

HMP Grendon & Springhill

Quality Report

Grendon Underwood
Buckinghamshire
HP18 0TL
Tel: 01296 445000

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This report describes our judgement of the quality of care at this service. It is based on a combination of what we found when we inspected, information from our ongoing monitoring of data about services and information given to us from the provider, patients, the public and other organisations.

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Summary of findings

The five questions we ask and what we found

We always ask the following five questions of services.

Are services safe?

We did not inspect the Safe domain at this inspection.

Are services effective?

We did not inspect the Effective domain at this inspection.

Are services caring?

We did not inspect the Caring domain at this inspection.

Are services responsive to people's needs?

We did not inspect the Responsive domain at this inspection.

Are services well-led?

We undertook a focused inspection on 12 December 2017 under Section 60 of the Health and Social Care Act 2008. The purpose of the inspection was to follow up on a Requirement Notice that we issued following a joint inspection with Her Majesty's Inspectorate of Prisons in May 2017 and to check that the provider was meeting the legal requirements and regulations associated with the Act.

This report covers our findings in relation to those aspects detailed in the Requirement Notice dated September 17, 2017, and the related joint HMIP/CQC report recommendation in respect of dental services.

- Risk management pathways for the identification, monitoring and addressing of issues related to dental services, including equipment failure or damage, to ensure that risks are mitigated and actions undertaken in a timely manner have been developed.
- Effective information sharing between health care, dental partners and other sub-contractors is now in place. These include: the prompt reporting of concerns and incidents; the creation and joint regular reviewing of action plans to address risks; and the establishing of interim systems to ensure that patients are kept safe while other actions are completed.
- Arrangements have also been established to clarify the process for repair and maintenance of fixed dental equipment and assets, to ensure that required work is undertaken promptly.

HMP Grendon & Springhill

Detailed findings

Our inspection team

Our inspection team was led by:

The inspection was completed by a CQC health and justice inspector on 12 December 2017.

Background to HMP Grendon & Springhill

HMP Grendon and HMP Spring Hill are jointly managed neighbouring prisons based on the same site just outside the village of Grendon Underwood in Buckinghamshire. HMP Grendon is a Category B/C therapeutic community prison that holds around 240 men in closed conditions. HMP Spring Hill is a category D open prison holding around 335 men who are nearing the end of their sentences and preparing for release.

Care UK Health & Rehabilitation Services Limited provides a range of healthcare services to prisoners in both prisons, comparable to those found in the wider community, including primary care nursing, GP, substance misuse prescribing services and primary care mental health services. The location is registered to provide the regulated activities: Treatment of disease, disorder or injury, and Diagnostic and screening procedures. Other services, including dental services are provided under contractual agreements. As the lead provider Care UK is responsible for overseeing all services.

CQC inspected this location with Her Majesty's Inspectorate of Prisons between 15 and 18 May, 2017, as part of the joint inspection of HMP Grendon. We found evidence that fundamental standards were not being met and a Requirement Notice was issued in relation to Regulation

17, Good Governance, of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014, related to dental provision at the location. We subsequently asked Care UK Health & Rehabilitation Services Limited to make improvements regarding this breach.

We checked this element of governance, and the relevant recommendation made by HMIP and CQC in its joint report, as part of this focused inspection. We found that the provider had addressed the previous breach of regulations identified.

Why we carried out this inspection

We undertook a focussed inspection under Section 60 of the Health and Social Care Act 2008. The purpose of the inspection was to follow up on a Requirement Notice that we issued following a joint inspection with Her Majesty's Inspectorate of Prisons in May 2017 and to check that the provider was meeting the legal requirements and regulations associated with the Act.

The joint report published following the May 2017 inspection can be found by accessing the following website: <https://www.justiceinspectorates.gov.uk/hmiprisonswp-content/uploads/sites/4/2017/09/Grendon-Web-2017-1.pdf>

In May 2017 we found evidence that fundamental standards were not being met and a Requirement Notice was issued in relation to Regulation 17, Good Governance, of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. We subsequently asked Care UK Health & Rehabilitation Services Limited to make improvements regarding this breach.

Are services safe?

Our findings

We did not inspect the safe key question at this inspection.
We inspected only those aspects mentioned in the
Requirement Notice issued in September 2017.

Are services effective?

(for example, treatment is effective)

Our findings

We did not inspect the effective key question at this inspection. We inspected only those aspects mentioned in the Requirement Notice issued in September 2017.

Are services caring?

Our findings

We did not inspect the caring key question at this inspection. We inspected only those aspects mentioned in the Requirement Notice issued in September 2017.

Are services responsive to people's needs?

(for example, to feedback?)

Our findings

We did not inspect the responsive key question at this inspection. We inspected only those aspects mentioned in the Requirement Notice issued in September 2017.

Are services well-led?

(for example, are they well-managed and do senior leaders listen, learn and take appropriate action)

Our findings

At our previous inspection between 15 and 18 May 2017, we found that local governance systems in respect of dental services at HMP Grendon were not effective in identifying risks, and responding to, and mitigating risks in a timely manner. We saw that systems and processes to identify and assess risks to health, safety and/or welfare of people using the service were not fully effective. Informal arrangements were relied on too much, and there was a lack of clear accountability for managing risks to patients:

- Communication between healthcare providers was not effective and important information was not always shared to ensure the safety of people who used the service.
- There were several faults with dental equipment that were known, but it had failed to undertake sufficient measures to reduce the risks to people using the service within an appropriate timescale.

We issued a Requirement Notice in respect of these issues and found arrangements had significantly improved when we undertook a follow up inspection of the service on 12 December 2017.

Managing risks, issues and performance

Care UK Health & Rehabilitation Services Limited is the main contractor for health care services within HMP Grendon with dental services subcontracted from another provider. At our inspection in May 2017, we found that communication between the two providers was not effective despite systems and processes being in place. Care UK Health & Rehabilitation Services Limited did not ensure that important information was always shared to ensure the safety of people who used the service.

During the May 2017 inspection, we were made aware of several faults with dental equipment which had the potential to pose a risk to the safety and effectiveness of the service and patients. Whilst some of these issues were known to the provider as early as July 2016, Care UK Health & Rehabilitation Services Limited had failed to undertake sufficient measures to assess, reduce or remove the risks to people using the service within an appropriate timescale. Faults found at the time of the May 2017 inspection included damage to the dentist chair, which needed urgent

repair to ensure that it complied with infection prevention control and safety standards. Other work was required to the water line, air compressor, suction system, dental light, X-ray machine and steriliser.

In December 2017, we found that Care UK Health & Rehabilitation Services Limited had taken the following actions in relation to the governance of dental services and ensure that risks were promptly effectively identified, addressed and mitigated:

- A joint risk management process had been agreed between Care UK Health & Rehabilitation Services Limited and the dental provider. This meant that all current and any future concerns and risks identified by the dental provider were now shared promptly with all relevant parties to ensure that appropriate action was taken at the earliest opportunity. In addition, audits undertaken by the dental provider, and any action plans arising from these, were now discussed at the monthly quality assurance and quarterly contract meetings attended by Care UK Health & Rehabilitation Services Limited and the dental provider.
- All incidents involving dental equipment failure or damage were reported as an adverse incident by the dental provider to the head of healthcare and recorded on Datix, a healthcare electronic incident reporting system, to ensure that they were appropriately monitored and actioned. In addition, risk management action plans related to failure or damage were completed by both Care UK Health & Rehabilitation Services Limited and the dental provider, and recorded within Datix. They were then reviewed in a timely manner, including at the monthly quality assurance meeting, to ensure that actions were undertaken promptly, and any interim risks to patient services were effectively mitigated.
- A clearer pathway had been established for the repair and maintenance of fixed dental equipment and assets, which are owned by Her Majesty's Prison and Probation Service (HMPPS) and maintained, repaired or replaced through HMPPS's national contract with Carillion, a facilities management company. A structured process, through which requests for maintenance, repair and replacement requests are monitored, had now been implemented at HMP Grendon & Springhill, replacing the previous ad hoc arrangement. A concurrent pathway for the repair and maintenance of non-fixed assets,

Are services well-led?

(for example, are they well-managed and do senior leaders listen, learn and take appropriate action)

which are owned by Care UK Health & Rehabilitation Services Limited had also been clarified. These pathways had been established to ensure continuity of a safe and effective dental service with minimal delays or reduction in quality of provision owing to damaged or failed equipment.

- The majority of the equipment requiring attention in May 2017 had been repaired or replaced, This included a new cover for the dentist chair, installation of a new steriliser, resolution of the suction issue, rewiring of the X-ray machine, and repair to the water line and dental light. A new air compressor had been ordered, and in the meantime, risks were being mitigated by daily draining to avoid a build-up of oil which could impact on the current compressor's ability to work properly.
- In addition, Care UK Health & Rehabilitation Services Limited and the dental provider had requested a review of the fixed dental assets on site, including the expected lifespan of dental equipment, and Carillion has agreed to undertake this action. This would allow for planning for known and predictable risks when equipment was likely to require repair or replacing.
- A dental action plan had been created by Care UK Health & Rehabilitation Services Limited and the dental provider to address any ongoing or new issues and risks, and identify who was responsible for completing or escalating issues. This action plan was being monitored through the monthly quality assurance and quarterly contract meetings between Care UK Health & Rehabilitation Services Limited and the dental provider, NHSE commissioners and by the local quality and delivery board.
- Issues relating to the management of fixed dental assets were escalated through the weekly HMPPS estates meeting at HMP Grendon and Springhill, and to NHS England commissioners and partnership boards as appropriate. If required, interim systems would be put in place as part of the action plan to ensure that patients were not put at risk, and to seek feedback and information in order to manage the risk.