



**BARCHESTER**

MENTAL HEALTH HOSPITALS

**BARCHESTER HEALTHCARE'S  
INDEPENDENT HOSPITAL SERVICES**

**QUALITY ACCOUNT**

**2022-2023**



## Statement from Chief Executive Officer

I would like to take this opportunity to thank all those involved in providing feedback, 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 the outstanding dedication that they continue to display.

I am pleased to report back on the 2021 to 2022 Quality Accounts for our independent hospital services, and to set new targets for 2022 to 2023. This document provides a basis for all stakeholders involved with our hospitals, to look back over and reflect upon the quality initiatives we have worked on over the past year, and to plan actions for the improvements we have set ourselves going forward into next year.

This year we were delighted to receive two internationally recognised RoSPA Health & Safety Awards, this is the third time in four years that we have won the sector award.

- RoSPA Winner of the Healthcare Services Industry Sector Award
- RoSPA Finalist in the Sir George Earle Trophy

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 these awards on behalf of all the brilliant people who have gone above and beyond to deliver the most excellent care, in the most difficult of circumstances over the past two years.

Our independent hospitals' Quality Accounts for 2021 to 2022 was the 9th iteration of the Quality Accounts and an important contribution to positive change, linked in with Barchester's Quality Governance Framework for 2021 and the 'Quality First' initiative, which applies to all Barchester homes and hospitals, setting and stretching quality targets and monitoring their delivery on a monthly basis.

Moving to the Quality Account's targets for 2022 to 2023, we have identified four 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.

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 Divisional Director of Hospitals

During the last year Covid 19 has presented us with ever changing challenges but our focus has not changed, which has always been to provide the best care possible and adapt as we are presented with challenges. We continue to have 66% of our hospitals with an overall CQC rating of Good, the national average is 63%. We also have 16% of our hospitals with an overall CQC rating of Outstanding rating compared to the national average of 63% (CQC data as at 01/05/2022, Published reports only, Barchester included).

We have moved away from the amended Covid 19 clinical audit schedule and reintroduced an updated version of the full clinical audit schedule with the addition of a monthly Infection Control Audit.

We have spent a considerable amount of time reviewing the changes we needed to introduce due to the Mental Health Units (Use of Force) Act 2018, which came into effect on 29th March 2022. The new policy has been introduced, but we recognise that there is a lot more work to be completed, we have therefore included this area as part of our targets for 2022/23. This will include facilitating a Risk Reduction Forum to ensure that patients have a clear voice, changing our training to reflect best practice, improving our understanding of how force is used within our Hospitals and how it can be reduced.

We have introduced a well-being policy and well-being hub for our staff as we want to empower our employees to take responsibility for managing their own health and wellbeing by providing them with access to a range of resources.

We understand that training is a pivotal part of providing a high quality service, I am pleased to report that our hospitals have statutory training completion rates of 93% and mandatory completion of 95%.

We have recognised that we need to invest in our future leaders such as Deputy Hospital Directors so we have developed the Step In programme. This Programme aims to develop the fundamental skills and behaviours found within our Leadership DNA (Development Needs Analysis) Framework, along with increasing self-awareness and building confidence to engage and lead large or multiple teams effectively. Our Deputy Hospital Directors are currently enrolled on the Step In programme which will culminate with a presentation of their project work in July 2022 related to the introduction of Safe Wards.

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

A handwritten signature in black ink, appearing to read 'Sue Arnold'.

**Sue Arnold**

**Divisional Director for Mental Health Hospitals, Barchester Healthcare**

We are proud of our culture at Barchester Healthcare. It is something 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 we care for.

We have five overarching values:

### Respect

Considerate to one another and the people we care for

### Integrity

Honest, fair and open in our actions

### Passion

About our company and in our approach to everything we do

### Empowerment

Valued, trusted and motivated to do the right thing

### Responsibility

Personally committed to providing excellent care and customer service

## Statement of Accuracy of our Quality Account

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 2021-2022 within its six independent hospital sites Barchester Healthcare provided mental health services commissioned by the NHS.



### 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 2022-2023

**Arbour Lodge** is an independent hospital with 13 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 are currently in the process of building an extension to the hospital which will result in the addition of 7 new beds as well as increased communal space and a refurbishment of the current environment. This is planned to be completed by October 2022.

**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 challenge. . 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 3 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 part refurbished and achieved an 'Outstanding' rating as the outcome of its last Care Quality Commission inspection.

**Castle Lodge** is an independent hospital within Castle Care Village on the outskirts of Hull, with 15 beds. 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 life 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 mental health conditions. It has two 15 bedded unit 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. Our community café has been closed this year due to Covid 19 restrictions but we hope to open it again in the near future and the consulting area enables individuals to receive the support they need in an open, non-clinical environment.

**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 dementia-type 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 2021 we moved one of the units to the vacant unit which increased the number of beds available to 30. There are two open wards (totalling 30 beds) providing treatment and care for men with a range of functional mental health diagnosis' 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 Divisional Director for its hospitals is responsible for links between the Quality and Safety Committee Meeting, the Hospital Quality and Safety Committee, the local Hospital Quality and Safety Committee, the hospitals' response to Barchester Healthcare's Quality Governance Framework 2021 and the linked Quality Assurance policy.

The Hospital Quality and Safety Committee is the key body for driving clinical governance and quality improvements across all our independent hospitals. Its meetings are bi-monthly. We have reviewed the reporting format that we use to ensure that it reflects best practice and added in sections 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.

## Part 1 How we performed last year (2021 to 2022)

This section of the Quality Accounts for Barchester's independent hospitals reviews our performance over the last year, running from March 2021 to March 2022, as already stated this last year has been difficult due to continued challenges due to Covid 19 outbreaks. However our hospitals have continued to work hard to reach the targets.

We are very proud of our work so far with the development "Freedom to Speak Up" and our Employee Services Team have really supported the hospitals with this initiative. Genevieve Glover who is our HR Director is the 'Freedom to Speak Up' Guardian for the hospitals and has completed the required training. We are now in the process of identifying 'Speak Up' Champions in each hospital, providing them with training and then the monthly network will commence. We have also, as a result of the work so far, decided to trial 'Speak Up' Champions in our Complex Care Homes which is a great example of how practice in our hospitals has directly affected practice in our care homes.

We have partly developed a Hospital Specific Quality Improvement Review Tool but due to the continued pressures which Covid 19 placed on our Hospitals during the last year this has not yet been fully completed. However we have carried over this target into 2022/2023 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 not been able to meet the target of introducing a hospital specific dementia well-being tool. This is because Barchester Healthcare has decided to incorporate the dementia well-being strategy into an overarching care strategy. We are awaiting the outcome of this new strategy before we review it to see how it needs to be amended to be implemented across the hospitals.

| Priority for improvement  | Our Targets   | Outcome              |
|---|---|----------------------|
| <b>1. We will develop and implement a hospital dementia care well-being framework.</b>        | <ul style="list-style-type: none"> <li>• Develop a hospital specific Dementia Strategy.</li> <li>• Develop a hospital specific dementia care well-being dementia standards template.</li> <li>• Complete a Standards template for each of the hospitals and then use this information to improve the quality of care.</li> </ul>        | <b>Not met</b>       |
| <b>2. We will develop and implement a hospital specific Quality Improvement Review (QIR).</b> | <ul style="list-style-type: none"> <li>• Develop a hospital Quality Improvement Review Tool.</li> <li>• Train the Regulation and Quality Improvement Team to use the tool within the hospital environment.</li> <li>• Complete a QIR for each of the hospitals and then use this information to improve the quality of care.</li> </ul> | <b>Partially met</b> |
| <b>3. We will develop and implement a Freedom to Speak up Policy.</b>                         | <ul style="list-style-type: none"> <li>• Develop a Freedom to Speak up Policy.</li> <li>• Train and develop Freedom to Speak up Guardians.</li> <li>• Analysis/ report trends and action lessons learnt related to Freedom to Speak up Policy via the Hospital Quality and Safety Committee.</li> </ul>                                 | <b>Partially met</b> |

## Part 2

### A review of targets set for 2022 to 2023

Our targets for 2022/2023 are focused on further development of quality of care and treatment in our hospitals:

| Priority for improvement  | Our Targets   |
|---|---|
| <b>1. We will fully implement the use of Force Policy.</b>                                    | <ul style="list-style-type: none"> <li>• Introduce and hold a Risk Reduction Forum.</li> <li>• Introduce clear KPI metrics related to the use of force.</li> <li>• Introduce a clear risk reduction strategy.</li> <li>• Become a pledge to the Risk Reduction Network (RRN) and become an organisational member of the network.</li> </ul>   |
| <b>2. We will develop and implement a hospital specific Quality Improvement Review (QIR).</b> | <ul style="list-style-type: none"> <li>• Finish developing a hospital Quality Improvement Review Tool.</li> <li>• Train the Regulation and Quality Improvement Team to use the tool within the hospital environment.</li> <li>• Complete a QIR for each of the hospitals and then use this information to improve the quality of care.</li> </ul>   |
| <b>3. We will implement a Freedom to Speak up Policy.</b>                                     | <ul style="list-style-type: none"> <li>• Train and develop Freedom to Speak up Guardians.</li> <li>• Introduce a feedback forum for Speak Up Guardians.</li> <li>• Analysis/ report trends and action lessons learnt related to Freedom to Speak up Policy via the Hospital Quality and Safety Committee.</li> <li>• Review if/how the introduce of the policy has affected practise in the hospitals.</li> </ul> |
| <b>4. We will introduce Safe Wards across all 6 hospitals (10 wards).</b>                     | <ul style="list-style-type: none"> <li>• Understand Safe Wards and the evidence behind it.</li> <li>• Formulate implementation and evaluation plans.</li> <li>• Get commitment from all staff and wards.</li> <li>• Turn the plan into action.</li> </ul>   |

## Part 3

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

**Funding:** Barchester Healthcare provides services to around 11,000 people in over 250 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 2021 to 2022, all funded through NHS commissioning.

Patients in our hospitals are funded through individual contracts. Some commissioners have set broad targets to be achieved in relation to CQUIN, which is now part of the standard mental health contract.

**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 regularly 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 'Quality First' audit process, 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 2021 to 2022.

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



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