

# Quality Account 2023/2024



**Inspected and rated**

**Good**







# Table of Contents

Foreword from the Chief Executive Officer	4
Introduction from the Director of Nursing	6
About HFH Healthcare	8
Our services	9
The areas covered by our service	9
Review of performance against 2023/2024	10
Our quality priorities for 2024/2025	11
Our statements of quality assurance	14
Lenny's Story	15
Ahmed's Story	16
Equality, diversity and inclusion	17
Feedback on our services	18
Internal quality monitoring and corporate assurance	19
Bella's Story	20
Regulatory compliance	21

# Foreword from our Chief Executive Officer

I am pleased to present the first-ever Quality Account document for HFH Healthcare. This opening report underscores our commitment to delivering the highest standards of care and reflects our dedication to continuous improvement in all aspects of our services.

HFH Healthcare has always prioritised client safety, clinical excellence, and compassionate care. This inaugural document highlights our achievements, benchmarks our performance against industry standards, and outlines our strategic initiatives aimed at enhancing client outcomes. By transparently sharing our progress and challenges, we aim to foster trust and collaboration with our clients, their families, and our broader community.

Although not a regulatory requirement for our service, our commitment to annually publish our quality performance and developments, is a testament to our relentless pursuit of excellence. It encapsulates the hard work and dedication of our entire team, from our frontline staff to senior management. We remain committed to learning from our experiences, embracing innovation, and implementing best practices to ensure that we continue to provide exceptional care.

I invite you to explore this document to gain insights into our quality initiatives, performance metrics, and future goals. Together, we can build on our successes and address the areas that need improvement, ensuring that HFH Healthcare remains a leader in the healthcare sector. Thank you for your continued trust and support.

**Sally Yandle**  
CEO





"My care team have great work ethics, attitude and dedication. I feel very safe in their care"

**Paul, HFH Client**



# Introduction from our Director of Nursing

As the Director of Nursing for Complex Care Services at HFH Healthcare, I am delighted to present our Quality Account document for this year. Since joining HFH Healthcare in 2019, I have witnessed and contributed to remarkable advancements in our quality of care and service delivery. This document highlights the significant improvements we have made, reflecting our unwavering commitment to excellence, client-centred care, and continuous learning.

Over the past years, we have implemented numerous initiatives aimed at enhancing client outcomes, ensuring safety, and providing compassionate, high-quality care. These efforts are not merely about meeting standards but exceeding them, driven by a genuine passion for making a difference in the lives of our clients and their families.

Key improvements include the introduction of advanced clinical protocols, the adoption of innovative technologies, and the enhancement of our training programs to ensure our staff are equipped with the latest knowledge and skills. Our focus on continuous learning has been instrumental in fostering a culture of excellence, where ongoing education and professional development are prioritised.

This Quality Account document provides a transparent overview of our progress, detailing the specific steps we have taken and the positive impacts these have had on our service delivery. It is a testament to the dedication, resilience, and hard work of our entire team, who continually strive to improve and innovate in their practice.

I am immensely proud of what we have achieved since 2019 and remain committed to building on this foundation. As we look to the future, we will continue to prioritize quality, embrace new challenges, seize opportunities to further enhance the care we provide, and maintain our commitment to continuous learning.

Thank you for your interest in our journey.

**Wendy Hope**  
**Director of Nursing**







“My nurse and care team have made a dramatic difference to my life, Thank you!”

**Catherine, HFH Client**

# About HFH Healthcare

At HFH Healthcare, we meet the growing need for complex care by providing specialist nurse-led services to adults and children in their own homes, across London and South East England.

Our services cover a wide range of complex injuries, disabilities and long-term conditions affecting both adults and children, as well as their families.

Our highly skilled specialist care teams are trained in-house, assuring that they assessed as competent and capable of providing the very best complex care.

We work collaboratively with our clients and service commissioners to create a quality focused, safe, and respectful environment where our clients can thrive.

## Our core values:

Caring, Safe, Quality Driven, Innovative

## Our vision:

To be an outstanding provider of expert clinical person-centred care for Children and Adults

## Our mission:

We work collaboratively with our clients and service commissioners to create a quality focused, safe, and respectful environment where our clients can thrive





# Our services

Led by highly qualified and experienced nurses, we are experts in managing a wide range of conditions:

**Airway & Respiratory Care** (including tracheostomy, invasive and non-invasive ventilation)

**Spinal Injuries** (including autonomic dysreflexia, bowel management, orthostatic hypotension, and enteral feeding)

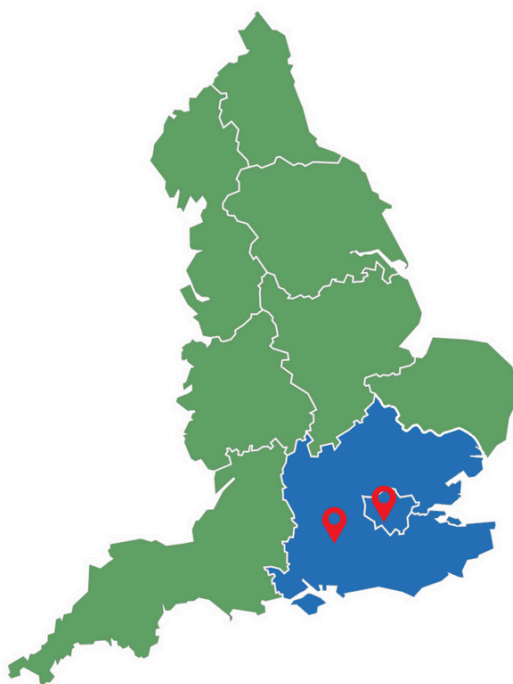
**Brain Injury** (including traumatic brain injury, birth trauma, tumour, stroke, brain haemorrhage and encephalitis)

**Neurological Conditions** (including motor neurone disease, multiple sclerosis, cerebral palsy, muscular dystrophy, stroke, and epilepsy care)


**Learning Disabilities & Autism** (where there is also a complex healthcare need)

**Transition Services** (for adolescents with complex healthcare needs who are transitioning to adulthood)


## The areas covered by our service




### London Office

 Tuition House 27-37 St George's Road, Wimbledon, SW19 4EU


 Central London, Greater London

 +44 (0) 20 8944 8831

### South East Regional Office

 Basepoint Stroudley Road, Basingstoke, Hampshire, RG24 8UP

 Basingstoke, Hampshire

 +44 (0) 12 5622 4822

# Review of performance against 2023/2024

As this is the first Quality Account for HFH Healthcare, there is no review of the performance against prior year priorities to include on this occasion, so we have included a summary of key quality developments highlights for this period.

## 2023/2024 Highlights

### Fully digitised service

- Live electronic care plans & record keeping
- eMAR & electronic health tasks
- Integrated governance dashboard

### Enhanced training

- Introduction of client specific workbooks
- Implementation of Objective Structure Clinical Examination (OSCE) approach to clinical skills training
- Training content aligned with recognised National Health Service (NHS) and National Institute for Health and Care Excellence (NICE) standards

### Additional clinical oversight

- Appropriate nurse to client case load ratios
- Documentation to evidence clinical contact time
- Regular client centric review with the internal Multidisciplinary Team (MDT)

### Collegiate working between health professionals

- Establishment of monthly meetings with CHC professionals
- Workshops: Sharing our learnings with the MDT
- Working alongside the MDT in the community



# Our quality priorities for 2024/2025

## Clinical Effectiveness

### Focus 1:

#### Increased time for Nurse Case Managers (NCMs) within our clients' homes

##### Why this is important to us

Clients report greater satisfaction with their care due to their relationship with their named Nurse Case Manager (NCM). Each client is assigned a NCM who oversees their complex care plan, conducting regular reviews focused on client-driven outcomes, along with ongoing supervision and skills assessment of the complex care teams. To ensure high-quality care, we allocate a manageable number of clients to each NCM, reflecting our commitment to client safety.

##### What we will focus on in 2024/2025

We will fully implement and embed an evidencable report for service commissioners which details the NCM contact time with clients and core care staff.

### Focus 2:

#### Expanding our clinical team's skills and knowledge

##### Why this is important to us

To ensure our clinical team continue to maintain and develop their own professional skills and remain aware of changes best practice.

##### What we will focus on in 2024/2025

We will focus on aligning our nurse and carer team training with recognised specialist authorities within the professional multi-disciplinary team e.g. respiratory, spinal, and ABI specialist networks.

## Service Experience

### Focus 3:

#### Live in care – introduce processes to ensure the maintenance of client, carer and family

##### Why this is important to us

We have provided complex care to numerous clients through live-in carer packages over many years. These packages benefit from extended contact time, familiarity, and personalised knowledge of the clients. While this approach demonstrates excellent continuity of care, the long-term presence of care staff can pose a risk of blurred professional boundaries.

## **What we will focus on in 2024/2025**

We will focus on the development and implementation of live-in specific training and awareness workshops for our carers and establish a spot check cycle to be maintained by the operations teams.

### **Focus 4:**

#### **Client specific care team meetings – supervision**

### **Why this is important to us**

We have embraced continuous learning and regularly gather client and family feedback. Each package is supported by core care teams of an adequate size for staffing cover during sickness and annual leave. Sharing compliments and improvement areas with the entire care team is crucial for effective service delivery.

## **What we will focus on in 2024/2025**

In addition to our quarterly supervisions for all individual care staff we will now roll out and embed team supervisions to both share learning and gathering all perspectives of care delivery and the reinforcement of responsibilities and expectations for all stakeholders.

### **Focus 5:**

#### **Robust carer preparation**

### **Why this is important to us**

Our clients are involved with their care planning from our initial assessment, we listen to their preferences and agree care outcomes which inform the recruitment, training and competency assessment of their core care team. A safe, quality service for clients which is also financially efficient for commissioners will seek to minimise the throughput of care staff.

## **What we will focus on in 2024/2025**

We will continue to build on our carer training and orientation syllabus and processes to further prepare new and experienced care staff for working with complex care clients.

## **Evidencing Quality**

### **Focus 6:**

#### **Develop and launch an integrated Care Quality Commission (CQC) inspection portal within our technology-enabled care platform to streamline the evidence of our service quality.**

### **Why this is important to us?**

In conjunction with our annual Provider Information Return (PIR), the CQC and in line with our vision to be an outstanding provider of expert clinical person-centred care for children and adults, we welcome the opportunity to show case our transparent and collegiate approach to nurse led and delegated complex care.



## What we will focus on in 2024/2025

We will develop and integrate an evidence repository to fully support the CQC single assessment framework and setup an implementation governance structure to continually capture and review appropriate supporting documentation.

### Focus 7:

**Collaborate with commissioners to improve Quality Assurance documentation, reflecting the unique needs of our clients compared to traditional domiciliary care.**

## Why this is important to us

Post Covid-19 there has been a marked increase in domiciliary providers expressing an interest in supporting clients with some degree of complex health needs. The term 'complex care' covers a spectrum of conditions and healthcare needs and this apparent increase in provider numbers has made it difficult for commissioners to assess the experience and quality of the provider and the robustness of their policies and procedures.

## What we will focus on in 2024/2025

We will work with key commissioners to agree data sets and report metrics that evidence the clinical case management, training and continued oversight required to evidence effective commissioning approaches to complex care in the community. We will subsequently share these learnings with all commissioners that we work collaboratively with.

## How the priorities will be delivered in 2024/2025

Each of the priorities will have a delivery plan which will be monitored by the relevant department head and governance team to ensure accountability throughout the year.



### Spotlight: London Marathon fundraising 2023

In April 2023, our Commercial Director and Head of Finance pushed their bodies to the limit by running the London Marathon 2023 to raise money for the Spinal Injuries Association to help individuals affected by spinal cord injuries. Running 26.2 miles is no easy feat and, they both made HFH proud, raising £4000 for their amazing cause in the process.

# Our quality audit framework

We maintain rigorous quality and clinical governance structures to address the clinical health, care and support needs of our clients. Our client care plans, and case management teams prioritise the physical, psychological, and emotional behaviours associated with those health needs ensuring continuity of care. This approach ensures we fulfil our duty of care to our clients and staff, whilst also providing quality, safety, and governance assurance to our service commissioners.

## Internal quality audits

HFH Healthcare has established a standardised audit approach which is completed by an assigned manager. Our audits are structured against regulation and CQC key lines of enquiry. Audits are allocated throughout the year to ensure a thematic focus, best practice, identify areas for improvement, policy review or training needs. Audits include:

- Ongoing Supportive Engagement
- Care Planning & Risk Assessment
- Clinical Governance
- Medication Management
- Infection Prevention and Control
- Safeguarding
- Physical Health, Falls & Pressure Ulcer Management
- Service User and Family Engagement
- Incident Recording and Incident Cycle
- Training and Compliance Standards
- Health & Safety
- HR Processes and Records

Any identified actions that result from our audit processes are added to our service improvement plan and are monitored by lead clinicians, operational managers and the registered manager.

# Data Security and Protection

The Data Security and Protection Toolkit (DSPT) helps adult social care providers in England to check and improve how they keep people's information safe. It is the official self-assessment tool for the care sector and is widely recognised by CQC, local authorities and the NHS. The DSPT is an online self-assessment tool that allows organisations to measure their performance against the National Data Guardian's 10 data security standards. HFH Healthcare have been assessed on 08.01.2024 as exceeding the 2023/2024 standards.

## Lenny's Story

Lenny, an adolescent boy transitioning to adulthood, has received nighttime care at home from HFH Healthcare for over two years. He has a rare genetic condition from a Y chromosome mutation, which caused developmental delay, learning disabilities and movement disorders including fine motor difficulties, hypermobility, and tremors. He has swallowing difficulties, disrupted sleep patterns, and more recently was diagnosed with epilepsy. His health needs include seizure monitoring, medication administration, personal care, skin integrity monitoring, and assistance with eating and drinking modified consistency food and fluids.



Due to his condition, Lenny needs support with his nighttime anxiety and requires emotional support. His regular carers monitor him at night, enabling mum to rest and plan the day ahead based on their feedback.

Initially, Lenny was very dependent on his mother and displayed challenging behaviours. His nighttime anxieties meant his mum was unable to get a break, and this was further strained by her own health needs. Supporting Lenny became very tough for her. Our Children and Young People/ Learning Disabilities Nurse Case Managers worked with Lenny's family and service commissioners to create a care plan to support him. To do this, effective communication from our carers, and the building of a trust-based relationship with Lenny were crucial to allow mum to rest.

A consistent 'core' team of clinically capable care staff was established, which has been supporting Lenny for over two years, benefiting him through continuity of care, and allowing Lenny to feel very comfortable. He now seeks assistance from the team at night instead of his mother and feels comfortable asking them for support with tasks like shaving, which he previously only allowed mum to do.

A positive behavioural support plan was implemented to address Lenny's challenging behaviours, which stemmed from his inability to express himself. With staff implementing communication strategies with Lenny, he now has greater involvement and engagement with the wider community multidisciplinary team. Monitoring and recording his myoclonic movements at night led to a recent epilepsy diagnosis, and he is now on new medication to control this. Although Lenny's condition is degenerative, leading to deteriorations in speech, thinking, and eating, his family has noticed significant positive changes. He seems happier, calmer, and his nighttime anxieties have reduced.

His mother is extremely happy with the care and support Lenny receives and values the relationships with the team.

**"I love Lenny's carers. They have been so reliable and consistent. They are supporting him now to get ready for adult life."**



## Ahmed's Story

Ahmed, a 38-year-old man, lives in his adapted home following a serious road accident in 2014 that caused a traumatic brain injury, resulting in prolonged consciousness disorder and multiple fractures. As a result of the accident,

Ahmed also suffered multiple fractures and soft tissue injuries to his legs that required to allow him to stand. He has severe cognitive impairment and communication challenges but shows some cognitive function, such as enjoying comedy. Initially in a specialist rehabilitation centre, Ahmed transitioned to HFH Healthcare in 2023 to return to his family home after 2 years in tertiary care.



Our care team supports Ahmed's clinical and basic self-care needs, including enteral feeding, complex positioning, mobility support, physiotherapy, medication administration, and oral suctioning. He also has severe allergies, spasms, and seizures. Ahmed relies entirely on others for care, and procedures are explained to him to ensure he knows what's happening. His family also supports care decisions.

Since coming home, Ahmed receives daily support from our specialist care team and enjoys activities like watching comedy, football, cycling, listening to music, and outings with caregivers. Initially reserved, he has become more responsive, using facial expressions and sounds to communicate. HFH Healthcare has exceeded his family's expectations by strictly following his rehabilitation plan and providing comprehensive care. Nurse Case Managers and the home care team collaborate to ensure all his needs are met, giving his family peace of mind.

Ahmed's goals, supported by nurse-led carers, include getting up daily, using his standing frame, attending weekly hydrotherapy, and enjoying his favourite activities and entertainment.

**Ahmed's father expressed his satisfaction, saying, "I am incredibly happy with the carers and the care provided to my son. The team is very responsive to his needs."**

# Equality, diversity and inclusion

We cultivate compassion, empathy, and teamwork through ongoing training and development, ensuring a supportive and collaborative care experience.

We recognise that quality care starts with the right people. Our meticulous recruitment process selects staff with experience, empathy, and professionalism, ensuring they are well-equipped for even complex care needs. Through comprehensive training, shadowing, and ongoing evaluations, we empower them to deliver exceptional, personalised care. We believe in care plans that reflect, not dictate.

HFH champions diversity by celebrating the unique skills and experiences of every employee, representing 59 different nationalities. We actively recruit individuals over the age of 18 from diverse backgrounds, recognising the value that people of different races, ethnicities, genders, abilities, sexual orientations, and religions bring to our teams.

We continuously assess our clients' communication needs to identify their preferences and ensure open communication channels among all parties involved. The HFH assessment tool prompts assessors to evaluate various aspects of a client's communication, including speech, language, dysphasia, hearing, sight, sensory abilities, communication aids, and sign language/Makaton.



## Spotlight: Autism awareness fundraising

In June 2023 to celebrate the life of our late colleague Eval Thompson, a talented and committed individual who worked as an IT Support Technician for the company, colleagues, friends and family members raised over £5000 in his memory to go to Beyond Autism. Our CEO visited Park House School to celebrate the life of Eval and deliver the cheque to them. He was a dedicated, talented and committed member of our team, and we are proud to support such a great cause which supports autism education services to people in the UK.

# Developing a culture of safety

HFH is dedicated to ensuring the safety and well-being of both clients and staff. New team members undergo a comprehensive induction program, blending practical training with eLearning resources. They receive ongoing support from senior leadership, participate in monthly meetings, and have access to open communication channels, empowering them to tackle challenges and provide exceptional care. Regular revalidations and refresher courses keep skills and best practices up-to-date. We respect and actively encourage client choices, fostering an inclusive environment.

## Serious Incident (SIs)

In terms of serious incidents, there were zero incidents that met the threshold for serious incidents across our service during 2023/2024.

Following updates to the Serious Incident Framework (2015) in 2023/24, we developed a new Client Safety Incident Response Framework (CSIRF) Policy and shared it with all commissioning organisations we support. Any safeguarding concerns are referred to relevant specialists to create risk-minimizing plans and ensure client safety.

## Never Events

'Never Events' are serious and largely preventable client safety incidents that should not occur if the relevant preventative measures are in place. HFH Healthcare did not experience any Never Events in 2023/2024.

## Feedback on our services

We actively seek client and family input and feedback to foster a collaborative care environment. Ongoing training in communication and cultural competence ensures our staff understand and embrace these values, delivering individualised, respectful, and empowering care. Client voice, choice, and control remain central to our mission.

In 2023/24, we launched an integrated governance dashboard for consistent incident recording and enhanced analysis and learning. The initial roll-out focused on building team confidence in reporting incidents, concerns, complaints, and compliments, which will inform our 2024/25 reporting.

### Feedback type

### Numbers for 2023/2024

Compliments	<b>73</b>
Concerns	<b>194</b>
Formal complaints	<b>52</b>
Ombudsman enquiries	<b>0</b>

# Internal quality monitoring and corporate assurance to ensure high standards of care and regulatory conclusions

Our service is robustly monitored by a Quality & Governance Team to ensure that our complex care is delivered to the highest standard possible and achieves regulatory ratings of Good or better. We do this through a framework of consistently reviewing and improving our practice.

We have a strong focus on continuous staff learning and improvement with both internal and external shared learning days and ongoing staff support through prompt and effective communication platforms.

Where concerns or complaints are identified, action plans are monitored through governance meetings and key incidents and themes are reviewed by department heads and the Senior Leadership Team.



## Bella's Story

Bella, a working academic in the later stages of Motor Neurone Disease (MND), was hospitalised during the COVID-19 pandemic due to respiratory function deterioration, requiring a tracheostomy with full ventilation.

Eager to return home when medically fit for discharge, Bella was anxious about needing 24-hour care and support. In the hospital, her care was exclusively nurse-provided. Although safe and appropriate, transitioning to a nurse-delegated, carer-delivered care package at home caused her significant anxiety.

Bella's health needs included: Tracheostomy Care, Ventilation, Cough Assist via tracheostomy, Oral Suctioning, and Enteral Feeding via gastrostomy. Bella has capacity and wanted to direct her own care in her family home. She communicates using Eye Gaze. Her goals were to get back to work and home to her partner.

The HFH Onboarding Team and her Nurse Case Manager (NCM) built trust by addressing her anxieties, identifying methods for clear communication and education with Bella and her family and explaining the key steps required for a safe discharge. They collaborated with Bella's multidisciplinary team to create a holistic and comprehensive care plan with realistic goals and personalised outcomes.

We required a highly skilled team familiar with her routine and able to anticipate her needs.

Orientation shifts in hospital for her new care team and our NCMs were vital in helping Bella and her family gain confidence in the care team's ability to support her individual health needs.

After receiving care from our specialist carers at home for over a year, Bella feels comfortable, reassured, and supported. This has allowed her to maintain a husband-wife relationship with her partner instead of a client-carer relationship, Bella is also happy to have been able to maintain her role as an Auntie to her nieces. She has continued focusing on her academic work, leading to further publications in her field.



"I want to say a big thank you to all of you, and for what you did. I cannot express how grateful I am to have such wonderful carers in my daughter's team, they go the extra mile, I would like to nominate them for care team of the month."

**Anastasia, HFH Client**

"A massive thanks to all of you for supporting Dad's recent period of hospital admission and safe discharge. You understand the suffering and struggles we were experiencing and how everyone's needs are different. We could not do that without your support."

**Thomas, HFH Client**

## Regulatory compliance

As a provider of complex care services in England, HFH Healthcare are registered with the CQC for treatment of disease, disorder or injury (which includes personal care and nursing care).

We have the advantage of having registered healthcare professionals working in our care teams. Our qualified and experienced nurses supervise and delegate nursing procedures, so that we can look after clients with complex healthcare needs in their own homes.

This complex and nursing care can only be authorised by a healthcare professional by virtue of their professional qualification – one of the many aspects of our care that makes us stand out from other providers.

Our service is regulated by the CQC, who measure compliance with the following 5 key lines of enquiry:

1. Is the service safe?
2. Is the service effective?
3. Is the service caring?
4. Is the service responsive?
5. Is the service well led?

We submitted an annual Provider Information Return (PIR) to the CQC in January 2024, informing them about our service, including any changes we have made and how we make sure that our service is safe, effective, caring, responsive and well-led.

### Our CQC Ratings

Site	Overall	Safe	Effective	Caring	Responsive	Well led	Inspection date
London Office, SW19	Good	Good	Good	Good	Good	Good	14/07/2021

**HFH Healthcare**

**CQC Overall Rating**

**Good**

14 July 2021


  
hfh healthcare  
experts in nurse led complex care

Inspected and rated by

  
CareQuality  
Commission





A woman with short hair, wearing a straw hat, a white ruffled blouse, and a black choker, is sitting in a wheelchair outdoors. She is smiling and looking towards the camera. Her hands are resting on her lap, holding a pair of glasses. She is wearing a green beaded bracelet on her right wrist. The background is a blurred green garden with red flowers.

“For over a decade,  
I’ve trusted my team  
to keep me safe.”

**Ava, HFH Client**

Contact our friendly team to learn more  
about how our service can support you:

London:

Tuition House 27-37 St George's Road Wimbledon London

SW19 4EU

T: 0208 944 8831

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