



Care without Compromise

How we work with doctors to deliver exceptional care.

HCAHealthcare uk

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Blossoms Healthcare

The Christie Clinic

The Harley Street Clinic

Harley Street at Queen's

Harley Street at University College Hospital

HCA Laboratories

Institute of Sport, Exercise and Health

Leaders in Oncology Care (LOC)

The Lister Hospital

London Bridge Hospital

Manchester Institute of Health & Performance

The Portland Hospital

The Princess Grace Hospital

Roodlane Medical Group

Sarah Cannon Research Institute UK

The Wellington Hospital

The Wilmslow Hospital



At HCA Healthcare UK, we want to give you the highest possible standards of care. To do this we put 'clinical governance' at our core.

This technical term quite simply refers to the work that goes on in the background to ensure that the checks, balances and structures are in place to ensure patients receive the best care at every facility in our network.

It means making sure doctors, nurses and therapists are up-to-date with the latest medical knowledge and expertise, that staff work as a team to give patients exceptional care tailored to their individual needs, that patients' experiences and outcomes are monitored, and that if something does go wrong, lessons are learned to prevent it from happening again.

At HCA Healthcare UK, clinical governance is driven by a team of the UK's leading doctors.

All of these doctors choose to treat their private patients at HCA Healthcare UK hospitals because they are passionate about giving patients the best possible care, using state-of-the-art facilities and the latest technology.

With many of them holding senior positions at some of the nation's leading teaching hospitals, they have a breadth and depth of medical knowledge and expertise that is shared across all of our facilities.

Here, some of the eminent members of our clinical governance team share a snapshot of what they do, why it is so important, and what it means to you, as our patient.

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Working as a team to provide the right treatment

Professor Roger Kirby

When you are unwell, getting a diagnosis and treatment plan is extremely important. However, it is also vital to be sure that the recommended treatment really is the best option for you and your circumstances.

At HCA Healthcare UK, our medical staff work together in teams to ensure that patients receive the right treatment for their individual needs. Each week, doctors, nurses and therapists from all different medical specialties meet to discuss patient cases.

Staff may have different views on the best way to treat a patient – especially for cancer, heart problems and neurological disorders, where there is often more than one solution, and the aim of the meeting is to make sure that all options are considered to find the best way forward.

This Multidisciplinary Team (MDT) approach is key for making good decisions about patients' care, according to **Professor Roger Kirby, Consultant Urological Surgeon and Professor of Urology at HCA Healthcare UK's The Princess Grace Hospital**, where he leads clinical governance for prostate patients.

"Clinical governance is all about making sure patients get the right treatment for them – not just the procedure a certain doctor can perform," explains Professor Kirby, also Medical Director of the Prostate Centre and previously Professor of Urology at St Bartholomew's and St George's NHS Hospitals.

"Every patient my team operates on is discussed within a group of around 25 clinicians, medical oncologists and radiologists, all of whom have different views and specialties."

"During these weekly MDT meetings, we decide the best option for each patient so that it takes out any clinician bias."

"This multidisciplinary approach happens in the NHS and we do it very well at HCA Healthcare UK because we have much more time to spend discussing each patient. Once a decision has been made, it is filed in the patient's notes. We also look at outcomes, good and bad, to make sure we are offering patients the best possible care."



Making sure new techniques are safe

Professor Fares Haddad

Advances in medical research mean there are constantly new ways to treat patients. HCA Healthcare UK is committed to investing in the latest innovative technology so patients have good results and shorter recovery times.

However, new does not necessarily mean better. To ensure that HCA Healthcare UK patients receive only safe and well-researched treatments, there are strict rules about introducing new techniques at our facilities.

“Any doctor who wants to do a new procedure or technique has to submit a detailed evidence paper on what they intend to do to the Medical Advisory Committee,” explains Professor Fares Haddad, Consultant Orthopaedic Surgeon and Chair of Clinical Governance at The Princess Grace Hospital.

“As part of the proposal, they have to explain the problem that the procedure would fix, the intended benefits over other current procedures, the available data to show the safety and effectiveness of the new treatment, and also outline the training they have in the technique and the experience gained.”

“Once we have that information, the Medical Advisory Committee makes a recommendation to the hospital’s Clinical Governance Committee about whether the new technique should be introduced or not – and not every technique gets through.”

If the procedure gets the go-ahead, it is monitored and audited as part of the normal clinical governance process to ensure that it is introduced in a safe way.

“There is always a balance between wanting to offer patients the latest techniques and making sure those treatments are safe,” says Professor Haddad, also Divisional Clinical Director of Surgical Specialties at London’s University College Hospitals, and Director of the Institute of Sport, Exercise and Health at University College London.

“At HCA Healthcare UK we ensure we only offer procedures that are backed up by evidence.”

“All new procedures that are introduced in HCA Healthcare UK hospitals are subject to a tracking process, so that we monitor patient outcomes carefully.”

“All doctors at HCA Healthcare UK have to submit their outcome data twice a year so that the clinical governance team can check for any problems and, if necessary, give feedback.”

“It’s all about keeping patients safe while providing the best available care and latest appropriate technologies,” adds Professor Haddad.

Monitoring standards of care

Dr Tom Newsom-Davis

From the moment you step inside a HCA Healthcare UK hospital or clinic, we monitor your entire patient journey to make sure that you get the best possible care. Staff are encouraged to raise any issues – no matter how big or small – and it is then up to the clinical governance team to decide how improvements can be made.

Dr Tom Newsom-Davis, Consultant Oncologist at Leaders in Oncology Care (LOC) and Clinical Governance Lead at the clinic, says: “Clinical governance is about making sure the service we provide to our patients is good, safe and effective.

“We are constantly monitoring our practice both in terms of treatment and the service we provide to patients, to make sure our standards are as high as possible and to identify if anything needs changing.

“We cover every aspect from how quickly we are seeing patients and answering telephone calls, to why patients are contacting us at night and the weekend for advice. Could we give patients better information and advice? Are we offering sufficient support?”

HCA Healthcare UK also monitors patients’ progress and makes sure their treatment adheres to national guidelines.

“If patients become unwell after treatment, we consider if that was expected and acceptable, or if it was due to the treatment and avoidable?” adds Dr Newsom-Davis, also Consultant Oncologist at Chelsea and Westminster Hospital NHS Foundation Trust.

“We look at every chemotherapy regimen prescribed to make sure there is an evidence-base to support its use.

“It’s all about keeping patients safe and offering the best service we can.”





Introducing new techniques

Mr Ian Sabin

Keeping up-to-date with the latest medical advances is an important part of making sure that our patients have access to the latest expertise, techniques, treatments and technology. This can make a real difference to a patient's experience and to the outcome of their treatment.

To do this, senior doctors at HCA Healthcare UK attend medical conferences and meetings. Many also carry out their own research, which is published in medical journals.

Mr Ian Sabin, Consultant Neurosurgeon at The Wellington Hospital and Medical Director of the London Gamma Knife Centre, part of The Harley Street Clinic, has been responsible for transforming the treatment of neurological patients at HCA Healthcare UK.

When research showed the Gamma Knife, a radiotherapy treatment for certain brain tumours, was safe, reliable and cost-effective, he advised HCA Healthcare UK to consider acquiring a unit.

The machine delivers radiation to brain tumours in a very precise manner, and means that patients can receive a single high-dose treatment rather than small doses over weeks with conventional radiotherapy. This makes it more effective, and is suitable for some patients who have been deemed inoperable, or for whom the risks of surgery are too great.

The London Gamma Knife Centre has been open since 1999 and thousands of patients have now undergone this pioneering radiosurgery treatment. HCA Healthcare UK's investment in the machine has also allowed NHS patients to benefit from the technology too.

"Neurosurgery is a medical specialism with the potential to do a lot of good, but also tremendous harm," says Mr Sabin, Consultant Neurosurgeon at Bart's and adviser to HCA Healthcare UK on clinical governance. He ensures clinical standards are adopted by his neurosurgical colleagues, and runs Gamma Knife education programmes.

"It is a constantly evolving specialism and keeping abreast of the latest research and evidence is vital.

"A key part of my role is going to meetings, speaking to other doctors and looking at the latest research to make sure patients are getting the safest and most appropriate treatment for their problem.

"We want to embrace innovation, but when we do introduce new techniques, we have to make sure it is done in the proper way, with all the right checks and balances.

"The evidence for radiosurgery is really good now—and for certain conditions it is better than surgery," adds Mr Sabin.

Supporting patients and staff

Professor Amanda Ramirez

Supporting patients as they go through their medical treatment is vital to ensuring the best possible outcome. This is particularly so for cancer patients who often have to undergo gruelling treatment, as well as learning to live with their diagnosis. To help patients through this process, HCA Healthcare UK offers psychological support to patients at least twice during their cancer treatment.

“If we want total cancer care not just cancer treatment, we need to be attending to the psychological and emotional health of our patients and diminish the harmful effects caused by psychological issues,” says **Professor Amanda Ramirez, Consultant Psychiatrist at Leaders in Oncology Care (LOC)**. Professor Ramirez set up a comprehensive psychological support service five years ago at the clinic.

“At LOC, we offer psychological support to each patient, tailored to their individual needs as part of our clinical governance commitment to improve quality of care and the patient experience.

“Psychological support may involve a conversation with a specially trained nurse to help patients find ways to

tell friends and family members about their diagnosis, or counselling for the 25% of patients who find the cancer diagnosis more difficult to cope with.

“For those cancer patients who experience depression and anxiety, time with a psychiatrist who can prescribe medication as well as psychological support, can be beneficial.”

Professor Ramirez also ensures that medical staff are supported too. All senior nurse practitioners, pharmacists and junior doctors at LOC undergo training so that they know how to support cancer patients. There are also weekly meetings where medical staff can talk about their patients, and debriefing sessions if staff are struggling to cope with the emotional demands of their work.

“My job is to skill up the staff and support them so they can do their work well and safely,” says Professor Ramirez.

“Staff with high levels of support and job satisfaction leads to happy patients.”





High-quality staff and training

Dr Andy Petros

Knowing that you are being cared for by high-quality and well-trained medical staff is essential for the patient's peace of mind.

Nowhere is that more true than in the Paediatric Intensive Care Unit (PICU) at The Portland Hospital, which looks after children under 16 who are very unwell.

Dr Andy Petros, Consultant Paediatric Intensivist and Director of The Portland's PICU, is responsible for ensuring that children on the unit are looked after by only the best doctors and nurses.

"It is all about quality and providing a good clinical service, and that means recruiting the right people," says Dr Petros, also Consultant Paediatrician at Great Ormond Street Hospital.

Dr Petros has 20 years' experience working in paediatric intensive care. All his consultant colleagues are also consultants at Great Ormond Street Hospital, and he oversees the appointment of junior medical staff.

"All our junior doctors are working or have worked recently in NHS teaching hospitals and it is very important that they bring with them the gold standard clinical practices of the NHS."

"All clinical staff are trained to know how to respond to any medical emergency, such as a cardiac arrest, acute onset sepsis or a major haemorrhage, and all the protocols are in place so that patients can be sure we are offering the very best standard of care."

"It always looks very calm on the unit, but that's because we spend a huge amount of time making sure we are prepared for everything."

As Chair of Clinical Governance at The Portland, Dr Petros ensures that the standards advocated by the Care Quality Commission (CQC) – regulator of all health and social care services in England, are met at the hospital.



Being prepared for every eventuality

Mr Arjun Shankar

The key to providing high-quality healthcare is being prepared for every eventuality and this is something we take extremely seriously across all of our facilities at HCA Healthcare UK.

Most of the time, these back-up plans are unused – but knowing they are in place is vital for the smooth running of healthcare services and for keeping patients safe. A key part of clinical governance is organising work patterns so that there are always senior doctors on hand should a patient need urgent medical attention.

Mr Arjun Shankar, Consultant General Surgeon and Medical Director of The Lister Hospital, is responsible for making sure every medical specialty – including surgery, gastroenterology, gynaecology, urology, radiology, microbiology and anaesthesia – is covered 24 hours a day by a senior doctor at the hospital.

“Clinical governance is a system of processes at a hospital which provide assurance that we have patient safety at the heart of the organisation,” says Mr Shankar, who specialises in complex cancer and abdominal wall surgery. He also works at The Royal Free Hospital and University College Hospitals and spent six years as Divisional Director of Surgery at University College Hospital.

“Making sure there are always doctors available in every medical specialism should a patient take a turn for the worse or develop complications is a key part of that.”

“For example, at The Lister Hospital we have introduced a rapid access service so that GPs can refer emergency patients 24 hours a day to a team of consultants.”

“Consultants take part in on-call rotas meaning that patients can be assured that, whether they need a radiographer for a CT scan, or an anaesthetist and surgeon for an operation, there is always an experienced doctor available.”

“Furthermore, should a problem occur, there will also be general doctors and endoscopy specialists available to care for you.”

“It’s about having everything covered to ensure patient safety, and plans in place for the worst case scenario.”

To ensure high-quality care and patient safety, junior doctors are on site at HCA Healthcare UK hospitals 24/7, and consultants must be near their hospital when they are on call so they can get there quickly if necessary.

Sharing our knowledge

Dr Alison Jones

One of the major benefits of undergoing cancer treatment privately at HCA Healthcare UK hospitals is access to the latest drugs.

Once a new drug has been passed by the European Medicines Agency (EMA), or the US Food and Drug Administration (FDA), HCA Healthcare UK patients can benefit from it immediately, rather than waiting months for it to be considered by the National Institute for Health and Care Excellence (NICE) for the NHS.

New treatments always have to be carefully considered and, as part of

the clinical governance process, any new drug given to HCA Healthcare UK patients has to go before a committee of doctors, who decide whether it is safe and effective, and whether the evidence supports its use.

Checks are also carried out to make sure that the correct doses are being given for the different tumour types, so that all patients receive the same high standard of treatment.

When a new cancer drug is introduced, HCA Healthcare UK believes it is important to share its results to help medical teams in the NHS and further afield.

Dr Alison Jones, Consultant Medical Oncologist at The Wellington Hospital and Leaders in Oncology Care (LOC) specialises in breast cancer, clinical trials, and advises HCA Healthcare UK on cancer services. Dr Jones says:

“In private practice, we can often use new cancer drugs before they are available on the NHS.

“For a new drug to be used in the NHS it must go through NICE and that can take six to 18 months and may result in the drug not being approved. However, as soon as a new drug has been approved for use by the EMA or FDA, we can use it.

“Given we have the benefit of using new drugs earlier, it is important that we give something back, and that is why we do informative audits as part of clinical governance work.

“This involves sharing our experience of new drugs, their side-effects and results with other health professionals at medical conferences so that they can benefit from our work to help their patients.”





Constantly improving

Dr Cliff Bucknall

HCA Healthcare UK patients are treated by some of the country's leading doctors using pioneering technology in state-of-the-art facilities. Yet there is always more we can do. A key part of clinical governance is looking at areas that can be improved and driving through change to increase standards even further.

"Other private healthcare providers tend to run facilities that offer services equivalent to an NHS district general hospital. We are aspiring to provide the quality of care of a teaching hospital – but better than a teaching hospital," says **Dr Cliff Bucknall, Consultant Cardiologist at London Bridge Hospital and Cardiac Medical Director for HCA Healthcare UK.** Dr Bucknall's role is to ensure high quality for heart patients at all HCA Healthcare UK hospitals.

"We are constantly looking at the patient journey, from the first time they are referred to HCA Healthcare UK through to the completion of their care and seeing where we can improve the patient experience, not just in terms of quality of care but the patient's experience at HCA Healthcare UK.

"We need to ensure that each time a patient visits a HCA Healthcare UK facility they get value for their time and resource. They should experience a quality service from the greeting at the front door through registration

at the hospital, as well as seeing the appropriate clinician for their condition. All of this should be seamless."

If HCA Healthcare UK is not doing something right, there are structures in place to ensure that Dr Bucknall and his colleagues know about it so they are in a position to continuously improve.

"If we are not getting something right, we will use the experience to do better," says Dr Bucknall, previously also Clinical Director of Cardiac Services at Guy's and St Thomas' NHS Foundation Trust.

"In cardiology, we aspire to a higher level of service than other hospitals and we want our patients to be able to appreciate the difference. This should be noticeable whether they attend the outpatients' centres, 'One-Stop' clinics or whether they are managed on the ward, where they should appreciate a team approach including not only highly experienced consultants, but also clinical nurse specialists, physiotherapists, occupational therapists and linking with the general practitioner at the time of discharge.

"Traditionally the focus has all been on acute care, however, chronic care and rehabilitation of the patient is critically important to the long-term outcome for the individual."



Taking action to safeguard patients

Dr Phillip Harrison

Identifying problems and taking action before they escalate is a key part of clinical governance in hospitals. At **London Bridge Hospital**, this role is carried out by **Consultant Liver Specialist, Dr Phillip Harrison**.

Staff at the hospital are encouraged to report any errors or near misses, no matter how big or small, on a computer system.

Dr Harrison, Clinical Governance Lead at the hospital, and his team see these reports immediately and identify where action needs to be taken.

"I specifically look at issues where it impacts on consultant or medical care," explains Dr Harrison.

"That might relate to a patient complaint about a consultant or the quality of care at the hospital, but also more broadly about any medical issues or incidents within the hospital."

Another part of the role is to introduce education and training for staff to ensure high-quality care.

"Recently, staff were given enhanced training about diabetes to ensure that patients with the condition have their glucose levels adequately monitored and controlled," says Dr Harrison, also Consultant Hepatologist at King's College Hospital NHS Foundation Trust.

"There had not been a serious incident, but by looking at the reporting system, we were able to identify that staff needed more support and education in this area to prevent diabetes patients experiencing low blood sugar levels.

"It's about having an early warning system in place so that we can constantly monitor what is happening in the hospital and step in to make sure the highest possible standards of care are provided.

"In most cases, it is about education to prevent incidents happening, although there are robust processes in place should we need to take disciplinary action."

Contact us

To find out more about HCA Healthcare UK; our facilities, our expertise and the care we provide, just get in touch.

For general enquiries, please call
020 3582 5736

For appointments, please call
020 7079 4399

Opening times are
Monday to Friday, 8.00am-8.00pm
and **Saturday, 9.00am-5.00pm**

You can also email us on
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www.hcahealthcare.co.uk
and we'll get back to you as soon
as we can.