

Holy Cross Hospital's Statement of Purpose

Dated: 1st April 2011

1. The aims and objectives of Holy Cross Hospital

The aim of Holy Cross Hospital is to give expression to the mission of the Congregation of the Daughters of the Cross, serving people who are sick, disabled or suffering and their families.

The Hospital seeks to provide services that are complementary to those available locally through the National Health Service and to do so in co-operation with statutory authorities. As a result of this commitment, the Hospital has developed in-patient services in neuro-disability and the management of long-term conditions.

These services are intended to be suitable to meet the needs of the most severely affected, such as those in low-awareness states, ventilator-dependent and those in the end stages of a degenerative illness. However the clinical team is also highly responsive to opportunities to promote rehabilitation and to regain lost function. Engaging the support and participation of family members is given high priority.

Some patients require the Hospital's services over prolonged periods and therefore the maintenance of a home-like environment is important for them and their families, as well as making full provision for meeting the full range of clinical needs and treatments.

The Hospital also responds to local needs whenever possible, for instance, by providing out-patient services, and hosting a Social Club for people who have had a stroke and making treatment rooms available for professional practice.

2. The name and address of the registered provider and of any registered manager

The Hospital is owned by the Congregation of the Daughters of the Cross of Liege, The Provincialate, 29 Tite Street, Chelsea, London SW3 4JX, a Registered Charity and a Registered Company limited by guarantee. The Company, as Registered Provider, has designated Sister Veronica as the Nominated Individual.

The registered manager is Mr. Christopher Hinton BA, AHM Chief Executive, appointed by the Provincial Superior of the Congregation of the Daughters of the Cross.

The address of the Registered Manager is Holy Cross Hospital, Hindhead Road, Haslemere, Surrey GU27 1NQ

3. The relevant qualifications and experience of the registered manager

Christopher Hinton, the Registered Manager, was appointed in 1978 having trained and worked in NHS hospitals since 1971. He graduated with BA Hons in 1971, completed the NHS Administrative Training Scheme in 1973 and secured the diploma of the Institute of Health Service Administrators in 1975. He held administrative posts in NHS Hospitals in Nottingham and Sheffield before moving to take up the post of Administrator, subsequently Chief Executive Officer, at Holy Cross Hospital. His responsibilities include the general management of all aspects of the Hospital, reporting to the Trustees at Advisory Committee meetings and dealing with statutory authorities and the public.

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
Director of Clinical Services	1	P	RN 1 st level, PG diploma in Management Studies.	Clinical experience in variety of hospital settings including intensive care. Management of neuro-rehabilitation unit for 10 years
Ward or Night Sister	6	P	RN 1 st level	More than 5 years experience as RN at Holy Cross Hospital
Senior Staff Nurse day and night duty	5	P	RN 1 st level	More than 3 years experience as RN and completion of 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 at home.				
Staff Nurse day and night duty	15	P	RN 1 st level	More than 1 years experience as RN and completion of clinical induction at Holy Cross
Staff Nurse night duty	1	P	RN 2 nd level	More than 5 years experience as RN and completion of clinical induction at Holy Cross
There are at least 7 and up to 9 on duty by day and 5 by night				
Health Care Assistant Day duty	30	P	NVQ in Care level 2 or 3	Completion of Health Care Assistant course at Holy Cross.
There are at least 8 and up to 11 on duty by day				
Health Care Assistant night duty	11	P	NVQ in Care level 2 or 3	Completion of Health Care Assistant course at Holy Cross.
There are 6 on duty by night				
Health Care Assistant – Medical Supplies	1	P	NVQ in Care	Ward experience and subsequent on-job training
Registered Nurse and Health Care Assistant - Bank	22		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.
Agency Nurses or 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	3	P	State Registered Physiotherapist, MCSP	More than 3 years post graduate experience and training in treatment of neurological conditions including hydrotherapy
Musculo-skeletal Physiotherapist	1	P	State Registered Physiotherapist, MCSP	More than 3 years post graduate experience and training in out patients and hydrotherapy

Physiotherapy Assistant	3	P	2 hold Degrees in Sports Rehabilitation	Work under supervision for more than 6 months at Holy Cross Hospital
Rehabilitation Assistant	1	P	n/a	Former registered nurse working at HCH for more than 3 years
Senior Occupational Therapist	1	P	State Registered Occupational Therapist	More than 3 years post graduate experience including treatment of neuro-disability
Senior Speech and Language Therapist	1	P	State Registered Speech and Language Therapist	More than 3 years post graduate experience including treatment of neuro-disability
Neuro-psychologist	1	P	Doctorate in Clinical Psychology, membership BPS	More than 3 years post graduate experience including treatment of neuro-disability
Dietitian	1	P	State Registered Dietitian	More than 3 years post graduate experience including treatment of neuro-disability
Pharmacist	1	P	Degree in Pharmacy	More than 3 years post graduate experience
Chiropodist	1	P	State Registered Chiropodist	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 Neuro-Rehabilitation	1	P	MB BCh MRCP	Work in NHS in relevant clinical specialty
Medical Officers (practising General Practitioners)	2	P	MB BCh MRCGP or working towards it	Hospital training plus induction to work at Holy Cross
Consultant Anaesthetist	1	P	MB BCh MRCA	NHS consultant appointment in Anaesthetics and experience in Intensive Care management
Dentist	1	P	BD	Experience in General Dental practice and in treatment of neurological patients
Director of Finance	1	P	BA ACA	Many years experience at Holy Cross
Accounts Administrator	2	P	Relevant general educational qualifications	
Administration Team Leader	1	P	Relevant general educational qualifications	
Reception Administrator	5	P	Relevant general educational qualifications	
Human Resources Manager	1	P	Chartered MCIPD	Many years experience at Holy Cross
Human Resources Assistant	1	P	Relevant general educational qualifications	
General Manager	1	P	NEBOSH, Diploma in Nutrition and Health	Catering Management
Maintenance Officers	2	P	Completion of courses in safe handling of medical gases, electrical safety, fire	Relevant trade experience

			risk assessment and pool safety	
Senior Housekeeper (Housekeeping Team Leader)	1	P	NVQ in Cleaning Level 2	Relevant housekeeping experience including safe handling of equipment
Caretakers	3	P	NVQ in Cleaning Level 2	Relevant housekeeping experience including safe handling of equipment
Housekeepers	9	P	NVQ in Cleaning Level 1 or 2	Relevant housekeeping experience including safe handling of equipment
Head Chef	1	P	Relevant catering qualification	More than 3 years experience following training
Chefs	3	P	Relevant catering qualification	
Catering Assistants	5	P	Food hygiene qualification	

5. The organisational structure of the establishment/agency

A diagram at the end of this document shows the organisational structure.

6. The kinds of treatment and any other services provided for the purposes of the establishment/agency, the range of needs which those services are intended to meet, and the facilities which are available for the benefit of patients

Services Provided

Holy Cross Hospital provides in-patient services for severely physically disabled adults at various stages from recent discharge from acute hospital treatment to long-term care for chronic conditions and also terminal care. New patients are not usually admitted under 18 or over 60 years of age but exceptions may be made in individual instances. Out-patients may be seen by Consultants or therapists. Patients may be admitted for indefinite lengths of stay, for respite care or limited periods of treatment. The Hospital is registered to provide the following

- Treatment of disease, disorder or injury
- Diagnostic and screening procedures

Treatment Provided

The Hospital aims to respond fully to the treatment needs of patients with chronic and complex conditions. The management of severe neuro-disability at Holy Cross combines nursing expertise with therapy skills such as posture management, splinting and mobilisation. Throughout a patient's stay, detailed monitoring provides a basis for optimising medical treatment and identifying the subtle changes that guide therapists 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 or minimise the impact of the disability thereby improving quality of life. The hospital is able to offer specialised care for such as ventilated patients and those in a state of low awareness or locked-in syndrome.

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

Range of needs of service users

Severely physically disabled adults whose disability arises from traumatic injury (for example brain damage, spinal injury or severe burns) or progressive disease (e.g. Multiple Sclerosis, Huntington's Disease, Motor Neurone Disease), cerebral vascular conditions or congenital abnormality. Patients may be ventilator dependent, have tracheostomy, require enteral feeding or complex medication. It is expected that all in-patients will be totally dependent for all normal functions on attention by care staff; e.g. only bathing or showering with staff assistance; mobility, if at all, by wheelchair. Family members may also be severely affected by the disability or its cause and they may need support. Discharge, which is arranged whenever it is possible, may require much planning and negotiation with other authorities. Out-patients needs also include those with musculo-skeletal problems including both acute and chronic conditions.

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.

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 is furnished with an electric profiling bed, usual bedroom furniture and has overhead hoist, telephone point, TV, and a connection to the nurse call system. Doors

and corridors are wide to permit the passage of wheelchairs.

Each floor has a lounge, kitchen and three bath or shower rooms in addition to stores and clinical rooms.

Rehabilitation facilities include the Living Room, a large communal space providing a wide range of supported activities, a multi-sensory stimulation room, a physiotherapy gym and a therapy assessment room.

The hydrotherapy pool provides facilities for in-patient and out-patient use, being equipped with hoist and changing facilities for use by disabled people. The pool is situated in a recently constructed extension to the Hospital, providing easy access to both nursing floors.

The new facilities also include on the first floor an out-patient physiotherapy department and a Consulting Room.

There is a Chapel/Quiet Room close to the Reception area set aside for the use of patients or Hospital visitors. The Sisters' church, located close to the Hospital, is available to any patient or visitors wishing to use it. The resident Chaplain visits the hospital regularly, as do ministers of other denominations. Several Sisters make pastoral visits to patients and support family members.

The Hospital has three 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 that has been adapted for wheelchair access.

The Hospital is situated within extensive wooded grounds on a sloping site above the town. 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.

7. The arrangements made for consultation with patients about the operation of the establishment/agency

Satisfaction surveys are conducted in the Hospital under the supervision of the Director of Clinical Services. The nurses seek to involve families particularly in the case of patients who are unable to communicate because of disability or have difficulties in communication. A weekly Patients' Forum provides a setting for consultation with those patients who have the ability to communicate. The Director of Clinical Services and other senior staff make time to be available to family members as many seek to be closely involved in all aspects of care and treatment. It is not usual for patients whose first language is not English to require the services of an interpreter because family members assist in establishing communication. However the hospital would make the necessary arrangements if the need arose.

Patients' views are actively sought regarding all aspects of the hospital's work and development including individual care plans, arranging individual or group social activities and matters concerning the hospital's accommodation and services.

8. The arrangements made for contact between any inpatients and their relatives, friends and representatives

The Hospital operates open visiting between 10am and 8.30pm. At other times visits are by arrangement with the Ward Sister. As noted the hospital seeks to support family members and friends of patients in a wide variety of ways. This includes the availability of senior members of the clinical team for advice and information, group and individual social activities, the Senses Garden and Woodland trail, the availability of disabled transport and the bungalow in Selsey. Information is available from Reception about local Advocacy Services.

9. The arrangements for dealing with complaints

The arrangements are set out in the attachment at the end of this document.

10. The arrangements for respecting the privacy and dignity of patients

It is part of the Hospital's overall purpose to take active steps to restore or enhance the self-worth of those who have suffered as a result of severe physical disability.

The design of the Hospital offers substantial guarantees of privacy with single rooms for all patients. Great care is taken to maintain dignity when escorting patients out of their rooms. All patients are asked how they prefer to be addressed and all members of staff are required to respect such preferences. Similarly patients' preferences with regards to their bedroom door being open or closed will be respected. Bedroom doors may be locked when the patient is out of the room and so wishes.

The Clinical Team involves patients and family members as far as possible in the activities arranged by and for them and is ready at all times to respond to suggestions or requests. However patients are free to choose how to spend the day subject to the limitations of the staffing resources available.

Catering services are provided with full regard to individual preferences while also aiming to provide the nutritional and calorific content to best meet the patients' clinical requirements. The laundry service in the hospital is able to offer a service for patients' own clothes whenever this is needed.

The Hospital is designed for people in wheelchairs to move around easily having wide doorways and corridors. Each room has en-suite wash basin and toilet and each floor has three bath or shower rooms.

The Hospital has policies to ensure compliance with the Data Protection Act 1998 and takes great care to preserve the confidentiality of patients themselves and of all information held about them.

There is a Policy setting out the standards that apply with regards to obtaining valid consent from patients before carrying out medical treatment or therapeutic procedures.

In accordance with the Visiting Policy, all visitors are required to record their arrival at Reception or, out-of-hours, to contact a senior nurse before proceeding to a patient's room. Out-patients are similarly checked at Reception and are excluded from in-patient areas.

Holy Cross Hospital is a Catholic foundation but excludes no person on grounds of religion, race or culture. The Hospital regards religious practice as a vital part of every person's life and will seek by all means to make it possible for patients to maintain their beliefs and follow their chosen form of worship. The resident chaplain, the Sisters engaged in pastoral work as well as the staff all work together in this and involve ministers of other churches and faiths to meet the wishes of individual patients.

Signed: **Christopher Hinton**

Designation: Chief Executive_____

Holy Cross Hospital

PROCEDURE FOR HANDLING PATIENTS' COMPLAINTS

The Chief Executive is responsible for implementing the Complaint Policy and ensuring that all the Hospital's employees are aware of it. Responsibility for investigating and where possible resolving complaints may be delegated to other managers.

Our Services

- 1 We plan to deliver services as they are described in our literature and in ways that are appropriate to the recipient's needs and timely.
- 2 We intend to maintain high standards of professional competence in all aspects of our work.
- 3 We aim to bring qualities of understanding and compassion to all our work.

Our Principles

- 1 We recognise that what we do may give rise to a complaint from time to time.
- 2 We undertake to listen carefully to anyone who is pointing out what they believe to be a mistake and to make a written record if the matter is not readily and immediately resolved.
- 3 We aim to learn from the complaint, putting matters right whenever it is in our power to do so and doing what is necessary to prevent a recurrence of the problem.

Patients' and Clients' Rights and Responsibilities

- 1 You have the right to receive services that we have undertaken to provide and to enjoy courtesy and respect from all staff.
- 2 You have the right, through making a complaint, to have any alleged shortcomings from this standard investigated by management and any concerns addressed.
- 3 You are responsible for ensuring that you communicate your needs in a clear and courteous manner to appropriate staff as far as possible. If you so request, we will give support in using this Complaints Policy.
- 4 You are responsible for understanding the limits to the service that you can reasonably expect of us.

Instructions to Staff

- 1 If a patient or a relative or visitor acting with permission on the patient's behalf, expresses concern about the services being provided, you must give careful attention to find out what is considered to be unsatisfactory and to determine if you can deal with the matter or whether it should be reported to a more senior member of staff.
- 2 All staff must be prepared to listen to concerns expressed whether the matter is related to their work area or not. If not immediately resolved, the matter must be brought to the immediate attention of an appropriate senior manager. A report form is available for this purpose.
- 3 All matters are to be dealt with promptly. Speed of response demonstrates our commitment to providing a good service.
- 4 For purposes of this procedure senior managers are the Director of Clinical Services and the Director of Finance. Senior managers must acknowledge the complaint and seek to communicate directly with the complainant to determine as precisely as possible what is found to be wrong, what outcome the complainant is looking for, to agree on the steps to be taken to investigate and to set a time limit for preparing the response.

5 An investigation may be conducted into the matters raised in the complaint. All staff are required to be open, honest and constructive in providing information to the senior manager carrying out the investigation or the manager delegated to do this on the senior manager's behalf.

6 These instructions may be summarised as:

Listen Report Record Investigate

Arrangements to investigate and respond to complaints

1 The hospital management gives an undertaking to investigate any complaint brought to its attention. It is preferred but is not essential that a complaint be put in writing by the complainant if early attempts to resolve it have failed. The appropriate senior manager will make arrangements with the complainant to do this. An acknowledgement of a written complaint will be given within 3 working days and an offer made to discuss the matter of the complaint and how to proceed in resolving it. Subject to the outcome of a discussion, investigations will be carried out carefully and discreetly and a response prepared within the time limit agreed. Information on how to take the matter further will be included in the reply.

2 All complaints will be reported to the Advisory Committee. A report will also be given to any public body funding the patient and to the Registering Authority (Care Quality Commission).

3 When a complaint is about a clinical matter, the consultant responsible for the care of the patient will be notified at the earliest opportunity, will be asked for comments and may be involved in the response.

4 If the investigation results in management identifying the need for action to be taken to prevent a recurrence, the response will include reference to this.

If the response from the investigating manager is not considered satisfactory

If desired and following a response from the senior manager, an appeal may be addressed to the Chief Executive. The complainant should notify the Chief Executive of an appeal by letter, email or telephone at the earliest opportunity and agreement will be reached with the complainant on arrangements for a hearing.

Complainants may send information about the matter giving rise to the complaint to the Care Quality Commission at:

CQC South East, Citygate, Gallowgate, Newcastle upon Tyne, NE1 4PA
Telephone 03000 616161 Fax 03000 616171

NHS Patients

Many patients receive treatment at Holy Cross Hospital as NHS patients. In their cases, if a complaint is not resolved satisfactorily by the local procedures, they may ask for the problem to be considered by the Funding PCT and/or by the Health Service Commissioner. The Chief Executive will provide information on this.

July 2009

HOLY CROSS HOSPITAL
HASLEMERE, SURREY GU27 1NQ
Telephone Haslemere 01428 643311 Fax 01428 644007
e-mail: info@holycross.org.uk internet: www.holycross.org.uk

The Hospital is owned by:
The Congregation of the Daughters of the Cross of Liege. Registered Charity No 1068661. A Company Limited by
Guarantee and Registered in England. Reg. Company No. 3492921 Reg. Office: 29, Tite St. London SW3 4JX

HOLY CROSS HOSPITAL
MANAGEMENT STRUCTURE

Trustee of the Congregation of the Daughters of
the Cross
Provincial Superior

Holy Cross Hospital Advisory
Committee
Consisting of Sisters, Lay Advisors and
Management Team

MANAGEMENT TEAM

Sister Superior at Holy Cross
Hospital and Convent

Chief Executive &
Registered Manager

Consultants

Director of Clinical Services

Director of
Finance

Doctors

General Manager (also
Health & Safety Officer)

Human
Resources
Manager

Payroll and
Accounts
Administrators

Administration
Team Leader

Catering
Manager

Catering Team
(Aramark Plc)

Housekeeping
Team Leader

Housekeeping Team

Caretakers

Maintenance
Officers

Pastoral Visiting by
Chaplain & Sisters

HR Assistant

Reception &
Administrative
Assistants

St Anthony's Team
Day and Night Duty

St Mary's Team Day
and Night Duty

Therapy Team

Living Room Team &
Volunteers

Clinical Supplies and
Equipment Officer

Approved at Management Team on 28th April 2011