

**NHS QUALITY ACCOUNT**  
**2020/2021**

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# 1. STATEMENT OF ASSURANCE FROM TONY VEVERKA, CEO, TRANSFORM HOSPITAL GROUP

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This is the first Quality Account produced by Transform Hospital Group, as we first partnered with NHS Trusts in 2020 in response to the Covid-19 pandemic.

Throughout the pandemic, we have been committed to helping the health service in any way possible, with NHS surgeries representing more than a fifth of our surgical work during 2020. Our teams continue to prioritise alleviating pressure across the service to ensure patients who need it most receive appropriate care and treatment.

The ongoing pandemic continues to put the NHS under immense pressure, but our partnerships with local health service trusts ensure that its patients who are treated within our facilities undergo much-needed procedures that otherwise may be postponed indefinitely, or cancelled.

These types of partnership promise to be an important step change in how the public and independent healthcare sectors interact, not only during the pandemic, but also in the future. We firmly believe that the value of public-private partnerships cannot be underestimated in bringing about a focus on the delivery of integrated, localised and patient-centred care.

Our Senior Management Team, supported by teams across our organisation, have reviewed processes, standard operating procedures, staff and patient feedback and quality standards.

I, Tony Veverka, as Chief Executive of Transform Hospital Group, confirm that I have seen this document and that the information contained in this quality account is accurate to the best of my knowledge. I confirm that I am aware of the NHS services that Transform Hospital Group provides and of the areas in which our organisation has plans to improve as part of our continuous improvement cycle.



Signed: Tony Veverka

Date: 28 June 2021

## 1.2 INTRODUCTION TO TRANSFORM HOSPITAL GROUP (THGL)

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Founded in 1974, the business quickly became a household name in cosmetic surgery. By 2019, it had become the leading UK provider of surgical and non-surgical cosmetic procedures. As part of a major expansion plan, Transform merged with The Hospital Group, a market leader in weight loss surgery, creating THGL.

Included in the merger was Burcot Hall Hospital in Bromsgrove near Birmingham, Europe's largest purpose-built cosmetic surgery and weight loss surgery facility, which allowed the company to expand its range of treatments and further enhance patient care.

Now recognised as a leading provider of elective healthcare and wellbeing services, the business has rapidly been building its credentials as a trusted provider of elective services to the public and private healthcare sectors. In 2020, it became an NHS partner at a critical time, and it continues to play its part, helping to shape the future of the UK's ever-changing private healthcare ecosystem.

The company operates a nationwide network of clinics and hospitals with modern, technologically advanced facilities which allow it to provide patients with world-class standards of treatment in an ever-increasing range of procedures.

Its vision is for THGL to be "trusted experts delivering solutions that empower people to make their lives better." This forms the basis of its business strategy. Driving the organisation towards that goal are five shared values: One Team, Patient Care, Integrity, Innovation and Accountability, shaping colleagues' actions as they work towards common goals together.

## 1.3 OUR VISION, MISSION & VALUES

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### **ONE TEAM**

We are more effective when we work together, never letting a colleague fail, sharing ideas and knowledge, respecting each others' opinions, recognising the efforts of our colleagues and fostering open and effective communication which is timely and solution-orientated.



### **INTEGRITY**

We act responsibly in all our decision making, promoting honesty and transparency in communications and fairness in our actions. We own our successes and implement improvements when we get things wrong, consistently delivering on our commitments to patients and colleagues alike.



### **PATIENT CARE**

We see every situation through our patients' eyes. We demonstrate dignity, empathy and respect whilst delivering high quality patient care. We truly understand our patients' needs, and are passionate about delivering an outstanding service and carrying out our duties with candour.



### **INNOVATION**

We embrace positive change which helps us work smarter, faster and better. We constantly seek to advance our knowledge, accepting that there is always a better way of doing things. We push the boundaries in order to keep improving and overcoming challenges.



### **ACCOUNTABILITY**

We never hide from our responsibilities. We always accept personal accountability for our decisions, actions and results, including our own personal development. We never make excuses or place blame, so when there is a job to do, we do it.

## 1.4 NHS SERVICES PROVIDED BY TRANSFORM HOSPITAL GROUP

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Specialities
Cosmetic / Reconstruction / Breast
Bariatric / Upper GI
Maxillofacial
Orthopaedic
Dermatology

## 1.5 REVIEW OF SERVICES

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As an independent provider, THGL's hospitals cater to elective surgery patients. We do not have HDU or ITU facilities or diagnostic capabilities.

Our admission criteria references the American Society of Anesthetists (ASA) Physical Status Classification System. We are able to accept patients whose physical health is classified as ASA1 or ASA 2 only.

## 1.6 OUR STRATEGIC PRIORITIES

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Innovation has been key to THGL's success in overhauling its service offering in support of the NHS. A great deal of creative thinking was required in order to move away from the standard ways of working - THGL's premises were used in ways they had never been used before, to treat patients unlike any they had treated before.

The NHS partnership continues to play a key part of the THGL business mix, with additional NHS Trust relationships having been forged.

To ensure that THGL continues in the right direction with determination and clear leadership, its Management Board has been restructured and additional senior management positions have been created.

In January 2021, the company's Annual Operating Plan (AOP) was launched virtually to all teams across the business. Each individual colleague's personal objectives were based on these, allowing them to understand how their personal contribution contributes to the company's success.

The strategic priorities most relevant to this Quality Account are:

**1. Operational improvement**

Ensuring continuous improvement through action taken as a result of audits and patient feedback.

**2. Capacity and growth**

Ensuring that patients have accessibility to treatment through the maximisation of treatment availability.

**3. People development**

Investment in our people across the organisation will help them to deliver patient care improvements which will support the NHS and its patients.

## **PART 2**

### **2.1 PRIORITIES FOR IMPROVEMENT 2021/2022**

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As a CQC-registered provider, THGL would ordinarily use its reports to form the basis of its priorities for improvement. However, because this is the company's first Quality Report, inspections have yet to take place.

Attention will focus on delivering a structured Clinical Governance framework that will operate across all locations and all segments of the business. The committee structure will be redesigned to provide additional oversight and assurance for our patients, staff, shareholders, customers and regulatory bodies. Our monitoring and reporting framework will encompass recommendations from the Paterson Enquiry and the Baroness Cumberlege report 'First Do No Harm'.

Additionally, we will maintain focus on THGL as a designated body and the requirement to provide a medical practitioner assurance framework, as well as embracing innovation to grow and develop the core business.

The Governance Integration Group will be the main vehicle through which integration of governance systems occur and they will collate, disseminate and escalate information as appropriate and relevant to other committees.

## PART 3

### 3.1 NATIONAL CLINICAL AUDIT STATEMENT

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We have not participated in any national audits.

### 3.2 LOCAL CLINICAL AUDIT STATEMENT

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Local audits have been completed in conjunction with our annual audit activity calendar. Audit tasks are assigned within the calendar, to be completed monthly, quarterly, 6-monthly or annually.

86 audit activities have been completed this year. Below are examples of actions and improvements that have been implemented:

**Audit: Monthly Hand Hygiene Audits Wards and Theatres**

**Actions:** Visual prompts for correct hand hygiene technique displayed within all clinical areas and patient bedrooms.

**Audit: Ward/Theatre Safe and Secure Handling of Medicines**

**Actions:** Procedures revised to reflect updated processes; enhanced record keeping implemented; Chief Pharmacist delivered face to face training.

**Audit: WHO Surgical Safety**

**Actions:** Weekly observational audits implemented. WHO champions identified for each theatre list

**Audit: Pre Operative Checklist Audit**

**Actions:** Reiteration of documentation and responsive training/guidance for colleagues.

**Audit: Consent**

**Actions:** Revised consent forms are currently being implemented to reflect changes in practice/case mix.

**Audit: Theatre Clinical Effectiveness**

**Actions:** Additional multi functional thermometers purchased and installed

Audit outcome documents are a clear and concise visual display of the results for each audit completed. These are held in audit outcome folders located within wards and theatres. Audit outputs are also displayed on multiple noticeboards within each hospital.

## **PART 4**

### **4.1 REVIEW OF 2020 - 2021**

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As this is THGL's first Quality Account, it is not possible to compare performance with previous years.

However, the following overview is intended to provide some background to this report.

In early March 2020, THGL (THGL)'s core elective services and surgeries were suspended and its facilities closed with little warning. The leadership team had to act quickly to adapt the organisation's business model so that it could support the NHS at a time of crisis.

THGL could offer medical facilities, hospital space, and staff to the NHS and it overhauled its entire operation within a matter of weeks so that it could support the management of NHS patients during the first peak of COVID infections. It made its two hospitals - The Pines in Manchester and Burcot Hall in Bromsgrove - available to the health service.

Partnerships with the NHS at a national and local level were brokered in order to provide the right kind of support and to treat patients in need. Four key partnerships were forged with the NHS throughout 2020 and into 2021 - Manchester University Hospitals Foundation Trust, NHS Worcester Health and Care Trust, University Hospitals Birmingham, and Wye Valley NHS Trust.

Following each partnership agreement, thorough risk assessments were carried out, focusing on safety for staff and patients. Key actions were identified, including additional training, resource planning, and equipment requirements.

Ventilator capacity was provided, and the partnership with NHS Worcester Health and Care Trust saw THGL take in patients from its acute service - people who ordinarily would have been transferred to a community hospital once deemed medically fit for discharge. The partnership with University Hospital Birmingham enabled THGL to accommodate NHS surgical procedures.

THGL had to significantly broaden its service offering to treat patients in very different circumstances to those patients their teams were used to caring for. It invested over £53,000 in training to ensure colleagues were fully up to speed in working practices and protocol for the patients they would treat. All team members adopted a collaborative approach to adapting to new working processes, with a focus on fast-paced consolidation of learning and cultural change displayed throughout the workforce.

THGL's nursing and ancillary support teams undertook essential training offered by colleagues from the

Worcester Health and Care Trust. They had to develop a variety of new complex clinical competencies, and days of in-depth training were required to equip the teams with the knowledge and confidence required to deliver an exemplary service to patients.

As partnerships with the NHS evolved, new employees with specific skills such as critical care and orthopaedics were recruited so that the requirements of increasing patient numbers could be met.

Green and amber pathways were implemented at the hospitals, allowing clear, safe journeys for all patients visiting these facilities.

## 4.2 REVIEW OF THE QUALITY OF OUR PERFORMANCE IN 2020/2021

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### **NHS patient satisfaction rates**

THGL established a patient feedback survey to monitor their experiences and satisfaction rates in order to ensure that expectations were being met and appropriate patient care was being delivered. During the period 01 April 2020 – 31 March 2021 was extremely positive.

98% of NHS patients surveyed stated that they would either highly recommend or recommend THGL.

### **Sample NHS patient comments:**

“Everything has been 5 star plus.”

“Lovely staff who could not do enough for you.”

“All staff are very attentive and go the extra mile.”

“Calm, clean, professional and informative. Very pleased.”

“The staff have delivered superb care.”

“All theatre and ward staff are excellent.”

“Help regularly offered and was always made and kept comfortable.”

“Compassionate staff, fabulous location, facilities top grade.”

“A wonderful experience.”

“Feeling of personal care, friendly caring staff.”

“Staff were not only friendly they were professional and most of all polite.”

“Great communication, reassurance and friendly, knowledgeable and helpful staff.”

## Incidents

During the reporting period, 18 incident reports were received associated with NHS patients in our care.

- 16 of these were graded as low or no harm.
- 1 was graded as moderate harm

There was 1 never event: This incident was investigated using a root cause analysis approach. We collaborated closely with our NHS colleagues in order to ensure the investigation was consistent with their processes and relevant information was shared. An action plan was developed in conjunction with the NHS Trust, and lessons learned were disseminated to our own colleagues as well as NHS colleagues.

## Return to theatre

From 01 April 2020 to 31 March 2021, we treated 2199 NHS patients with a return to theatre rate of 0.14%.

## Complaints

During the period 01 April 2020 to 31 March 2021, THGL received a total of 4 complaints from NHS patients, a rate of 0.18%.