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**The Bullen Healthcare Group Ltd.
Annual Quality Report 2022 – 2023**



Contents

	Page
Introduction	4
The Organisations Values	5
Statement from Peter Bullen, Chief Executive.	6
Mandatory Statements & Information	7
Provision of Services	7
Statutory and Mandatory Registrations as an organisation	9
Statutory and Mandatory Registrations for HCPs	11
Mandatory Training	12
Quality Performance Review 2022/23	13
Patient Safety	13
Clinical Effectiveness	13
Cost optimisation and minimising waste	14
Audit	16
Complaints and Compliments	17
Patient and carer experience	18
Comments from patients and carers	21
Statements from partners and stakeholders	22
Review and Learning	23
Staff Survey and Comments	25
Performance of Priorities for 22-23	26
The Bullen Healthcare Group Ltd.	26
LUAMS	27
The MARSS	28



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Clinical Governance Arrangements	29
Priorities for 2023-2024	31
The Bullen Healthcare Group Ltd.	31
LUAMS	32
The BLMK SPS	32
The Norfolk & Waveney SPS	32
The MARSS	33



Introduction

The Bullen Healthcare is a 4th generation, family-owned business established in 1858 by Charles S Bullen. Since its inception, it has grown to become one of the leading home delivery companies for Stoma, Urology and Wound care products.

Bullen Healthcare evolved into The Bullen Healthcare Group Ltd. in 1995 and in doing so brought several companies under the one healthcare umbrella. The Bullen Healthcare Group Ltd. dispenses medical appliances against FP10 prescriptions via one of multiple dispensing appliance contractor licenses, dispenses a variety of different classes of medications, including prescription only medications, against FP10 prescriptions via its distance selling pharmacy and provides clinical care and services direct to patients via multiple commissioned services.

The Bullen Healthcare Group Ltd. employs a range of registered healthcare professionals with a variety of specialist skills, training and experience, including stoma nurse specialists, urology nurse specialists, clinical pharmacists, a midwife and district nurses. The organisation also has active registrations with the Care Quality Commission (CQC), the General Pharmaceutical Council (GPhC) and the Medicines and Healthcare products Regulatory Agency (MHRA).

The Bullen Healthcare Group Ltd. collaborates with multiple other organisations, including NHS and charities, to provide additional expert clinical support for their patients and members. Some of these collaborations have been in place for multiple years, others only commenced during the reporting period and others are planned to commence in the forthcoming year.

The Bullen Healthcare Group Ltd. is a product agnostic organisation that prides itself on its ability to supply patients with products from different manufacturers. The clinicians working within the organisation have the autonomy that comes with working for an independent organisation and are not influenced, by the organisation, to only utilise or recommend products manufactured by a specific manufacturer.

The organisation continues to expand in size, number of services provided and the number of patients we care for. We are continually recruiting and training new members of staff in order to equip them with the skills required to meet the increasing demand for our services. The clinical team continues to expand both in personnel and skill mix increasing our resilience and the number of services we could potentially provide in the future.

We are committed to delivering high-quality healthcare services to the communities we serve. As a private provider of NHS commissioned services, we are dedicated to providing safe, effective, and patient-centred care that meets the needs of our patients. This Quality Account report outlines our achievements over the past year and our plans for improving the quality of care we provide in the future.

The Organisation's Values

The values of the organisation are designed to help the organisation achieve its ultimate aims: The Compass Point.

“To be the best dispensing appliance contractor in the UK.”

- Championing the needs of our patients;
- Doing whatever it takes to make the lives of our patients a little bit easier;
- Connecting our patients to the right support at the right time.



Trust

Strive to ensure that patients have, or develop, trust in the staff working for the organisation, which in turn develops trust of the organisation.

Respect

All staff have respect for all our patients and one another. We also strive to ensure that patients have respect for our staff as well and follow the NHS stance on zero tolerance to abuse of staff.

Innovation

Innovative work streams, projects and processes are encouraged to be explored. If specific projects or ideas have the potential to enhance the outcomes for our patients, these are prioritised for implementation as a pilot or company wide deployment.

Collaboration

Collaborative working with other healthcare organisations enables respect and clinical networks to be developed and utilised for the benefits of the patients.

Excellence

All staff are encouraged to demonstrate excellence within their role on a daily basis. Feedback is provided to ensure each member of staff knows how their work is important and how their work impacts patients, which ultimately ensures all staff understand how important it is to demonstrate excellence on a daily basis.

Statement from Peter Bullen, Chief Executive.

During the last reporting period The Bullen Healthcare Group have continued with their expansion of services to patients by the addition of a new centralised prescribing service for stoma patients living within the Bedford, Luton and Milton Keynes area. This has added circa 2000 more patients for whom we are providing a prescribing service, in addition to the LUAMS and MARSS services which are already established.

The employment of more specialist nurses within our Urology and Stoma teams has ensured that we are able to address these problems as and when we discover them.

As we continue to expand our service to patients and various ICB's throughout the country so we are reviewing our policies and protocols to ensure, where possible, efficiencies and improvements can be made.

We are aware of the NHS aim for a net zero carbon footprint, and I am pleased to report we are actively pursuing this aim. We have recently renewed six of our delivery vehicles and replaced diesel powered with electric.

Although we do make use of remote consultations, where appropriate, the increase of our nursing team members means that we are able to more easily accommodate face to face consultations as desired.

We believe it is vital to understand how patients view the service they receive from us and to this end we have reviewed our method of surveying them to maximise our response rate.

We have received requests from a small number of patients for the provision of a mobile phone application through which they may order their appliances, and are hoping to introduce this option very shortly.

Finally, I would confirm that we will continue to look for ways which may enable us to continue to improve the quality and service we offer to patients and commissioners



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Mandatory Statements & Information

Statement of assurance from The Board

The following statement was agreed and ratified by The Bullen Healthcare Group Ltd. Board of directors on 27th June 2023:

"On behalf of The Bullen Healthcare Group Ltd., we are pleased to present our Quality Account for the 2022-23 year. We are committed to delivering high-quality healthcare services that meet the needs of our patients. This past year, we have focused on enhancing patient safety, improving the patient experience, and engaging and supporting our staff. We have achieved significant improvements in these areas. We will continue to build on these achievements and work towards delivering even better outcomes for our patients in the future."

Provision of Services

The Bullen Healthcare Group Ltd. delivers a variety of services for, and in collaboration with, our charity partners and NHS commissioners. Assurance and feedback is provided direct to our relevant charity partners and is not covered within this quality account. The following services are delivered direct to patients, all of which are commissioned by a variety of NHS organisations:

Appliance Use Reviews (AURs)

Appliance Use Reviews ensure that patients are obtaining the best outcomes from the appliances they are prescribed and ensures they are using them correctly. They are delivered by an appropriately trained and registered clinician via one of the dispensing appliance contractor licenses. This service is a service that is commissioned by NHSE&I.

Essential and Advanced Services (Pharmacy)

The distance selling pharmacy, Bullen Lewis & Partners Ltd. t/a Pharmore plus, delivers essential services and some advanced services as outlined in the Community Pharmacy Contractual Framework (CPCF).

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Glacier Buildings, Brunswick Business Park, Harrington Rd, Liverpool L3 4BH



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Stoma Appliance Customisation (SAC)

Stoma appliance customisation is an advanced service that was introduced into the English Community Pharmacy Contractual Framework (CPCF). It provides patients with products that are customised to ensure correct and comfortable fitting of a stoma appliance. It is delivered via the dispensing appliance contractor licenses and is a service commissioned by NHS England and NHS Improvement (NHSE&I).

The Bedford, Luton and Milton Keynes Stoma Prescribing Service (BLMK SPS)

During the reporting period The Bullen Healthcare Group Ltd. were appointed as the provider for an ICB wide centralised stoma prescription management service within Bedford, Luton and Milton Keynes ICB. This was the result of a successful tendering process and began preparations for the mobilisation of this service. It is anticipated this service will see us increase the provision of care we provide to an additional 2,500 patients within this ICB.

The Liverpool Urology Appliance Management Service (LUAMS).

Commissioned by NHS Liverpool Place and commenced in 2017. It is a centralised prescribing and clinical review service for patients prescribed an appliance associated with urology care and registered with a GP practice within NHS Liverpool Place. The service provides care for in excess of 2,000 local patients that require appliances for urology associated needs.

The Merseyside and Region Stoma Service (MARSS)

Commissioned by a six NHS Places within the Cheshire and Merseyside ICB. The service delivers centralised prescribing for patients with a stoma formation (including those with a fistula) registered with a GP within one of these NHS Places, and ongoing clinical care for patients in this area, with the exception of those registered with a GP practice within NHS Warrington Place. It commenced in June 2021 and now provides care for in excess of 5,000 local patients with a stoma formation within NHS Halton Place, NHS Knowsley Place, NHS Liverpool Place, NHS St Helens Place, NHS Warrington Place and NHS Wirral Place.

The Norfolk & Waveney Stoma Prescribing Service

During the reporting period The Bullen Healthcare Group Ltd. were appointed as the provider of a centralised stoma prescription management service for an identified cohort of patients and GP practices within the Norfolk & Waveney ICB. The mobilisation of this service commenced within the reporting period and it is anticipated this service will see us increase the provision of care we provide to an additional 1,000 patients within this ICB.

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Statutory and Mandatory Registrations as an organisation

The Bullen Healthcare Group Ltd is a group of individual organisations, many of which have specific requirements for statutory and/or mandatory registrations in order to safely and legally operate. The following statutory and mandatory registrations are held by organisations within The Bullen Healthcare Group.

Cyber Essentials

The Bullen Healthcare Group Ltd. remained compliant with Cyber Essentials during the reporting period with the current certificate issued 6th March 2023 (certificate number 2786b323-e432-456d-bec1-dbd0637605c5).

Cyber Essentials Plus

The Bullen Healthcare Group Ltd worked towards obtaining the Cyber Essentials Plus accreditation during the reporting period. This was successfully completed and audited during the reporting period with the certificate issued 11th April 2023 (certificate number eec13819-0a37-44a1-bece-f5f9d4ad670c).

Data Security and Protection Toolkit

The Bullen Healthcare Group completes the NHS Digital Data Security and Protection Toolkit on an annual basis. The 2021-2022 standards were met and published 30th June 2022, with the standards for 2022-2023 due to be published before 30th June 2023.

ISO 9001

The Bullen Healthcare Group Ltd. is ISO 9001 (Quality Management Systems) accredited with the latest audit being undertaken in February 2022 and interim review undertaken in Feb 2023 with no issues reported.

ISO 14001

The Bullen Healthcare Group Ltd. is ISO 14001 (Environmental Management Systems) accredited with the latest audit being undertaken in February 2022 and interim review undertaken in Feb 2023 with no issues reported.



The Care Quality Commission

The Bullen Healthcare Group Ltd. has an active registration with the Care Quality Commission (CQC) with the latest inspection, conducted in November 2021, rating the service as good. Each of the parameters, Safe, Effective, Caring, Responsive and Well-led were all rated as good. This was the first inspection undertaken by CQC, with the report available here: <https://api.cqc.org.uk/public/v1/reports/4dafd6d4-f47f-48d0-a221-8f8c8537bd32?20220117080202>

There were no concerns raised to or from CQC during the reporting period about any of the services that The Bullen Healthcare Group Ltd. currently provide.

The General Pharmaceutical Council

Bullen Lewis & Partners Ltd t/a Pharmore plus is the distance selling pharmacy, which is part of The Bullen Healthcare Group Ltd. It has an active and valid registration with the General Pharmaceutical Council (GPhC), registration number 1117847, but has not yet been inspected by the GPhC. There have been no incidents or concerns reported to or by the GPhC during the reporting period.

The Information Commissioner's Office (ICO)

The Bullen Healthcare Group Ltd. maintains an active registration with the Information Commissioner's Office (ICO) registration number Z8456837.

The Medicines Health Regulatory Agency (MHRA)

The Bullen Healthcare Group Ltd. retains its active registration with the Medicines Health Regulatory Agency (MHRA), via Charles S Bullen Stomacare Ltd (MHRA reference number 4199).

Statutory and Mandatory Registrations and Training for Healthcare Professionals within the organisation

The Bullen Healthcare Group Ltd. employs, contracts or sub-contracts pharmacists and nurses, who are required to ensure they have an active registration with their professional body.

The General Pharmaceutical Council (GPhC)

Each of the pharmacists (and pharmacy technicians) must ensure their registration remains active. This requires them to complete their annual revalidation in order that they keep their professional skills and knowledge up to date, reflect upon how to improve and demonstrate how they provide safe and effective care for patients and the public.

All the pharmacists (and pharmacy technicians) provide evidence, demonstrating they have completed their annual revalidation and they retain an active registration with the GPhC.

During the reporting period The Bullen Healthcare Group Ltd. supported one member of the pharmacy to successfully undertake their dispensing assistant course, one new staff member to commence their pharmacy dispensing assistant course and a pharmacy technician to commence their accredited checking technician course.

The Nursing & Midwifery Council (NMC)

Each of the nurses must ensure they uphold the NMC professional standards in order to remain registered to practise in the UK. The nurses must also ensure that, as part of this, they undertake their revalidation every three years and continually reflect upon their own practise and how they care for their patients.

All new starters have their registration status checked prior to commencing a role with the organisation. All the nursing staff are supported with clinical development, peer and managerial supervision, and with their revalidation to ensure they remain fit to practice and remain present on the NMC register.

During the reporting period The Bullen Healthcare Group Ltd. supported two stoma nurses to successfully undertake their independent Prescribing Courses and qualify as Non-Medical Prescribers (NMPs).

Mandatory Training

There are two mandatory training lists for staff working for The Bullen Healthcare Group Ltd., the clinical mandatory training relates to the registered clinicians working within the organisation, whilst the non-clinical is for all the other staff.

In addition to the standard mandatory training lists, detailed below, there are additional training requirements that are specific to individual roles (e.g. or fork-lift truck operators).

The Mandatory Training list was reviewed during 2022-23 and updated in-order to align it with the NHS Health Education England Core Skills Training Framework (CSTF). The only module not yet included on The Bullen Healthcare Group Ltd. mandatory training list for all staff is Resuscitation – Level 1.

Non-Clinical

Code	Course Name	Link
743-0001	Fire Safety Awareness	e-LfH (e-lfh.org.uk)
743-0008	Information Governance & Data Security	e-LfH (e-lfh.org.uk)
743-0005	Infection Prevention & Control Level 1	e-LfH (e-lfh.org.uk)
743-0002	Equality & Diversity & Human Rights Level 1	e-LfH (e-lfh.org.uk)
743-0003	Health, Safety & Welfare Level 1	e-LfH (e-lfh.org.uk)
743-0007	Moving and Handling Level 1	e-LfH (e-lfh.org.uk)
743_0010	Safeguarding Adults Level 1	e-LfH (e-lfh.org.uk)
743_0011	Safeguarding Children Level 1	e-LfH (e-lfh.org.uk)
743-009	Preventing Radicalisation - Basic Prevent Awareness	e-LfH (e-lfh.org.uk)
743-0019	Preventing Radicalisation - Awareness of Prevent (level 3)	e-LfH (e-lfh.org.uk)
743-0006	Conflict Resolution Refresher	e-LfH (e-lfh.org.uk)

Clinical

Code	Course Name	Link
743-0001	Fire Safety Awareness	e-LfH (e-lfh.org.uk)
743-0008	Information Governance & Data Security	e-LfH (e-lfh.org.uk)
743-0005	Infection Prevention & Control Level 1	e-LfH (e-lfh.org.uk)
743-0015	Infection Prevention & Control Level 2	HEE elfh Hub (e-lfh.org.uk)
743-0002	Equality & Diversity & Human Rights Level 1	e-LfH (e-lfh.org.uk)
743-0003	Health, Safety & Welfare Level 1	e-LfH (e-lfh.org.uk)
743-0007	Moving and Handling Level 1	e-LfH (e-lfh.org.uk)
743_0010	Safeguarding Adults Level 1	e-LfH (e-lfh.org.uk)
743_0017	Safeguarding Adults Level 2	HEE elfh Hub (e-lfh.org.uk)
743_0011	Safeguarding Children Level 1	e-LfH (e-lfh.org.uk)
743-0018	Safeguarding Children Level 2	HEE elfh Hub (e-lfh.org.uk)
743-009	Preventing Radicalisation - Basic Prevent Awareness	e-LfH (e-lfh.org.uk)
743-0019	Preventing Radicalisation - Awareness of Prevent (level 3)	e-LfH (e-lfh.org.uk)
743-0006	Conflict Resolution Refresher	e-LfH (e-lfh.org.uk)
	Resuscitation	External trainer

Quality Performance Review 2022/23

Patient Safety

During the reporting period there were twelve incidents reported in total. Of these twelve incidents, there was one clinical incident and two that were classified as serious, resulting in full investigations being undertaken with root cause analysis. The two serious incidents were related to potential non ICO-reportable data breaches for patients registered as part of the MARSS. The one clinical incident, which was classified as a serious incident, involved a patient registered with LUAMS in which they suffered an allergic reaction to one of the products prescribed.

	Total Incidents	Clinical Incidents	Serious Incidents
LUAMS	1	1	1
MARSS	11	0	2
AURs	0	0	0
Dispensing	2	0	0

Clinical Effectiveness

Patients continued to access clinical reviews with relevant specialist nurses during the reporting period. On the 31st March 2023, there were 2,119 patients registered with LUAMS and 5,233 registered with the MARSS. The number of reviews, the type of review (face-to-face, virtual) and from which service are detailed in the below table.

The COVID-19 pandemic and continued governmental advice regarding social distancing during the reporting period has impacted the organisation's ability to see patients face to face in a clinic environment. This is something that we are actively planning to focus on in the forthcoming year, although it is anticipated that there will be cohorts of patients that will be reluctant to return to being seen in a clinical environment. Therefore, the plan will aim produce a steady increase in the number of patients being seen in clinic, whilst still providing capacity and ability for patients to participate in video consultations until they become more confident to return to clinic.

	Total Annual Reviews	Virtual	Home visit	In Clinic
LUAMS	3,163	3,012	68	83
MARSS	5,851	4,131	1,023	697



The analysis shows that, during the reporting period, 70% of annual reviews were virtual in nature. It is noted and accepted that the percentage of annual reviews delivered in a face-to-face environment (home visit or in clinic) does need to be focussed upon in the forthcoming year with a target of doubling that percentage in 2023-24.

A review and analysis of the outcomes of the clinical interventions have demonstrated that the most common outcomes for patients fall into the following categories:

For patients with additional urology needs:

- Increased adherence to formulary prescribing.
- Reduced risk of localised injury.
- Reduced risk of hospital readmission.
- Increased compliance and understanding.

For patients with a stoma:

- Successful treatment of granulomas closer to home.
- Reduction in frequency poorly fitting stoma bags.
- Reduction in the incidence of sore skin.
- Reduction in the need for accessories.
- Increased patient knowledge and empowerment.

Cost optimisation and minimising waste

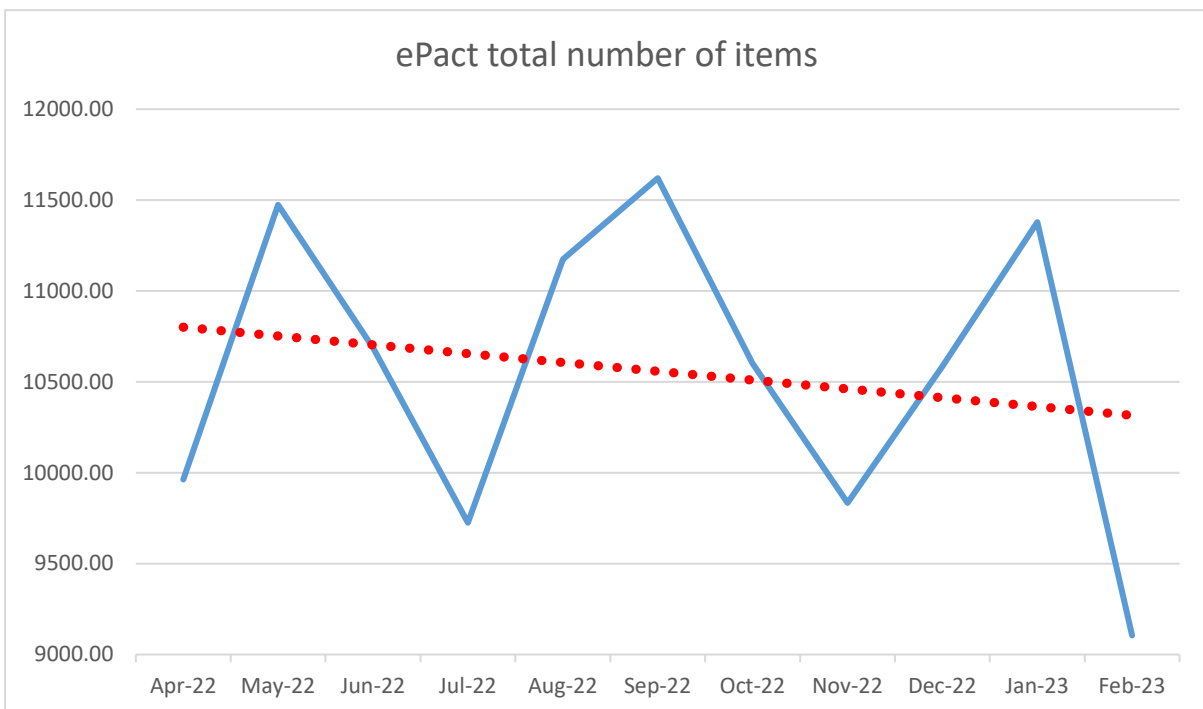
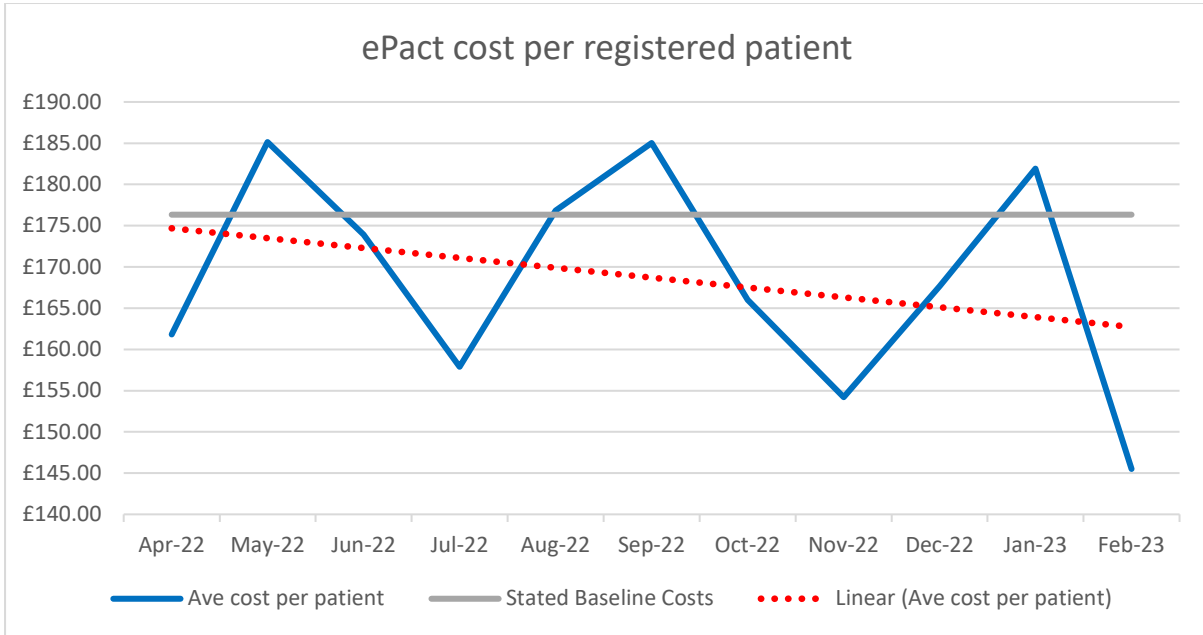
The Bullen Healthcare Group Ltd. undertake a proactive stock check with almost all patients we process orders for and assist them to order appropriate quantities, ensuring they order sufficiently but not excessively to reduce the risk of stockpiling and waste.

For our centralised prescribing services (LUAMS and MARSS) we ensure that we liaise with the patient, or authorised representative, directly. Prescription requests are not accepted from commercial third parties for the majority of patients, whilst our policies and processes ensure that patients are safeguarded against forgetting to request a prescription and potentially running out.

Several screening questions are also in place for our centralised services, which helps with early identification of when a patient may be becoming unstable or issues are starting to arise. This enables us to invite the patient to attend a review with a specialist nurse as early as possible in order to address their issues early. This does improve patients care and outcomes but is also a cost avoidance as patients do not attempt to use additional products to manage their issues on their own. Whilst it is recognised that self-care and patient education does have a role to play it is also important to address underlying issues patients may be experiencing.

MARSS:

The cost per registered patient for MARSS is on a downward trend during the reporting period. The number of items prescribed each month is also on a downward trend during the reporting period. It is noted that a complete data set is not yet available via ePact.



Audit

Audit forms an integral element of assurance provision for The Bullen Healthcare Group Ltd. The Board of Directors obtains assurance that it is delivering high quality healthcare to patients and the approved and authorised processes are being adhered to.

Audits are also utilised to assist in identifying any gaps in any policies, processes or systems and adherence, enabling actions to be undertaken and action plans to be developed if required.

	The Bullen Healthcare Group Ltd.	NHS Commissioned Services	Pharmore	Other
ISO 9001	✓			
ISO 14001	✓			
Financial accounts	✓			
Mandatory Training Compliance	✓			
Call Quality Monitoring	✓	✓		Charity partners
Professional Registration compliance	✓	✓	✓	
Policy adherence	✓	✓	✓	
NPSA & CAS alert compliance audit	✓	✓	✓	✓
Safeguarding audit	✓	✓	✓	✓
Prescribing audit Formulary compliance		✓		
Prescribing audit P-formulary compliance		✓		
Medical Records Quality audit		✓		
KPI achievement audit	✓	✓		Charity partners
Pharmacy Quality Scheme audits (various)			✓	
Clinical Governance Audit		✓		
Incident Audit	✓	✓		
Adherence to Complaints policy	✓	✓	✓	✓
Equality and Modern-Day Slavery Audit	✓	✓	✓	✓
NHS Accessible Information Standard		✓	✓	
Conflict of Interest Audit	✓	✓		

Complaints & Issues

The Bullen Healthcare Group Ltd. have a very low threshold for categorising complaints, as we want to ensure all queries or enquiries, where patients are not satisfied, can be learnt from and improved. All communications where the patient has not received the highest levels of service are captured as a complaint, irrespective of if the patient wishes to make a complaint. All the information is captured on a bespoke internal system. For the purposes of this report, they have been categorised into LUAMS, MARSS and other. As LUAMS and MARSS are commissioned services, a brief summary and analysis is provided.

All complaints are analysed and investigated on a daily basis with escalation to senior management and executive management team, ensuring The Board has regular oversight.

During the reporting period, the following complaints were raised:

	Patients or Carers	Healthcare Professionals	Healthcare Organisations	Non-Healthcare organisations
MARSS	26	2	0	0
LUAMS	27	0	0	0

LUAMS

Of the 27 complaints raised for LUAMS the most common issue (n=10) was in relation to a delivery or dispensing issue (i.e. an item being out of stock), which is actually the responsibility of the dispensing and delivery organisation opposed to the LUAMS service. The second most common issue raised was where a patient had not received a call on the expected day or did not obtain a call back after being advised they would be scheduled for one (n=6).

The MARSS

Of the complaints made the majority (n=9) were in relation to a delivery or a dispensing issue (i.e. an item being out of stock), which is the responsibility of the dispensing organisation and not the MARSS. The majority of the complaints made (n=7) were in relation to the service not meeting the expectations of the patient for a variety of reasons, including patients expecting an appointment with a nurse the same day, a nurse to call them at a precise time (which didn't occur). There were a few complaints (n=3) that were raised relating to the triage questions and stock check questions being required prior to a request being raised, however it was explained that this was a key part of the service.

Patient and carer experience

At The Bullen Healthcare Group Ltd., we strive to provide an excellent patient experience. We believe that patient feedback is essential in improving the quality of care we provide. In the past year, we have collected feedback from our patients through surveys, focus groups, and social media.

The Bullen Healthcare Group Ltd. utilise a monthly patient survey to capture the views and experiences of patients for the commissioned services it provides. The surveys are analysed on a monthly basis to determine if, and what, changes or improvements may be required in order to enhance the experiences of our patients.

Areas with positive results

The following points are feedback from patients that we are pleased to report high levels of feedback from the patients, indicating the service is doing well delivering in these areas:

On average 86.5% of patients reported that they felt it was either easy or very easy to request a prescription from one of our centralised prescribing services.

On average 89% of patients reported that they were either satisfied or very satisfied with the service they have received from one of our centralised prescribing services.

Of the patients that responded to the patient surveys 96% reported that they believed that the service had increased their experience in requesting a prescription for their appliances and receiving support with their urology products.

Areas for improvement

The following points are feedback from patients where the organisation is not satisfied with the reported feedback and are taking action to address these concerns:

On average 24.5% of patients have reported that they are not always asked about the stock they have at home when they are requesting their next prescription.

Of the patients that responded to the survey 23% reported that the service had not improved their experience of ordering or being supported with their products.

All patients who are part of one of the centralised services should be asked about the stock they have at home prior to a request being raised. Increasing the percentage of patients who report they are asked will form one of the quality aims for 2023-24, which will be implemented in a variety of ways.

The stoma service does not have clinical responsibility for all patients registered with the service. It is also accepted that the service now requires patients to actively participate in ordering their appliances, which may be an increased level of involvement. Therefore, some patients may feel the service has not improved their experience or has had a detrimental impact on their experience. However, we are aiming to reduce this percentage during 2023-24 as one of our quality aims via a variety of methods.

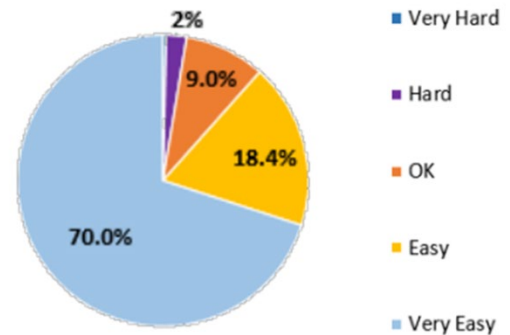


LUAMS

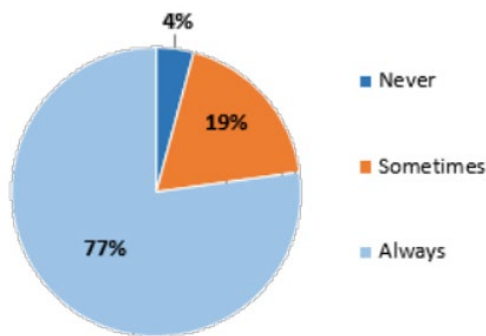
Compiling the monthly surveys has enabled annualised feedback for 2022-2023. A total of 1,200 surveys were distributed during the reporting period with 267 patients completing the survey, giving a response rate of 22.3%.

88% (n=236) of patients reported they found it easy or very easy to obtain a prescription from LUAMS.

How easy is it to obtain your prescription for urology products from LUAMS?

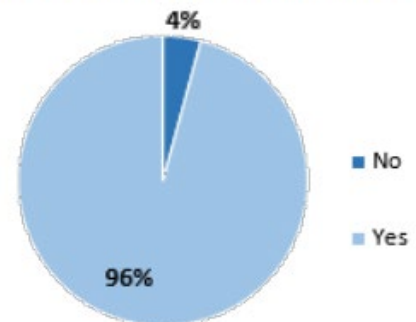


When ordering your prescription, are you asked about the products you already have at home?



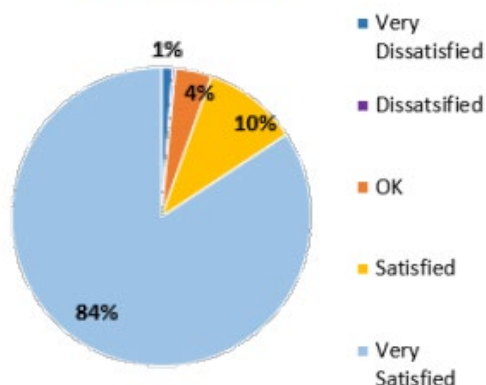
96% (n=252) of patients reported they were asked about the products they already have at home.

Do you think LUAMS has improved your overall experience in ordering and supporting you with your urology products?



96% (n=252) of patients reported that they thought that LUAMS had improved their overall experience.

How satisfied are you with the LUAMS service overall?



94% (n=247) of patients reported that they were either satisfied or very satisfied with the LUAMS service overall.

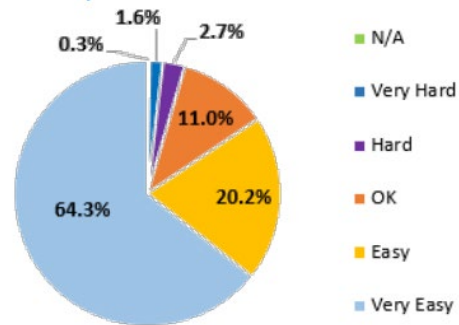


MARSS

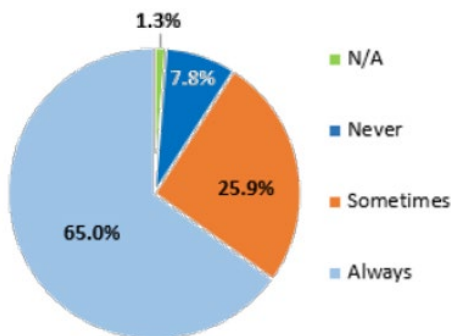
Compiling the monthly surveys has enabled annualised feedback for 2022-2023. A total of 5,400 surveys were distributed during the reporting period with 1,386 patients completing the survey, giving a response rate of 25.6%.

84% (n=1,171) of patients reported they found it easy or very easy to obtain a prescription from MARSS.

How easy is it to obtain your prescription for stoma products from MARSS?

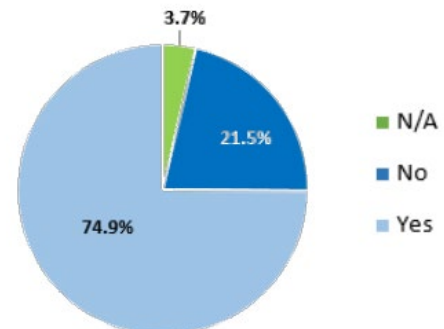


When ordering your prescription, are you asked about the products you already have at home?



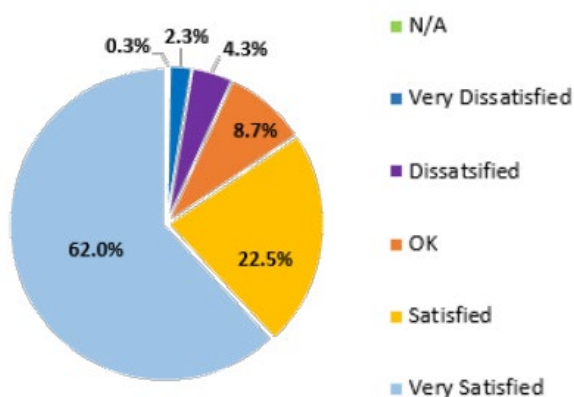
91% (n=1,263) of patients reported they were asked about the products they already have at home.

Do you think MARSS has improved your overall experience in ordering and supporting you with your stoma products?



75% (n=1,036) of patients reported that they thought that MARSS had improved their overall experience.

How satisfied are you with the MARSS service overall?



84.5% (n=1,171) of patients reported that they were either satisfied or very satisfied with the MARSS service overall.



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Compliments from patients and carers

I would like to say how much I appreciate the availability of a stoma nurse review, particularly face to face. Lucy the stoma nurse was friendly, reassuring and helpful when I saw her in December. Thank you.

Great service - I could not ask or expect anymore. This has helped my mental well-being knowing that the service is there to help and support you. I recently went on holiday for the first time since stoma. They gave me extra supplies should this be needed. Nothing was too much trouble. Thank you to all.

I am 100% happy with the service you supply and all the staff are 10/10 in my opinion. Keep up the great service you provide.

This service is ten out of ten.

Very happy with the service I am receiving.

I am very happy with the service. I am always treated with respect and empathy. Products are of high quality. Thank you.

I think the service is 5 star and I have been very happy with the service I have had.

I am very happy with the service. The advisors are always attentive and helpful. Everything (deliveries, call backs, etc) always happen as promised.

I have found the service very beneficial, when I first needed these products there was a lockdown I only had a few catheters and was really panicking- LUAMS made sure I received enough until my first order was fulfilled. A staff member delivered a box on his way home - just so grateful.



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Statements from partners and stakeholders

“Bullen has been the provider of SIA Healthcare since 2014. The service is vital for spinal cord injured people as it helps them to achieve a fulfilled life. The quality of care that Bullen provides is routinely rated as “Excellent” by members and, in a survey of more than 500 users of SIA Healthcare, 98% said they would be happy to recommend it to a friend.”

Sarah Tennent
Head of Enterprise, SIA
Spinal injuries association

Review and Learning

The Bullen Healthcare Group Ltd. regularly review and refine systems and processes for services delivered to ensure high quality and efficient services that meet the needs of our patients are delivered. Engagement with patients, carers and associated healthcare professionals has enabled, and continues to enable, the continual refinement of our services to provide patients with a system that is easy and convenient to navigate.



Complaints

Some changes that have been made in order to learn from the complaints that have been made have been done in order to ensure patients expectations are met by the service and that their expectations are not too high. We have reviewed the information we convey to patients when welcoming them to the service to ensure they are aware it is expected that they will be asked some triage questions and what stock they have at home and the reasons for these questions. It is hoped that explaining these issues at the start will set the expectations of the patient resulting in a reduced number of complaints.

The organisation is planning on reviewing the supporting literature for its services in order to ensure patients completely understand how to access the service, anticipated response times and further promotion to ensure patients are aware of how to complain.

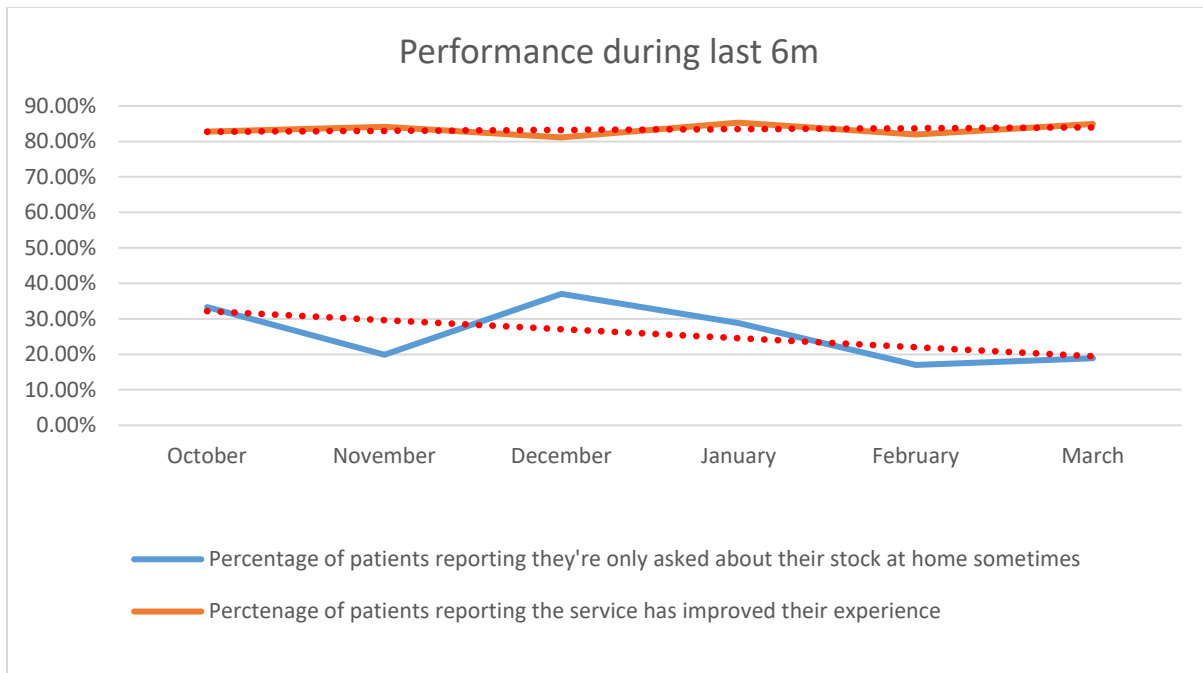
Patient Satisfaction

As highlighted previously the patient survey results produced two areas that we are intent on improving performance:

- On average 24% of patients reported they are asked about the stock they have at home only sometimes. The organisation has worked on this during the last 6 months of the year and has reduced the number of patients reporting this from 33.3% in October 2022 to 18.9% in March 2023. There has also been a number of complaints directly related to patients being asked the questions about the stock they have at home.



- On average 23% of patients that responded to the survey advised the service had not improved their experience. Again, the service has increased the number of reviews being offered and delivered in the prior 6 months and has increased the percentage of responders advising the service had improved their experience from 82.7% in October 2022 to 84.9% in March 2023.



Sharing and Advice

Engagement with other services has enabled The Bullen Healthcare Group Ltd to share the challenges and solutions to specific issues and/or scenarios with other organisations.

During the reporting period, The Bullen Healthcare Group Ltd engaged with a variety of healthcare professionals in order to enable the sharing of best practice, peer-support and peer-review. This network of healthcare professionals allows the opportunity for informal advice to be sought, or received, regarding specialist interests or specialist knowledge and experience. This is a vital strength for the organisation and provides a very robust package of care for patients that may not be available elsewhere.

Examples of providing advice or sharing experience

Medicines Management Team undertaking reviews of Direct Oral Anticoagulants (DOACs) engaged the team if there was anything they should consider for a patient with a stoma, regarding the absorption.

A local NHS stoma team have requested support with training and ongoing support regarding patients whom have a pyoderma gangrenosa ulcer – this included joint visits/care plan and supervision of patient's condition and prescribing of appropriate medication/treatments.

Staff Engagement and Comments

We believe that engaged and motivated staff are essential in providing high-quality healthcare services. In the past year, we have focused on enhancing staff engagement by:

- Providing staff with regular training and development opportunities
- Implementing a staff recognition program to acknowledge staff achievements
- Launching a staff wellness program to support the health and well-being of our employees

As a result of these initiatives, our staff retention rates have increased by 10%.

The Bullen Healthcare Group Ltd. regularly survey its employees, and the last staff survey in December 2022 generated a response rate of 85%, our highest response rate ever. The headline figures were very encouraging: 100% of staff reported that “I understand how my job affects the service to our customers”, 96% of people stated that ‘IO understand how my work contributes to the ‘Circle of Trust’ and 90% said “Service to the customer is a high priority at Bullens”.

When staff were asked “What is our biggest strength?” this is what they said:





Review of Performance and Progress against the Priorities for 22-23

The following priorities were identified for development and enhancement during 2022-23. Progress against these have been monitored on a quarterly basis. Some areas have been successfully progressed and completed, others are being considered for continuation during 2023-24, whilst others have been identified as incomplete but are no longer a priority or can be completed by the Group.

The Bullen Healthcare Group Ltd.

1. Continuation in expanding its team of healthcare professionals.

The Bullen Healthcare Group Ltd. continued to recruit and invest in staff development during 2022-23 as planned. The team of healthcare professionals working within the Group has now expanded to a total of 18 clinicians, which includes 9 Independent Prescribers.

2. A complete review of all policies, processes and protocols for our NHS commissioned services.

All policies for Appliance Prescription Management Services were reviewed and updated during 2022-23 with the exception of the Incident and Serious Incident Management Policies. Instead of reviewing these policies during the reporting period the group has been working towards implementing the Patient Safety Incident Response Framework (PSIRF) in order that we are compliant prior to the September 2023 deadline.

3. Implementation of our action plan to reduce the organisations carbon footprint.

The Group have actioned some of the items included on the Carbon Footprint reduction plan, such as investing increasing the number of electric vehicles, increasing waste that is recycled, switching to more environmentally friendly packaging. However, the Group is planning the development, implementation and monitoring of a more robust Carbon Reduction plan during 2023-24.

LUAMS

1. Clinical Reviews

The service delivered a total of 3,163 consultations with a specialist urology nurse during the reporting period. Of these, 1,317 were due to patients reporting a suspected catheter associated infection.

2. Trial Without Catheter (TWOC)

Unfortunately, due to the COVID-19 pandemic the plan to recommence supporting TWOC clinics has not yet been re-established. This will be considered for future implementation, however the capacity of the local NHS services and teams will likely impact our ability to support them, so will need to be considered in due course.

3. Patient Survey's

The service worked hard in engaging patients more in order to increase the response rate to the surveys that are distributed. This effort saw an increase in the response rate from 16% in 2021-22 to 22.3% in 2022-23.



The MARSS

1. Clinical Reviews

The MARSS delivered a total of 11,222 consultations to patients within the MARSS during the reporting period. Not all patients accepted the offer of an annual review and this does require more work moving forward. However, more than half the registered patients had multiple consultations with a stoma nurse during the reporting period, with 77 patients having had more than 10 appointments.

2. Third Party Ordering Inequality

During the reporting period the MARSS developed and successfully implemented a change to third party ordering in October 2022. This removed any inequality attributable to which NHS Place a patients GP practice was under.

3. Unwarranted variation in prescribing

The service started to commence a programme to change patients from non-formulary or high-cost formulary items to more cost-efficient formulary options (accessories). The service needs to work with the commissioners of the ICB during 2023-24 to address the unwarranted variation in prescribing which are possibly attributable to secondary care commencement.

4. Sore Skin

All patients reporting issues with sore skin were prioritised for review with the clinicians attempting to address any underlying issues these patients may have been suffering with. This is likely to be a continuous piece of work that is regularly undertaken with patients when sore skin is identified.

5. Patient Survey's

All patients that have been registered with the service for 12 months or more were given the opportunity to respond to the patient surveys and provide their opinions and feedback about the service. The service increased the number of survey's sent to patients to 450 each month, achieving a 22.4% response rate.



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Clinical Governance Arrangements

The Bullen Healthcare Group Ltd. ensures delivery of their clinical governance through a series of protocols, policies and assurance meetings. The clinical governance arrangements ensures that The Bullen Healthcare Group Ltd. is accountable for continually improving the quality of our services and creating the opportunity for excellence in clinical care.

The processes in place ensures the quick and efficient escalation of concerns within the organisation and the opportunity to involve other organisations involved in the care of specific patients.

The following areas contribute to the clinical governance arrangements for The Bullen Healthcare Group Ltd.

Infection Prevention & Control

The Bullen Healthcare Group Ltd. followed governmental guidance and advice during the COVID-19 pandemic to ensure the safety of staff and patients. These measures enabled the organisation to continue to provide good levels of access and care to our patients. The organisation experienced lower than average levels of absence due to COVID-19 and no cases of cross-infection of staff whilst within the work setting.

Regular audits were undertaken to ensure the highest levels of adherence to our policies to ensure risks to staff and patients continue to be mitigated. The organisation continued to follow the governmental advice during the pandemic and during the transition back to providing pre-pandemic services. The organisation will continue to monitor all advice and implement, where appropriate, any measures to ensure we continue to deliver safe patient care the most appropriate environment.

Risk Management

The Bullen Healthcare Group Ltd. has multiple risk registers for different arms of the organisation that are monitored by the Board. Each of the identified risks are categorised and graded with mitigating actions outlined in order to attempt to reduce any risks to a level that is accepted.

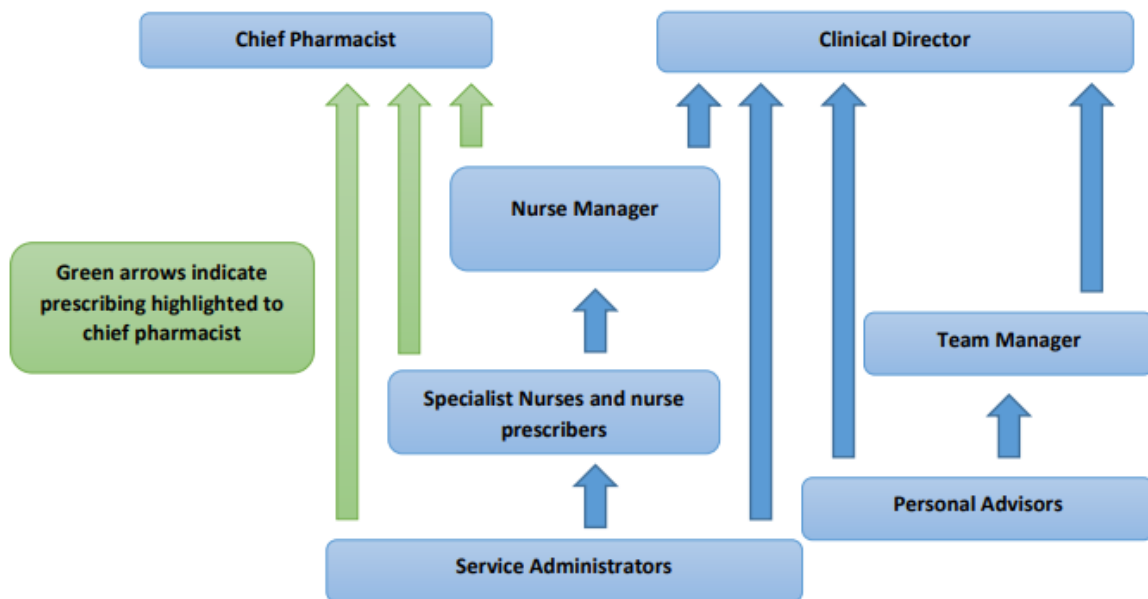
Any risks that are higher than the Board are happy to accept or those where the organisation has an appetite to reduce have an action plan developed, implemented and monitored to ensure risk reduction. Risks associated with NHS commissioned services are highlighted to the commissioners of the service to provide them with oversight and knowledge of the risk along with, if relevant, any mitigating actions required or being undertaken by the organisation. Routine monitoring and reporting of risks is part of the organisations standard processes for assurance.

Safeguarding

All the staff within the organisation have safeguarding level 1 training, clinicians trained to level 3 and the safeguarding leads trained to level 4. All concerns are escalated to the safeguarding leads who then escalate accordingly.

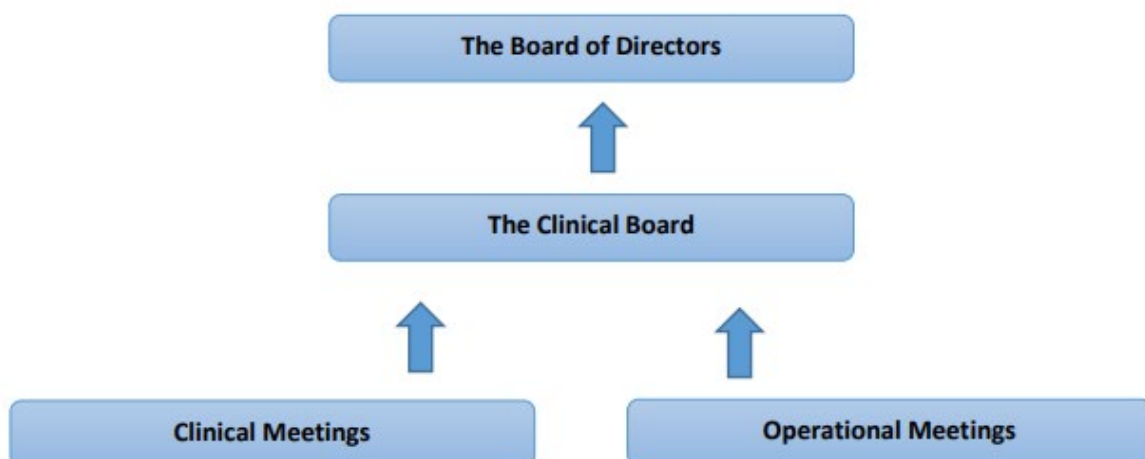
Regular safeguarding audits are undertaken and routine engagement with staff to remind them to raise concerns. Support is also provided to staff if/when they have been involved in a raising a safeguarding concern.

Escalation



Escalation of issues will be to line managers in the first instance. However, when line managers are unavailable and the escalation cannot wait until they are available further escalation should take place as outlined above.

Board Assurance Framework



Priorities for 2023-2024

The following areas have been identified as a priority for work and development during 2023-24. It is anticipated that these developments will ensure the standard of service we deliver to our patients will remain high and we will continue to successfully support a continual increase in patients.

The National NHS Objectives 2023/24 were reviewed to determine how The Bullen Healthcare Group Ltd. may be able to contribute to these to assist our commissioning partners in delivering some of these objectives. The priorities for 2023-24 were also developed based on actual performance during 2022-23 against the desired performance.

The Bullen Healthcare Group Ltd.

The NHS People Promise

The Bullen Healthcare Group Ltd. will look to continue to mirror the NHS People Promise by continuing to invest in their staff. There will be a continued drive to recruit new staff, they will continue to provide access to training courses and career conversions for existing staff. Ensure that the staff continue to have a voice (Your Voice) and they are recognised and rewarded for their work (Let's say thanks and celebrate via workplace). The staff continue to receive support and access to help they need to ensure they are fit for work with more flexible working patterns being considered and adopted.

Digital Foundations

Advancement of digital solutions and support for our staff and our patients is key to ensuring the organisation advances in-line with emerging technologies. Investment in the development and deployment of a mobile application to provide patients with the option of requesting appliances in a convenient way. The first version of an application will be a project to be completed and deployed during 2023-24, providing us with the foundation for enhancements in the future.

Advancement of our Carbon Reduction Plan

All organisations are responsible for ensuring they are taking appropriate steps to reducing their carbon footprint. The Bullen Healthcare Group Ltd has a responsibility to contribute to the NHS plan as it falls within several sectors and contributes to the footprint in different areas.

A project of work will be undertaken to provide a baseline, devise and deliver a carbon reduction implementation plan and monitor progress against that implementation plan, will commence in 2023-24. Investment in green technologies, using recyclable materials and working with partner organisations will all form part of the plan.

LUAMS

The service will continue to ensure it prescribes cost efficient, formulary items for its patients. Due to the capacity issues and social distancing measures that were in place for a portion of 2022-23 the service did not manage to support the delivery of any TWOCs. The service will look to reengage local providers during 2023-24 to attempt to provide support to undertake TWOCs.

The service will look to re-establish community-based clinics in order to commence routinely reviewing patients in a clinic environment.

The BLMK SPS

The mobilisation of this new service and the successful launch is the first objective for 2023-24. The Bullen Healthcare Group Ltd. will also focus on the following, however this is dependent on progress and stabilisation of the service:

- Identification of patients with issues that have not been reviewed in a number of years.
- Working with the local stoma nurses to ensure correct tirage and review of patients identified with potential issues.
- Working with the local stoma nurses and commissioners to develop/implement a local formulary to ensure patients are commenced, and remain on, cost efficient appropriate products.

The Norfolk & Waveney SPS

The mobilisation and recruitment of practices to this pilot service is the first objective for this service during 2023-24. Support practices with the identification of patients with a stoma and completing the process to transfer them to the service needs to be undertaken prior to being able to deliver the core elements of the service. Once the mobilisation is completed the service will then look to deliver the following objectives:

- Identification of patients with issues that have not been reviewed in a number of years.
- Working with the local stoma nurses to ensure correct tirage and review of patients identified with potential issues.
- Working with the local stoma nurses and commissioners to develop/implement a local formulary to ensure patients are commenced, and remain on, cost efficient appropriate products.

The MARSS

The service will continue to look to improve engagement with patients who are declining an annual review and will continue to offer face to face appointments as the preferred format. The service will continue to look to ensure patients are prescribed cost-efficient products and will be aiming to work more closely with primary and secondary care services to ensure patients are initiated on high-quality, cost-efficient products.

The service will look to build on the good progress made in 2022-23 with a focus on increasing face to face reviews, cost effective prescribing and engagement with those patients that are declining or not attending their annual review.



www.bullens.com

Head Office: 17-19 Glacier Buildings, Brunswick Business Park, Harrington Road, Liverpool, L3 4BH.

T. 0800 888 501

The Bullen Healthcare Group Ltd. is registered and regulated by the Care Quality Commission, The Medicines Health Regulatory Agency, NHS England and NHS Improvement and the General Pharmaceutical Council.

June 2023

The Bullen Healthcare Group Ltd.
Glacier Buildings, Brunswick Business Park, Harrington Rd, Liverpool L3 4BH