

Evolv Easy Standing frame—provides a safe and supportive transition to standing.

Premium gym and exercise equipment—ensuring you have quality equipment at your disposal.



'I had the most excellent treatment in all aspects of my stay and could not possibly fault anything. I would recommend it to anyone wholeheartedly'.

'Right from meeting my Surgeon till the time a nurse helped me into my car to go home after 3 nights, I think given that I was in a hospital my stay was made as comfortable and professional as could be wanted. Cheerful and friendly and quickly on hand if needed staff....couldn't have asked for better. Lots of feedback for any question I asked.'

'I am very grateful to have been given a choice of where to have a consultation and with whom. There followed an extremely efficient and effective plan of care, culminating with admission to The Circle Reading; subsequent successful surgery and exemplary care by each and every one of the staff who attended to my needs whilst I was an inpatient. I had 100% attention and empathy and whilst I was able to thank most of those people upon discharge'.

'I have just had a hernia operation and if all hospitals achieved this standard of care and facilities, complaints would be as rare as Hens' teeth.
When I first visited the Circle and I walked through to reception, I thought that I was entering a top Hotel.
I have always had a fear of hospitals and have put off knee surgery and relied on pain relief.
The treatment and care that I received has put to rest my fears and when I have my knees repaired, this is where I want to go.
Lastly but, by no means least, your staff are wonderful'.

I cannot fault Circle. From all my outpatient appointments to the day of my surgery it all went very smoothly. On the day of my consultation when the consultant told me I would need surgery my pre op assessment started there and then. I had a choice of dates for my surgery offered and on the day everyone was so lovely. I was a day patient in a 'pod' and wasn't sure what this was. Needn't have worried. It's like posh cubicle with three walls and a curtain. Got a telly. All the staff were lovely and kept my husband happy with tea and coffee and said he could wander about and go to the restaurant and bring food back if he wanted.

Good job I liked it got something else wrong now got to go back!!

Chapter Four



Achievements Against the Quality Improvement Objectives 2016/17

In 2016/17 Circle Reading committed to:

- Build upon the existing Vision and Strategy in the 8 Point Plan with the focus on Clinical Outcomes, Patient Experience, Staff Engagement and Optimal Value.
- Enhancing the Patient Pathway from Good to Outstanding.
- Grow Patient Access
- Continue to work together using established tools and efficiencies of time.



We are delighted to provide the detail of our achievements against these objectives.

During the last year Circle Reading has continued to formulate our vision and strategy for the hospital and how this relates to both the patients and staff who provide the care we give. We are constantly listening to our patients and staff about how efficiencies and improvements can be made. We actively monitor our clinical outcomes which remain high and assure us that the care we provide is robust at the stages of planning and implementation. When things do go as well as we would expect we actively seek to understand why and tailor our response to either eradicate or reduce the chance of this happening again. We remain committed to putting the patient at the heart of everything we do.

Over the last twelve months Circle Reading has actively engaged with our patients to understand where our pathway can be enhanced through their feedback, whether this be positive or negative. We actively seek to understand where the improvements can be made. During our patient hour meetings in all departments the central pillar remains that of patient experience and how “good is never good enough.”

Circle Reading has continued to work with commissioners to ensure that our patient pathways are appropriate to the needs of not only the local but also the wider community, we have actively engaged with the NHS to support at times of crisis and have undertaken regular contractual initiatives to help reduce waiting times. Where appropriate we have adapted our pathways, an example of this being patients are treated more in ambulatory settings rather than hospital wards to promote recovery and enhance the patient experience.

Circle Reading has worked hard over the last year to ensure that our time is used effectively and most importantly is focused on the care we give to our patients. We have continued to review how we plan our time to ensure that we reduce the risk of duplication of tasks such as administration and none patient facing requirements.

Circle Rehabilitation

In 2016/17 Circle Rehabilitation committed to continuing to sustain and grow the current services provided within the new Rehabilitation Unit which is focused on the recovery and rehabilitation of patients with Muscular Skeletal, Neurological and Sport Injury conditions. We would continue to work alongside the network of VAMED hospitals across Europe in providing expert treatment with the use of the latest revolutionary technologies.

Over the past twelve months rehabilitation has continued to grow and adapt to meet the needs of our patient groups. This has led to the development in services such as neurological rehabilitation as well as sustaining the patient groups defined last year. We have sort to recruit the correct staff with the skills to meet the needs of our patients to ensure that we give them the best high quality, safe and effective care possible. We continue to work alongside VAMED who are actively engaged in supporting us in these new services.

Review of Quality Performance

Patient Experience

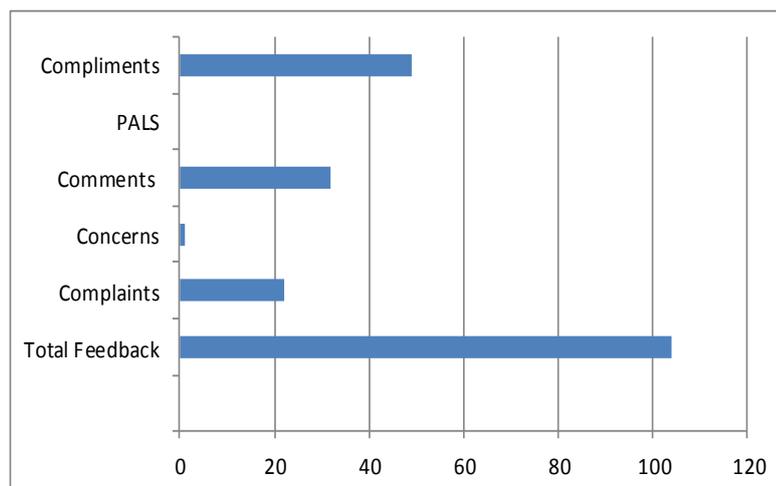
Complaints, Concerns, Comments, Compliments & PALS

At Circle Reading we place feedback from our patients at the very heart of our service and utilise this feedback to ensure that we are maintaining high standards of care. We operate a complaints process that responds flexibly, promptly and effectively to the justifiable concerns of complainants, which therefore enables us to address unacceptable practices promptly, support complainants effectively and promote public confidence in our services.

104 pieces of feedback were received during 2017/18; there were 22 complaints, 1 concern, 32 comments, 0 PALS (Patient Advice & Liaison Service) enquiries and 49 compliments.

Complaints and concerns represent 22.% of the feedback we received during 2017/18

2017/18 Feedback



The top 3 themes from complaints and concerns during 2017/18 are as follows:

- Communication
- Clinical advice
- Administration processes

We have used this information to feed into our Quality Improvement Priorities for 2018/19

Best Patient Experience

Claims

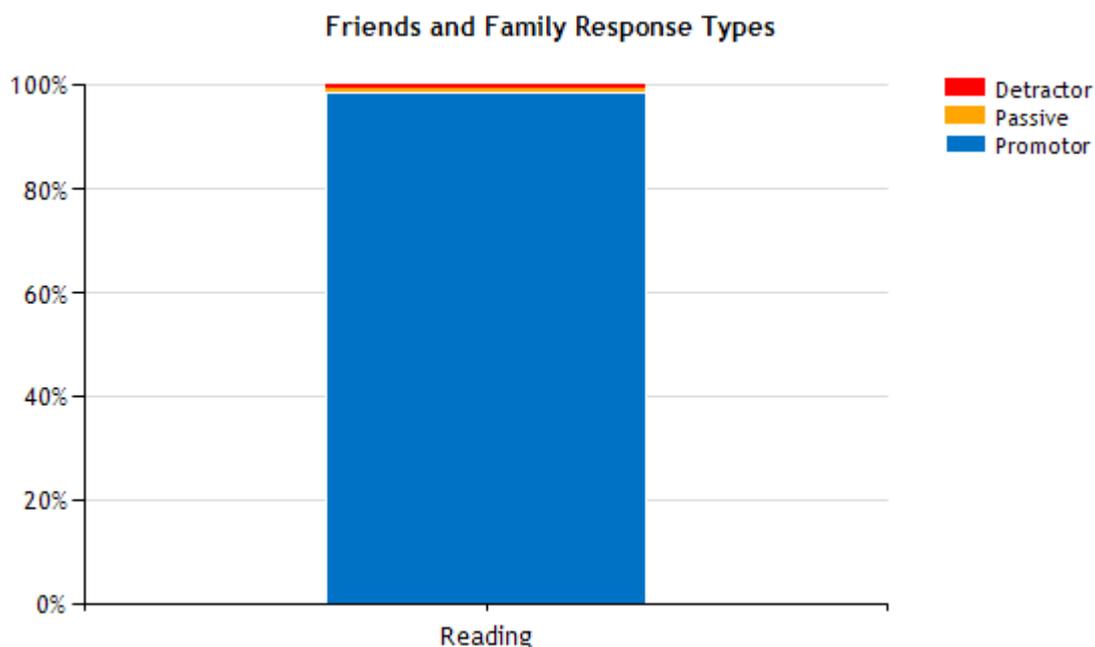
1 new clinical negligence claim was made against Circle Reading

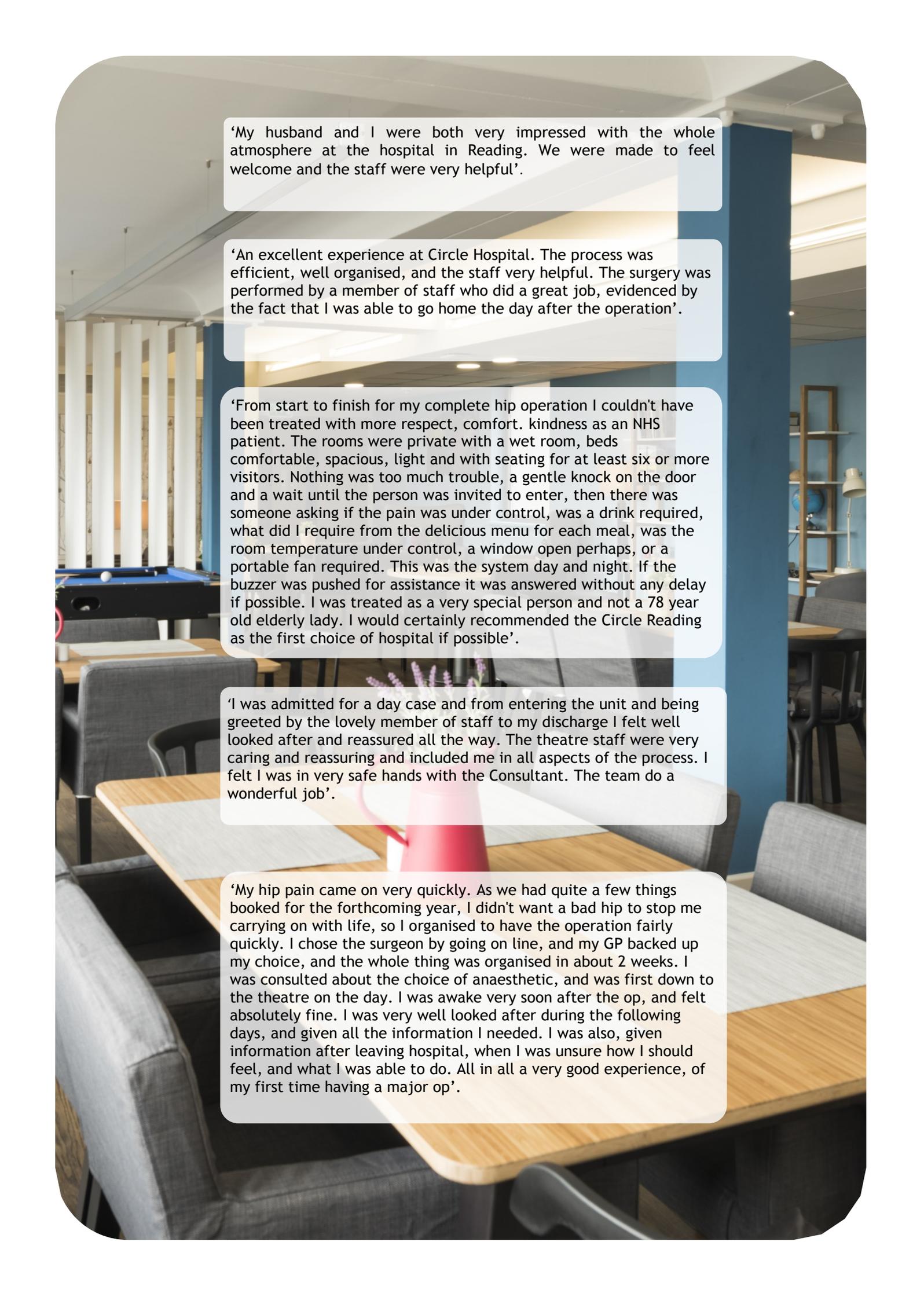
2 claims against Circle Reading were closed during 2017/18, both resulted in a settlement.

Patient Surveys

At Circle Reading we believe that patient feedback is essential as it provides a rich source of information about the quality of the services we provide. As an organisation we have set out the key principles in our Credo to ensure we listen and act upon what our patients tell us. The most effective way has been through the development of a patient feedback card providing real time information which is promptly acted upon by the clinical teams.

A total of 3145 feedback cards were received with an overall would recommend rate of 98.4% for the year.





'My husband and I were both very impressed with the whole atmosphere at the hospital in Reading. We were made to feel welcome and the staff were very helpful'.

'An excellent experience at Circle Hospital. The process was efficient, well organised, and the staff very helpful. The surgery was performed by a member of staff who did a great job, evidenced by the fact that I was able to go home the day after the operation'.

'From start to finish for my complete hip operation I couldn't have been treated with more respect, comfort, kindness as an NHS patient. The rooms were private with a wet room, beds comfortable, spacious, light and with seating for at least six or more visitors. Nothing was too much trouble, a gentle knock on the door and a wait until the person was invited to enter, then there was someone asking if the pain was under control, was a drink required, what did I require from the delicious menu for each meal, was the room temperature under control, a window open perhaps, or a portable fan required. This was the system day and night. If the buzzer was pushed for assistance it was answered without any delay if possible. I was treated as a very special person and not a 78 year old elderly lady. I would certainly recommended the Circle Reading as the first choice of hospital if possible'.

'I was admitted for a day case and from entering the unit and being greeted by the lovely member of staff to my discharge I felt well looked after and reassured all the way. The theatre staff were very caring and reassuring and included me in all aspects of the process. I felt I was in very safe hands with the Consultant. The team do a wonderful job'.

'My hip pain came on very quickly. As we had quite a few things booked for the forthcoming year, I didn't want a bad hip to stop me carrying on with life, so I organised to have the operation fairly quickly. I chose the surgeon by going on line, and my GP backed up my choice, and the whole thing was organised in about 2 weeks. I was consulted about the choice of anaesthetic, and was first down to the theatre on the day. I was awake very soon after the op, and felt absolutely fine. I was very well looked after during the following days, and given all the information I needed. I was also, given information after leaving hospital, when I was unsure how I should feel, and what I was able to do. All in all a very good experience, of my first time having a major op'.

Clinical Research

Circle Reading does not undertake independent clinical research within the hospital.

The number of patients receiving NHS services provided or sub contracted by Circle Reading in 2017 that were recruited during that period to participate in research approved by a research ethics committee was 0.

Clinical Outcomes

Patient Reported Outcome Measures (PROMS)

Circle Reading collects PROMs for all NHS patients who undergo a total hip replacement and total knee replacement. In line with NHS Guidance data on groin hernia and varicose veins was collected up until October 2017. In October 2017 NHS England ceased collection of this data.

The PROMS questionnaires are administered by an independent company. The questionnaires are completed by patients prior to surgery and six months after their surgery. They are designed to measure the health gain that patients feel following their surgery.

All patient outcome data is reported to NHS England and published by them on a quarterly basis.

Circle Reading review PROMS data on a monthly basis at the Clinical Governance and Risk Management Committee which reports into Circle Reading Executive board.

Patient Safety

Alerts

A plethora of safety measures are in place at Circle Reading, to ensure the highest standards are adhered to. The following medical safety checks are made:

- MHRA medical device alerts - recorded electronically
- MHRA field safety alerts - recorded electronically
- NICE guidance
- CAS alert system - recorded electronically
- MHRA drug alerts - audited by our in-house pharmacy lead
- Company field safety alerts (received directly from source)

All alerts are registered onto an electronic incident reporting system; DATIX, which staff can access and record the findings of their investigations. Results are reported on a monthly basis to the Clinical Governance and Risk Management Committee (CG&RM) and information is also reported to the Executive Board through internal assurance dashboards.

Incident Reporting

At Circle Reading we believe that incident reporting provides a unique and valuable opportunity to learn from our mistakes and allows us to implement prompt and effective safety solutions. We recognise that in order to have both a positive and informative reporting system, we need to maintain a culture where staff feel able to report incidents without fear of reprisal or blame.

An organisation with high incident reporting of low and no harm incidents is a mark of a 'high reliability' organisation. Research shows that organisations with significantly higher levels of incident reporting are more likely to demonstrate other features of a stronger safety culture, such as a high patient satisfaction rate, positive peer review assessments and a low number of clinical negligence claims. Our commitment to reporting demonstrates a commitment to our patients and their safety. This is recognised by the Care Quality Commission Essential Standards of Quality & Safety and further reinforced by the Report of the Mid Staffordshire NHS Foundation Trust chaired by Robert Francis QC (February 2013). An organisation with a high reporting rate of no harm incidents is a safe place to be.

Our staff reported a total of 800 incidents in 2017/18 as opposed to 533 incidents in 2016/17 this is an increase of 267 incidents from the previous year. Incident reporting represented 1.1% of our annual activity for 2017/18

Infection Prevention and Control

Circle Reading takes Infection Prevention and Control extremely seriously and we pride ourselves on our excellent level of cleanliness. All staff attend mandatory Infection Prevention and Control training, completed on an annual basis.

Each department is assigned an Infection Prevention and Control Link Worker who champions good practice, provides information to staff and is a point of reference if colleagues have any queries. Link workers complete more in depth training and have the opportunity to undertake on-line e-Learning NVQ studies.

The Infection Prevention and Control Committee, consisting of all the link workers, meets every month throughout the year and reports into the Clinical Governance and Risk Management Committee which in turn, reports to the Executive Board.

Specialist Infection Management advice is sought from a Clinical Microbiologist (RBH) and also from The Director of Infection Prevention & Control (DIPC).



There have been no reported cases of bloodstream MRSA at Circle Reading



There have been no reported cases of Clostridium difficile at Circle Reading

Surgical Site Infections (SSI) Performance

The hospital has continued to report through the mandatory SSISS for Hip and Knee replacements.

There was 1 confirmed SSI in Quarter 3 2017/18 following knee surgery. This was reported and managed in line with Circle Policy and national guidance.

Serious Incidents

Serious Incidents are defined as ‘incidents where care management failures are suspected, which result in serious neglect, serious injury, major permanent harm or death (or the risk of) to a patient as a result of NHS funded health care.’

There were no serious incidents reported in 2017/18.

Never Events

Never Events are defined as ‘serious, largely preventable patient safety incidents that should not occur if the available preventative measures have been implemented’.

No never events were recorded in 2017/18.

Blood

The Royal Berkshire Hospital (RBH) supplies Circle Reading Hospital with all blood and blood components in compliance with the Blood Safety and Quality Regulations (BSQR) 2005 No.50 (SI 2005/50). All blood components supplied to Circle Reading Hospital are accompanied by the appropriate documentation. The RBH supplies four units of O Negative blood which after fourteen days if not used are returned to the RBH and new O Negative blood supplied. Patient specific blood and blood components are supplied on request.

Return Compliance

The Blood Safety and Quality Regulations (BSQR) 2005 require trusts to ensure all blood components are traceable from donor to recipient in 100% transfusions of blood and plasma components. The Medicines and Healthcare Products Regulatory Agency (MHRA) are the inspection body enforcing this law. Non-compliance can result in prosecution of the responsible officer.

The law requires evidence of fate of unit in 100% of transfusions. Circle Reading is subject to all comparative traceability audits which are conducted on a quarterly basis by the RBH. Circle Reading continuously achieves excellent level of compliance for every unit.

Setting out new Quality Improvement Objectives for 2017/18

In order to set our quality improvement objectives for 2017/18 Circle Reading has engaged with our leaders across the hospital.

Our leaders are passionate about ensuring we achieve our aims over the next 12 months and will take an active role in leading the implementation of our plans across the hospital

Circle Readings Objectives for 2018/19 are:

- Through engagement of our teams we will formulate a clear Vision and Strategy that encompasses our core values and beliefs.
- We will maintain the focus throughout our teams to promote holistic and responsive services to all our patient groups.
- We will focus not only on maintaining our CQC rating but will actively implement measures to allow us to show improvements.

Progress against our objectives will be monitored and led through Circle Readings Clinical Governance and Risk Management Committee.



Mandatory Statements



Participation in Clinical Audits & National Confidential Enquiries

During 2017/18, 3 national clinical audits and no national confidential enquiries covered NHS Services that Circle Reading provides.

During that period Circle Reading participated in 3 national clinical audits and 0 national confidential enquiries of the national clinical audits and national confidential enquiries which it was eligible to participate in.

The national clinical audits and national confidential enquiries that Circle Reading was eligible to participate in, actually participated in, and for which data collection was completed during 2017/18 are listed below.

Name of audit	Department	Compliant
Elective surgery (National PROMs Programme)	General surgery, orthopaedic surgery & vascular surgery	Yes
National Joint Registry (NJR)	Orthopaedics	Yes
National Ligament Registry	Orthopaedics	Yes

The reports of all local clinical audits that were undertaken were reviewed by the provider in 2017/18 and Circle Reading intends to take the following action to improve the quality of healthcare provided:

- Continue to proactively support all departments in the development of annual clinical audit plans
- Encourage participation and promote learning from all local clinical audits
- Utilise the outcome of local clinical audits to build upon the quality of service provision and improve the patient experience
- Share the outcome of local clinical audits at the Clinical Governance & Risk Management Committee (CGRM) to encourage staff engagement, share the learning and ensure continuous quality improvement of all our services

Audit schedule 2017 – 2018 continued

Annual Audit	Owners
Confidential Waste	Quality & Assurance
Site-wide Privacy and Dignity	Head of Nursing & AHPs
Site-wide Fire Assessments	Fire Safety Advisor
Site-wide Health and Safety	Corporate Health and Safety Lead
Site-wide Infection Prevention and Control	Director of Infection Prevention and Control Lead (DIPC)
Business Impact Assessment	Quality & Assurance and All Department Leads
Business Continuity Plan Review	Quality & Assurance, Hospital Leadership Team and Facilities Management
Site-wide Security and Information Security	Quality & Assurance and Corporate Information Governance Officer
Laser	Theatre Lead
Medical Gases	Facilities Management
Bi-Annual Audit	Owners
Evening Information Security	Quality & Assurance
Bi-Monthly Audit	Owners
Insight Registration Compliance Reporting	Quality & Assurance
Insight Information Governance Training Report	Quality & Assurance
Practising Privileges	Quality & Assurance
HR Audits	Quality & Assurance
Monthly Audit	Owners
Resuscitation Trolley	Head of Nursing & AHPs and Resuscitation Lead
Resuscitation Scenarios	Head of Nursing & AHPs and Resuscitation Lead
Cancellations	Quality & Assurance, Head of Nursing & AHPs and Theatre Lead
Returns to Theatre	Quality & Assurance, Head of Nursing & AHPs and Theatre Lead
Emergency Transfers	Quality & Assurance and Head of Nursing & AHPs
WHO Surgical Checklist Compliance	Recovery, Day Surgery, Theatre, Quality & Assurance and Head of
CQC Outcome Quality Improvement Plan	Quality & Assurance and All Department Leads

Registration and Review

Circle Reading is required to register with the Care Quality Commission and its current registration status is good. The Care Quality Commission has not taken enforcement action against Circle Reading during 2017/18. Circle Reading has the following conditions on registration:

Site	Regulated Activity	Conditions
Circle Reading Hospital 100 Drake Way, Reading, RG2 0NE	Diagnostic and screening procedures Surgical procedures Treatment of disease, disorder or injury Caring for children (0 - 18yrs) Caring for adults under 65 yrs Caring for adults over 65 yrs	None

The CQC carried out an announced inspection on the 16th of August 2016 and rated services as Good overall.

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

Commissioning for Quality and Innovation (CQUIN) Payment Framework

A proportion of Circle Reading's income in 2017/18 was conditional on achieving quality improvement and innovation goals agreed between Circle Reading and any person or body they entered into a contract, agreement or arrangement with for the provision of NHS services, through the Commissioning for Quality and Innovation payment framework.

Further details of the agreed goals for 2017/18 and for the following 12 month period are available electronically at <https://www.england.nhs.uk/nhs-standard-contract/cquin/cquin-17-19/>

Data Quality

Circle Reading maintains a high level of data quality and on an on-going basis will be taking the following action to continuously improve data quality:

Quarterly (at minimum) performance meetings to review performance data, identify any areas of improvement and monitor implementation of those improvements.

Secondary Uses Service

Circle Reading submitted records during 2017/18 to the Secondary Uses Service for inclusion in the Hospital Episode Statistics which are included in the latest published data.

The percentage of records in the published data which included the patient's valid NHS Number was:

99.9% for admitted patient care

99.8% for outpatient care

The percentage of records in the published data which included the patient's valid General Medical Practice Code was:

100% for admitted patient care

100% for outpatient care

Information Governance Toolkit

Circle Reading Hospitals Information Governance Assessment Report score overall score for April 2017 - March 2018 was 83% and was graded Green.

Mortality and Morbidity

Circle Reading monitors and records all mortalities and morbidities. All cases are reported and discussed at the monthly clinical unit meetings. Each month at Clinical Governance & Risk Management all cases are presented and discussed for transparency and learning.

Staff Survey

In line with the Workforce Race and Equality Standard Circle Reading undertakes the NHS Staff Survey. These results are analysed in June and reported in July.

In addition to this Circle Reading undertakes an annual staff survey which includes a staff Friends and Family Test.

The results of our 2017/18 are:

How likely are you to recommend Circle to family and friends as a place to work?	2016	2017
Extremely likely	36%	44%
Likely	42%	42%
Don't know	2%	2%

Payment by Results

Circle Reading was not subject to the Payment by Results clinical coding audit during 2017/18 by the Audit Commission

Duty of Candour

Circle implements the statutory Duty of Candour Regulation of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 which came into legal force in 2015 and builds on the requirements set out in the Being Open Framework 2009 “Being Open - Saying Sorry When Things go Wrong” National Patient Safety Agency (NPSA), and Safety Alert 2009.

Circle has a Duty of Candour policy that applies to all facilities within Circle Reading, this policy was issued in November 2016. The aim of the policy is to help all health professionals to apply Duty of Candour principles within their daily work. All incidents which involve Duty of Candour are discussed within the Clinical Governance and Risk Management committee meetings on a monthly basis, which are then taken to the Executive Board.

Revalidation

Circle Reading has embraced the process of revalidation for medical staff in 2017. This is fully implemented and compliance is monitored quarterly by the Circle Group Integrated Governance Committee.

Safeguarding

The Executive Board is accountable for and committed to ensuring the safeguarding of children and all vulnerable adults in their care. Circle Reading also has a responsibility to liaise with other agencies and provide information to them where necessary, to ensure the on-going safety of children and vulnerable adults once they leave our care. Circle Readings safeguarding team are comprised of an Executive Lead, a Named Nurse and a Named Doctor. The named nurse attends the Operational Management Board, a sub-committee of the Local Safeguarding Children’s Board, and the Safeguarding Partnership meetings.

Circle has a safeguarding policy that applies to all its facilities including Circle Reading which was re-reviewed in March 2018. Circle Reading adheres to the Berkshire Local Authority safeguarding procedures. All policies are available to staff via the electronic policy library.

Circle Reading provides all staff with Level 2 training in safeguarding and provides an update every 2 years. An annual staff leaflet is circulated which provides the contact details of the safeguarding leads and other useful numbers.

In addition safeguarding issues are reported to the Clinical Governance and Risk Management Committee (sub-committee of the Executive Board) which meets monthly. The Executive Board takes the issue of safeguarding extremely seriously, and receives an annual report on safeguarding children.

Seven Day Working

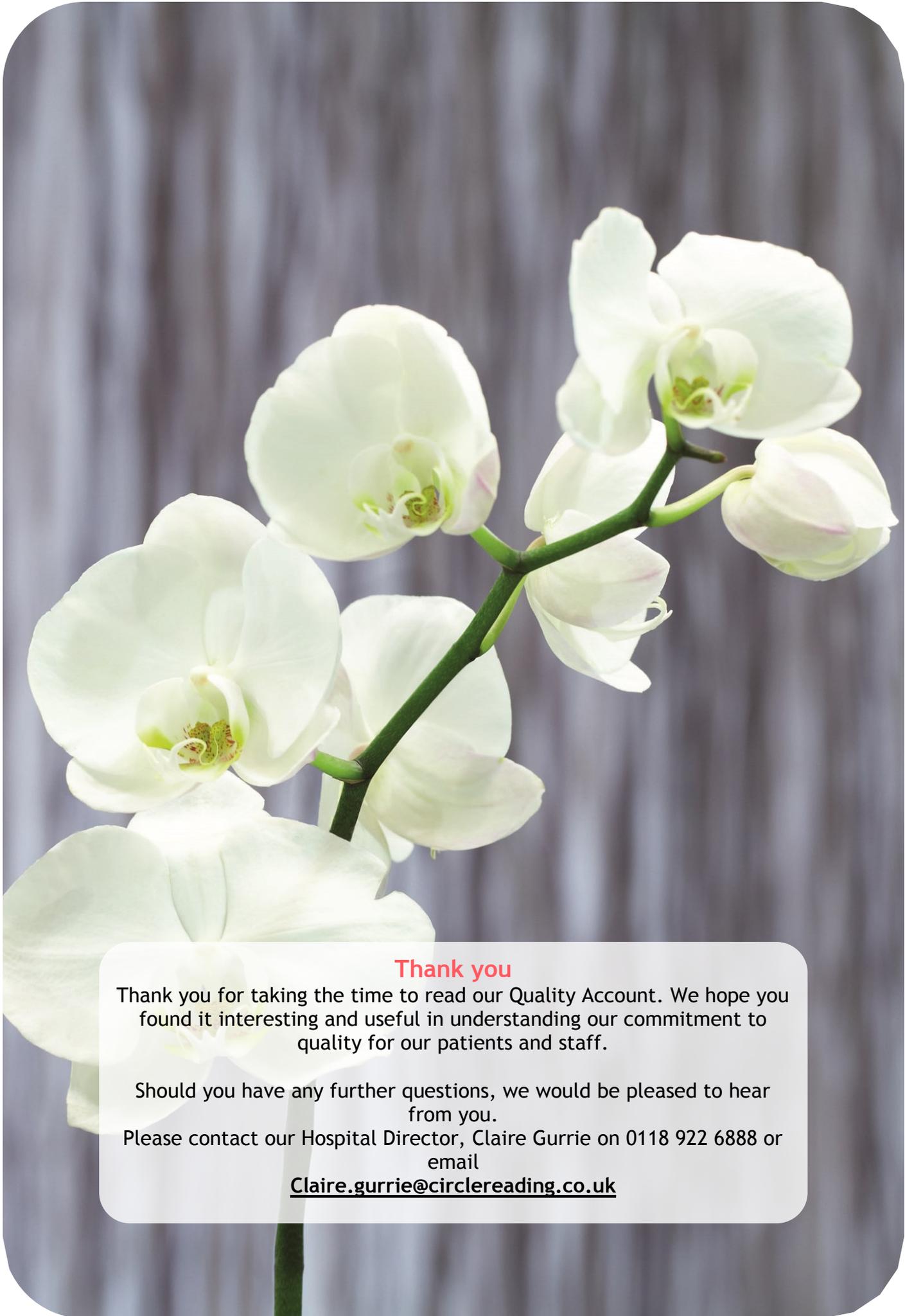
Circle Reading is committed to ensuring access to services for patients seven days per week. The demand and need for services is regularly reviewed by the Hospital Leadership Team. Service availability is flexed to meet the needs of patients and the service.

Jargon Buster

Apps/ Applications	A specialised piece of software (which can run on the internet, on your computer, or on your mobile phone or other electronic device) and is designed to undertake a specific task. For example to monitor waiting times in clinic
Clinical Commissioning Groups (CCG)	NHS organisations set up by the Health and Social Care Act 2012 to organise the delivery of NHS services in England.
COS	Circle Operating System
Climbs	Database software used for recording patient experience data at Circle Reading
Clinical Governance and Risk Management Committee (CGRMC)	<p>A monthly meeting where clinical leads, lead nurses, administration staff and senior management team meet together to develop, implement and oversee the clinical governance and clinical/non-clinical risk management processes in Circle Reading.</p> <p>Provides assurance to both the Executive Board and the Integrated Governance Committee about the robustness and effectiveness of the risk management and governance processes within the hospital.</p>
CQUIN (Commissioning for Quality and Innovation)	The CQUIN payment framework enables commissioners to reward excellence, by linking a proportion of English healthcare providers' income to the achievement of local quality improvement goals.
Credo	<p>A set of fundamental beliefs or a guiding principle. For Circle, a credo is similar to a mission statement that guides the way in which we deliver healthcare. The Circle principles are:</p> <p>We are above all the agents of our patients. We aim to exceed their expectations every time so that we earn their trust and loyalty. We strive to continuously improve the quality and the value of the care we give our patients.</p> <p>We empower our people to do their best. Our people are our greatest asset. We should select them attentively and invest in them passionately. As everyone matters, everyone who contributes should be a Partner in all that we do. In return, we expect them to give their patients all that they can.</p> <p>We are unrelenting in the pursuit of excellence. We embrace innovation and learn from our mistakes. We measure everything we do and we share the data with all to judge. Pursuing our ambition to be the best healthcare provider is a never-ending process. 'Good enough' never is.</p>

CT (Computed Tomography)	Scan that uses X-rays and a computer to create detailed images of the inside of the body.
Dashboards	An easy read, often single page, real-time user interface, showing a graphical presentation of the current status (snapshot) and historical trends of an organisation's key performance indicators (KPIs) to enable instantaneous and informed decisions to be made at a glance
HR	Human Resources
ISAS	Imaging Services Accreditation Scheme
Innovator	An individual with the ability to make change
IRMER	Ionising Radiation (Medical Exposure) Regulations
Joint Advisory Group (JAG)	The Joint Advisory Group on Gastrointestinal Endoscopy (JAG) operates within the Clinical Standards Department of the Royal College of Physicians. JAG has a wide remit and its core objectives include: to agree and set acceptable standards for competence in endoscopic procedures and, to quality assure endoscopic units, training and services
KPI	Key Performance Indicator
MRI (Magnetic Resonance Imaging)	A type of scan that uses strong magnetic fields and radio waves to produce detailed images of the inside of the body.
MSK	Musculoskeletal
NCAPOP	National Clinical Audit and Patient Outcomes Programme
NICE	National Institute of Clinical Excellence
NJR (National Joint Registry)	This organisation was set up by the Department of Health and Welsh Government in 2002 to collect information on all hip, knee, ankle, elbow and shoulder replacement operations and to monitor the performance of joint replacement implants. Northern Ireland joined in 2013.
ONS	Office of National Statistics
Partnership Sessions	Educational, discussion and solution focused sessions held within clinical units and open to all staff involved in the patient pathway. The purpose of the sessions is to improve competence and educate staff, enable discussions of any issues that have arisen and provide the opportunity to develop realistic and effective solutions

Peer review	A process of self-regulation by a profession or a process of evaluation involving qualified individuals within the relevant field. Peer review methods are employed to maintain standards, improve performance and provide credibility
PROMs	Patient Reported Outcome Measures
Rapid cycle feedback	A quality improvement technique that allows staff to identify areas for improvement in existing patient pathways and allows prompt, effective solutions to be implemented which improve the patient flow and enhance the quality of care that patients receive
RTT (Referral To Treatment)	Referral to treat waiting times
SWARM	A term used to refer to a gathering of the relevant staff in order to discuss propose solutions and agree actions following an issue which has arisen. This is part of our Circle operating system methodology
WHO	World Health Organisation



Thank you

Thank you for taking the time to read our Quality Account. We hope you found it interesting and useful in understanding our commitment to quality for our patients and staff.

Should you have any further questions, we would be pleased to hear from you.

Please contact our Hospital Director, Claire Gurrie on 0118 922 6888 or email

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