



Statement of Purpose for the Location, Holy Cross Hospital
Care Quality Commission (Registration) Regulations 2009 Regulation 12

The Statement of purpose is a legal document required by our regulators the Care Quality Commission. The statement provides standardised information on the services we deliver at Holy Cross Hospital. All regulated healthcare providers are legally required to make available this information as part of their registration.

- 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

Frances Campion-Smith, the Registered Manager and CEO, started working at Holy Cross Hospital on 13th November 2023. Her 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 patients with complex neurological conditions and patients who are disabled and require short and longer term rehabilitation.

In 2009 the hospital was developed to provide physiotherapy out-patient facilities and a hydrotherapy pool.

In 2017 a purpose-built Education Centre was opened on the site.

In 2023 two additional in-patient rooms were brought into use.

The Hospital has 42 single en-suite bedrooms on 2 floors (wards) 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 a 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 two 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 Activities 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 all clinical departments.

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. They include a wheelchair accessible platform in 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 neurorehabilitation and continuing healthcare for complex conditions. Many patients are transferred directly from acute care. Patients may be admitted for indefinite lengths of stay or limited periods of treatment.

Out-patients are assessed by 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 include taking blood, sputum and urine samples for laboratory testing off-site and Ultrasound imaging to assist procedures including botulinum toxin administration to release muscle contractures and to guide detailed diagnosis in musculo-skeletal physiotherapy.

Other equipment includes and a Bladder Scanner to assist with the diagnosis of urine retention. Recognising the risks for patients of choking, the Hospital has invested in functional endoscopic evaluation of swallowing to enable a visiting NHS Consultant Ear, Nose, and Throat (ENT) surgeon and Speech and Language Therapist to investigate a patient's swallowing in real-time and share the results, giving staff, patients and families vital information for maintaining good hydration and nutrition while remaining safe from aspiration.

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. Pre assessment by members of the senior clinical team ensures patients admitted meet the hospital's admission criteria thus the patients' treatment and care needs can be fully achieved.

The management of patients at Holy Cross combines the skills and competence of the multidisciplinary team including, physicians, nurses, physiotherapists, occupational therapists, dietitian and neuropsychology. The multidisciplinary team work with patients on physical improvement and/or stabilisation such as posture management, splinting and mobilisation, respiratory and airway management including weaning from a ventilator and removal of tracheostomy. There is also a focus on neuropsychology and the psychological impact of trauma and disease/degeneration on both patients and their family or carers. Throughout the patient's stay, the setting of realistic goals and continuous progress assessment provides the basis for optimising medical treatment and rehabilitation. Recognition of goals achieved, subtle changes or plateaued performance determines next steps in joint planning. The aim always being to ensure rehabilitation at Holy Cross Hospital will maximise the patient's potential and minimise the impact of their disability thereby improving quality of life.

Medical treatment is organised through a weekly ward round and led by the Consultant in Rehabilitation Medicine. A visiting Ear, Nose and Throat Consultant from the local NHS Acute Trust holds regular in-patient clinics. The clinics are



supported by the hospital's Speech and Language Therapist. Holy Cross Consultants are available daily for clinicians seeking expert opinion and advice.

The out-patient physiotherapists provide treatment for adults with a wide range of conditions including:

- prehab where patients who have planned joint surgery, focus on optimising their recovery by building strength and joint mobility.
- Post-surgical rehabilitation, specialist neuro physiotherapy for people who have acquired disabilities from medical conditions or injuries affecting the brain, spinal cord or peripheral nerves.
- Physiotherapy and hydrotherapy for pain relief, improved mobility, increased strength, a return to fitness, and enhanced overall health and wellbeing.
- Women's health where Holy Cross clinicians provide expert advice, intervention and exercise for women of all ages.

Treatment may be provided in the gym or in the hydrotherapy pool.

Range of needs of service users

The range of services provided include 24-hour care for Level 2b in-patient rehabilitation services. Patients admitted to the unit have complex care needs as a result of physical, cognitive and sensory impairment

The unit accepts only patients 18 years and over who are deemed post-acute and medically stable. Conditions treated will include:

- Acquired brain injury of any cause.
- Traumatic brain injury (TBI)
- Complex polytrauma where brain injury is the predominant presentation.
- Incomplete cervical spinal cord lesions, and incomplete or complete thoracic or lumbar spinal cord lesions (of any cause).
- Peripheral neuromuscular disease e.g. Guillain Barré syndrome, critical illness neuropathy, polymyositis.
- Patients requiring complex spasticity management including botulinum toxin and intrathecal baclofen pumps
- Patients with neurodegenerative disorders (e.g. multiple sclerosis, Parkinson's Disease etc) requiring specialist rehabilitation.
- Stroke.
- Post neurosurgery and major joint orthopaedic rehabilitation.
- Functional neurological disorders.
- Patients with prolonged disorders of consciousness (PDOC)
- Patients requiring assisted ventilation
- Patients with tracheostomy
- Multi system degeneration or injury necessitating across board nursing interventions to support functions of daily living including enteral feeding, catheter care etc.
- Psychological and neuropsychological support for patients and their family members.

Services for Out-patients are for adults only with musculo-skeletal and neurological problems including both acute and chronic 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 Therapies, Director of Patient Services, Director of Operations, Finance Director and Human Resources Manager form the Leadership Team. The Director of Therapy Services alongside the Director of Patient Services chairs meetings of the multi-professional team consisting of senior nurses, physiotherapists, visiting occupational and speech and language therapists, dietitian, neuropsychologist and social activities team.

The multi-disciplinary team has administrative support. A full MDT meets weekly with visiting physicians followed by a weekly Consultant ward round. The Director of patient Services takes the lead in safeguarding and security of in-patient information (Caldicott Guardian). All patients are under the care of the Consultant in Rehabilitation Medicine. Day-to-day and out-of-hours medical needs are provided by visiting doctors from a local general practice with the support of the consultant as outlined above.

A Consultant ENT surgeon provides advice though a clinic held bi-monthly.

A Ward Manager takes responsibility for the management of the nursing teams on both floors including day and night duty and is responsible for ensuring the quality of nursing care given to all in-patients.

The Finance Director, a Chartered Accountant, leads a team of accounts personnel.

The Information Services Manager takes responsibility for all aspects of information governance, information management and technology.

The Director of Operations (DOO) is responsible for non-clinical departments including the engagement of all non-clinical external contractors. The scope of this role includes delegated responsibility for Health and Safety. In addition, the DOO is presently appointed as the Controlled Drugs Accountable Officer.

The Facilities and Housekeeping Lead is responsible for the management of facilities and housekeeping including the in-house laundry service.

The Human Resources Manager, MCIPD, has a deputy and two administrative assistants. The department also has the support of the Learning and Development Lead who works with the Clinical Practice Lead to support all training across the hospital.

Ward staffing includes teams consisting of a Ward Manager, registered nurses, care team leaders and health care assistants supported by a ward administrator. The hospital works with academic units to support apprenticeships and nurse associates in addition to physiotherapy undergraduates.

The hospital has two physiotherapy team leaders one for in-patient and out-patient services respectively. There is a part time Speech and Language therapist all other therapists work under Service Level Agreements. Patients' activities are organised by a Creative Therapeutic Activities Lead and an assistant who also collaborate with a team of volunteers to provide a wide range of activities.

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 | RN BSc Hons DMS | 44 years as a registered nurse 20+ years' experience of health organisations at Director level |
| PA to CEO | 1 (0.5 wte) | P | | 15 years' experience in similar administrative and managerial roles |
| Director of Therapies | 1 (0.8 wte) Start date Sept. 2025 | | | |
| Director of Patient Services | 1 | P | RN 1 st Level Non-medical prescriber | 18+ years' registered nursing experience. Specialist training in Advanced Respiratory Management and Advanced Life Support. |
| Clinical Practice Lead/Lead for IPC | 1 | P | RN 1 st level. | Prior experience in related clinical work and in management |
| Ward Manager or Night Sister | 4 | P | RN 1 st level | All have more than 7 years' experience as RN at Holy Cross Hospital or equivalent. |
| Senior Staff Nurse day and night duty | 4 | P | RN 1 st level | More than 7 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 ward sister is available on call. | | | | |
| Staff Nurse day and night duty | 32 | P | RN 1 st level | More than 3 years' experience as RN and completion of clinical induction at Holy Cross |

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| Overseas Registered nurses going through an adaptation program | 4 | | Overseas registration | More than 3 years' experience at Holy Cross as a senior health care assistant |
| Trainee Nurse Associates | 3 | P | NVQ 3 in Healthcare, Holy Cross Hospital advanced clinical competencies | More than 3 years' experience as a Senior Health Care Assistant at Holy Cross. |
| Care Team Leader | 2 | P | NVQ in Care level 3 or equivalent | More than 10 years' experience as a Senior Health Care Assistant |
| Advanced Carer | 4 | P | NVQ 3 in Healthcare, Holy Cross Hospital advanced clinical competencies | More than 10 years' experience as a Senior Health Care Assistant |
| Senior Health Care Assistant | 19 | P | Many have NVQ in Care level 2 or 3 | Completion of Health Care Assistant course at Holy Cross. |
| Health Care Assistant | 18 | P | Many have NVQ in Care level 2 or 3 | Completion of Health Care Assistant course at Holy Cross. |
| Ward Administrators | 2 | P | Relevant general educational qualifications and computer literacy | More than 2 years' experience in Holy Cross Hospital |
| Senior Neuro-Physiotherapist | 2 | P | State Registered Physiotherapist, MCSP | More than 3 years' post graduate experience and training in treatment of neurological conditions including hydrotherapy |
| Physiotherapists OP | 4 | P | State Registered Physiotherapist, MCSP. Team Lead also has PGCert in medical ultrasound | More than 3 years' post graduate experience and training in out-patients and hydrotherapy |
| Hydrotherapist | 2 | P | One Hydrotherapist and one hydro-rehab therapist. | |

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| | | | The Hydrotherapist is a BASRat registered, the assistant was a registered physiotherapist who does not currently have HCPC. | |
| Physiotherapist | 2 | P | State Registered Physiotherapist | Relevant experience in a clinical setting |
| Physiotherapy Assistant | 2 | 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 |
| OT – Rehab Assistant | 1 | | | Care experience |
| Senior Speech and Language Therapist | 1 (0.6wte) | P (engaged under Service Level Agreement) | State Registered Speech and Language Therapist | More than 16 years' post graduate experience including treatment of neuro-disability |
| Consultant in Neuropsychologist | 1 (0.2 wte) | 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 (0.2 wte) | P (engaged under Service Level Agreement) | State Registered Dietitian | More than 3 years' post graduate experience including treatment of neuro-disability |
| Visiting pharmacist from Ashtons Pharmacy | 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 |
| Creative Therapy and Activities Lead. | 1 | P | NVQ in Promoting Independence Level 3, trainer | Suitable life experience and clean driving licence |

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| | | | for minibus drivers | |
| Activities Co-ordinator | 1 | P | n/a | Suitable life experience and clean driving licence |
| Clinical Administrator (therapy) | 1 | P | Relevant general educational qualifications and computer literacy | More than 5 years' experience in administrative roles in healthcare. |
| 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) | 6 | P (engaged under Service Level Agreement) | MB BCh MRCP or working towards it | Hospital training plus induction to work at Holy Cross |
| Consultant ENT Surgeon | 1 | P (engaged under Service Level Agreement) | MBChB FRCS (ORL-HNS) MSc | Work as Consultant in NHS in relevant clinical specialty |
| Director of Finance | 1 | P | Chartered Management Accountant ACMA, BA (Hons) MA. | Over 30 years work experience in Insurance (PMI, life and general) as well as the NHS and other health sectors. |
| Accounts Administrator/Payroll | 1 | P | Relevant general educational qualifications | Book-keeping or payroll experience |
| Information Services Manager | 1 | P | Relevant general educational qualifications Level 5 Information Governance Certificate for Health and Social Care (Anglia Ruskin University) Level 5 CMI Certificate in Management and Leadership | Knowledge of computer systems and general office practice SIRO since 2014 |

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| | | | Annual Senior Information Risk Owner (SIRO) refresher training | |
| Reception Team Leader | 1 | P | Relevant general educational qualifications | Knowledge of computer systems and general office practice |
| Reception Administrators | 4 | P | Relevant general educational qualifications | As above. |
| Human Resources Manager | 1 | P | Chartered MCIPD. | 16+ years' HR experience |
| Human Resources Officer | 1 | P | | 10+ years' experience in a multiple organisations |
| Human Resources Assistant | 2 | P | Relevant general education qualifications | |
| Learning and Development Coordinator | 1 | P | Relevant general educational qualifications | |
| Director of Operations | 1 | P | Chartered manager with CMI (CMge) and a Chartered Occupational health & Safety Officer(CMIOSH). Professional Catering Diploma (with Honours), Level 5 Leadership & Management, Level 6 Health and Safety Management, FSA-Building Competence (Fire Safety) & Fire Risk assessment qualification. Pool Plant Operators Certificate | Catering, Management Health and Safety Management (currently Competent Person for H&S), Facilities Management |

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| Clinical Stores and Equipment Officer | 1 | P | Relevant general educational qualifications | Many years' experience at Holy Cross |
| Head Housekeepers | 2 | P | | 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) Authorised Person for medical gas pipelines (2 caretakers hold this qualification) | Relevant experience including safe handling of equipment |
| Housekeepers | 11 | 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. |
| Facilities & Housekeeping Lead | 1 | P | City and Guilds 706/1&2 certificate for | Catering experience, Management Experience |

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| | | | <p>hospitality and catering.</p> <p>Level 5 diploma in team leading</p> <p>Level 3 Food Safety</p> <p>Level 3 Allergen Management</p> <p>Level 3 health and safety (with merit Customer service training</p> | |
| Chefs | 3 | P | <p>Relevant catering and food hygiene qualifications, including Food Allergy awareness (NVQs level 3) COSHH</p> | <p>Relevant trade experience, knowledge of modified-texture and other special diets</p> |
| Assistant Cook | 1 | P | <p>Food Hygiene, allergy awareness, COSHH, Customer Service</p> | <p>As above</p> |
| Catering Assistants | 2 | P | <p>Food hygiene qualification, COSHH, Customer Service</p> | <p>Training in-house if no prior relevant experience or qualifications.</p> |

HOLY CROSS HOSPITAL MANAGEMENT STRUCTURE 2025

