



Turnaround—Prison Healthcare Services

IC CUBED SUCCESSFULLY DELIVERED THE TURNAROUND OF THE PRISON HEALTHCARE SERVICES RELATING TO A NEWLY ACQUIRED PRISON CONTRACT

Background

In April 2017, our client, Bridgewater Community Healthcare NHS Foundation Trust (BCH), jointly acquired the contract to provide healthcare services at HMP Wymott and HMP Garth together with Greater Manchester Mental Health NHS Foundation Trust (GMMH). Shortly after the acquisition of the contract management at BCH started to have concerns relating to the quality of the services which were being delivered. These initial concerns were confirmed as the number of formal and informal complaints being received about the service began to increase, this included complaints to the regulator, the Care Quality Commission (CQC).

Solution

In August 2017 IC Cubed were engaged to review the safety and performance issues affecting the service, to develop and agree an improvement plan with key stakeholders including the CQC, Prison Management Team and the commissioners NHS England (NHSE) and to manage the delivery of the Turnaround Programme.

The initial interventions put in place by the Turnaround team in support of the 'established staff' enabled a rapid diagnostic of the issues facing the service, whilst at the same time moving directly to stabilise the service by addressing/resolving a number of the patient facing issues relating:

- Improving the serious incidents reporting and complaints processes;
- Reducing waiting times for GP services;
- Building relationships with the prison staff, commissioners and Lancashire CC;
- Introducing a leadership development and support model; and
- Providing day to day support and guidance for Nursing and Pharmaceutical staff to enhance the delivery of contracted services.

Having stabilised the delivery of services a detailed workforce review was undertaken in order to establish and agree a staffing model with key stakeholders which could, going forward, deliver safe and efficient care in line with the commissioning intentions. In addition to this a comprehensive change programme has been established in support of a frailty model and delivering the quality indicators that would improve/address the organisations need for future regulatory inspection.

Outcome

CQC weekly monitoring was ceased at the end of December 2017, 3 months after being introduced; Prison staff report that satisfaction with the service has increased significantly; the number of complaints reported has reduced significantly; anecdotally staff morale has improved; and the number of formal and informal complaints has dramatically reduced.



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