

QUALITY ASSURANCE SYSTEM & PROCEDURES

Policy Statement

Established in 2018 Kingdom Healthcare Limited provides temporary and permanent recruitment services in the healthcare sector (predominantly nurses, allied health professionals and healthcare workers) to its clients.

The company's objective is to provide experienced candidates, capable of meeting client specifications and requirements, whilst remaining compliant with prevailing legislation and adhering to contracts and agreed service levels. To achieve this, the company operates to stringent quality procedures.

Kingdom Healthcare meets all applicable statutory regulations and maintains an effective quality management system that meets all the criteria of ISO standards, supported and operated by all members of the staff to achieve our specified objectives.

It is our intention to continually strive for improvement in line with the principles of this policy and our strategic/operational objectives.

Kingdom Healthcare approach to quality is based on four fundamental principles;

1. We conform to requirements, having identified very carefully the needs of our clients, our applicants and our own systems.
2. We operate a quality management system that focuses on identifying potential risks/errors in our systems, processes and documentation; and put in place the necessary preventative actions/contingencies to ensure continuing compliance with legislation and best practice.
3. We ensure quality of service provision is based on the principle of everyone understanding how to do their job to the standard required, and doing it right first time and we test this by carrying out six monthly planned independent compliance audits.
4. We conduct a 360-degree service review process that encourages and uses feedback from our staff, clients and candidates to continuously improve our service and provide recognition where appropriate for a job well done.

To ensure that our approach to quality is successfully implemented, staff are made responsible for identifying client and candidate requirements and for ensuring that correct procedures are adhered to in order to meet those requirements. Our Compliance Team is responsible for maintaining quality standards through conducting regular performance

reviews/appraisals and providing training in line with staff needs. The company's Compliance Team will also implement and support processes that make it as easy as possible for all stakeholders to make complaints, provide feedback and provide constructive suggestions.

The quality principles and procedures that underpin them are communicated to staff through day-to-day management, formal monthly review meetings and annual appraisals. Training will also be an integral part of the strategy to achieve the company's quality assurance objectives.

Scope of the Quality Policy

This policy applies to all aspects of the company's operating procedures.

Authority & Responsibilities

The Compliance Manager has overall responsibility for quality and ensures that effective and compliant processes are implemented, independently audited and maintained throughout the business.

Staff with management responsibility are required to ensure that all aspects of this policy and the company's quality management procedures are thoroughly understood by their direct reports. They are also responsible for providing training and conducting internal audits as required ensuring ongoing compliance.

All staff are given the authority to perform their allocated duties, identify non-compliances/possible improvement and record and report these to Compliance Manager such that corrective action can be taken to rectify the immediate situation and to prevent recurrence.

The Compliance Manager is also responsible for promoting awareness of the level of customer satisfaction and monitoring and analysing the feedback from customers.

Company Accreditations and Professional Memberships

Kingdom Healthcare holds the following professional memberships and operates according to all of their relevant codes, practices and standards:

- Member of the Association of Professional Staffing Companies (APSCO)

Quality Assurance

Kingdom Healthcare is committed to:

- Developing effective and compliant processes and procedures.
- Monitoring and continually improving its processes and procedures.
- Measuring the performance of process changes to ensure any changes to procedures deliver the anticipated improvements. ☑ Enhancing client, candidate and staff satisfaction.

Courtesy

All staff will be trained to meet our stringent customer service standards. They will be expected to exhibit a friendly approach and be knowledgeable, professional and courteous in meeting the needs of our clients, suppliers and candidates.

Communication Timescales

Kingdom Healthcare will return all telephone calls and emails received from clients, registered candidates and applicants in respect of specific vacancies within agreed timescales and KPIs. Where we are unable to achieve these, we will endeavour to inform the client, candidate or applicant of the revised timescale at the earliest opportunity and keep them up to date with any changes.

Company Policies & Operating Procedures

A key element of the company's Quality Management System is the requirement to comply with our documented company policies and operating procedures which include:

- Anti-Bribery & Anti-Corruption
- Appraisal & Revalidation Process
- Business Continuity & Disaster Recovery
- Candidate Handbook
- Candidate Recruitment Procedures (including verification of ID, Right to Work, Employment History & Referencing, Professional Registration, Qualifications, Criminal Record & Barring, Work Health Assessment, English Language Competency, and Incorporated Candidate checks)
- Candidate Training (including Statutory & Mandatory and Clinical / Core training)
- Candidate Engagement and Management Procedures
- Client Relationship Management
- Complaints & Escalation Procedure
- Corporate Social Responsibility
- Data Protection & Readily Accessible Records
- Environmental

- Equality & Diversity
- Freedom of Information
- Grievance & Discipline
- Health & Safety
- Safeguarding Vulnerable Persons & Children
- Staff Recruitment
- Staff Training
- Timesheet and Invoicing
- Whistleblowing

As a minimum, these policies will be reviewed annually, but may be updated more often in light of changes to legislation, regulation and best practice or in light of other prevailing circumstances.

All staff are required to abide by the procedures detailed within these policies, and training will be provided as a mandatory part of the induction process for all new staff. Changes to policies and procedures is communicated to all staff verbally, in writing and where appropriate via training.

Operational Processes

Whilst the majority of our processes and procedures are documented as detailed above, we also operate a number of day-to-day procedures that map the candidate and client journey from order to placement and throughout the assignment. These include:

Staff Ordering & Vacancy Fulfilment

Orders may be placed by telephone, email, or fax and will be acknowledged immediately. Checks will be made to ensure that orders are only taken from personnel authorised to do so. The full specification will be taken using the relevant order form to ensure all details of the role are accurately obtained. The time of booking and response time will be logged to ensure SLA compliance. A job description and all essential/desirable criteria will be requested to aid matching. The role will then be allocated to the most relevant member of the Account Team to fulfil. On receiving an order, we will use our searchable database to identify candidates who meet the requirement, enabling us to identify and confirm if we can fill a booking at the touch of a button. Any fulfilment issues will be logged and communicated immediately to the client. A shortlist will be produced (based on grade, location, availability, WTR compliance, qualifications, recent work history and experience) and candidates will be contacted to ascertain availability. We will then match the most suitable candidate from the shortlist against the job description, confirm commitment to the job, and submit the worker's profile including name, NI no, grade, specialism, training and qualifications, experience, registration number and DBS date and registration, results of work health assessments, immunisation dates and any other information required to the client. The worker will receive the job description, the Candidate Handbook and be asked to

confirm acceptance of the role by in writing. A log of all activity will be maintained to provide a full breakdown of requirements, response times and fulfilment and proof of induction.

Recruitment & Checking Process

The recruitment and vetting process will be conducted in line with documented procedures. All applicants will be required to complete our application form and all candidates will be interviewed in person.

Candidate Arrival & Induction

Prior to arrival all candidates will have been provided with our Candidate Handbook and given clear details on where to report and who to ask for. In addition to all the areas covered in our candidate handbook, they will also be given details of the nature of work to be undertaken, who/where to report to, working hours, dress code, PPE, and details of any health & safety risks. They will also be provided with an ID badge with their name, professional body registration number, recent clear photograph and expiry date. ID badges will also have our company name and branding on them. On the first day of their assignment, Candidates will bring with them original proof of ID and any other documentation required by the client.

Performance Management & Candidate Feedback

Levels of client satisfaction will be monitored and reviewed by the Management Team to identify trends and opportunities for continuous improvement. Operational staff will be required to monitor client satisfaction and the performance, conduct, clinical performance, abilities and quality of work delivered by each worker by undertaking:

- First day calls made to the client on the first day of every new assignment for temporary workers / contractors and on the start date of each permanent placement to ensure that the candidates have arrived punctually and are settling in.
- Calls made to the client at the end of the first week of the assignment for temporary workers / contractors and once the first week of work has been completed by candidates who have been permanently placed to confirm performance is meeting the client's expectations. These calls also enable us to identify and resolve any issues at an early stage.
- Monthly calls made to the client for temporary workers / contractors to confirm that performance continues to meet the anticipated standards throughout the assignment.
- End of probationary period calls to ensure that permanently placed candidates continue to perform to the required standards and that they have completed their probationary period successfully.
- End of assignment written reports for each worker which will be used to underpin appraisal and revalidation processes.

- Formal service review visits scheduled at a frequency to be agreed with the client.

The above calls / visits will be logged on the company's recruitment software system and feedback obtained from this process, together with any relevant management information will be recorded and reviewed on a quarterly basis by the Compliance and Management Teams to identify trends, develop quality processes and support continuous improvement.

Clients will also be invited to conduct spot audits of relevant documentation in order to support quality, compliance and continuous improvement.

Candidate feedback calls will reflect the client calling / visit schedule detailed above to ensure that each candidate is settling in to the new assignment / job successfully and that any problems or issues are identified and resolved quickly.

All feedback is documented and passed onto the worker in a constructive manner. Positive feedback supports recognition for a job well done and any such written feedback is passed on directly with a copy being kept on the candidate's file. Any negative feedback or complaints will generate an immediate investigation surrounding the details and circumstances to identify the exact issue and agree a course of action to rectify it. For nonclinical issues, this is handled by Compliance Manager and for clinical issues the Clinical Lead will be assigned. Discussion around the issue and the planned resolution will take place and this will lead to a time bound improvement plan which may include training, agreement to specific changes in behaviour, disciplinary action and in the case of a serious issue, suspension or dismissal. Minutes are kept of all meetings and a series of reviews takes place at agreed intervals to ensure that the resolution is generating the required improvement. All actions are documented on the employee's personnel file and feed into the individual's review and appraisal process.

We also conduct monthly reviews and annual appraisals with workers to support continuous improvement in performance and revalidation. This is done in line with our documented appraisal and revalidation procedure.

Candidates are encouraged to visit the company's offices to build relationships with staff and provide constructive feedback and suggestions. Staff visiting client premises will also make a point of visiting temporary workers / contractors and recently placed candidates onsite to support ongoing quality and performance.

Management Information & Review Process

The content, format and frequency of management information will be based on contractual requirements and will provide tangible evidence of our performance against agreed KPIs and the contractual agreements in place with our clients. Management information will form the basis of the review process and can be provided to review the contract as a whole or by Contracting Authority right down to Department and Ward level. Our systems are flexible

enabling management reports to be generated quickly and to show a range of performance, diversity, fulfilment and cost metrics. We will attend review meetings as agreed with the Authority and Contracting Authorities and recommend using an agenda which includes reviewing performance for the period (KPIs and compliance), issues/challenges identified together with proposed solutions (including agreeing actions for both parties over the forthcoming period), identifying opportunities for improvement, reviewing audit results, discussing legislative updates and any other business.

Staff Performance Management & Feedback

Kingdom Healthcare will ensure that all staff are involved in the process of evaluation and planning for improvements based upon feedback from questionnaires, reviews, monitoring, complaints and/or comments. Staff feedback will be secured through:

- Regular informal meetings with Line Managers to resolve ad hoc issues and review performance.
- Monthly review meetings with Line Managers which will follow an agreed agenda including reviewing performance against set targets/objectives for the period, identifying the immediate training needs/support required by staff members and setting targets/objectives for the forthcoming period.
- Formal annual appraisals designed to provide an objective view of performance. These will include discussion with the staff member regarding training needs and agreeing measurable targets/objectives for the forthcoming year. Appraisals are a two-way process where staff are encouraged to share their views and identify the support and training that they require to achieve their targets and objectives as well as receiving feedback from Line Managers.

The above review process is designed to support succession planning, talent management and career development.

Document Control

All documentation that relates to the company's quality management system, or that is used in the execution of individual customer contracts is controlled to ensure that it is:

- Issued to the appropriate personnel, under the correct level of authority;
- Revised and reissued as necessary;
- All obsolete versions are removed from the point of use.

Kingdom Healthcare operates a document control system for relevant policies and procedures which:

- Approves documents for adequacy prior to issue;
- Reviews and revises documents as necessary;
- Ensures that relevant and up to date versions of documents are available for use as appropriate;
- Ensure that documents remain legible and readily identifiable; ☒ Prevents the unintended use of obsolete documents.

Quality Plans are maintained by the Compliance Manager who ensures that the appropriate documents are issued to all who need them.

Each client and candidate has a file which contains all relevant information held on the company's computer system for ease of access.

Recruitment Software

Our recruitment software system, ADAPT, is used to store, manage and report on client, candidate and vacancy / assignment information, processes and workflows. The system manages the full end-to-end recruitment process from advertising, screening, compliance, interviewing and assessment to placement, assignment management and feedback. It is searchable, allowing candidates to be identified by skills, grade, location and availability. It also has a diary and alerts functionality, enabling us to track and prompt candidates in advance of when compliance documentation or training expires

Management Reviews & Internal Audits

The Independent Quality Auditor conducts two internal Quality Management audits per annum. These are designed to:

- Confirm that the Quality Management System is achieving the expected results and meeting the Company's requirements, continuing to comply with legislative and regulatory standards, continuing to satisfy the customers' needs and expectations, and functioning in accordance with the established Operating Procedures.
- Expose irregularities or defects in the System, identify weaknesses and evaluate possible improvements.
- Review the effectiveness of previous corrective actions, and to review the adequacy and suitability of the management system for current and future operations of the Company.
- Review any complaints received, identify the cause, recommend corrective action if required and analyse complaints to establish if there are any patterns or trends.

- Review the findings of internal audits and identify any recurring problems or potential improvements and incorporate changes to the company's operating procedures as appropriate.
- Review the reports of non-conforming items and trend information to identify possible improvements.

Internal audits of the Quality System are undertaken to confirm that operational staff are adhering to the Company's Procedures. A comprehensive audit programme will be compiled at least a year in advance, however should particular needs be identified the frequency of audit may be increased at the discretion of the Compliance Manager.

Audits are undertaken by an Independent Quality Auditor who is trained in auditing and not directly responsible for the functions being audited. Nonconformance observed is brought to the attention of the Compliance Manager, and is recorded, documented and subject to timely corrective action to ensure full rectification.

Internal audit documents will clearly identify the content of the audit and how the results are to be determined and monitored. Further to the completion of the audit, an audit report will be issued, complete with any corrective actions that are required. It is imperative that the corrective actions are completed within the agreed timescale and reviewed to ensure they are being implemented correctly and consistently. The outcomes of audits together with any corrective action will be shared with staff to support continuous improvement and compliance.

In addition to the above, themed and spot check audits will take place intermittently throughout the year and these will focus on the specific areas of the operation. Line Managers will also undertake ad hoc spot checks to ensure that new staff fully understand the company's quality standards.

Complaints

We operate an independent internal complaint management team staffed by experienced and qualified medical personnel

The bulk of service issues will be raised and dealt with operationally on a day-to-day basis, however there may be occasions when a particular issue needs to be raised and handled formally by our complaints team. Formal complaints should be made using our formal complaints and escalation policy and within the timescales set out in it. Should the complaint relate to safeguarding or misconduct, this will be investigated immediately in line



with our Criminal Record and Barring procedure, recorded and where appropriate referred to the contracting authority, regulatory body and/or police.

The outcome of all formal complaints will be analysed and reviewed on a quarterly basis to identify any trends and to inform and support the company's continuous improvement process.

Communication of Quality Processes & Training

It is the policy of Kingdom Healthcare to ensure that all staff are trained and experienced to the extent necessary to undertake their assigned activities and responsibilities effectively. This includes currently qualified and experienced medically trained staff.

On commencement of their employment, new employees will undertake a full induction to the company and training that is specific to the requirements of their role. This induction will be organised and implemented by the Human Resources Team.

Ongoing training needs will be identified by the relevant Line Manager through the company's review and appraisal process detailed previously, taking into account each individual's education, skills, experience and aspirations. All staff have an annual appraisal and staff training is evaluated and recorded in line with the company's training and development policy.

Review

This policy statement will be reviewed annually as part of our commitment to upholding professional standards. It may be altered from time to time in the light of legislative changes, operational procedures or other prevailing circumstances.