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**Home Healthcare**

**Framework for Clinical Governance and Quality Assurance**



# Welcome home

Bupa Home Healthcare is Britain's most experienced, independent home healthcare provider supplying the NHS, social and educational organisations and private medical insurers for more than thirty years' through the provision of high quality tailored home healthcare services.

We are committed to delivering safe, effective high quality care to patients in the comfort and convenience of their own home. As such we have developed a robust framework for Quality Assurance through both Clinical and Corporate Governance that ensures the highest standards are maintained.

This document outlines the framework, including our vision, systems and processes.



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Bupa Home Healthcare's commitment to excellence begins with establishing clear leadership and values. Our Managing Director and Senior Management Team hold ultimate accountability for standards and quality. Facilitated by close working partnerships with our NHS customers, they set the organisation's overall vision and strategy. This is monitored through ongoing reviews and audits.

#### Our Vision

To transform home healthcare and be the first choice provider in the UK.





## Approach to Assuring Service Quality

	Service Set-up	Service Management	Service Reporting
<b>Quality Assurance</b>	• Agree standard operating procedures	• Create patient and service user information	• Undertake patient surveys, service reviews and complaint management
<b>Risk Management</b>	• Undertake risk assessment	• Initiate incident reporting process	• Maintain and review clinical risk register
<b>Information Governance</b>	• Agree confidentiality policy	• Confidential maintenance of patient records	• Initiate reporting process and Caldicott Guardian
<b>Clinical Effectiveness</b>	• Agree evidence based protocols	• Undertake 'in-service' training and adhere to protocols	• Conduct regular audits
<b>People Management</b>	• Assess human resources requirement	• Maintain professional development	• Undertake appraisals and review competencies
<b>Regulatory Compliance</b>	• Conform to professional standards	• Ensure compliance through internal audits	• Assist external regulatory and inspection bodies
<b>Outcome Management</b>	• Agree outcome parameters	• Monitor outcomes including patient compliance	• Report outcomes

### Clinical Responsibility

Bupa Home Healthcare operates within clearly defines clinical protocols, which are agreed with the referring clinical team at the outset. Overall clinical responsibility remains with the referring team.

## Defining Quality Assurance Objectives

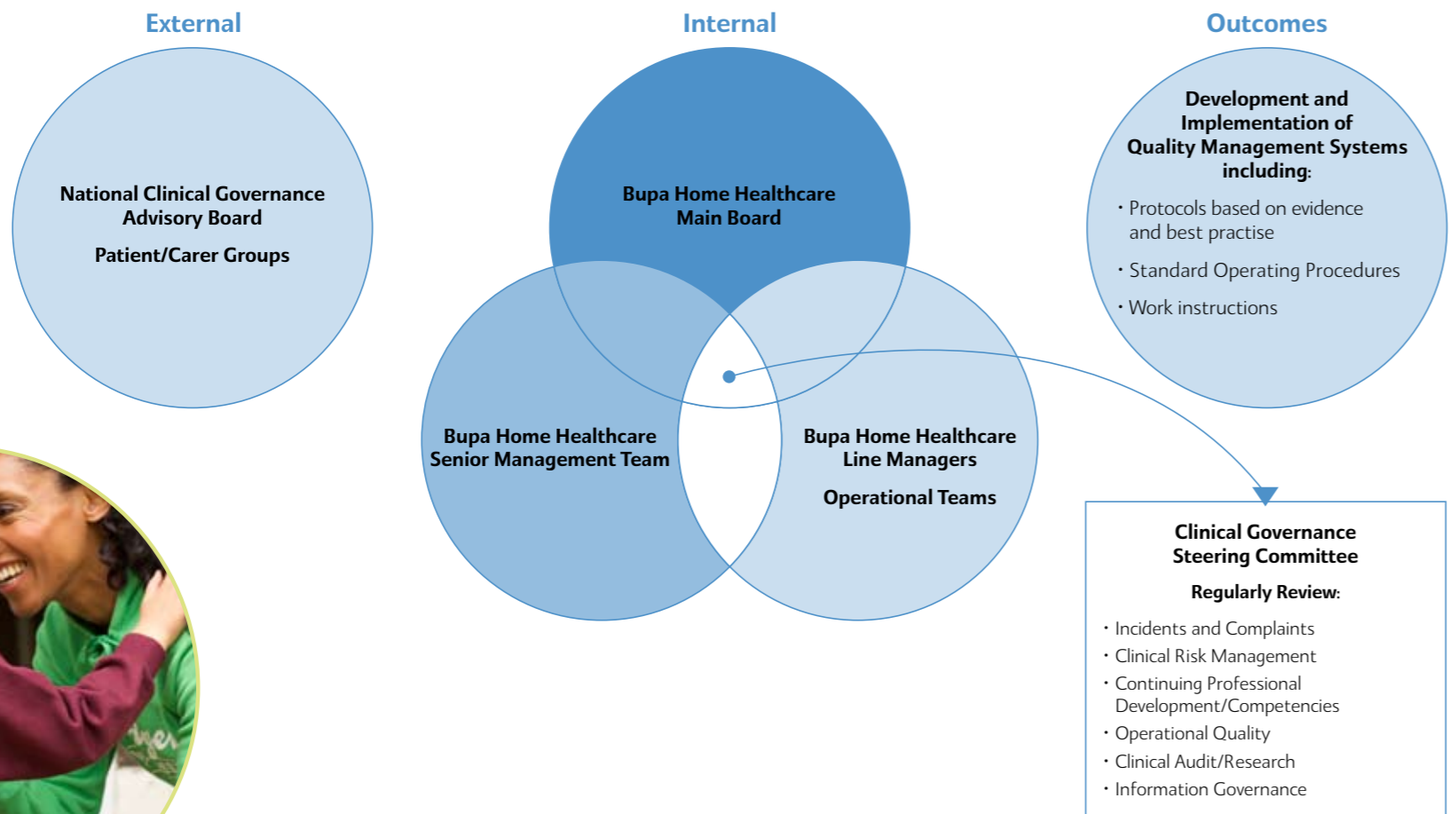
During the planning stage of each new home healthcare program, the referring unit, payer and Bupa Home Healthcare set out clinical quality standards. Bupa Home Healthcare works closely with other organisations, sharing best practice and ideas to improve patient care, and developing an evidence-based protocol that ensures a common set of measurable standards between hospital and home.

Each stage of service set up, service delivery and ongoing service review is subject to a systematic application of Clinical Governance principles through defined protocols based on evidence, best practice and standard operating procedures.

Defining clinical boundaries and responsibilities is an essential element in the set-up phase of all home healthcare programmes and forms the basis of Bupa Home Healthcare's professional care for patients. However, it is imperative that, in all cases, the referring clinical team always retains overall clinical responsibility.



# Clinical Governance framework



# Clinical Governance and Quality Assurance



The NHS seeks to create an environment in which high quality care for patients can flourish and continuously improve. Bupa Home Healthcare shares this philosophy and works closely with the NHS and independent sector to ensure continuity of these high standards when the patient is discharged from hospital and/or enters a home healthcare programme.

Our Clinical Governance framework supports the evolving regulatory environment that covers the NHS and other healthcare organisations. Led by the Technical Director, Superintendent Pharmacist and Director of Nursing, this framework includes:

- An external National Clinical Governance Advisory Board comprising a multi disciplinary group of clinicians, managers, patients and carers to provide objective advice and scrutiny of Clinical Governance issues and ensure a national policy perspective.

- An internal Clinical Governance Steering Committee represented by all key professional disciplines, to establish policy. This ensures Clinical Governance is incorporated into day-to-day business practices. A number of sub-groups meet regularly and report to the Steering Committee on the following areas:
  - Incidents and Complaints
  - Clinical Risk Management
  - Continuing Professional Development/Competencies
  - Operational Quality
  - Clinical Audit/Research
  - Information Governance
- Involving patients in policy development and feedback.
- The Technical Director and Director of Nursing are part of the group wide clinical forum, chaired by the Medical Director of the Bupa Group.

## Quality Management System

Bupa Home Healthcare also has a comprehensive Quality Management System (QMS), which is accredited to ISO 9001:2000 standards. The main components of this include:

- Standard Operating Procedures (SOP's) - all departments are required to work to documented standard operating procedures, which are subject to regular internal audit.
- Feedback from customers and patients - to monitor and improve the quality of service.
- A complaints management system - all complaints receive a written response within 48 hours, followed by a more detailed response after a thorough investigation. There are also monthly reviews by the Senior Management Team.



## Risk Management

Although risk can never be completely eliminated, Bupa Home Healthcare seeks to identify, measure and mitigate all categories of risk that affect patients, customers and the business.

Our Senior Management Team is responsible for the management and regular review of every potential area of business risk, including clinical, financial, economic and environmental which is documented in a corporate risk register. We plan for even the most unlikely events, such as a major pandemic, enabling us to rapidly put into operation our detailed crisis management action plan. This includes a systems disaster recovery plan and a business continuity plan.

In addition, Bupa Home Healthcare has developed a detailed clinical risk register through which key clinical risks are logged and prioritised in terms of likelihood and impact. Mitigation actions are then implemented and audited to assess to what extent true risk can be reduced. This may result in modification of our practices and procedures.

Staff are trained to report all incidents and potential areas of concern. These are logged on a central system then reviewed by managers who are responsible for ensuring that preventative and correct action is taken.

We also have in place a comprehensive clinical audit programme to monitor the effectiveness of processes, services and the delivery of care.





## Corporate Governance

Bupa Home Healthcare's Senior Management Team is directly responsible and ultimately accountable for corporate strategy, as well as the financial and business performance of the company. This management team meets on a monthly basis to review performance and has access to detailed management information which is regularly produced.

### Assuring Service Quality

Bupa Home Healthcare delivers its services through its team of highly skilled clinical professionals, and monitors how well that service is being delivered through feedback from patients and customers.

In addition, the Managing Director and Financial Director report regularly to the Chief Executive of the Bupa group and his senior executives on the operational and financial performance of the business. The company also complies with the health and safety standards set by the Bupa group.

### Our People

Bupa Home Healthcare's core strength lies in the skills, experience and competence of its people and the way they deliver care to patients. We have robust systems and processes in place for the recruitment, training and development of clinical professionals. These include:

- Recruitment - selection, corroboration of qualifications and professional standards with appropriate regulatory bodies, and statutory screening, such as Criminal Record Bureau checks.
- Induction - awareness of vision, core values, SOP's and health and safety procedures.
- Education and training - protocols, competencies, technical training, quality and clinical standards.
- Reviews - regular monthly clinical and operational reviews of nursing, pharmacy and regional teams. All nurses also undergo annual supervised clinical reviews in order to maintain and update competence and skills.
- Appraisal - annual personal development plans and appraisals for all staff, registered nurses and allied healthcare professionals.



### Patient Involvement

We believe it is vital to involve patients, carers and other service users in the development and improvement of our services. This takes place through a variety of channels including:

- The National Clinical Governance Advisory Board - incorporating patient and carer representation.
- Ongoing interaction with patient groups - including sponsorship, fundraising support, attendance at patient conferences and presentations at group meetings. We also actively seek input and advice from patient groups when reviewing staff training and patient materials.
- Questionnaires and feedback - obtained through formal surveys, telephone calls and comments received following the initiation of a new home healthcare programme.



## Regulatory Assurance

Bupa Home Healthcare operates within a highly regulated environment. We respond by ensuring our internal systems and processes maintain quality standards and exceed minimum requirements. Regular external inspection confirms our high standards and provides assurance to our customers and patients.

Bupa Home Healthcare is licensed and regularly inspected by two independent public bodies, the Commission for Social Care Inspection and the Scottish Commission for the Regulation of Care. Set up by the Government to regulate private, voluntary and independent health and social care against National Care Standards.

Pharmacy services are regularly inspected by the Royal Pharmaceutical Society of Great Britain. Bupa Home Healthcare operates two 'state of the art' aseptic specialist facilities licenced by the Medicines and Healthcare Products Regulatory Agency.

Licensed and Regularly Inspected	Professional Standards	Quality Standards
<ul style="list-style-type: none"> <li>• Commission for Social Care Inspection</li> </ul>	<ul style="list-style-type: none"> <li>• National Care Standards</li> </ul>	<ul style="list-style-type: none"> <li>• Accredited under ISO 9001-2000</li> </ul>
<ul style="list-style-type: none"> <li>• Scottish Commission for the Regulation of Care</li> </ul>	<ul style="list-style-type: none"> <li>• General Medical Council</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Safety Acts and Regulation</li> </ul>
<ul style="list-style-type: none"> <li>• Medicines and Healthcare Products Regulatory Agency</li> </ul>	<ul style="list-style-type: none"> <li>• Nursing and Midwifery Council</li> </ul>	<ul style="list-style-type: none"> <li>• Data Protection Act 1998</li> </ul>
<ul style="list-style-type: none"> <li>• Royal Pharmaceutical Society of Great Britain</li> </ul>	<ul style="list-style-type: none"> <li>• Health Professionals Council</li> </ul>	<ul style="list-style-type: none"> <li>• Information Governance toolkit level 2</li> </ul>

