

# The Congregation of the Daughters of the Cross of Liege

## Statement of Purpose for the Location, Holy Cross Hospital

“Part 3” setting out

- People who use the service
  - The service types
- The regulated activities

### Name and address of location

Holy Cross Hospital, Hindhead Road, Haslemere, Surrey GU27 1NQ

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### Registered Manager

Ross White, the Registered Manager and CEO, joined Holy Cross Hospital in February 2018 having previously been Executive Director and Nominated Individual at another neuro-rehabilitation facility. His responsibilities include overseeing and co-ordinating the management of all aspects of the Hospital, reporting to the Trustees at Advisory Committee meetings and dealing with statutory authorities and the public.

## Description of the Location

### Accommodation

The Hospital consists of a building constructed in 1992 for the specific purpose of accommodating severely disabled people. An extension was added in 2009 to provide the Physiotherapy Centre, housing out-patient facilities and a hydrotherapy pool. In 2017 a purpose-built Education Centre was opened on the site.

The Hospital has 40 single en-suite bedrooms on 2 floors connected by 2 lifts. As the Hospital is built on a hillside, both floors have level access to the ground outside. St Mary's is on the lower floor and St Anthony's on the upper. Every bedroom has an en suite toilet and wash basin and is furnished with an electric profiling bed and overhead hoist, bedroom furniture, telephone point, TV, Wi-fi and a connection to the nurse call system. Piped oxygen and medical suction is available in all the rooms.

Each floor has a lounge, kitchen and three bath or shower rooms in addition to stores and clinical rooms. There is wi-fi throughout the building so that patients and visitors can access the internet. Doors and corridors are wide to permit the passage of wheelchairs.

Rehabilitation facilities include the Living Room, a large communal space providing a wide range of supported activities, a sensory technology room, a physiotherapy gym, a south-facing terrace with gardening facilities and a Senses Garden.

The hydrotherapy pool provides facilities for in-patient and out-patient use. It is fully accessible, being equipped with hoist and changing facilities for use by disabled people. The pool is situated in an extension to the Hospital and is easily accessed from both nursing floors.

Facilities also include an out-patient physiotherapy department and a consulting room, which can be accessed via a lift or stairs.

There is a chapel/quiet room close to the Reception area for use by patients or Hospital visitors. The Sisters' church, located close to the Hospital, is available to any patients or visitors wishing to use it. The resident chaplain visits the Hospital regularly, as do ministers of other denominations. Sisters make pastoral visits to patients and support family members.

The Hospital has two vehicles adapted for the transport of people in wheelchairs. Visits are arranged to local amenities and venues and also to a seaside bungalow in West Sussex, which is in the ownership of the registered provider and has been adapted for wheelchair access.

The Hospital is situated within extensive wooded grounds on a sloping site above Haslemere. It has good access to public transport and to local shops and amenities. The Hospital has provided facilities to make it easy for patients and their families to enjoy being outside safely and to benefit from the natural environment. Plans have been drawn up to create a wheelchair accessible platform into woodland adjacent to the hospital.

### Services Provided

The services have been developed over many years to meet the needs of people with severely disabling conditions requiring neuro-rehabilitation and continuing healthcare for complex conditions. Most patients are transferred directly from acute care. Patients may be admitted for indefinite lengths of stay or limited periods of treatment.

Out-patients may be seen by consultants or therapists for assessment and treatment of a wide range of conditions.

The Hospital is registered to provide the following Regulated Activities:

- Treatment of disease, disorder or injury  
In-patient treatment focuses on restoring function where possible and treating painful or disabling conditions that arise as a consequence of the neurological disease or disability, such as contractures, altered muscle tone, autonomic dysreflexia and respiratory complications.
- Diagnostic and screening procedures  
Procedures are limited to taking blood and urine samples for laboratory testing off-site.

## Treatment Provided

The Hospital aims to respond fully to the treatment needs of patients who have complex neurological conditions including patients requiring mechanical ventilation and/or tracheostomy management. Assessment by professional staff prior to admission ensures that patients' treatment and care needs can be met. The management of patients at Holy Cross combines nursing and therapy expertise such as posture management, splinting and mobilisation, respiratory and airways management and weaning from ventilator and tracheostomy. Throughout a patient's stay, detailed monitoring provides a basis for optimising medical treatment and rehabilitation. Observation of subtle changes guide staff in their work of maintaining or increasing what a patient is able to do. In this way, rehabilitation aims to maximise a patient's potential and minimise the impact of the disability thereby improving quality of life.

The out-patient physiotherapists provide treatment for adults with a wide range of painful conditions including musculo-skeletal injury, arthritic and rheumatoid conditions, rehabilitation from surgery and neurological conditions.

## Range of needs of service users

Severely physically disabled adults whose disability arises from acquired brain injury which may be caused by trauma, hypoxia, tumour, infection or stroke, also spinal cord injury or progressive neurological disease. Patients may be ventilator dependent, have a tracheostomy, require enteral feeding or complex medication. It is expected that in-patients will be totally dependent on nursing staff for all normal functions. It is recognised that family members may need support. Discharge, which is arranged whenever it is possible, may require much planning and negotiation with other authorities.

Out-patients include adults with musculo-skeletal problems including both acute and chronic conditions and neurological conditions.

## Service User Bands

The people that will use this location include:

Adults aged 18 – 65

Adults aged 65 and over

## CQC service types provided at this location

Long term conditions services (applies to inpatient beds)

## Staffing and Qualifications

The staffing of the Hospital includes the Registered Manager/Chief Executive, who with the Director of Clinical Services, Director of Nursing Services, Finance Manager, General Manager, Human Resources Manager and Information Services Manager form the Management Team. The Chief Executive is also the Controlled Drugs Accountable Officer. The Director of Clinical Services leads the multi-professional team consisting of physiotherapists, visiting occupational and speech and language therapists, dietitian, neuro-psychologist (all HCPC registered). The team also includes medical staff and senior nurses. The Director also takes the lead in safeguarding issues, learning and development of staff and security of in-patient information (Caldicott Guardian). All patients are under the care of the Consultant in Rehabilitation Medicine who makes weekly visits and holds a Consultant's ward round. Day-to-day and out-of-hours medical needs are provided by visiting doctors from a local general practice. The Director of Nursing Services manages the nursing teams on both floors including day and night duty and is responsible for ensuring the quality of care given to all in-patients. The Finance Manager, a Chartered Accountant, leads a team of accounts personnel. The Information Services Manager takes responsibility for all aspects of information management and technology. The General Manager has qualifications in management, health and safety, catering and food hygiene, leads a team including the Assistant General Manager, housekeeping and caretaking staff and oversees the catering team, the reception team and the work of external contractors. The Human Resources Manager, MCIPD, works with two administrative assistants. Ward staffing includes teams consisting of registered nurses, care team leaders and health care assistants supported by a Ward Administrator.

### 4. The number, relevant qualifications and experience of the staff working in the establishment, or for the purposes of the agency

Role	Number employed or with practicing privileges	Permanent (P)/ Agency (A)	Relevant qualification(s)	Relevant experience
Chief Executive Officer	1	P	MBA	20+ years experience of health organisations at Director level
Director of Clinical Services	1	P	State Registered Physiotherapist MCSP	Post graduate qualifications include MSc in Neuro-Rehabilitation. Honorary
Director of Nursing Services	1	P	RN 1 <sup>st</sup> Level Non-medical prescriber	Specialist training in Advanced Respiratory Management and Advanced Life Support.
Ward or Night Sister	3	P	RN 1 <sup>st</sup> level	More than 5 years' experience as RN at Holy Cross Hospital or equivalent.
Senior Staff Nurse day and night duty	8	P	RN 1 <sup>st</sup> level	More than 3 years' experience as RN and completion of advanced

				clinical induction at Holy Cross
There is a designated nurse-in-charge from among the above on duty at all times. In addition a senior nurse is available on call.				
Staff Nurse day and night duty	16	P	RN 1 <sup>st</sup> level	More than 1 years' experience as RN and completion of clinical induction at Holy Cross
Staff Nurse day duty	1	P	RN 2nd level	More than 8 years' experience as RN and completion of clinical induction at Holy Cross
There are between 6 and up to 8 on duty by day and 5-6 by night				
Care Team Leader	2	P	NVQ in Care level 3 or equivalent	More than 5 years' experience as a Senior Health Care Assistant
Associate Nurse	1	P	Overseas nursing qualification, waiting for NMC PIN	More than 8 years' experience as a Senior Health Care Assistant
Senior Health Care Assistant with an extended role	4	p	Overseas nursing qualification	More than 2 years' experience as a Senior Health Care Assistant
Health Care Assistant Day duty including Senior HCA	26	P	Many have NVQ in Care level 2 or 3	Completion of Health Care Assistant course at Holy Cross.
There are at least 10 and up to 13 on duty by day				
Health Care Assistant night duty including Senior HCA	14	P	Many have NVQ in Care level 2 or 3	Completion of Health Care Assistant course at Holy Cross.
There are 7 on duty by night				
Registered Nurse and Health Care Assistant - Bank	9	n/a	As above	Bank staff are used to cover shifts of regular staff on planned or unplanned leave. All receive training at Holy Cross in addition to basic qualification. Many have spent substantial periods of time working at Holy Cross before transferring to the bank.
Ward Administrator	1	P	Relevant general educational qualifications and computer literacy	More than 5 years' experience as a Health Care Assistant at Holy Cross Hospital.
Agency Health Care Assistants may be engaged to cover the duties of staff on leave. The Hospital does not employ such staff on a permanent basis. All agency personnel are inducted by a senior team member before commencing a shift for the first time.				

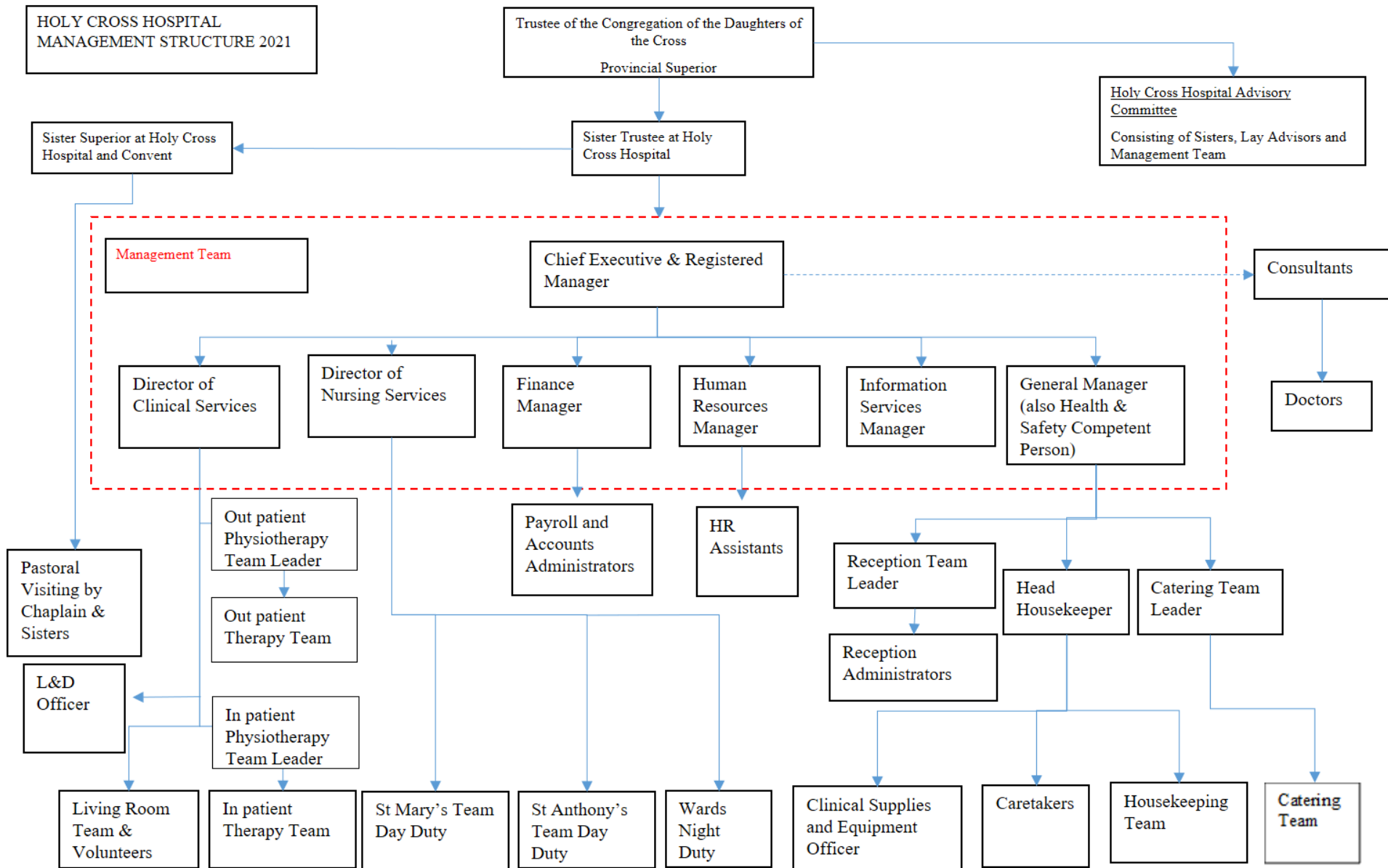
Senior Neuro-Physiotherapist	4	P	State Registered Physiotherapist, MCSP	More than 3 years' post graduate experience and training in treatment of neurological conditions including hydrotherapy
Musculo-Skeletal Physiotherapist	4	P	State Registered Physiotherapist, MCSP	More than 3 years' post graduate experience and training in out-patients and hydrotherapy
Hydrotherapist	1	P		
Technical Instructor	1	P	holds a non-UK degree in Physiotherapy	Work under supervision for more than 6 months at Holy Cross Hospital
Physiotherapist & Physiotherapy Assistant – Bank	2	n/a	A UK or non-UK degree in Physiotherapy	Relevant experience in a clinical setting
Therapy Assistant	4	P	n/a	Relevant experience in a clinical setting
Senior Occupational Therapist	1	P (engaged under Service Level Agreement)	State Registered Occupational Therapist	More than 3 years' post graduate experience including treatment of neuro-disability
Senior Speech and Language Therapist	1	P (engaged under Service Level Agreement)	State Registered Speech and Language Therapist	More than 3 years' post graduate experience including treatment of neuro-disability
Neuro-psychologist	1	P (engaged under Service Level Agreement)	Doctorate in Clinical Psychology, membership BPS	More than 3 years' post graduate experience including treatment of neuro-disability
Dietitian	1	P (engaged under Service Level Agreement)	State Registered Dietitian	More than 3 years' post graduate experience including treatment of neuro-disability
Pharmacist	1	P(engaged under Service Level Agreement)	Degree in Pharmacy	More than 3 years' post graduate experience
Foot Health Practitioner	1	P(engaged under Service Level Agreement)	Diploma in Foot Health Practice Advanced	More than 3 years' post graduate experience
Social Activities Co-ordinator	1	P	NVQ in Promoting Independence Level 3, trainer for minibus drivers	Suitable life experience and clean driving licence
Social Activities Assistant	1	P	n/a	Suitable life experience and clean driving licence

Consultant in Rehabilitation Medicine	1	P (engaged under Service Level Agreement)	MB BCh MRCP	Work as Consultant in NHS in relevant clinical specialty
Medical Officers (practising General Practitioners)	2	P (engaged under Service Level Agreement)	MB BCh MRCGP or working towards it	Hospital training plus induction to work at Holy Cross
Finance Manager	1	P	BA ACA	
Accounts Administrator/Payroll	1	P	Relevant general educational qualifications	Book-keeping or payroll experience
Information Services Manager	1	P	Relevant general educational qualifications	Knowledge of computer systems and general office practice
Reception Administrator	5	P	Relevant general educational qualifications	Includes Reception Team Leader and HR Assistant
Human Resources Manager	1	P	Chartered MCIPD, Level 5 CIPD Employment Law, CIWM (ACAS)	Many years' experience at Holy Cross
Human Resources Officer	1	P	Associate CIPD Member, Level 5 Award in Human Resources Management	6+ years experience at Holy Cross
Human Resources Asst	1	P	Relevant general education qualifications	
Learning and Development Co-ordinator	1	P	Relevant general educational qualifications	
General Manager	1	P	CMgr MCMI CMIOSH ACIEH Professional Catering Diploma Level 4 managing food safety, Level 5 Leadership & Management, Level 5 Health and Safety Management, FSA-Building Competence (Fire Safety) & Fire Risk assessment qualification, Advanced Legionella Awareness,	Catering, Management Health and Safety Management (currently Competent Person for H&S), Facilities Management

			Authorised person for Medical Gases, Pool Plant Operators Certificate, i-act accredited Manager	
Clinical Stores and Equipment Officer	1	P	Relevant general educational qualifications	Many years' experience at Holy Cross
Head Housekeeper	1	P	NTC in Housekeeping Level 3	Relevant housekeeping experience including safe handling of equipment
Caretakers	4	P	Training in-house if no prior relevant experience or qualifications Designated Porter for Medical Gases, Pool Plant Operators Certificate Legionella Awareness, Asbestos awareness, PAT testing qualification PASMA Training (for individuals who use Scaffold tower)	Relevant experience including safe handling of equipment Pool Operators Course
Housekeepers	10	P	Training in-house if no prior relevant experience or qualifications COSHH training Work at height and ladder safety	Relevant housekeeping experience including safe handling of equipment, infection prevention and health and safety.
Catering Team Leader	1	P	City and Guilds of London Institute 706/1&2 Level 3 food hygiene Allergy awareness Level 3 health and safety PAT testing qualification Manual Handling Trainer	Catering experience, Management Experience
Chefs	2	P	Relevant catering and food hygiene qualifications (NVQs level 3 )	Relevant trade experience, knowledge of modified-texture and other special diets



			COSHH	
Trainee Cook	1	P	Food Hygiene, allergy awareness, COSHH	As above
Catering Assistants	4 Inc. 2 weekend staff	P Including	Food hygiene qualification	Training in-house if no prior relevant experience or qualifications.



Approved at Management Team on 10<sup>th</sup> February 2021