



Holy Cross Hospital, Haslemere

STATEMENT OF PURPOSE

Aims and Objectives

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 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 services in neuro-disability and the management of long-term conditions.

These services address the needs of the most severely affected, such as those in non-responding states, ventilator-dependent and those in the terminal 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.

Registered Provider and Registered Manager

The Hospital is owned by the Congregation of the Daughters of the Cross of Liege, St. Wilfrid's Convent, 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 Mary Agnes as the Responsible Individual. She was formerly a Registered Nurse who retired as Matron in September 2002 and serves as a Trustee of the Charitable Company.

The registered manager is Mr. Christopher Hinton BA, MIHM Chief Executive, appointed by the Provincial Superior of the Congregation of the Daughters of the Cross. He was appointed in 1978. 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.

Staff working in the establishment

Medical

The Hospital retains the services of a Consultant in Rehabilitation Medicine for treatment of neuro-disability who attends the hospital once per week and additionally in the event of urgent need. An Anaesthetist is available for advice to doctors and nurses on the management of ventilated patients and visits monthly.

Day-to-day medical management is carried on by a team of doctors from local General Practices, retained by the Hospital for session work and on-call duties. All have received training and have many years experience in the hospital's work.

The Hospital also works with Consultants who wish to see outpatients for consultation and treatment. The Hospital's involvement is limited to the provision of facilities. However these practising privileges are set out on an individual basis and conform to the Hospital's practising privileges policy.

Nursing

The Director of Clinical Services qualified as a Registered Nurse in 1973, has worked in Intensive Care for several years and has held management positions in neuro-rehabilitation. She holds a Post-graduate diploma in Management Studies.

There is a Professional Development Manager with a special role in education. She is a Registered Nurses (1st Level) and holds additional qualifications ENB 998, 931, D32, 33, 34, and C&G 730. .

There are 4 Sister grade nurses, all RN (1st level).

There are 4 Senior Staff Nurses and 14 Staff Nurses RN (1st Level) employed to meet the staffing needs on day duty.

There is 1 Senior Staff Nurse and 5 Staff Nurses RN (1st Level) and 1 RN (2nd level) employed on night duty to meet the requirement by night.

Additional qualifications held by qualified nursing staff include ENB998, ENB 913, ENB 298, Diploma in Health Studies, D32 and D33.

There are 24 Health Care Assistants employed for day duty and 10 for night duty. Of these staff, many have a NVQ in Care at Level 2 or Level 3.

Agency staff use is kept to a minimum to cover unplanned absences.

Therapy

Therapy staffing includes Chartered Physiotherapists and an Occupational Therapist. The Hospital also engages sessional services in Speech and Language Therapy, Neuro-Psychology and Dietetics and has a contract for Pharmaceutical advice and supplies.

Social and Recreational activities are provided by Therapy Support workers with substantial input from volunteers. One Support Worker is qualified as an instructor by the Community Transport Association and NVQ level 3 in Promoting Independence. The Hospital has on-going arrangements defined by service level agreements for therapy services from local privately-practising therapists, a dentist and a foot-care practitioner.

Support Services

The Accountant (part-time) is a member of Management Team, holds the ACA qualification, provides management advice and accountancy services and supervises

the work of other administration staff in accounts and payroll tasks. There are 6 administrative staff with relevant IT skills and experience. There is a Human Resources Manager a chartered member of CIPD and an Assistant (studying towards CIPD diploma). The General Manager manages support services staff and ensures high standards of maintenance and cleanliness throughout all buildings. Staffing includes two Maintenance Officers, 13 housekeeping staff (most with NVQ in Cleaning level 1 or level 2) and Catering staff who are employees of a firm of Contract Caterers and hold appropriate catering qualifications.

Learning and Development

The organisation of Learning and Development opportunities for all employees and other staff is undertaken by the Professional Development Manager and is actively monitored and supported by Management Team. An annual programme is planned that includes regular induction training sessions for new staff, refresher training for all in key skills and weekly clinical training sessions. The Hospital provides placement opportunities to university and other students.

Organisational Structure

The organisational structure is as follows:

The Provincial Superior has overall responsibility for the organisation as Chairman of the Charitable Company (the Congregation of the Daughters of the Cross of Liege) and works with other Trustee Directors, including the Registered Provider.



The Chief Executive is accountable to the Trustees and normally reports to them in the context of Advisory Committee meetings held two monthly. The Chief Executive is responsible for day-to-day management of operations.



Management Team, Chaired by Chief Executive and consisting of Director of Finance, Director of Clinical Services and other senior staff as required, meets weekly to deal with all operational matters.

The Sister Trustee and the Sister Superior are also members.

The following are managerially accountable to the Chief Executive: Director of Clinical Services, Director of Finance, Medical staff, Human Resources Manager, General Manager.

The following are managerially accountable to Director of Clinical Services: All clinical staff including nurses, therapists and care assistants.

Consultant Medical Staff are clinically responsible for the treatment of in-patients and supervise the work of the hospital doctors.

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 and these services currently include psychiatry and physiotherapy.

Treatment Provided

Neuro-disability and related rehabilitation: Medical investigation and treatment, rehabilitative and maintenance therapy services and specialised nursing care for e.g. ventilated patients and those in state of low awareness or locked in syndrome.

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, Huntingdon'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 patients will be totally dependent for all normal functions on attention by care staff; e.g. bathing or showering only 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.

Accommodation

The Hospital consists of a building constructed in 1992 for the specific purpose of accommodating severely disabled people. It has 40 single en-suite bedrooms on 2 floors connected by 2 lifts. Each room 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 Dining and a wide range of supported activities, a multi-sensory stimulation room, a therapy gym and an assessment room. The construction of a hydrotherapy pool commenced in September 2007 and is due to be ready for use in August 2008. The new facilities include a physiotherapy department for use by out-patients who are also expected to use the pool.

The Sisters' church is available to any patients 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 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.

Arrangements for Consultation with patients

Satisfaction surveys are conducted in the Hospital. 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.

Arrangements for Contact between In-patients and their relatives, friends and representatives

The Hospital operates open visiting between 10am and 9.30pm. 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 availability of disabled transport and the bungalow in Selsey.

Arrangements for dealing with complaints

The arrangements are set out in the leaflet attached.

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. The laundry service in the hospital is able to offer a service for patients' own clothes whenever this is needed. The Clinical Team involves patients in the hospital as far as possible in planning activities 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.

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.

All visitors are requested to announce their arrival at Reception or, out-of-hours, to contact a senior nurse before proceeding to a patient's room.

Senior managers operate "open door" policies and encourage patients and visitors to make contact formally or informally at any time to express concerns or make observations about the way in which the hospital operates to meet patients' needs in the optimum way. This consideration extends to ways in which one patient's choices may impact on patients in neighbouring rooms.