

STATEMENT OF PURPOSE

Introduction

Barking, Havering and Redbridge University Hospitals NHS Trust is a large acute Trust serving a diverse population of 750,000 in outer north east London.

It operates from two main locations, Queen's Hospital in Romford and King George Hospital in Goodmayes, but also provides services at other clinics, polyclinics and hospitals across the area, mostly on an outpatient basis. The Trust does however have a dedicated breast screening service based at Victoria Hospital and a sexual health and family planning centre that is provided from Barking Community Hospital.

The Trust has four Clinical Divisions; Medicine and Emergency Care; Surgery; Cancer, Diagnostics & Therapeutics; and Women & Children. Divisions are led by Divisional Directors who are clinicians and are working towards the organisation's overall vision, aims and values to ensure the highest levels of care for our patients. The Clinical Divisions are supported by the Corporate Division which covers non clinical support services: clinical governance, finance, human resources, education and training, information technology, performance information and communications.

The vision is defined as "Healing, Caring, Serving" with the following aims:

- To strive for clinical excellence within a safe and robust clinical governance framework
- To provide the best possible patient experience
- To work with our new Clinical Commissioning groups, GPs, Primary and Social Care and voluntary sector partners to improve the healthcare of the residents we serve across organisational boundaries
- To be a healthcare employer of choice such that we recruit, retain and develop high quality staff.

The values that guide the organisation are:

- Putting the patient at the centre of all we do by showing:
 - Compassion
 - Dignity and respect
 - Honesty and Integrity
 - Fairness to all
- Valuing and empowering staff by
 - Empowering teams
 - Promoting knowledge

The vision statement, aims and objectives sit alongside the Trust's corporate objectives (as set out in the Operating Plan 2011/12). The above covers the purpose

and goals of the Trust and decisions need to be aligned to them. However, it would be clearer for staff when they make key decisions concerning services, patient experience or staff satisfaction and resources, to have a set of guiding principles. The Trust has therefore adopted the following guiding principles:

- Improved clinical outcomes and patient experience;
- Improved operational performance;
- Improved use of resources.

This is encapsulated in the following statement “Better quality, service and lower costs”. In this way decisions should only be made that lead to delivery against the 3 guiding principles.

The Trust has registered six regulated activities with the Care Quality Commission, and their individual statements relating to their activities are detailed below. The Care Quality Commission’s ‘outcomes’ have been reviewed for each specialty within those regulated activities for each of the locations:

1. Diagnostic or Screening Procedures

The Cancer, Diagnostics & Therapeutics Division comprises the following services across the Trust:

- Cancer Services
- Radiology
- Pathology
- Infection Control
- Pharmacy
- Integrated Therapies
- Outpatient and Patient Access Services
- Medical Secretariat
- Medical Records

The Divisional Management Team work closely with the other Divisional teams to support the delivery of excellent clinical services across the Trust.

The Division’s role is to provide the supporting infrastructure that underpins the nursing and medical care given to both elective and emergency patients [on all sites](#). Often this is before (investigations and outpatient appointments), during (diagnosis and treatment) and after an episode (therapy).

As part of its function, and being responsible for cancer services, it supplies the treatment for cancer and haematology patients including radiotherapy.

As a clinical support service provider, the Division has a key role in expanding support service capacity to enable the Trust to realise its business strategy and continue to deliver a high quality service to patients.

2. Surgical Procedures

The Surgical Division provides a wide range of complex and non-complex, planned and emergency surgery including neurosurgery. The Surgical Division manages the Trust's critical care services. In addition, gynaecological and children's surgical procedures are carried out by the Women and Children Division using the theatre and anaesthetics services of the Surgical Division.

Working with our partners in primary and social care and with the voluntary sector, we aim to deliver high quality patient care. Using patient and carer feedback we aim to provide the best possible patient experience.

The staff strive for clinical excellence within a safe and cost-effective environment using a robust clinical governance framework, providing care based on national guidance and best evidence of effective outcomes.

We aim to continue to separate planned from emergency care, making cancellations for planned surgery less likely, decreasing the risk of infection and decreasing the wait for emergency surgery.

The neuroscience directorate has established a first class hyper-acute stroke service forming one of two centres serving the population of north east London and parts of Essex.

Our vision is to be the employer of choice, able to recruit, retain and develop a high quality and happy workforce.

3. Treatment of Disease, Disorder or Injury

The Medical and Emergency Care Division comprises the following services across the Trust:

- Accident and Emergency
- Urgent Care Centre
- Emergency Medical Decision Unit
- Ambulatory Care Centre
- Medical Assessment Unit
- General Medicine
- Care of the Elderly
- Cardio-respiratory medicine
- Gastroenterology including endoscopy
- Specialist Medicine:
 - Diabetes
 - Endocrinology
 - Renal medicine
 - Nutrition services
- Children's services
- Gynaecology

The Divisional Management Team works closely with the other Divisional teams to support the delivery of excellent clinical services across the Trust. A prime example of this is A&E / Emergency Medicine work with the Surgical Division with regard to the delivery of trauma, emergency surgery and acute stroke care. The Division strives to recruit and retain highly skilled staff to deliver the services by ensuring appropriate educational and management support to all directorates.

The Division's role is to provide the treatment of disease, disorder or injury for non elective and elective patients within the scope of the above services. The Medical Division is committed to providing high quality care to its patients within a safe and robust clinical framework. It does this by ensuring patients are assessed and diagnosed in accordance with national and local targets, treated according to best practices and are safely discharged into an appropriate facility when no longer requiring acute medical care.

4. Family Planning

The Trust provides an integrated sexual health and HIV service.

The trust strives to develop a service for all members of the public of all ages, ethnicity and gender. All reasonably practicable steps are taken to continuously improve the quality of the service to ensure a high standard of care and achieve the highest level of reliability and resilience.

Integrated sexual health provides the service users with a choice and model of care in community based settings. This service is based on the needs of the local population. We are working together in partnership with other agencies to reduce under age pregnancies and comply with the national targets for Chlamydia screening and education of young people with sexual education.

The Trust strives to reduce risk to the population by providing excellent sexual health, contraception and HIV care through the development of a competent, confident and flexible workforce that uses best practice to underpin all aspects of sexual health care.

Staff are trained in the prompt identification and reporting of incidents, formal risk assessments and sharing lessons to be learned; thus the avoidance, minimisation and control of risks build and support safe sexual health care.

5. Maternity and Midwifery Services

The trust maternity services are one of the biggest and busiest in the country. The maternity services are provided from the Queen's Hospital and King George Hospital sites and women have the choice of home birth.

The Trust aims to provide maternity services for local women which are safe and of high quality. The trust has embarked on a multi professional 'Improving Maternity

Services Programme' to improve the quality of the service to safeguard high standards of care and achieve the highest level of reliability and resilience.

The Trust strives to recruit and retain competent, confident and flexible workforce that uses best practice to underpin all aspects of maternity and midwifery care. The staff strive for clinical excellence within a safe and cost-effective environment using a robust clinical governance framework, providing care based on national guidance and best evidence of effective outcomes.

6. Termination of Pregnancy

Termination of pregnancy at the Trust is usually only carried out when a foetal abnormality is discovered as part of Antenatal checks and after the woman has made an informed decision to terminate the pregnancy. Such terminations take place at Queen's Hospital up to 19 weeks and 6 days of gestation. The care of the patient lies with the gynaecology team.

Up to 12 weeks of pregnancy termination is a surgical procedure. From 12 weeks to 19 weeks 6 days a medical termination for foetal abnormality is organised after referral from the patient's Antenatal Consultant. The patient is admitted to a dedicated ward area and administered drugs to induce labour of a non-viable foetus.

Terminations for any other reasons are deemed social terminations. Most women who require a social termination access it via Marie Stopes Clinics through their GP. In cases where the woman also has an underlying medical condition that requires the social termination to be carried out in a hospital setting to ensure their safety, they are directed to Kings College Hospital.

The Health & Social Care Act 2008 (Miscellaneous Provisions) Regulations 2010

The Trust received from the Care Quality Commission its Certificate of Registration No.1-86572694 to demonstrate compliance under the Health & Social Care Act 2008: Code of Practice for the Prevention and Control of Healthcare Associated Infections, which came into force from April 2009.

In order to qualify for Registration, the Code's stringent compliance criteria needed to demonstrate that effective systems and processes were in place to protect patients, staff and the public. Evidence was provided to the Care Quality Commission which was agreed by them to robustly substantiate the Trust's statements on compliance.

Schedule of Regulated Activities

Below is a table showing the Trust's registered regulated activities that details the location at which they are provided, and for which patient groups. This information is grouped into Division and Specialty.

Registered Provider

Barking, Havering & Redbridge Hospitals University Hospitals NHS Trust

Legal Status of Provider

NHS Acute Hospital Trust

Registered Manager

Averil Dongworth
Chief Executive
Trust Headquarters
Queen's Hospital
Rom Valley Way
Romford, Essex
RM3 0AG

Locations

(See below)

Main Telephone No: 0845 130 4204

Queen's Hospital
Rom Valley Way
Romford
Essex
RM7 0AG

King George Hospital
Barley Lane
Goodmayes
Ilford, Essex
IG3 8YB

Barking Community
Hospital
Barking Hospital
Upney Lane
Barking
IG11 9LX

Victoria Hospital
Pettits Lane
Romford
Essex
RM1 4HP

ACTIVITIES REGISTERED BY LOCATION

Key:

QUEEN'S HOSPITAL = Q

KING GEORGE HOSPITAL = K

VICTORIA HOSPITAL = V

BARKING COMMUNITY HOSPITAL = B

	Treatment of Disease, Disorder or Injury	Surgical Procedures	Diagnostics & Screening Procedures	Maternity & Midwifery Services	Termination of Pregnancies	Family Planning
MEDICINE & EMERGENCY CARE DIVISION						
A&E / Emergency Care						
A&E	Q / K	Q / K				
<i>Description of Service Users:</i>	Adults & Paediatrics	Adults & Paediatrics				
Assessment Units (Medical & Surgical)	Q / K					
<i>Description of Service Users:</i>	Adults					
Urgent Care Centre	Q					
<i>Description of Service Users:</i>	Adults & Paediatrics					
General & Specialist Medicine						
Care of the Elderly	Q / K					
<i>Description of Service Users:</i>	Adults					
Respiratory Medicine	Q / K					
<i>Description of Service Users:</i>	Adults					
Gastroenterology	Q / K					
<i>Description of Service Users:</i>	Adults					
Endoscopy	Q / K					
<i>Description of Service Users:</i>	Adults					
Diabetes & Endocrinology	Q / K					
<i>Description of Service Users:</i>	Adults & Paediatrics					
Cardiology	Q / K					
<i>Description of Service Users:</i>	Adults & Paediatrics					
Renal Dialysis	Q					
<i>Description of Service Users:</i>	Adults					

	Treatment of Disease, Disorder or Injury	Surgical Procedures	Diagnostics & Screening Procedures	Maternity & Midwifery Services	Termination of Pregnancies	Family Planning
SURGICAL DIVISION						
General Surgery						
Vascular <i>Description of Service Users:</i>	Q / K Adults	Q / K Adults				
Laparoscopic Surgery: <i>Description of Service Users:</i>	Q / K Adults	Q / K Adults				
Urology <i>Description of Service Users:</i>	K Adults & Paediatrics	K Adults & Paediatrics				
General Surgery <i>Description of Service Users:</i>	Q / K Adults & Paediatrics ¹	Q / K Adults & Paediatrics ¹				
Emergency Surgery <i>Description of Service Users:</i>	Q / K Adults & Paediatrics ¹	Q / K Adults & Paediatrics ¹				
Breast <i>Description of Service Users:</i>	Q / K Adults & Paediatrics	Q / K Adults & Paediatrics	V Adults & Paediatrics			
Upper GI <i>Description of Service Users:</i>	Q / K Adults	Q / K Adults				
Lower GI <i>Description of Service Users:</i>	Q / K Adults	Q / K Adults				
Specialist Surgery						
Dermatology <i>Description of Service Users:</i>	Q / K Adults & Paediatrics	Q / K Adults & Paediatrics				
Neurosciences / Stroke <i>Description of Service Users:</i>	Q Adults	Q Adults				
Anaesthetics, Theatre & Pain Management & Critical Care <i>Description of Service Users:</i>	Q / K Adults & Paediatrics	Q / K Adults & Paediatrics				

¹ Not less than 1 year old
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	Treatment of Disease, Disorder or Injury	Surgical Procedures	Diagnostics & Screening Procedures	Maternity & Midwifery Services	Termination of Pregnancies	Family Planning
Ophthalmology / Orthoptics <i>Description of Service Users:</i>	Q / K	Q				
	Adults & Paediatrics	Adults & Paediatrics				
ENT / Audiology / Hearing Aids <i>Description of Service Users:</i>	Q	Q				
	Adults & Paediatrics	Adults & Paediatrics				
Max Facs / Orthodontics <i>Description of Service Users:</i>	Q	Q				
	Adults	Adults				
Dermatology <i>Description of Service Users:</i>	Q / K	Q				
	Adults	Adults				
Day Surgery <i>Description of Service Users:</i>	Q / K	Q / K				
	Adults & Paediatrics	Adults & Paediatrics				
Musculoskeletal						
Orthopaedics <i>Description of Service Users:</i>	Q / K	Q (trauma) / K (scheduled)				
	Adults & Paediatrics	Adults & Paediatrics				
Rheumatology <i>Description of Service Users:</i>	Q / K					
	Adults & Paediatrics					
Neurosciences						
Neurology / Neurophysiology <i>Description of Service Users:</i>	Q / K					
	Adults					
Neurosurgery <i>Description of Service Users:</i>	Q	Q				
	Adults	Adults				
Stroke & Rehab <i>Description of Service Users:</i>	Q / K (rehab only)	Q				
	Adults	Adults				

	Treatment of Disease, Disorder or Injury	Surgical Procedures	Diagnostics & Screening Procedures	Maternity & Midwifery Services	Termination of Pregnancies	Family Planning
Anaesthetics, Theatre & Pain Management and Critical Care						
ITU / HDU <i>Description of Service Users:</i>	Q / K Adults & Paediatrics					
General Anaesthetics <i>Description of Service Users:</i>	Q / K Adults & Paediatrics					
Obstetric Anaesthetics <i>Description of Service Users:</i>	Q / K Adults & Paediatrics					
Pain Management <i>Description of Service Users:</i>	Q / K Adults & Paediatrics					
CANCER, DIAGNOSTICS AND THERAPEUTICS DIVISION						
Pathology / Pharmacy						
Cytology <i>Description of Service Users:</i>	Q / K Adults & Paediatrics		Q Cervical Screening – Adults Non-Gynaecological – Adults & Paediatrics			
Histopathology <i>Description of Service Users:</i>	Q / K Adults & Paediatrics		Q Adults & Paediatrics			
Biochemistry <i>Description of Service Users:</i>	Q / K Adults & Paediatrics		Q / K Adults & Paediatrics			
Microbiology <i>Description of Service Users:</i>	Q / K Adults & Paediatrics		Q / K Adults & Paediatrics			
Blood Transfusion <i>Description of Service Users:</i>	Q / K Adults & Paediatrics		Q / K Adults & Paediatrics			

	Treatment of Disease, Disorder or Injury	Surgical Procedures	Diagnostics & Screening Procedures	Maternity & Midwifery Services	Termination of Pregnancies	Family Planning
Radiology						
Breast <i>Description of Service Users:</i>	Q/K Adults	Q / K / V Adults	Q / K / V Adults			
Neuroradiology <i>Description of Service Users:</i>	Q / K Adult & Paediatrics		Q Adults			
Interventional Radiology <i>Description of Service Users:</i>	Q / K Adults & Paediatrics	Q / K Adults	Q / K Adults			
Cross-sectional (MRI/CT) <i>Description of Service Users:</i>	Q / K Adults & Paediatrics		Q / K Adults & Paediatrics			
Nuclear Medicine <i>Description of Service Users:</i>	Q / K Adults & Paediatrics		Q / K Adults & Paediatrics			
Oncology and Haematology						
Chemotherapy <i>Description of Service Users:</i>	Q / K Adults & Paediatrics					
Oncology <i>Description of Service Users:</i>	Q / K Adults & Paediatrics / Adults					
Haematology <i>Description of Service Users:</i>	Q / K Adults & Paediatrics / Adults					
Radiotherapy <i>Description of Service Users:</i>	Q Adults & Paediatrics					

	Treatment of Disease, Disorder or Injury	Surgical Procedures	Diagnostics & Screening Procedures	Maternity & Midwifery Services	Termination of Pregnancies	Family Planning
WOMEN'S & CHILDREN'S DIVISION						
Obstetrics & Gynaecology						
Obstetrics <i>Description of Service Users:</i>	Q / K Adults & Paediatrics	Q / K Adults & Paediatrics				
Gynaecology <i>Description of Service Users:</i>	Q / K Adults & Paediatrics	Q / K Adults & Paediatrics			Q / K Adults & Paediatrics	
Colposcopy <i>Description of Service Users:</i>	Q Adults					
Midwifery						
High risk maternity <i>Description of Service Users:</i>		Q Adults & Paediatrics		Q Adults & Paediatrics		
Low risk maternity <i>Description of Service Users:</i>		K Adults		K Adults & Paediatrics		
Paediatrics & Neonatology						
Neonatal <i>Description of Service Users:</i>	Q Paediatrics					
Ambulatory Paediatrics <i>Description of Service Users:</i>	Q Paediatrics					
General Paediatrics <i>Description of Service Users:</i>	Q / K Paediatrics	Q / K Paediatrics				
Sexual Health						
HIV & Sexual Health <i>Description of Service Users:</i>	Q / B Adults & Young Adults		B Adults & Young Adults			Q / B Adults & Young Adults