



Quality Account 2011

InHealth is a leading provider of diagnostic and imaging services operating exclusively in the UK, working predominantly within the NHS, but also servicing the needs of independent healthcare providers.

Diagnostic tests are a vital part of the patient pathway and can result in earlier diagnosis and earlier treatment, reducing morbidity and improving the health of the population. InHealth specialises in providing modern and efficient diagnostic and imaging services across the country which improves patient access by providing services at a convenient time, day and place to suit all patients and clinicians.

Our service is underpinned by robust clinical processes and a rigorous commitment to quality. We have tried and tested solutions for GP direct access diagnostics and are proud to be delivering both the London NHS Diagnostic Service and the NHS PET-CT South Diagnostic Service.

During 2010 InHealth successfully implemented a new service to deliver Audiology and community based Ear, Nose and Throat (ENT) services for Southampton City PCT and continues to build upon a wide customer base offering mobile and static based services to NHS patients across the UK.

InHealth has recently been approved under a number of Any Qualified Provider (AQP) accreditations and will deliver Choose and Book based diagnostics nationally.

This Quality Account was developed by the Head of Quality and informed by our experiences in 2010 in discussing the quality of our services with our patients, customers and InHealth colleagues.



“ InHealth has built a track record of successful delivery of services working within UK healthcare. We have an increasing range of diagnostic imaging and management services to offer and a committed and well motivated group of over 750 clinical and support staff located throughout the UK.

Quality and clinical excellence are one of our strategic goals and we are focused on continuous improvement. We recognise this is fundamental to our ability to develop strong relationships, high standards and exceptional value to patients, commissioners and providers.

We are proud of our progress and performance, but are driven to enhance the quality of our services even further by achievement of the three quality initiatives for 2011. This document contains a statement of our progress in improving quality since publication of our first Quality Account in 2010. ”



A handwritten signature in black ink that reads "Richard Bradford". The signature is fluid and cursive, with a long horizontal stroke at the end.

Richard Bradford
Chief Executive
InHealth



InHealth is committed to a policy of excellence, maintaining the highest professional standards in clinical and commercial matters to ensure that all the services we offer are not just good but excellent. We work hard to engage our clinicians and managers in discussions on how to deliver high quality care for all and our staff know that this is their responsibility and they will be judged by the feedback we get from our patients and customers.

Excellence in Action, our customer care framework, aims to delight the customer or patient with the exceptional care they receive. We do this by ensuring our staff are courteous and friendly as well as demonstrating excellent clinical skills and competency. We aim to treat every patient as if they were a beloved member of our family.

Please refer to our website for further information: www.inhealthgroup.com/excellence

Ensuring Quality in Everything We Do

Clinical excellence is the bedrock of our service provision and we have a series of ongoing initiatives to ensure that quality, clinical excellence and patient care are at the heart of everything we do.

- **Clinical Governance Framework**

Our clinical governance framework draws on the examples of good working practice which have been developed by NHS and the Department of Health, Independent Healthcare Providers, ISAS and the Care Quality Commission (CQC) Commission. Our framework is updated annually to incorporate new national clinical guidance and regulatory standards.

- **Care Quality Commission**

The Care Quality Commission (CQC) is the independent regulator of all health and adult social care in England both for the NHS and independent sector. Their aim is to 'ensure better care is provided for everyone, in hospital, in care homes and at home.' InHealth is registered with the Care Quality Commission to deliver its services. Where audited during this period by the CQC, InHealth was found to meet all the essential standards of quality and safety.

- **ISO 9001 Certification**

InHealth holds ISO 9001 certification which demonstrates that we are committed to quality, customers, and working efficiently. By maintaining this level of certification we are able to demonstrate the existence of an effective quality management system that satisfies the rigours of an independent, external audit.

- **Investors in People**

Investors in People is a national award which recognises those organisations that have boosted the productivity of their business through the way they manage and develop their employees. This coveted status is only given to organisations that actively demonstrate consistent commitment to people development as a way of delivering its goals. At InHealth, we understand the importance of ensuring that our employees are motivated, equipped with the right skills and able to fulfill their potential.

- **100 Best Companies**

Colleagues throughout InHealth completed the 100 Best Companies questionnaires in 2010 and we were designated "One to Watch" in 2011. This survey will be repeated in 2012 and the effect of a number of staff development programmes established in 2010 and 2011 should be reflected in the 2012 results.

- **Internal Audits**

All services are currently subject to an internal quality assurance audit, the InHealth Healthcare Quality Audit, which mirrors the requirements of the Care Quality Commission.



- **External Audits**

Independent auditing of both diagnostic reports and image quality for many of our services is undertaken. This includes:

10% audits of clinical reports - there is an ongoing 10% audit of X Ray, MRI, ECG, BP, Ultrasound, echocardiography and PET CT. The results are fed back to the appropriate stakeholders.

Image quality audits - All InHealth radiographers submit a portfolio of images for independent audit and results form part of their ongoing Continuing Professional Development.

Contract specific audit of reports - For certain customers there is an independent audit of images and reports and the results are fed back to the unit managers and radiologists.

- **Competency Assessment**

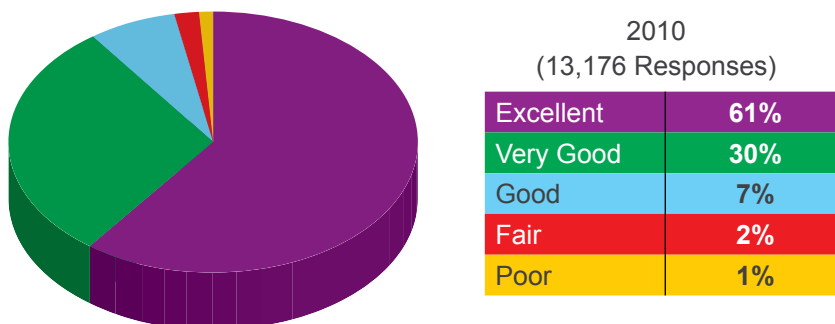
InHealth has a strong commitment to clinical training and education, and nurtures a highly supportive learning culture to encourage mobility and progression within the organisation. As a consequence, we have a highly trained, experienced, enthusiastic and motivated workforce that is dedicated to delivering outstanding patient care.

InHealth has developed a robust competency assessment tool for all clinical staff that received positive acclaim at both the British Association of MR Radiographers (BAMRR) conference and British Nuclear Medicine Society (BNMS) in 2009 and has been adopted by the Department of Health as an example of best practice.

All clinical staff working for InHealth have completed the competency assessment programme.

- **Patient Feedback**

Patients shape what we do and how we do it. Giving patients more choice about how, when and where they receive treatment is a cornerstone of the Coalition Government's health strategy, and we are committed to helping our partners improve the patient experience through greater efficiency, accessibility and choice. Our clinical staff are encouraged to seek feedback from patients, and we continuously monitor patient feedback through satisfaction surveys undertaken by an independent company. Based on these findings, we strive for continual improvement in our services, staff, facilities and processes to deliver an even more effective and efficient service to our partners and their patients.



In 2010 98% of patients rated InHealth as good or better.

- **Referrer Feedback**

Referrer feedback has been valuable in helping us to customise the referral process, resulting in an improved patient experience. In 2011 all referral forms were reviewed and revised to make the referral process easier and reduce the number of patients rejected before we could contact them to make an appointment.



- **Clinical Engagement**

Clinical newsletters have been produced for GPs and other doctors using the service which focus on key topics of interest relevant to the service. Radiologists are engaged through local liaison meetings and events organised by unit managers.

New guidance for London GPs on referring patients for diagnostic tests was issued in April 2011 and should make a contribution to the national initiative on earlier diagnosis of cancers.

InHealth has a professional and informative website for both patients and clinicians.

- **Complaint Handling**

InHealth believes that suggestions, criticism and complaints are a valuable aid to maintaining and developing a consistently high standard of service. Complaints can, and often do, result in service improvements and also provide the opportunity for identifying the issues that concern patients and other service users.

All complaints are thoroughly investigated, resolved and a detailed response letter provided to the complainant within 20 working days.

Our policy allows complainants to refer to the Healthcare Ombudsman or Independent Healthcare Advisory Services Adjudication Service if they are not satisfied with our response.

- **Incident Reporting**

InHealth is committed to providing the highest quality of care to its patients and a safe environment for patients and staff alike. As part of this commitment, InHealth has a robust system in place to monitor, assess and investigate all untoward incidents, rectify any faults and take action to prevent reoccurrence.

All incidents are reported centrally onto the Sentinel database which is used to analyse trends. Incident reports are produced monthly for discussion with the Senior Management Team.



Quality Improvement Initiatives for 2011

Following consultation at senior management level the quality priorities for 2011 are:

1. To improve patient perception of our service
2. To improve compliance in the internal annual Healthcare Quality Audit
3. To improve patient experience

Each of the priorities above is described in detail on the following pages.



Priority 1: To improve patient perception of our service

The emphasis of complaints handling within InHealth is to understand what went wrong, resolve the concerns of the patient where possible, take action to prevent a recurrence and improve the patients' experience.

Between May 2010 and May 2011 199 complaints were received from patients which related to the quality of their experience.

Goal - to reduce the number of complaints relating to patient experience by 10% compared to 2010/2011.

Action Plan

- Launch of Excellence in Action at Company Conference - May 2011
- Hold regional workshops/presentations to promote campaign - Autumn 2011
- Review complaints data - Dec 2011
- Develop an action plan to address any issues - Jan 2012

Sponsor - Head of Quality



Priority 2: To improve compliance with the internal annual Healthcare Quality Audit

All services are currently subject to an internal quality assurance audit, the InHealth Healthcare Quality Audit, which mirrors the requirements of the Care Quality Commission. This tool has been further developed in 2011 to expand sections relating to customer care and patient experience.

Goal - 80% of units to achieve a score of 95% in the revised Healthcare Quality Audit by June 2012.

Action Plan

- Launch of Excellence in Action at Company Conference - May 2011
- Launch revised Healthcare Quality Audit Tool - July 2011
- Hold regional workshops and training events - Autumn 2011
- Audit Programme commences - September 2011
- Any non compliant sites to produce an action plan within 4 weeks of Audit - ongoing
- Review performance and report to SMT - March 2012

Board Sponsor - Medical Director

Implementation Leads - Directors of Operations



Priority 3: To improve patient experience

Patient experience is a recognised component of high quality care. Aside from striving to provide high quality clinical care for patients, improving their experience as a whole is complex. It involves looking at every aspect of how care is delivered. Efficient processes and good clinical outcomes are critical components of a patient's experience, but these alone are not enough to achieve an excellent experience.

Experience is also determined by the physical environment patients are in and how they feel about the care they receive, including the way staff interact with them.

Improving the experiences of all patients starts by treating each of them individually to ensure they receive the right care, at the right time, in the right way for them.

Delivering a high quality experience for patients is a priority for InHealth and is part of the fabric of everything we do.

Goal - Every unit to have adopted and completed at least one quality initiative from the Excellence in Action Toolkit and provide evidence of the benefit to patients.

Action Plan

- Launch of Excellence in Action at Company Conference - May 2011
- Launch Toolkit of quality initiatives - August 2011
- Hold regional workshops/presentations to promote campaign - Autumn 2011
- Regional Operations Managers to review performance - March 2012

Board Sponsor - Medical Director

Implementation Leads - Directors of Operations



Review of Quality Improvement Initiatives for 2010

The quality priorities identified for 2010 were:

1. To achieve Imaging Standards Accreditation
2. To increase volume of returns for patient feedback
3. To improve patient perception of our service



Priority 1: Achieving ISAS Accreditation

Goal - To be awarded ISAS accreditation by the end of 2010

ISAS (Imaging Services Accreditation Scheme) is a scheme intended to enable diagnostic imaging services to achieve national recognition. The Standard, jointly owned by The College of Radiographers and The Royal College of Radiologists was specifically developed for UK organisations providing diagnostic imaging services to both within the NHS and private sector.

To date only three organisations have been awarded UKAS accreditation. The scheme was in the process of becoming established when InHealth identified accreditation as one of its priorities. However, the complex nature of our delivery model, being a mix of static facilities, mobiles and clinic based services and the wide mix of diagnostic modalities offered, means that we have spent more time resolving an effective approach to registration than we originally anticipated.

A decision to apply for this accreditation was therefore put on hold pending resolution of concerns that key parts of the business are excluded from the scheme, eg Physiological medicine; Interventional cardiology, audiology, PET CT and nuclear medicine. InHealth has a desire to ensure that our services are measured and capable of audit to maintain consistent standards across all modalities wherever possible.

InHealth has now resolved these concerns and is proceeding with an ISAS accreditation application for relevant services, which will commence July 2011.



Priority 2: Increasing volume of returns for patient feedback

Goal - To increase the percentage of patients who complete a feedback questionnaire by 20% from 8,864 to 10,636 in the next year.

In 2010 the number of responses received increased to 13,176.

Although the figures demonstrate an improvement compared to 2009, there is still opportunity to improve the number of patients who provide us with feedback. There is significant variation in the response rate by unit and there is an action plan to address this in 2011.



Priority 3: To improve patient perception of our service

Goal - To improve the percentage of customers who rate our service as good or better to 92.5%.

In 2010 more than 92.5% of patients who completed a questionnaire rated the service they received as good or better.

Although the figures demonstrate an improvement compared to 2009, there is still opportunity to improve patient perception further. This will be achieved by the successful completion of the quality initiatives for 2011.



Mandatory Statements

- During 2010/2011 InHealth provided over 400,000 diagnostic tests of which over 80% were for NHS patients.
- InHealth has reviewed all the data available to them on the quality of care in all of these NHS services.
- The income generated by the NHS services reviewed in 2010/2011 represents 100% of the total income generated from the provision of NHS services by InHealth for 2010/2011.
- InHealth is not required to participate in National Clinical Audits or Patient Outcome Programmes.
- InHealth is not required to participate in clinical trials.
- InHealth income in 2009/2010 was not conditional on achieving quality improvement and innovation goals through the Commissioning for Quality and Innovation payment framework because during that period the provider did not use any of the NHS National Standard Contracts, and therefore was not eligible to negotiate a CQUIN Scheme. This position will change in 2011/12.
- InHealth is required to register with the Care Quality Commission and its current status is that all sites are registered.
- The Care Quality Commission has not taken enforcement action against InHealth during 2010/2011.
- InHealth is not subject to periodic review by the Care Quality Commission.
- InHealth has not participated in any special reviews or investigations by the Care Quality Commission during this period.
- InHealth did not submit records during 2010/2011 to the Secondary Uses Service for inclusion in the Hospital Episode Statistics which are included in the latest published data. Once SUS becomes active InHealth will have the capability to submit data for inclusion in these statistics.
- InHealth's score for 2010 for Information Quality and Records Managements, assessed using the Information Governance Toolkit was 83%.
- InHealth was not subject to the Payment by Results clinical coding audit during 2009/2010 by the Audit Commission.



If you wish to comment on this quality account please contact

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