



BARCHESTER

MENTAL HEALTH HOSPITALS

BARCHESTER HEALTHCARE'S
INDEPENDENT HOSPITAL SERVICES

QUALITY ACCOUNT

2023-2024



Statement from Chief Executive Officer

I am delighted to report back on the 2022 to 2023 Quality Accounts for our independent hospital services and to set new targets for 2023 to 2024. This document enables all stakeholders involved with our hospitals to take stock of the quality initiatives that we have worked on over the past year, and to plan ahead for the coming year and the new improvements and implementations we have coming down the track in 2023/4.

I am very proud to say that, for the fourth year in five years, Barchester Healthcare has been named as winner of internationally recognised RoSPA Health & Safety Awards for the entire Healthcare sector. The health and safety of our patients, residents and staff is paramount and our staff work tirelessly to achieve the best hygiene and infection control standards possible. We are delighted to accept this award on behalf of all the brilliant people within our business who have again gone above and beyond over the past year to deliver the highest quality care.

This year sees the 10th iteration of our independent hospitals' Quality Accounts and another important step towards positive change. Our focus for the coming year will be to implement a series of cultural, clinical and operational changes to continue to improve care for our patients and residents with a range of new digital systems, which will ensure that our business offers the most up to date paper-free systems and solutions.

As regards our Quality Accounts targets for 2023/24, we have identified several new areas for action that we believe will continue to improve quality within our services. The targets are based on discussions with the individuals we support, their families and carers, our staff, CQC and other stakeholders.

I would like to thank everyone who provided feedback or came up with ideas or actions for our Quality Accounts. Without their input, the progress we have made towards our aims and objectives would not have been possible. I would also like to thank our staff for their continued hard work, dedication and support.

A handwritten signature in black ink, appearing to read 'Pete Calveley', written in a cursive style.

Dr Pete Calveley
Chief Executive Officer, Barchester Healthcare



Quality Statement from the Managing Director of Hospitals

We have successfully built and have opened an extension to Arbour Lodge, which expands their beds from 13 to 20. We would like to thank our Property and Design team, as this was the first extension that we have completed and the teams listened to the requirements and provided a far better environment that we could have ever hoped for.

No CQC inspections have taken place in any of our hospitals in 2022/23. We continue to have 67% of our hospitals with an overall CQC rating of 'Good' against the national average of 60%. We also have 16.5% of our hospitals with an overall CQC rating of 'Outstanding' compared to the national average of 7%. We have only one hospital which is rated 'requires improvement' with the national average being 27%. We are confident that, when inspected, the hospital will be rated as 'overall Good'. We have no hospitals (0%) rated as inadequate compared to the national average of 6% (CQC data as at 01/05/2023, published reports only, Barchester included).

We have reviewed the reporting format for the Hospitals Quality and Safety Committee to include a section related to physical well-being as we identified that we needed to review physical key performance indicators via the governance process.

We understand that training is a pivotal part of providing a high quality service and I am pleased to report that our hospitals have statutory training completion rates of 93% and mandatory completion of 94%.

Thank you to all our fantastic staff for their never ending dedication, warmth and compassion.



Sue Gallagher
Managing Director for Hospitals and Complex Care

Our Values

We are proud of our culture at Barchester Healthcare. It is something that we've built by sticking to our principles and listening to our employees. Our purpose is to provide a premium caring experience delivered by our great teams to those we care for. Our staff know and live our values with consideration to one another and the people that we care for.

We have five overarching values:

Integrity

Honest, fair and open in our actions

Passion

About our company and in our approach to everything we do

Respect

Empowerment valued, trusted and motivated to do the right thing

Responsibility

Personally committed to providing excellent care and customer service

Empowerment

Valued, trusted and motivated to do the right thing

Statement of Accuracy of our Quality Accounts

Directors of organisations providing hospital services have an obligation under the 2009 Health Act, National Health Service (Quality Accounts) Regulations 2010 and the National Health Service (Quality Accounts) Amendment Regulation 2011 to prepare a Quality Account for each financial year. Guidance has been issued by the Department of Health setting out these legal requirements.

We can formally record that, over 2022/23, Barchester Healthcare provided mental health services commissioned by the NHS within its six independent hospital sites.



Services

We have six independent hospitals across England which are registered with the Care Quality Commission.

- 1 Arbour Lodge, Cheshire
- 2 Billingham Grange, Cleveland
- 3 Castle Lodge, Hull
- 4 Forest Hospital, Nottinghamshire
- 5 Jasmine Court, Essex
- 6 Windermere House, Hull

Barchester Healthcare's Independent Hospital Services, Quality Account 2023-2024

Arbour Lodge is an independent hospital with 20 beds for men over 50 only, located in the quiet town of Marple. It provides needs-led services for people with functional or organic illnesses, on a detained or an informal basis, sometimes with Deprivation of Liberty Safeguarding authorisations in place for the individual's protection. The main focus of the hospital is to offer support and rehabilitative programmes leading to greater freedom and choice. We have completed the process of building an extension to the hospital, which has resulted in the addition of 7 new beds as well as increased communal space and a refurbishment of the current environment.

Billingham Grange provides care and treatment for people with enduring and progressive mental health disorders, acquired brain injury, cognitive impairment and complex behaviour that may be challenging. Patients are admitted informally, sometimes with Deprivation of Liberty Safeguards authorisations in place, or on a formal basis under the Mental Health Act 1983. It has 34 beds for men and 16 beds for women, divided across three age and gender-specific units, accepting people over the age of 18. Patients are closely monitored by a Mental Health Act Co-ordinator and a Consultant Psychiatrist. The multi-disciplinary team works in collaboration with patients, families and community agencies to develop effective treatment programmes for improving quality of life and maximising independence. The hospital has been partly refurbished and achieved an 'Outstanding' rating as the outcome of its last Care Quality Commission inspection.

Castle Lodge is an independent hospital with 15 beds within the Castle Care Village on the outskirts of Hull. Castle Lodge provides mental health support for people from the age of 18, for men with organic mental health needs, women with functional mental health needs and support for those with working age dementia or with the need for 24-hour psychiatric nursing care. Services also include supportive care for any associated behavioural challenges, promoting individual well-being and independent living skills, as well as offering access to a consultant, physiotherapist and occupational therapist. Castle Lodge has close links with the local community. Staff at Castle Lodge believe in a person-centred approach to potential recovery. Empowerment enables individuals to take control of their daily lives and achieve their optimum level of independence.

Forest Hospital is a state-of-the-art, purpose-built facility for adults with a variety of organic and enduring mental health conditions. It has two 15-bedded units, one for males and the other for females, accepting people over the age of 18 on a detained or informal basis. The hospital is also able to provide treatment and care under the provision of Deprivation of Liberty Safeguards. Forest Hospital is able to deliver personalised care across an integrated care pathway. The multi-disciplinary team provides a range of evidence-based treatments to enhance the recovery journey.

Jasmine Court independent hospital is situated in Waltham Abbey, Essex and is a men-only service with a capacity of 15 en-suite single bedrooms, catering for people over 50 who have complex behaviour due to a neurodegenerative illness, including alcohol-related dementia, dual diagnoses, forensic histories, Pick's disease and working-age dementia. Patients can make use of a spacious shared lounge and dining areas. A large activities room is available for group or independent work with patients. The hospital has its own garden area designed for individuals to engage in therapeutic horticultural activities and there is access to local amenities. All of these features enable individuals to maintain or gain new skills and support plans for discharge.

Windermere House is an independent hospital situated in Hull. During 2023, we moved one of the units to a vacant unit which increased the number of beds available to 30. There are two open wards providing treatment and care for men with a range of enduring mental health diagnoses or acquired brain injury with associated behaviours which may be considered challenging. Windermere House focuses on maximising people's quality of life, their ability to make choices and to manage their lives for themselves. Full inclusion in support planning and informed choice form the cornerstones of life at Windermere. One ward remains closed.

Governance

The Barchester Quality and Safety Committee regularly reviews (6 times a year) the quality and risk profiles covering all service provision, including mental health service provision. The Managing Director for its hospitals is responsible for links between the Quality and Safety Committee Meeting, the Hospitals Quality and Safety Committee, the local Hospital Quality and Safety Committee and the hospitals' response to Barchester Healthcare's Quality Governance Framework 2023.

The Hospital Quality and Safety Committee meets bi-monthly and is the key body for driving clinical governance and quality improvements across all of our independent hospitals. We have reviewed the reporting format that we use to ensure that it reflects best practice and have added in standing agenda items such as physical well-being, use of force trends/analysis and 'Freedom to Speak up'.

Our committee reviews and plans its performance to meet the requirements of NHS commissioning bodies and Quality Accounts priorities. Plans are, to some extent, shaped by Commissioning for Quality and Innovation (CQUIN) standards and agreed priorities.

Management of the hospitals

Our hospital services are commissioned by the NHS and we work closely with our commissioners to deliver local services for people with mental health needs. We work to provide a safe and empowering environment, a good quality of life and a care pathway into the community or to an environment with the fewest restrictions possible. We have collaborative partnerships with NHS mental health foundation trusts, some of whom we commission into our hospitals through a service level agreement contract for the provision of psychiatry and other clinical services.

We value our shared working relationships with our partners in the NHS and appreciate the contribution that accurate reporting through our Quality Accounts makes to it and to the quality of the services we offer.

How we performed last year (2022 to 2023)

This section of the Quality Accounts for Barchester's independent hospitals reviews our performance over the last year, running from March 2022 to March 2023.

Use of Force Policy

Following feedback from staff, we have revised the use of force policy to add a section related to when 'Essential Personal Care' is required for patients who lack capacity. We have then changed some of our reporting systems and adapted our training. We are very proud of our co-production work with CPI to produce a number of training videos to support staff in difficult situations especially related to Essential Personal Care. Due to the work required to introduce the new section of the policy we have not been able to focus on introducing a risk reduction forum but we will carry this over to our next quality accounts. We have applied to become an organisational member of the Risk Reduction Network and their feedback to us was that they appreciated our work so far related to the use of force but that they needed us to focus more on risk reduction processes. We have therefore carried this forward in our next quality accounts.

Freedom to Speak Up

We have Speak Up Champions in every hospital who have completed training and attend a quarterly meeting with the Speak Up Guardian. We have had no disclosures made via the formal process. We have found that staff are speaking to the champions about various issues and that the champions are great at re-directing staff to obtain help/support. We have introduced a contacts log so that we can identify any trends related to the issues that staff are speaking to the Champions about. We also designed and introduced training for all staff working in the hospitals to help them understand the role of the Speak Up Champions and, at the suggestion of the Champions, we have designed and introduced a flyer explaining the role which is given to all new employees in the hospitals.

We found that there were a number of benefits to the role of Speak Up Champions and, as a result, we have trialled an adapted version of Speak Up Champions within the Complex Care Services. The trial has now been expanded within the company due to its success. This is a great example of how one initiative has directly affected positive practice across Barchester Healthcare.

Develop a Quality Improvement Review (QIR) Tool

We completed a significant amount of work to develop a QIR tool but, after careful consideration, we have decided that the tool would not be sufficiently hospital-specific and, rather than introduce a tool which did not fulfil the requirement, we have decided to start again. We are working closely with the Barchester Healthcare Regulation and Quality Improvement team to develop the right tool. We have carried over this target into 2023/24 as we recognise the need for this tool as part of our commitment to the continuous improvement of the quality of care and treatment provided in our hospitals. We have therefore decided that during 2023/24, each hospital will have a joint Regional Director/Quality Improvement and Regulation Manager Visit completed for each hospital to provide additional oversight of the hospitals and also enable us to consider what the future QIR tool should look like.

Introduce Safe Wards

During the last twelve months, great progress has been made with the introduction of Safe Wards. The remit from Barchester's perspective was that anything that we introduced had to be clear, simple, straight forward, make sense, uncomplicated, free of complex language and able to demonstrate clear co-production with patients. Our team of Hospital Directors, led by the Regional Director, formed a projects team and then researched Safe Wards so that they had a clear comprehension and could formulate a project plan. The Regional Director presented to the Barchester Executive Board to help them to understand the Safe Wards Project, the rationale behind its introduction and gain full buy-in from the board members.

Interventions were given to each Hospital to review with patients and staff what the interventions meant to them and how they could be introduced. Each of the hospitals trialled some of the actions discussed to see if they made sense and were practical. This was all fed back to the project team, who reviewed all the information and suggestions and then devised an implementation plan for the next three years, which will continue as one of our quality account targets until all interventions have been introduced and have become part of our DNA. We are very clear that we intend to do this correctly and that it has positive benefits for patients and staff and therefore we have agreed to fully introduce 4 interventions in 2023/24.

How we performed last year (2022 to 2023) continued

Priority for improvement	Our Targets	Outcome
1. We will fully implement the use of Force Policy.	<ul style="list-style-type: none"> ↔ Introduce and hold a Risk Reduction Forum. ✓ Introduce clear KPI metrics related to the use of force. ✓ Introduce a clear risk reduction strategy. ↔ Become a pledge member to the Risk Reduction Network (RRN) and become an organisational member of the network. 	Partially met
2. We will develop and implement a hospital specific Quality Improvement Review (QIR) tool.	<ul style="list-style-type: none"> ↔ Finish developing a Hospital Quality Improvement Review Tool. ↔ Train the Regulation and Quality Improvement Team to use the tool within the hospital environment. ↔ Complete a QIR for each of the hospitals and then use this information to improve the quality of care. 	Not met
3. We will implement a Freedom to Speak up Policy.	<ul style="list-style-type: none"> ✓ Train and develop Freedom to Speak up Guardians. ✓ Introduce a feedback forum for Speak Up Guardians. ✓ Analysis/report trends and action lessons learnt related to Freedom to Speak up Policy via the Hospital Quality and Safety Committee. ✓ Review if/how introduction of the policy has affected practice in the hospitals. 	Fully met
4. We will introduce Safe Wards across all 6 hospitals (10 wards)	<ul style="list-style-type: none"> ✓ Understand Safe Wards and the evidence behind it. ✓ Formulate implementation and evaluation plans. ✓ Get commitment from all staff and wards. ✓ Turn the plan into action. 	Fully met

Targets for 2023 to 2024

Our targets for 2023/2024 are focused on further development of quality of care and treatment in our hospitals:

Priority for improvement	Our Targets
1. We will fully implement the use of Force Policy.	<ul style="list-style-type: none"> • Introduce and hold a Risk Reduction Forum. • Develop further KPI metrics related to the use of force. • Develop further the risk reduction strategy. • Become a pledge to the Risk Reduction Network (RRN) and become an organisational member of the network.
2. We will introduce a joint regional Director/Quality Improvement Regulation Manager Visit.	<ul style="list-style-type: none"> • Complete a combined RD/QIRM visit for each hospital. • Review the outcomes from the combined visits and decide if a separate QIR tool is required.
3. We will learn and review deaths which occur in hospitals.	<ul style="list-style-type: none"> • Review the National Guidance on Learning from Deaths and understand how the guidance can be applied to our hospitals. • Develop a process of reviewing all deaths in our hospitals via our Quality and Safety Committee. • Review how we can engage with families and carers to gain their insight, as a vital source of learning. • Take part in national research related to learning from deaths.
4. We will introduce Safe Wards across all 6 hospitals (10 wards).	<ul style="list-style-type: none"> • Survey the patients to understand which interventions they would prefer to be introduced during the next year. • Introduce 4 interventions across all wards. • Review if/how each of the 4 interventions has affected the patients and practice on the wards. • Plan and get ready to implement the next 3 interventions for the following year.

About Barchester Healthcare – Funding, Registration, Research, Staffing and Commissioner's Comments

Funding: Barchester Healthcare provides services to just over 13,000 people in over 242 care homes and six independent hospitals. For our hospitals, our commissioners are local authorities, Clinical Commissioning Groups and the NHS Commissioning Board.

Barchester's overall health income in our care homes fluctuates on a daily basis because much of it comes through payments for individual nursing needs or continuing healthcare funding. In developing this account we have specifically reviewed the Quality Accounts of our six independent hospitals, reporting back as a composite. Their income represents approximately 2.3% of the total income for Barchester Healthcare, generated from the provision of NHS services over 2022/23, all funded through NHS commissioning.

Patients in our hospitals are funded through individual contracts.

Registration: Barchester Healthcare is licensed by Monitor, a subsidiary of NHS Improvement, acting on behalf of the Department of Health and Social Care, with particular responsibility for patient welfare, value for money and financial oversight.

Barchester Healthcare is required to register its hospitals with the Care Quality Commission, the independent regulator for health and social care in England, and is inspected and rated by them. Across the services Barchester provides our services are subject to different registration for different regulated activities. For our independent hospitals our current registration status is in respect of: 'Regulated Activity: Treatment of disease, disorder or injury' and 'Regulated Activity: Assessment or medical treatment for persons detained under the Mental Health Act 1983'.

Barchester Healthcare has not participated in any special reviews or investigations by the Care Quality Commission during the reporting period.

Care and Quality Commission (CQC) Rating:

All our hospitals are registered and inspected by the Care Quality Commission. Within the last 12 months there have been no CQC inspections of our hospitals. Below are the current overall CQC ratings:

Hospital	CQC Rating
Arbour Lodge	Good
Billingham Grange	Outstanding
Castle Lodge	Good
Jasmine Court	Requires Improvement
Windermere House	Good

Internal Quality Assurance

Our hospitals are also regularly internally inspected through our, a monthly monitoring of clinical targets, quality and action planning, which is conducted by the Regional Director for Hospitals.

Research: We did not participate in formal research over 2022/23.

Barchester Healthcare would like to thank all patients, staff, commissioners and others for their contribution to this Quality Account.



BARCHESTER

MENTAL HEALTH HOSPITALS

www.barchestermentalhealth.com