

## 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 five Clinical Divisions; Medicine, Surgery, Clinical Support, Women & Children and Emergency Care. 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 Directorates which cover 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 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 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 Clinical Support Services 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. 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 Division comprises the following services across the Trust:

- Medical Assessment Unit
- General Medicine
- Care of the Elderly
- Cardio-respiratory medicine
- Gastroenterology including endoscopy
- Specialist Medicine:
  - Diabetes
  - Endocrinology
  - Renal medicine
  - Nutrition services

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.

In May 2010, the Trust established the Division of Emergency Care as part of the implementation of the 'Strategy for Change – Emergency Care'. The Division comprises, across the Trust:

- Accident and Emergency
- Urgent Care Centre
- Emergency Medical Decision Unit
- Ambulatory Care Centre

The Emergency Care Division works closely with Medical and Surgical Divisions with regard to the emergency care pathways from A&E to Medical and Surgical Assessment Units, Trauma and Hyper Acute Stroke pathways. It also works with Women's & Children's Division regarding Paediatric and emergency Pregnancy pathways.

These Divisions also have a key role in working with all external partners to ensure patients receive the most appropriate care in a timely manner delivered by health professionals with the right skills.

#### 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 provides maternity services based on a robust maternity risk strategy that strives to develop services for local women which are safe and of high quality. All reasonable practicable steps are taken to continuously improve the quality of the service to safeguard high standards of care and achieve the highest level of reliability and resilience.

Maternity services provide women with choice in models of care and continuity of care or carer based on the approach that normal labour and birth should be proactive and provided in woman-and-baby centred care. Birth is not a medical event but a 'normal' process that should not automatically invite medical intervention if labour is progressing normally and the woman and baby are well.

The Trust strives to reduce risks to mothers and babies by providing excellent maternity care through the development of a competent, confident and flexible workforce that uses best practice to underpin all aspects of maternity and midwifery care. Staff are trained in the prompt identification and reporting of incident, formal risk assessments and sharing lessons to be learned; thus the avoidance, minimisation and control of risks build and support safe maternity care.

## 6. Termination of Pregnancy

Termination of pregnancy at the Trust is usually only carried out when a foetal abnormality is discovered as part of Ante Natal 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 Ante Natal 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 via 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  
RM7 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
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### 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
<b>MEDICAL DIVISION</b>						
<b>A&amp;E / Emergency Care</b>						
<b>A&amp;E</b>	Q / K	Q / K				
<i>Description of Service Users:</i>	Adults & Paediatrics	Adults & Paediatrics				
<b>Assessment Units (Medical &amp; Surgical)</b>	Q / K					
<i>Description of Service Users:</i>	Adults					
<b>Urgent Care Centre</b>	Q					
<i>Description of Service Users:</i>	Adults & Paediatrics					
<b>General &amp; Specialist Medicine</b>						
<b>Care of the Elderly</b>	Q / K					
<i>Description of Service Users:</i>	Adults					
<b>Respiratory Medicine</b>	Q / K					
<i>Description of Service Users:</i>	Adults					
<b>Gastroenterology</b>	Q / K					
<i>Description of Service Users:</i>	Adults					
<b>Endoscopy</b>	Q / K					
<i>Description of Service Users:</i>	Adults					
<b>Diabetes &amp; Endocrinology</b>	Q / K					
<i>Description of Service Users:</i>	Adults & Paediatrics					
<b>Cardiology</b>	Q / K					
<i>Description of Service Users:</i>	Adults & Paediatrics					
<b>Renal Dialysis</b>	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
<b>SURGICAL DIVISION</b>						
<b>General Surgery</b>						
<b>Vascular</b> <i>Description of Service Users:</i>	Q / K Adults	Q / K Adults				
<b>Laparoscopic Surgery:</b> <i>Description of Service Users:</i>	Q / K Adults	Q / K Adults				
<b>Urology</b> <i>Description of Service Users:</i>	K Adults & Paediatrics	K Adults & Paediatrics				
<b>General Surgery</b> <i>Description of Service Users:</i>	Q / K Adults & Paediatrics <sup>1</sup>	Q / K Adults & Paediatrics <sup>1</sup>				
<b>Emergency Surgery</b> <i>Description of Service Users:</i>	Q / K Adults & Paediatrics <sup>1</sup>	Q / K Adults & Paediatrics <sup>1</sup>				
<b>Breast</b> <i>Description of Service Users:</i>	Q / K Adults & Paediatrics	Q / K Adults & Paediatrics	V Adults & Paediatrics			
<b>Upper GI</b> <i>Description of Service Users:</i>	Q / K Adults	Q / K Adults				
<b>Lower GI</b> <i>Description of Service Users:</i>	Q / K Adults	Q / K Adults				
<b>Specialist Surgery</b>						
<b>Dermatology</b> <i>Description of Service Users:</i>	Q / K Adults & Paediatrics	Q / K Adults & Paediatrics				
<b>Neurosciences / Stroke</b> <i>Description of Service Users:</i>	Q Adults	Q Adults				
<b>Anaesthetics, Theatre &amp; Pain Management &amp; Critical Care</b> <i>Description of Service Users:</i>	Q / K Adults & Paediatrics	Q / K Adults & Paediatrics				

<sup>1</sup> 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
<b>Ophthalmology / Orthoptics</b>	Q / K	Q				
<i>Description of Service Users:</i>	Adults & Paediatrics	Adults & Paediatrics				
<b>ENT / Audiology / Hearing Aids</b>	Q	Q				
<i>Description of Service Users:</i>	Adults & Paediatrics	Adults & Paediatrics				
<b>Max Facs / Orthodontics</b>	Q	Q				
<i>Description of Service Users:</i>	Adults	Adults				
<b>Dermatology</b>	Q / K	Q				
<i>Description of Service Users:</i>	Adults	Adults				
<b>Day Surgery</b>	Q / K	Q / K				
<i>Description of Service Users:</i>	Adults & Paediatrics	Adults & Paediatrics				
<b>Musculoskeletal</b>						
<b>Orthopaedics</b>	Q / K	Q (trauma) / K (scheduled)				
<i>Description of Service Users:</i>	Adults & Paediatrics	Adults & Paediatrics				
<b>Rheumatology</b>	Q / K					
<i>Description of Service Users:</i>	Adults & Paediatrics					
<b>Neurosciences</b>						
<b>Neurology / Neurophysiology</b>	Q / K					
<i>Description of Service Users:</i>	Adults					
<b>Neurosurgery</b>	Q	Q				
<i>Description of Service Users:</i>	Adults	Adults				
<b>Stroke &amp; Rehab</b>	Q / K (rehab only)	Q				
<i>Description of Service Users:</i>	Adults	Adults				
<b>Anaesthetics, Theatre &amp; Pain Management and Critical Care</b>						
<b>ITU / HDU</b>	Q / K					
<i>Description of Service Users:</i>	Adults & Paediatrics					

	Treatment of Disease, Disorder or Injury	Surgical Procedures	Diagnostics & Screening Procedures	Maternity & Midwifery Services	Termination of Pregnancies	Family Planning
<b>General Anaesthetics</b> <i>Description of Service Users:</i>	Q / K Adults & Paediatrics					
<b>Obstetric Anaesthetics</b> <i>Description of Service Users:</i>	Q / K Adults & Paediatrics					
<b>Pain Management</b> <i>Description of Service Users:</i>	Q / K Adults & Paediatrics					
<b>CLINICAL SUPPORT DIVISION</b>						
<b>Pathology / Pharmacy</b>						
<b>Cytology</b> <i>Description of Service Users:</i>	Q / K Adults & Paediatrics		Q Cervical Screening – Adults Non-Gynaecological – Adults & Paediatrics			
<b>Histopathology</b> <i>Description of Service Users:</i>	Q / K Adults & Paediatrics		Q Adults & Paediatrics			
<b>Biochemistry</b> <i>Description of Service Users:</i>	Q / K Adults & Paediatrics		Q / K Adults & Paediatrics			
<b>Microbiology</b> <i>Description of Service Users:</i>	Q / K Adults & Paediatrics		Q / K Adults & Paediatrics			
<b>Blood Transfusion</b> <i>Description of Service Users:</i>	Q / K Adults & Paediatrics		Q / K Adults & Paediatrics			
<b>Radiology</b>						
<b>Breast</b> <i>Description of Service Users:</i>	Q/K Adults	Q / K Adults	Q / K / V Adults			
<b>Neuroradiology</b> <i>Description of Service Users:</i>	Q / K Adult & Paediatrics		Q Adults			

	Treatment of Disease, Disorder or Injury	Surgical Procedures	Diagnostics & Screening Procedures	Maternity & Midwifery Services	Termination of Pregnancies	Family Planning
<b>Interventional Radiology</b>	Q / K		Q / K			
<i>Description of Service Users:</i>	Adults & Paediatrics		Adults			
<b>Cross-sectional (MRI/CT)</b>	Q / K		Q / K			
<i>Description of Service Users:</i>	Adults & Paediatrics		Adults & Paediatrics			
<b>Nuclear Medicine</b>	Q / K		Q / K			
<i>Description of Service Users:</i>	Adults & Paediatrics		Adults & Paediatrics			
<b>Oncology and Haematology</b>						
<b>Chemotherapy</b>	Q / K					
<i>Description of Service Users:</i>	Adults & Paediatrics					
<b>Oncology</b>	Q / K					
<i>Description of Service Users:</i>	Adults & Paediatrics / Adults					
<b>Haematology</b>	Q / K					
<i>Description of Service Users:</i>	Adults & Paediatrics / Adults					
<b>Radiotherapy</b>	Q					
<i>Description of Service Users:</i>	Adults & Paediatrics					
<b>WOMEN'S &amp; CHILDREN'S DIVISION</b>						
<b>Obstetrics &amp; Gynaecology</b>						
<b>Obstetrics</b>	Q / K	Q / K				
<i>Description of Service Users:</i>	Adults & Paediatrics	Adults & Paediatrics				
<b>Gynaecology</b>	Q / K	Q / K			Q / K	
<i>Description of Service Users:</i>	Adults & Paediatrics	Adults & Paediatrics			Adults & Paediatrics	
<b>Colposcopy</b>	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
<b>Midwifery</b>						
<b>High risk maternity</b> <i>Description of Service Users:</i>		Q		Q		
		Adults & Paediatrics		Adults & Paediatrics		
<b>Low risk maternity</b> <i>Description of Service Users:</i>		K		K		
		Adults		Adults & Paediatrics		
<b>Paediatrics &amp; Neonatology</b>						
<b>Neonatal</b> <i>Description of Service Users:</i>	Q					
	Paediatrics					
<b>Ambulatory Paediatrics</b> <i>Description of Service Users:</i>	Q					
	Paediatrics					
<b>General Paediatrics</b> <i>Description of Service Users:</i>	Q / K	Q / K				
	Paediatrics	Paediatrics				
<b>Sexual Health</b>						
<b>HIV &amp; Sexual Health</b> <i>Description of Service Users:</i>	Q / B		B			Q / B
	Adults & Young Adults		Adults & Young Adults			Adults & Young Adults