



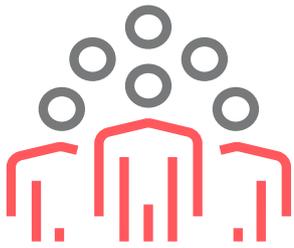
Circle Health Group
Quality Account 2020/2021



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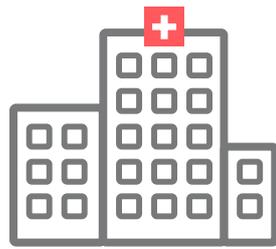
Circle Health Group in numbers	3	Quality of care	18
Chief Executive Officer statement	4	Providing opportunities and leadership to every member of staff	19
Chief Medical Officer statement	6	Circle Operating System	23
Quality and safety assurance	8	National audits	25
Working with our regulators	11	NHS prescribed information	25
Providing safe, effective and well-led care	13	NHS response	28
Planning for continued improvement	16		

Circle Health Group in numbers



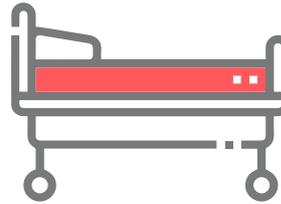
8,670

contracted staff



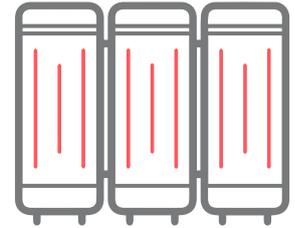
54

hospitals



2,004

available beds



388

ambulatory
care bays, pods
and chairs



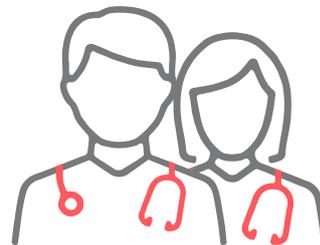
153

theatres



5

cardiac
catheter labs



6,200

Consultants

From 1 April 2020 – 30 March 2021

45,000+

inpatients

157,000+

day cases

1.21m+

outpatients

167,000+

physiotherapy
sessions

These figures incorporate Circle Health and BMI Healthcare hospitals and Circle Integrated Care

Chief Executive Officer statement



Paolo Pieri
Chief Executive
Circle Health Group

Since March 2020 our focus has been shaped by the coronavirus pandemic. It has changed the way we work, the way in which we care and the support we offer our staff, patients and partners.

As the UK's largest independent hospital group, we have been able to play a significant role in the nation's collective battle against the challenges COVID-19 presented. Our teams have been seconded to local NHS Trusts to provide clinical support, we have hosted our NHS colleagues in our hospitals and dedicated or repurposed our clinical spaces for critical patients.

Integration of two great organisations

For Circle Health Group the challenges of COVID-19 coincided with the integration of Circle Health and BMI Healthcare, following the acquisition in 2020. It is to the very great credit of many people throughout the newly formed larger group that our ambitious plans are on track. Their effort and commitment have been extraordinary, and I pay tribute to the clinical and non-clinical teams which have been so remarkable in simultaneously maintaining care and developing the organisation's future capability.

We are committed to becoming the UK's most innovative and patient-focussed healthcare organisation. Our investment programme will enable us to achieve this and become both an outstanding employer and healthcare provider.

In the past year we embarked upon an investment programme in which every hospital will benefit from infrastructure investment. We have begun to refresh equipment and buildings and fully modernise and enhance our capabilities across the group. Our investment in information technology will make it as easy as possible for customers to access our services and for our clinicians and staff to work.

Investing for improved patient outcomes

The investment in the fabric of our estate will bring us improved efficiency, increased capacity state-of-the-art facilities and better outcomes for our patients.

Our investment in Electrical Biomedical Engineering (EBME) equipment is focussed on creating new solutions and, ultimately, improved efficiency and clinical care. For this first stage of our investment programme we have prioritised EBME which impacts patient safety, enhances critical care and improves our diagnostic capabilities.

At our hospitals we are realigning our capabilities to reflect and anticipate the future of healthcare provision. We have begun to install modular theatres, repurpose existing facilities, replan ambulatory pathways and redesign interior environments. The work we have done in the past year, together with our programme for the next three years, will enable us to deliver innovation in patient experience and provide effective support to all of our patients.

“Our capital programme will mean we become the UK’s most innovative and patient-focussed healthcare organisation.”

Major development projects

A number of our larger sites are benefiting from the investment programme we began this year which is targeted at large-scale reconfiguration. This will increase capacity and deliver everything patients and funders expect, and deserve, from 21st century hospitals. Our investment in diagnostic equipment will include four MRI and three CT suites, three mobile MRIs, two mobile CTs, seven digital x-ray units and three new fluoroscopy rooms across the network, plus a new cardiac catheterisation lab.

Circle Health Group people

Supporting our team’s wellbeing

Our employees’ physical and mental wellbeing has always been a key priority for the group. Throughout the coronavirus pandemic we were emphatic in our commitment to them and in redoubling our efforts to ensure every individual was well supported and the care we provided was tailored to their needs, at both work and home.

This year we enhanced the range of support and resources available to staff and the introduction of the ‘My Self-Care’ hub offered a wide selection of resources and toolkits to support our people’s physical, financial and mental wellbeing. The hub, which was made accessible to all, is designed to support staff in a way which suits them, their lifestyle and their life circumstances.

We provided alternative ways to help encourage our people to remain both active and well rested, despite the challenges the lockdowns presented and the extraordinary and high levels of activity in our hospitals. Free access to an on-

demand fitness platform, an NHS-approved mental wellbeing app and the 24/7 Employee Assistance Programme contributed to the suite of enhanced tools and mechanisms we have introduced this year.

Our people

I know it’s the Circle Health Group teams across the UK that are key to making these changes happen. We will continue to invest in our people to ensure everyone has a positive, enriching work-life, in an outstanding environment and together we can provide safe, high-quality experiences to our patients.

I am proud of our staff, the quality of care they provide and their incredible resilience in the face of challenges unlike anything we have ever before encountered.

My commitment to them is the same as we offer our patients: I will, with the support of my executive team, put them at the heart of everything we do. I commend them all and thank them for the care they provide to patients and each other. They are the ones that truly change lives, and for that I am grateful.

Paolo Pieri
Chief Executive Officer
June 2021

Chief Medical Officer statement



Paul Manning
Chief Medical Officer
June 2021

As we entered 2020, we were set for a course of integration, rapid investment, and the beginning of significant transformation for the newly enlarged Circle Health Group.

The coronavirus pandemic did not derail our ambitious plans but undoubtedly provided us with challenges we had not foreseen. It is to the credit of our workforce that we have successfully embarked upon a radically new approach to clinical governance, begun to re-engineer the type of care we offer and the way we deliver it and provided safe, high quality care in COVID-secure environments.

Supporting the NHS during the pandemic

Over 676,000 NHS patient episodes have been supported at Circle Health Group facilities during the pandemic, we have provided 406,000 tests and scans, 196,000 procedures and 39,000 cancer treatments.

Patients have been grateful for the COVID-secure environment in which they have received the highest quality care at Circle Health Group hospitals across the UK. They have undoubtedly been truly appreciative of the consideration, dedication and diligence every member of our team has offered them in these strange and difficult times.

It is as a result of the remarkable individuals that collectively form Circle Health Group – and play their part as members of the caring profession – that healthcare providers have achieved such extraordinary things at the height of the pandemic

and continue to do so as we see light at the end of the tunnel.

COVID-19 placed a spotlight on infection prevention and control and our IPC teams were key to maintaining safe environments for patients, staff, Consultants and other stakeholders. As the COVID-19 related imperatives evolved and multiplied, our IPC teams provided strong and confident leadership to clinical and non-clinical teams. By maintaining COVID-secure environments they ensured our capacity to support the NHS was unrestricted. Developing rigorous prevention approaches, implementing group-wide testing and supporting hospital-based teams was a challenge but one to which our IPC teams were not only equal, but one in which they excelled.

Our partnership with the NHS continues into the next phase of its recovery. Each of our hospitals is part of the NHS Increasing Capacity Framework, providing essential support to local systems as NHS Trusts begin to restore their elective services. Strong collaboration, enhanced during COVID-19, has helped to develop secure patient pathways between Circle Health Group and the NHS, that will support quicker access to treatment for patients across the UK.

Investment in clinical governance, safety and quality

The integration of Circle Health and BMI Healthcare provided us with an opportunity to re-engineer and strengthen our Clinical Structure in 2020-21.

In the past year we have created a Clinical Performance Team to provide support to hospitals as they become exemplars of care and also offer a rapid response to issues where they occur. Working in close alignment with this team is the newly created Clinical Practice Team of specialists, who are supporting the Circle Health Group teams to drive standards, practice and policy across every site. Achieving best practice, constantly improving quality of care and overseeing good governance, the National Leads for Imaging and Diagnostics, MSK Services, Children and Young People, Cancer Services and Theatre Services will ensure Circle Health Group patients remain at the core of everything we do and their wellbeing is assured.

Our newly created Patient Experience and Quality Improvement Team is focusing on the patient voice and enabling quality improvements. The Clinical Governance and Quality Team spearheads our work on clinical audit and patient safety.

Significant progress has been made in a relatively short time, and under very challenging circumstances. Our commitment to investment in governance and building teams of extraordinary professionals and leaders in their field will continue to support our unrelenting focus on the provision of safe, high quality care.

Using the model formerly employed by Circle Health, we have begun the process of appointing Clinical Chairs at each of our hospitals. In this critical role, Consultant level professionals provide clinical leadership to the hospital team and lead a culture of safety, quality and continuous improvement. They work with the senior management

teams to ensure the development and operation of robust systems of clinical governance and oversee medical performance and the application of medical professional standards. I am delighted to be able to report that these newest members of our team have been warmly welcomed and their input and influence is already evident.

To support the integration process, and ensure we remain universally and consistency focused on the highest levels of safety and governance, in the past year we have completed our clinical policy integration project. This has resulted in refreshed and harmonised clinical policies across our BMI and Circle sites.

The coronavirus pandemic frustrated the UK health regulators' programme of inspections and we are looking forward to once again welcoming them into our hospitals in the coming year. While the majority of our hospitals are rated 'Good' we have some sites which are yet to demonstrate to the CQC the quality of care they now provide. I am confident the work we have done, and the progress we have made at these sites will result in improved and much deserved ratings. So too am I confident that many of our sites are performing at an outstanding level and I believe will be recognised for the progress that they have made.

Circle Operating System

By empowering our staff to make the best decisions for patients we believe we can achieve better outcomes for them. This year we introduced the Circle Operating System (COS) to the now enlarged Circle Health Group. COS, originally developed by Circle Health, is a framework which enables decision making at the most local

level and democratises ownership and responsibility for high standards. Using the COS framework, every member of staff has the ability – and is encouraged to – take ownership and accountability for the care they provide.

Using COS, making it the fundamental way in which we work, means that every member of staff feels they can make a difference, knows their contribution is valued, understands their responsibilities and takes pride in the outcomes they achieve. It empowers all our staff to deliver patient-centric care and offers them the tools to problem solve and make decisions as close to the patient as possible.

I am delighted that staff across the group have embraced the principles of COS which are becoming part of everyday working life and the constant drive for providing safe, outstanding care. We will, in the coming year continue to develop our work to embed COS and ensure it demonstrably contributes to improved outcomes for our patients.

Serious incidents

Our teams work hard to eradicate incidents, never events and harm to patients. The coronavirus pandemic, and the changing nature of volumes and patient mix makes year on year comparisons unreliable. However, I can report that serious incidents reduced by 68% over the previous period and never events reduced by 73%. Our aspiration will always be to eliminate these events and I am confident that we will continue this level of improvement in the coming year.

Paul Manning
Chief Medical Officer
June 2021

Quality and safety assurance

The Circle Health Group Governance and Assurance Framework

Circle Health Group's Governance and Assurance Framework (GAF) integrates every aspect of governance and assurance and supports our commitment to compliance and transparency.

It provides everyone with whom we work clear vision of the governance of every aspect of our business as well as those charged with ultimate responsibility. It also maps out the cyclical inter-connectivity of accountability, information and continuous improvement – from department, then site, then region, then Board, and back again.

The GAF illustrates how every member of staff plays an integral and critical role in ensuring good governance in all that we do. Working within this framework means that discussions and decisions made at governance committees flows to every relevant part of the business.

It supports better decision making, faster reaction and greater accountability throughout the business.

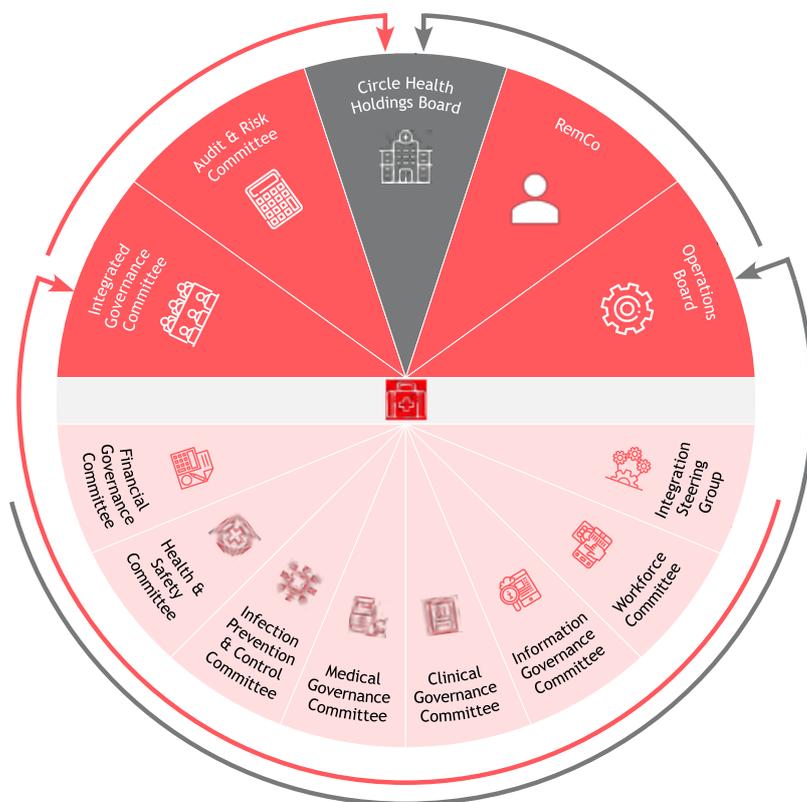
By holding ourselves to account for delivery against the GAF, we can demonstrate that services are of the highest quality.

VTE Exemplar Centres

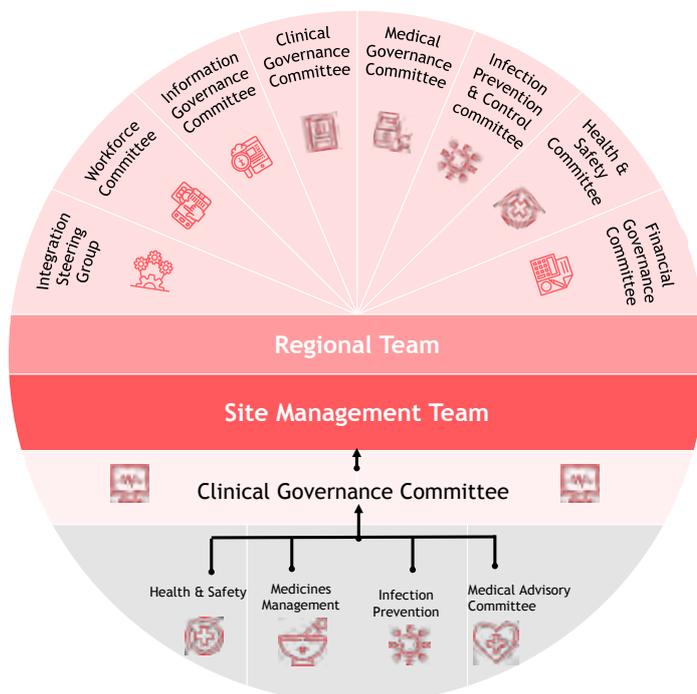
The Department of Health first awarded the BMI Healthcare hospitals VTE Exemplar Centre status in 2011 and, again, at the most recent revalidation process in 2017.

Macmillan Quality Environment Mark

Twenty one Circle Health Group hospitals currently hold the Macmillan Quality Environment Mark, which is a detailed quality framework used for assessing whether cancer care environments meet the standards required by people living with cancer.



“Governance, assurance and quality is at the very heart of what we do.”



BUPA Accreditation

All of our hospitals have a minimum of one service-specific BUPA accreditation including bowel, breast, prostate, cataract, cancer services and critical care services. This enables BUPA to confidently sign-post its members to our hospitals' accredited services.

Joint Advisory Group on Gastrointestinal Endoscopy

Forty-two Circle Health Group hospitals are currently registered with the Joint Advisory Group (JAG) and 17 of these are accredited, an increase of four in the last year. JAG accreditation is the formal recognition that an endoscopy service has demonstrated that it has the competence to deliver against the criteria set out in the JAG standard.

ISO/IEC 27001:2013

ISO 27001 is the globally recognised, international standard for managing risks to information security and our certification to ISO 27001:2013 allows us to prove to our stakeholders that we manage the security of the information we hold for the secure delivery of our hospital and patient services – including contracted NHS digital services applications. The accreditation is applicable to all of our sites.

ISO 13485:2016, ENISO 13485:2016 and ISO 9001:2015

Our four decontamination units have all earned ISO 13485:2016, ENISO 13485:2016 and ISO 9001:2015 accreditation which demonstrate audited quality management systems for products and medical devices.

Medical Governance

We have undertaken further work to tighten medical governance in line with the Medical Practitioners Assurance Framework and the findings of the Paterson inquiry including the introduction of the Medical Performance Advisory Group (MPAG). The MPAG, a sub-group of the Medical Governance Committee, is accountable for overseeing, and where necessary investigating, the performance of employed medical practitioners and those who have practising privileges at our hospitals.

Following appropriate investigation, the MPAG may enforce suspension, restriction or withdrawal of practising privileges as a result of variations in medical practice.

Institute of Leadership and Management

The organisation, through BMI Healthcare, is an accredited centre with the Institute of Leadership and Management (ILM) for delivery of ILM courses. This accreditation provides our staff with access to accredited courses in leadership and management and supports their career growth and aspirations.

COVID Governance

Circle Health Group's response to the coronavirus pandemic saw a significant and rapid transformation of the organisation. Our priority was to keep patients and staff safe, maintain the highest possible standards of care and support our NHS colleagues.

The organisation's response to the pandemic was overseen by the rapidly established Coronavirus Incident Management Office, led by the then Chief Executive Officer, Dr Karen Prins, and the Business Continuity and Communications leadership teams.

Infection prevention control, always critical within the healthcare setting, was at the heart of the organisation's approach to maintaining safe care and supporting patients, staff and those with whom we work including Consultants and suppliers.

In the early days of the coronavirus crisis, the senior leadership of Circle Health Group's hospitals were briefed on a daily basis to ensure clear communication and compliance with rapidly changing government guidance, operational challenges and the needs of the NHS Trusts with which our hospitals were working.

As the situation became less dynamic the briefing sessions reduced in frequency and the COVID-19 Clinical Governance Committee assumed responsibility for oversight of the organisation's effective management of the pandemic. Leadership at a local, functional, and national level continue to be supported by this Committee. The mechanisms for rapid response, update and communication remain in place and continue to be activated to ensure the highest standards of care and compliance are achieved.

Maintaining COVID-secure environments and high-quality care

Throughout the pandemic we:

- Worked closely and collaboratively with regulators, NHS partners and providers to ensure a joined-up response, which prioritised patient safety
- Introduced fast track practising privileges to ensure a rapid, collaborative response with our NHS colleagues
- Supported the transfer of NHS cancer, high priority surgical and urgent diagnostic care to our hospitals, including establishing new treatment hubs and disciplines
- Established mechanisms and protocols for secure, remote consultations to ensure patients continued to access medical care from home or work

- Created systems and policies to enable training grade doctors to work, under appropriate supervision, to support the COVID response and NHS/independent sector collaboration
- Adhered to a robust system of prioritisation, in line with national standards, which enabled the most urgent patients to be seen
- Introduced isolation and testing for patient admissions to protect staff and patients and maintain safe provision of care
- Introduced regular testing for staff and remote logging of results

What the Care Quality Commission said

“ The service had introduced effective infection prevention and control policies and procedures to minimise the risk of spread of COVID-19. [This included] infection prevention and control precautions, such as the use of personal protective equipment (PPE) and the cleaning of patient equipment and the environment. ”

What our patients said

“ Professional, efficient and friendly staff at every level. My arthroscopy took place during COVID lock down. Thanks to all the team involved with my procedure, I felt comfortable with the pre-op and post-operative service. ”

“ My experience began with a telephone consultation due to COVID restrictions, followed by a day case procedure. Initial phone consultation was straight forward and gave me confidence to proceed. The Goring Hall staff are wonderful – super helpful nursing team, wonderful catering and the Consultant kept me informed all the time I was there. Clean, COVID awareness all the time. ”

Working with our regulators

As a result of the pandemic the UK's regulators carried out fewer than usual inspections during the period April 2020 to March 2021. However, there has been one inspection visit by each of the Care Quality Commission, Health Improvement Scotland and Healthcare Inspectorate Wales to hospitals within Circle Health Group.

In England, the CQC used a Transitional Monitoring Approach (TMA) for assessment which involved a pre-planned call between an inspector and the Registered Manager and, where appropriate, hospital teams. All relevant Circle Health Group sites had positive TMA assessments with the CQC during the reporting period.

Regulator	Hospital	Overall Rating
HIS	BMI Albyn Hospital	G
CQC	BMI The Alexandra Hospital	G
CQC	BMI Bath Clinic	RI
CQC	Circle Bath Hospital*	G
CQC	BMI The Beardwood Hospital	G
CQC	BMI The Beaumont Hospital	G
CQC	Circle Birmingham Rehabilitation	Not rated
CQC	BMI Bishops Wood Hospital	RI
CQC	BMI The Blackheath Hospital	G
HIS	BMI Carrick Glen Hospital	G
CQC	BMI The Cavell Hospital	G
CQC	BMI The Chaucer Hospital	G
CQC	BMI Chelsfield Park Hospital	G
CQC	BMI The Chiltern Hospital	RI
CQC	BMI The Clementine Churchill Hospital	G
CQC	BMI Droitwich Spa Hospital	RI
CQC	BMI The Duchy Hospital	RI
CQC	BMI The Edgbaston Hospital	RI
CQC	BMI Gisburne Park Hospital	G
CQC	BMI Goring Hall Hospital	G
CQC	BMI The Hampshire Clinic	RI
CQC	BMI The Harbour Hospital	G
CQC	BMI The Hendon Hospital	G
CQC	BMI The Highfield Hospital	G
CQC	BMI The Huddersfield Hospital	RI
CQC	Circle Integrated Care	Not rated**
CQC	BMI The Kings Oak Hospital	G
HIS	BMI Kings Park Hospital	G
CQC	BMI The Lancaster Hospital	RI
CQC	BMI The Lincoln Hospital	G
CQC	BMI The London Independent Hospital	G

* The Competition and Markets Authority approved Circle Health's acquisition of BMI Healthcare in 2020, on the basis of the group's agreement to divest Circle Bath Hospital. For the period of this report, Circle Bath was operated in line with the requirements made by the CMA and therefore governance, operational and staff related topics covered in this report do not necessarily apply to this hospital.

The sale of Circle Bath Hospital to Royal United Hospitals Bath was concluded on 1 June 2020.

**A CQC rating is not given to this non-hospital service.

Regulator	Hospital	Overall Rating
CQC	BMI The Manor Hospital	G
CQC	BMI The Meriden Hospital	G
CQC	BMI Mount Alvernia Hospital	G
CQC	BMI The Park Hospital	G
CQC	BMI The Princess Margaret Hospital	G
CQC	BMI The Priory Hospital	RI
CQC	Circle Reading Hospital	G
CQC	BMI The Ridgeway Hospital	RI
HIS	BMI Ross Hall Hospital	G
CQC	BMI The Runnymede Hospital	G
CQC	BMI The Sandringham Hospital	G
CQC	BMI Sarum Road Hospital	G
CQC	BMI The Saxon Clinic	G
CQC	BMI The Shelburne Hospital	RI
CQC	BMI Shirley Oaks Hospital	G
CQC	BMI The Sloane Hospital	RI
CQC	BMI The Southend Hospital	G
CQC	BMI St Edmunds Hospital	G
CQC	BMI Syon Clinic	G
CQC	BMI The Thornbury Hospital	G
CQC	BMI Three Shires Hospital	G
HIW	BMI Werndale Hospital	G
CQC	BMI The Winterbourne Hospital	RI
CQC	BMI Woodlands Hospital	G

What the regulators say about our hospitals:

- “ The local team used the learning from the recent medicines incident to change practice and promoted a ‘no blame’ approach to prevent recurrence. ”
- “ The local team showed integrity and detailed insight into the possible wider impact of serious incident. It was clear, the team had gone above and beyond what was necessary to improve safe medicines management practice at this location. ”
- “ We observed the staff at this location demonstrate a commitment to team working through their support for each other and showed their commitment to learn and improve the service. ”
- “ Patients received a comprehensive risk assessment for COVID-19 before being admitted for treatment. Patient care records were clear and included COVID-19 information about pre-treatment assessment. Consent for sharing information with other relevant medical staff was clearly recorded. ”
- “ The service has a range of audits scheduled throughout the year to further support patient safety. These included audits on falls and pressure and tissue damage. We reviewed a sample of these and found the service to have scored positively. ”

Providing safe, effective and well-led care

The safety of our patients, those that work and practise at our hospitals and those that visit them underpins everything we do and every decision we make. We make the avoidance of preventable harm and the reduction of risk of unnecessary harm fundamental to the care we provide.

We support our staff and Consultants by embedding a safety culture and setting out clear processes, procedures and ways of working. The organisation's leaders have a clear understanding that patient safety is their key responsibility; they use data to drive improvement and a cycle of continuous improvement ensures constant progress.

We strive to ensure our high standards of risk management and safety meet the expectations of our patients, the communities we serve and those with whom we work.

Over the past year we have made significant progress and set robust aspirations for further improvements for the future.

The Quality Assurance and Assessment Team: providing assurance, oversight and sharing good practice

We believe that the quality of care we provide will underpin our roadmap to becoming universally outstanding. Fundamental to our commitment to clinical quality is the work of our Quality Assurance and Assessment Team (QAAT).

Overseen by Circle Health Group's Group Clinical Chairman, Massoud Fouladi, QAAT leads the focus on quality assurance. The QAAT, supported by subject matter experts, provides high-level support to hospital leadership teams in assuring themselves

of the quality of care being delivered to patients.

Massoud works closely with Lord Hutton, Co-Chair of Circle Health Group's Integrated Governance Committee (IGC) and a director of Circle Health Group, which supports the QAAT's work in providing confidence to our senior board of the progress being made and the quality of care being provided.

The highly experienced and respected QAAT team builds close working relationships with hospitals. It works collaboratively with the established Clinical Governance and Quality Improvement Teams which develop local plans based on regulator feedback, clinical and safety outcomes, patient and staff feedback and QAAT assessment reports.

Infection prevention

Healthcare Attributable Infections (HCAs) cause significant concern for patients, the public and healthcare staff. Prevention of HCAs is a constant focus for Circle Health Group, as is compliance with the Health and Social Care Act 2008: Code of Practice on the prevention and control of infections. We use these principles and related guidance to ensure patients are provided with a clean environment which is fit for purpose and where infection risks are minimised.

The Circle Health Group Governance and Assurance Framework makes management of infection prevention a key priority, both at Corporate and hospital level. Effective infection prevention contributes to the overall quality and governance agenda, protecting patients, visitors, and staff.

We put a local emphasis on infection prevention; each hospital's Director of Clinical Services acts as the local Director



Massoud Fouladi
Group Clinical Chairman

for Infection Prevention and Control (DIPC) and is responsible for the development and management of the local Infection Prevention Strategy. Within the group, DIPCs are supported nationally by the Corporate Head of Infection Prevention and Control and Specialist Services and locally by their trained Infection Prevention Coordinator (IPC). Both the local DIPC and IPC have documented responsibilities for infection prevention which includes rigorous auditing and surveillance processes to ensure prompt detection of risks and trends.

Mandatory data on HCAs is submitted monthly to the Health Protection Agency and is subject to scrutiny at monthly Clinical Governance Committees. We ensure each occurrence is analysed with lessons learnt being shared to support constant improvement and further eradication of preventable infections.

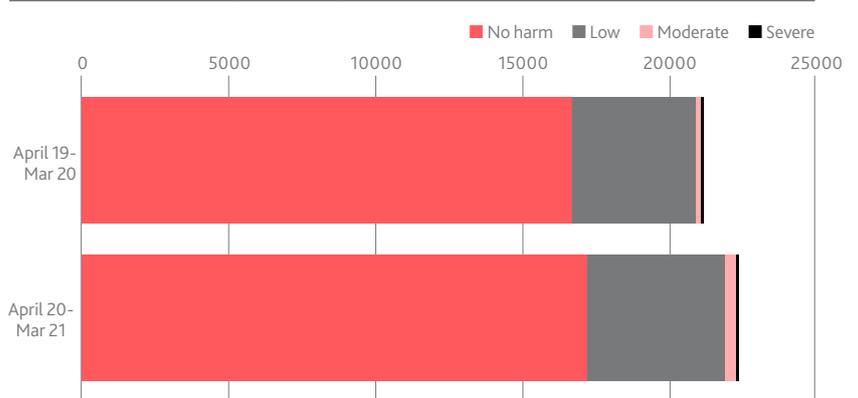
Adverse incidents

Using the RiskMan risk management system, Circle Health Group monitors all adverse incidents. We undertake root cause analysis and put action plans in place to reduce risk and share lessons learnt both locally and across the group to ensure continuous quality improvement.

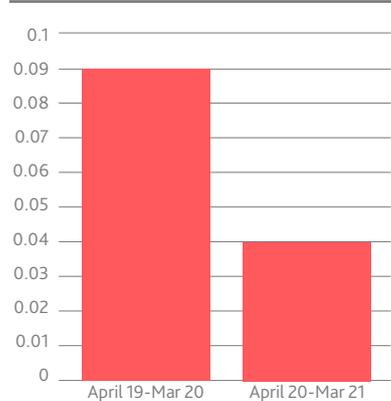
All severe harm incidents, unexpected deaths and never events are reviewed in a Serious Incident Multidisciplinary Review Panel to ensure medical oversight of investigations and the whole organisation can learn, embed change and continuously drive the quality of care.

This year we introduced 'the patient story', an impactful retelling of incidents from patients' perspectives. Our teams have found value in the personal and individual impact of the care being provided by their colleagues and use patients' experiences to reinforce learning at their site.

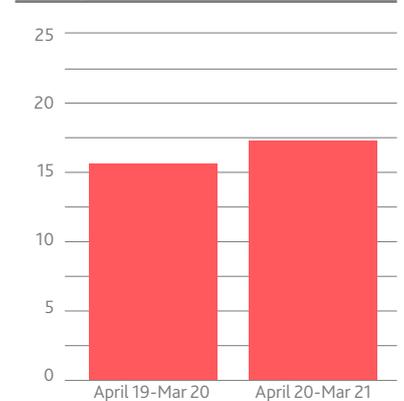
Patient Incidents by Severity of Harm



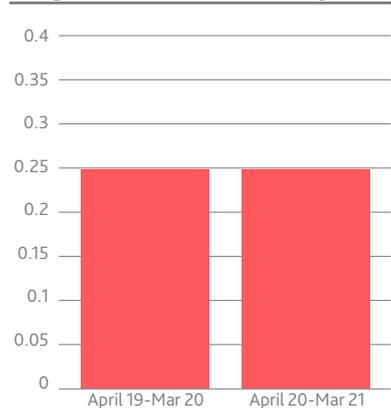
Serious Incidents (per 100 inpatients)



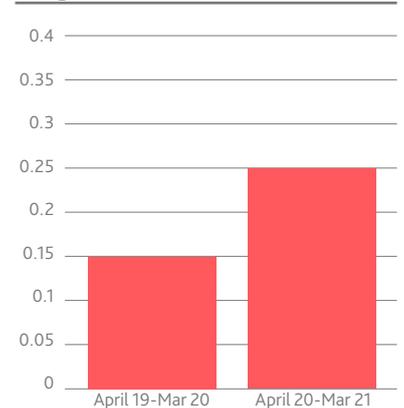
Unexpected Deaths



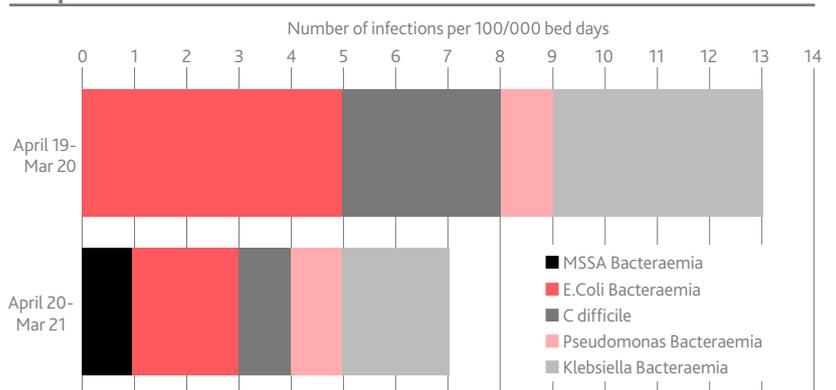
Surgical Site Infections: Hip



Surgical Site Infections: Knee



Hospital Attributable Infections



Learning from deaths

Now well established and effective, our Learning from Deaths Policy and multidisciplinary Learning from Deaths Group, reviews all deaths. The structure of the policy and the group's work has enabled us to identify where further improvements can be made.

We continue to take every opportunity to learn from incidents and experiences. During a review of unexpected deaths, this year we identified a case, which despite not being attributable to a deficit in care, that became the catalyst for the development of a Group-wide Dementia Strategy. Following careful drafting by a multi-disciplinary team of experts, the strategy was published internally in April 2021 and is being embedded within care plans across Circle Health Group.

Continuous reassessment of policy, strategy and training needs are considered at every review; following one in 2020 we enhanced our Incident Management Policy and identified an opportunity for a further significant review which is now underway.

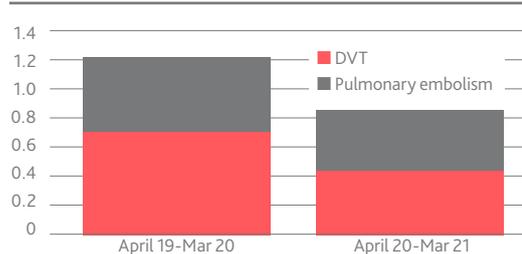
Venous Thromboembolism

Venous Thromboembolism (VTE) is a significant patient issue in hospitals. The first step in preventing an adverse event from VTE is to identify those at risk so that preventable treatments can be used.

In 2019-2020 the group implemented significant improvements in incident reporting culture, together with improved surveillance of patients following discharge. With this well embedded, the significant fall in the volume of VTEs in 2020-2021 demonstrates improved practice, including surveillance of patients post discharge.

We will continue to use our learnings in our continued drive to improve the outcome for our patients. VTE affects not only patients undergoing surgery but is a widely recognised complication for patients undergoing treatment for cancer.

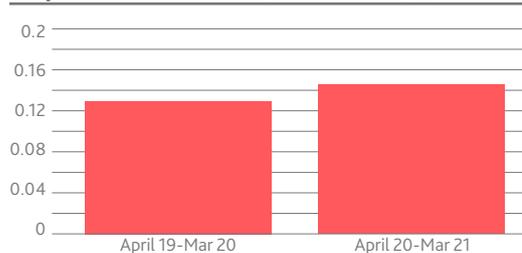
VTE incidents



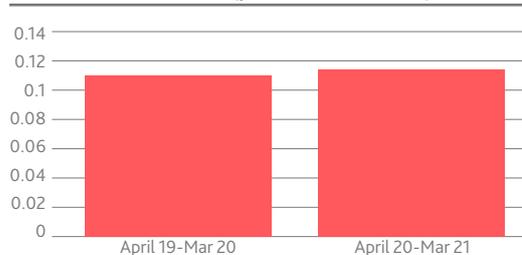
Constant improvement

We strive for constant improvement in the effectiveness of our care by considering the impact of our response to individual incidents and themes or trends. Circle Health Group's Governance and Assurance Framework (GAF) supports our commitment to compliance and transparency.

Unplanned transfers (per 100 discharges)

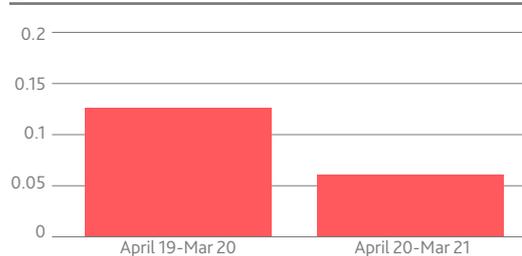


Returns to theatre (per 100 theatre visits)



As a result of the support provided to the NHS during this period, we treated patients with an increased level of complexity in some of our hospitals, in particular those with Critical Care facilities. This is reflected in our unplanned transfer and return to theatre rates.

Unplanned re-admissions within 28 days (per 100 amended discharges)



Planning for continued improvement

The integration of Circle Health and BMI Healthcare, coupled with the almost exclusive focus on providing safe care against the backdrop of COVID-19 variously frustrated, delayed or accelerated the combined group's plans for continuous improvement.

Initially identified	2019-2020 Objective	Details	Status
Circle	Deliver our local clinical audit plan	Deliver against local clinical audit plans with quarterly review at local committees and the Integrated Governance Committee (IGC). Evidence minutes of meetings and assurance to IGC	Achieved
Circle	Review and improve our approach to PLACE	Undertake PLACE assessments across all services and take action as a result	On hold due to COVID
Circle	Review and improve processes for the delivery of patient forums across all services	Ensure patient forums, using a variety of approaches and technologies are in place and lessons learnt/actions are shared across the group	Reviewed and plan developed; implementation on hold due to COVID
Circle	Ensure patients who raise a complaint receive a satisfactory response that addresses their concerns in line with Circle Health policy and national policy	Ensure 95% of all complaints are resolved at Stage 1	Achieved
Circle	Involve patients in the identification of opportunities for learning	Identify patients who would be willing to share their story and, where appropriate, participate in relevant local and group committees	On hold due to COVID
		Include 'a patient story' at relevant opportunities and at local and group committees	Achieved
Circle	Every site to have a quality improvement programme in place	Ensure all facilities hold quarterly improvement steering groups and report quarterly to the Clinical Governance Risk Management Committee to monitor compliance against regulation and to improve quality	Achieved
BMI	Improve our clinical safety	Align our incident investigation process with the NHS Patient Safety Incident Investigation process	In progress
		Deploy a new Patient Safety Methodology for Serious Incident Investigations	Achieved
		Introduce informed consent in light of COVID-19 and the recommendations of MPAF	Achieved
BMI	Improve our clinical effectiveness	Increase our contribution in national clinical registries	In progress
		Use metrics and outcomes to improve service and Consultant performance	In progress
		Use information from PHIN to drive ongoing improvements	In progress
		Develop specialist interest groups to drive forward service developments	Achieved
BMI	Develop our Leadership	Deliver our Medical Professions Assurance Framework	Achieved
		Deliver an Executive Coaching programme for Senior Leaders	Achieved
		Introduce a revised Governance Assurance Framework	Achieved
		Appoint a Clinical Chairman at each of our facilities	In progress
		Develop the role of the Quality and Assurance Leads	In progress



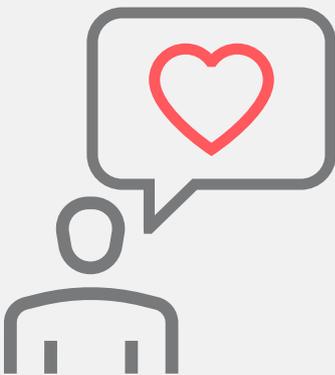
Develop our safety culture

- Embed the Circle Operating System that empowers staff to speak up for safety and use problem solving techniques
- Embed and evidence Circle Health Group Governance and Assurance Framework
- Drive improvements in incident management and shared ways of learning



Assuring we are well-led

- Delivery of the National Leadership Programme
- Roll out and embed the Circle Health Group Philosophy, Purpose, Principles and Values
- Use the insight from the Best Companies b-Heard survey to develop our culture and practices



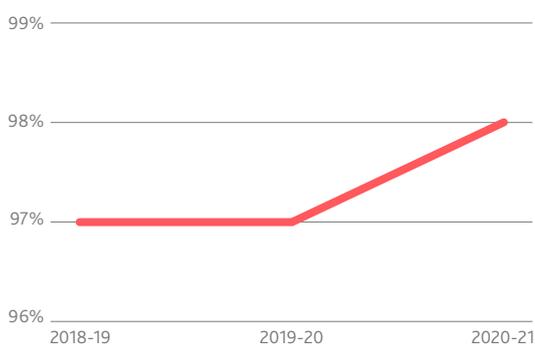
Excel in patient experience

- Deliver a nationwide programme of facilities improvement at every Circle Health Group site
- Further develop patient engagement methods and the use of patient feedback to shape services
- Develop our website to make it easier for patients to access services and get the right information, quickly and easily

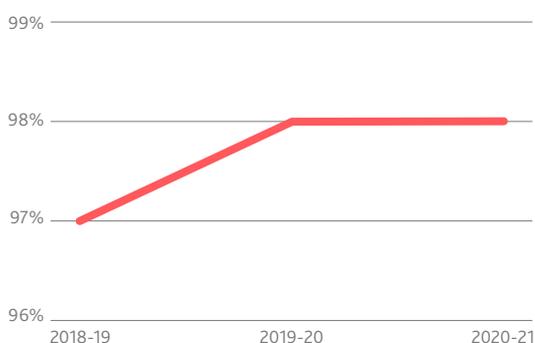
Quality of care

Our patient satisfaction survey identified 98% of our patients were satisfied with the overall level of care they received from Circle Health Group. 98% of our patients would be happy to recommend us to their friends and family.

Overall satisfaction with the level of care



Would recommend to friends and family



While we take time to celebrate the contribution our staff make to their patients' care and satisfaction, we also believe the patient surveys provide additional insight to ways in which we can drive our agenda for continuous improvement.

We appreciate the responses from every patient who takes the time to return their satisfaction forms, and value all feedback. In 2021 we will focus on a number of key areas including increasing response rates to our patient survey. We will also focus on the patient journey from pre-assessment and preparation for admission to the patient discharge process.

What our patients said

“I would just like to say a very big thank you to all the staff at BMI Bath Clinic. I attended the Urology department... was met by a very friendly lady on reception. Very soon after the surgeon came to see me, explained the procedure and answered all my questions. I suffer with quite bad anxiety when things are not in my control...one of the theatre staff sat with me during the procedure keeping me calm – it made the world of difference to me. My procedure ... will make a huge difference in my life.”

“I was transferred over from the NHS hospital ... due to COVID-19. The staff went above and beyond ... the quality of care I received while I was there was excellent, and I felt very relaxed in the setting. I would like to take this opportunity to say thank you.”

“I went in to have a major operation. Having had several bad experiences with surgery before I was extremely nervous and anxious. I could not have felt any safer. Everyone was amazing. I was made to feel like an individual and very comfortable and safe.”

Complaints

Circle Health Group seeks to ensure that every opportunity is taken to listen to patients' and key stakeholders' feedback, including concerns and complaints. We consider these as opportunities to improve the care and services we provide. We take every complaint seriously and always offer complainants the opportunity to meet the senior management at the hospital, to discuss their concerns.

Lessons learnt from complaints and feedback are shared with wider staff groups to encourage an improved understanding of the impact every issue has had on the individual involved.

Providing opportunities and leadership to every member of staff

“Establishing well-led services is as vital to regulatory success as it is to our pursuit of excellence. Inspiring leaders will ensure we provide outstanding care and attract top healthcare and management talent.”

Supporting our staff

Supporting our staff as they coped with the challenges the pandemic posed, both at home and work, has been a significant priority for Circle Health Group over the past year. We ensured that our teams had the resources required to confidently work as cohesive units, and ensure they felt safe at work as they continued to provide safe, effective care.

We worked hard to ensure we protected our people's health and wellbeing and established a comprehensive infrastructure of local and national support mechanisms. The COVID-19 response group, comprising senior leaders from across the business, provided regular communications throughout the pandemic. Our regular COVID response calls with local managers provided direct information from the leadership team so that they, in turn, could support their teams at hospitals and other support centre sites.

By establishing a wellbeing hub staff had immediate access to resources which supported their physical, mental and financial wellbeing. Many staff valued the support provided by our Executive Hotline, which offered every member of staff the opportunity to speak directly with a member of the Executive Team about whatever was causing them a concern. Mindful that some felt more comfortable expressing themselves in writing, we created a dedicated mailbox to which questions and concerns could be sent and which could be responded to in the way the individual preferred.

Supporting, encouraging and enabling staff development

We are proud of the opportunities for growth and development we can offer to every member of staff.

Apprenticeships

Our Learning and Development team support apprenticeships across many different disciplines at our sites. Working alongside experienced staff, our apprentices gain hands-on experience and job-specific competencies which help them become fully proficient and build their careers.

In the past year we have provided 278 apprenticeships and, following a campaign in early 2021 to recruit a substantial cohort to the wider group of clinical apprenticeships, we believe we will develop that programme by a factor of four in the coming year.

Building on our 'Grow Our Own' philosophy

Our collaboration with Teesside University's School of Health and Life Sciences, which began in 2016, continues to be a key component to our commitment to our 'Grow Our Own' philosophy. This highly successful programme, which has tripled in size, now provides a full career progression pathway for staff spanning more than 20 different qualifications.



“Studying for my Level 6 apprenticeship meant returning to education in my late forties. I met brilliant people on the course who empowered and supported me to believe I was able to complete the qualification. By expanding my knowledge and skills I could take my learning back to work, which not only improved the way I could support patients but meant I could support my team to make changes and improve patients’ outcomes.”

Natalie Harper, Registered Nurse apprenticeship in conjunction with Teesside University.

Our programme offers staff opportunities to develop their careers within the organisation and additionally enables other staff to mentor and supervise apprentices, in turn enhancing their own management skills and career development. Over the past year the programme has supported our continual progress to build momentum from the foundation of our career escalator.

Leadership development

Early in 2021 we launched our new Leadership and Management development framework which supports our commitment to having strong dynamic leaders throughout our business. We give our leaders the opportunity to reach their full potential and share their own perspective, knowledge, and skill with others which, in turn, supports their continued growth and development.

The Leadership and Management Development framework is designed to give all our leaders, regardless of their experience, position or academic background, the chance to reach their leadership potential and better support their teams.

Future leaders

Our Future Leaders programme introduces early career professionals to key leadership and management skills that will support

them and the teams they will manage later in their career.

Recognising leaders

The Recognising Leaders course, for new, aspiring or existing leaders with no formal management qualifications, shows how established leadership and management techniques can be used to lead and manage teams in a progressive way in a dynamic environment.

Operational leaders

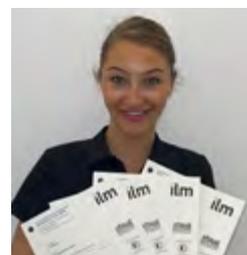
Circle Health Group leaders benefit from a formal focus on developing their ability to lead, motivate and inspire their teams, exploring operational leadership as well as improving day-to-day people and process management.

Strategic leaders

As our people continue their growth within Circle Health Group, we extend their abilities beyond the operational to the strategic and focus on the role this skill has in the development of their teams.

Senior executive leaders

Our senior leaders have a continuous commitment to self-development and, through executive coaching and other specialised support, effectively lead the organisation and their teams.



From top: Shelley Harrison, Nursing Associate Level 5 qualification. Lale Metin, Senior Marketing Executive, ILM Certificate in Leadership and Management

Staff survey

In March 2021, Circle Health Group took part in the 2021 Best Companies Engagement Survey, b-Heard. This engagement survey powers the 'Sunday Times Best Companies to Work For' list. We were delighted to be able to share with our staff the extremely positive results.

Our b-Heard results showed high levels of engagement across the group with over 5,000 employees taking part.

Engagement scores are measured against an eight-factor engagement matrix, four of which Circle Health Group exceeded the benchmarking data when compared to similar rated companies. These included My Company, My Team, Wellbeing and Personal Growth. Leadership and My Manager scored well, only 2% less than the benchmark, but Fair Deal and Giving Something Back are areas in which we believe we can make significant progress and will be a focus for us in the forthcoming year.

- 84% of our staff confirmed they would recommend Circle Health Group to Friends and Family, if they needed care and treatment.
- When asked, 64% of our employees confirmed they would recommend Circle Health Group as a place to work, and a further 15% answered in a neutral manner.

The results of this survey, means that Circle Health Group has been confirmed as a Sunday Times 2021 best company to work for, winning a place on four Best Companies lists. As

well as placing on two regional shortlists, Circle Health Group is the UK's 25th Best Big Company to Work For and 17th Best Company to Work For within the Health and Social Care Sector.

We also received a 'One to Watch' Best Companies Accreditation. This highly sought-after accreditation sets the standard for workplace engagement and confirms we offer our employees a good place to work.

In addition to group-wide results, local results are cascaded to employees and used in local engagement forums to drive action planning sessions and ensure continuous improvement throughout the next year.

The launch of the Circle Health Group Philosophy

The global pandemic, coupled with the integration of Circle Health and BMI Healthcare, presented both challenges and opportunities. This was particularly the case in the work we did to articulate the Circle Health Group Philosophy and identify its component parts including our Purpose, Principles and Values.



Bringing together the key elements of the Circle Credo and BMI Healthcare's Purpose and Values, we established a philosophy which represented the entire workforce, and which reflects the commitment we have to our stakeholders.

The Circle Health Group Philosophy embodies the exemplar Principles and Values which are the foundation of the company's belief system as both care provider and employer. Circle Health Group values compassion, agility and collaboration in order to provide safe, high quality care to patients. It believes in empowering people to do their best in order to reach the best results.

Our Philosophy provides clarity, and a supportive and aspirational framework for both existing staff and those who look to join us.

The launch of the Circle Health Group Philosophy will, in the coming year be supported by both local and national campaigns with both internal and external stakeholders. Our Principles and Values will become fundamental to the way we recruit and develop our staff and in the way we celebrate their success as they provide high quality, safe and compassionate care.

Freedom to Speak Up

Circle Health Group actively supports a culture of openness and honesty, encouraging staff to speak up in confidence about any concerns that they have regarding the conduct of others in the business or the way in which the business is run.

The Chief Executive Officer is ultimately responsible for Freedom to Speak Up and the Medical Director provides Executive Sponsorship. He is supported by a Corporate Freedom to Speak Up Guardian (FTSU) who provides overarching direction and support to hospital or facilities, own FTSU Guardian.

Together, the Executive Sponsor and Corporate Guardian have been instrumental in leading and supporting the FTSU Guardian's role and in promoting a robust culture around speaking up.

Circle Health Group is committed to listening to staff and to improving patient care and workplace safety. Every incidence of 'Speak Up' is recorded and investigated and wherever possible (if the concern is not raised anonymously) feedback is given and lessons learnt shared.

In the last year we have worked hard to embed the importance of 'Speak Up' throughout Circle Health Group to reinforce the awareness of the role of the FTSU Guardians. This has included:

- Holding quarterly calls with hospitals' FTSU Guardians to provide updates and share best practice
- Creating a resource hub for FTSU Guardians in Microsoft Teams
- Promoting the annual NHS October Speak Up month – #speakuptome – to both senior management teams and all staff
- Encouraging staff to undertake the two training modules developed by the National Guardian's Office which are available on our Learning Space. Speak up 'Core Training for all workers' and 'Listen up' training for all managers
- We actively encourage our hospital FTSU Guardians to meet with their local NHS Trust counterparts. We know we have much to learn from the experience of NHS FTSU Guardians and we are eager to work with them for the benefit of our patients and all our stakeholders. Our Guardians participate in forums with the regional networks across the UK



Circle Operating System

We empower every member of staff to make the best decisions for patients; our approach to leadership and decision making is devolved and inclusive to ensure that everyone takes ownership and accountability for the care they provide. We use the Circle Operating System (COS), originally developed by Circle Health, and now in place across Circle Health Group.

COS empowers all our staff to deliver patient-centric care in a sustainable environment and offers them the tools to problem solve and make decisions as close

to the patient as possible. It also provides a common language and universal toolkit for improvement. It empowers and engages every member of staff to be proactive in identifying concerns, putting forward ideas, and being part of discussions about how we shape our business.

Our network of COS Champions across every hospital and site, work with their local teams to ensure the principles of COS become part of everyday working life and the constant drive for providing safe, outstanding care.

COS tools



Stop the Line

Anyone who encounters a situation that may cause harm, or requires support to continue an activity safely, is empowered to

immediately make a report to the person in charge and 'Stop the Line'. This activates a collective problem-solving process called a Swarm. Stop the Line is about resolving an issue at source, as it happens, and as a team, to create and maintain a strong safety culture.



Quality Quartet

Quality Quartet

The Quality Quartet provides a simple structure for information gathering, planning activities, monitoring progress and measuring impact by focusing and ensuring balance across four key areas:

Patient Experience	Clinical Outcomes
Staff Engagement	Optimal Value



Swarm

A 'Swarm' is Circle Health Group's approach to solve a problem or explore an opportunity. A Swarm can be called by anyone

and enables the right group of people to come together quickly to discuss an issue in order to understand it fully and agree steps to resolve it.



Team Session

Team Sessions provide a dedicated time for a department or wider team to share information and review performance.

It is an opportunity for clinical, non-clinical and medical staff to come together to collaborate, think differently and break down silo working if it exists. The agenda is designed by the staff to meet their needs and is often focused on learning about how other teams work to better understand the overall patient pathway.



Patient Hour

Patient Hour describes any period of time dedicated to exploring patient feedback and experience as a team.

During a Patient Hour

we question whether our patients received the best experience possible and if we gained and retained their loyalty. We learn from this and, if we were successful the team explores how to maintain this success. If we failed, we challenge ourselves to identify what we need to do to improve – and then we make that happen.

What our staff say about COS

“ The important thing for me is the equal voice and non-hierarchical approach of a Swarm. ”

“ I raised a Stop the Line after identifying a potential risk. That week we had a Swarm meeting with team members involved in the related processes. It was great to be able to let everyone know about the situation and to hear how other departments were involved and the impact it was having on them. We all raised our thoughts on what was driving the causes and any concerns we had, and then were able to come up with solutions and a plan for moving forward. It was really productive. ”

National audits

In 2020 we completed a full review and update of our Clinical Audit Programme and all associated audit tools. This involved our hospitals' Directors of Clinical Services, Clinical Leads and the corporate Clinical Governance Team.

Additional clinical audits were introduced in response to the COVID-19 pandemic, focussing on assurance and compliance with all COVID-19 measures and the safety of our patients and staff.

Clinical audits completed during 2020/2021 identified opportunities to further improve the quality of clinical care together with areas for action for 2021/2022.

- The reports of three national clinical audits were reviewed by Circle Health Group in 1 April 2020 to 31 March 2021 and we intend to take the actions listed below to improve the quality of healthcare provided.

- The reports of 40 local clinical audits were also reviewed in this reporting period and Circle Health Group intends to take the actions listed below to improve the quality of healthcare provided.

Our actions

Based on our audit findings and building on work that has commenced, we will continue to focus on improvement to the pre-assessment stage of our patient pathway. This includes ensuring that all patients are assessed within the correct timeframe either face-to-face, via telephone or via a digital platform.

Audit findings from our VTE audit, along with patient outcome data, will continue to support and guide our focus on VTE prophylaxis including fasting times, pre-operative fluids and post-operative mobilisation. We have introduced a fasting audit which will provide accurate findings on compliance with pre-operative fasting times.

NHS prescribed information

The main body of this element of the Quality Report provides our statements on quality improvements, accuracy and assurance that apply to all the products and services and shows data and information over a two-year period.

NHS services

During 2020-21 Circle Health Group, comprising Circle Health and BMI Healthcare, has been under a single national agreement with NHS England to support the response to the COVID-19 pandemic and the recovery of elective care. We have provided a range of services for NHS patients including outpatient appointments, diagnostics, surgery and cancer treatment. In addition,

the group has provided staff and equipment to local NHS Trusts, especially in the early months of the pandemic, and supported the entire relocation of complete services and staff from NHS hospitals to our own.

Circle Health Group statement:

Circle Health Group is an independent sector provider and is currently not eligible to submit to NHS SHMI Indicators. All deaths, either Circle Health Group in-hospital or within 30 days of discharge (where known) are reported to the relevant national regulator and therefore the number reported overleaf will include patients who died in NHS Trust hospitals and will be recorded in those SHMI results.

Circle Health Group statement:

Secondary Uses Service

Circle Health Group submitted records during April 2020 to March 2021 to the Secondary Uses Service for inclusion in the Hospital Episode Statistics which are included in the latest published data.

- The percentage of records in the published data which included the patient's valid NHS number
 - 100% for admitted patient care
 - 100% for outpatient care
- 22 patients died within 30 days of treatment in the reporting period (0.009%). This was reported to the relevant national regulator.
- Following analysis, no trends were identified in the type of procedure undertaken or the provision of treatment or care.
- Several hospitals across Circle Health Group delivered palliative care services as part of their support of the local NHS during the COVID-19 pandemic. These hospitals supported NHS patients who were on an end-of-life pathway, and COVID-19 patients with both palliative and rehabilitative care.

Circle Health Group considers that this data is as described because people are protected from avoidable harm and cared for in a safe environment.

To improve the quality of its services, and the continual improvement of clinical care we provide we will focus on pre-operative assessment and theatre pathways for all patients to prevent people from dying prematurely and share lessons learnt from root cause analysis into unexpected deaths.

Circle Health Group statement:

Groin, hernia and varicose vein surgery

On the basis of insufficient NHS activity Circle Health Group's patient reported outcome score for groin, hernia surgery and varicose vein surgery is not applicable.

Circle Health Group statement:

PROMS score

At the time of publishing this account the PROMS data for hip and knee replacement adjusted health gain available via NHS Digital was still 'provisional' and could not therefore be included in this Quality Account.

Improvement of PROMS score

Upon confirmation of our PROMS data for this period we will review the learnings and identify opportunities for improvement. As we have in the past, this may include the improvement of clinical pathways, integrating pathways of care, and improving engagement with patients to increase the level of patients responding to hip and knee replacement PROMS.

Circle Health Group statement:

Re-admissions of NHS patients

The percentage of NHS patients re-admitted to a Circle Health Group hospital within 28 days of being discharged from a hospital within the group for the reporting period:

- 0-15 years: 0%
- 16 years or over: 0.012%

Circle Health Group considers that this data is as described because people are effectively helped to recover from episodes of ill health or following injury.

We intend to improve the quality of services by improving the pre-operative assessment process, theatre pathway, risk assessments and documentation and by reviewing and analysing any trends in reasons why patients are re-admitted (including to another hospital) and sharing information for quality improvement across the Circle Health Group.

Circle Health Group statement:

Friends and Family Test – staff.

Circle Health Group undertook its most recent staff survey in March 2021 which included an approved Friends and Family Test (FFT) question:

When asked about their friends and family, 84% of respondents would recommend Circle Health Group for **care and treatment**.

We consider that this is because Circle Health Group continues to provide people with a positive experience of care and the staff are fully engaged in continually improving care and are willing to recommend to their friends and family.

We intend to improve this score, and so the quality of our services by continually focusing on our philosophy, purpose, principles and values to ensure they are fully embedded with all those engaged in delivering care to our patients.

Circle Health Group statement:

C difficile

Circle Health Group rate of cases of C difficile infection is 1 per 100,000 bed days.

Circle Health Group believes this is because we treat and care for people in a safe environment and protects them from avoidable harm by having high standards of infection prevention and control, including using single patient bedrooms.

Circle Health Group intends to improve this rate, and so the quality of its services, by continual review of our already high standards of infection prevention including leading in training and development of all staff in their individual roles in maintaining hygiene standards and practice.

Circle Health Group statement:

Patient safety incidents relating to NHS patients:

- Number of all patient safety incidents: 4,430
- Rate (percentage of episodes): 2.9%
- Number resulting in severe harm/death: 25
- Rate (percentage severe harm/death): 0.012%

Circle Health Group considers that this is because we treat and care for people in a safe environment and protect them from avoidable harm. We follow a robust process of reviewing incident investigations and ensure we can evidence that we are open and honest when things go wrong through a thorough understanding of the principles of Duty of Candour.

We intend to ensure continual improvement in patient safety including continuing to progress quality assurance activities (e.g. audit/incident targeted reviews of services) by adhering to the WHO checklist and enhanced WHO checklists for specific clinical pathways, developing local safety standards for invasive procedures (LocSSIPs) and empowering staff to drive a safety culture, particularly by embracing and using the principles of the Circle Operating System.

NHS response



Nottingham University Hospitals NHS Trust
Queen's Medical Centre, A Floor, South Block
Derby Road, Nottingham, NG7 2UH

Friday 18 June 2021

Nottingham University Hospitals NHS Trust welcomes the opportunity to comment on the 2020/21 Quality Account for Circle Health Group.

Throughout the COVID pandemic (2020/21) we have worked together with The Park, Nottingham demonstrating a commitment to ensuring the ongoing provision of safe, personal and effective care for patients and their families.

The Trust wishes to acknowledge that the Quality Account 2020/21 is a national Circle Health Group report and therefore does not solely reflect the local position for The Park. The Trust is therefore limited in its ability to review and provide a comprehensive response against the quality objectives.

However, the Trust would like to acknowledge that through strong partnership, and flexible and collaborative working, more than 1,000 NHS patients have had operations at The Park Nottingham in this period. This has ensured the continued provision of elective surgery for cancer and clinically urgent patients during the pandemic for patients who otherwise would have experienced extended waits.

The feedback from patients has been excellent and the staff who have worked alongside Circle Health Group colleagues have described an extremely positive experience.

The Trust has had robust joint governance procedures in place with Circle Health Group at The Park, all of which are consistent with those described in the Quality Account.

During the period of 2020/21 there have been no concerns about infection control or safeguarding procedures and the communication between the leadership and clinical teams has been excellent.

The Trust looks forward to building on the relationship with Circle Health Group to continue to benefit NHS patients through the next year.

Yours sincerely

A handwritten signature in black ink, appearing to read 'K. Girling'.

Dr Keith Girling
Medical Director

Nottingham University Hospitals NHS Trust
www.nuh.nhs.uk

