

Mountain Healthcare Limited

Bridge House SARC

Inspection report

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Overall summary

We carried out a focused, desk-based review of healthcare services provided by Mountain Healthcare Limited at Bridge House sexual assault referral centre (SARC) in July 2020.

We carried out this review using our inspection powers under section 60 Health and Social Care Act 2008. The purpose of this review was to determine if the services provided by Mountain Healthcare Limited were meeting the legal requirements of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 following an earlier inspection in November 2019.

We found that improvements had been made and the provider was no longer in breach of the regulations.

We do not currently rate services provided in sexual assault referral centres.

During this desk-based review we looked at the following question:

Are services well-led?

We found that this service was providing well-led care in accordance with the relevant regulations.

Background

Services for the support and examination of people at Bridge House SARC who have experienced sexual assault are jointly commissioned by NHS England and the North Yorkshire police, fire and crime commissioner.

Bridge House SARC is located in secure premises owned by North Yorkshire Police. Mountain Healthcare Limited provides health and forensic medical examinations to patients aged 0 and over who have experienced sexual violence or sexual abuse. Bridge House has been accessed by patients aged 16 years and over since 1 April 2016. The 0-15 North Yorkshire service commenced on 1 April 2020. The over 16's service is Police led commissioning and the under 16's service is a separate NHSE led commissioning arrangement.

The provider is registered with the Care Quality Commission (CQC) to provide the regulated activities of diagnostic and screening procedures, transport services, triage and medical advice provided remotely and treatment of disease, disorder or injury.

During our first inspection in November 2019 we identified that the provider was in breach of CQC regulations. We issued a Requirement Notice in relation to Regulation 17 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014; good governance.

Summary of findings

For more details, please see the full report which is on the CQC website at:

<https://www.cqc.org.uk/location/1-2482905967/>

This desk-based review was conducted by a CQC children's services inspector and included a review of evidence and a teleconference with the registered manager, director of nursing and the centre manager.

Before this review we checked the action plan sent by the provider that set out what they would do to improve the standards of quality and safety. We also looked at a range of documents submitted by Mountain Healthcare Limited.

Documents we reviewed included:

- An audit plan 2020/21
- Revised forensic room cleaning spot checks
- Minutes of contract meetings
- Contract performance report 2020
- Local risk register
- Quality manual for SARC managers
- Thematic review reports 2019
- Covid-19 Workplace safety risk assessment and action plan for joint working

We did not visit Bridge House SARC to carry out an inspection because we were able to gain sufficient assurance through the documentary evidence provided and a telephone conference.

At this desktop review we found:

- The provider had updated records to include checks to equipment and furniture.
- A patient screen was reinstalled in the examination room to protect patients' dignity and privacy.
- Health and safety was a standing agenda item on contract meetings to share updates with commissioners and review actions.
- The provider had produced thematic reports to identify themes and trends arising from serious incidents and had implemented improvements nationally across all of the SARCs they operated.
- The provider had worked jointly with police commissioners to strengthen health and safety arrangements and manage risk in the premises.
- The provider had recruited staff to improve the management arrangements and review health and safety processes.

Summary of findings

The five questions we ask about services and what we found

We asked the following question(s).

Are services well-led?

No action



Are services well-led?

Our findings

At our first inspection in November 2019 we found concerns with auditing systems to identify the risks in relation to fire safety in the premises. The provider was not carrying out regular audits or quality checks to make certain that equipment had been risk assessed and there was no screen provided for patients in the forensic examination room. Additionally, health and safety checks were not always shared between Mountain Healthcare Limited and the police, fire and crime commissioner.

These are the areas reviewed during this desk based review:

Governance and management

The provider had reviewed local and organisational systems to improve governance and management of the service. New procedures had been implemented at Bridge House SARC and included:

- A revised forensic room cleaning check-list, consisting of portable appliance testing on electrical equipment and checks on cleaning, furniture and medical devices had been introduced.
- Environmental testing was carried out on rust on the radiator grills in the forensic waiting room and marks on the floor in the forensic examination room and had identified no concerns with infection control.
- In response to our earlier findings the provider had re-installed a patient screen in the forensic examination room to protect people's privacy and dignity; an additional back-up patient screen was available on site.
- The effectiveness of contract review meetings with commissioners had improved. Health and safety was a standing agenda item to discuss any concerns and share updates on workplace conditions. Regular calls were being held with the provider and police commissioners to review the Care Quality Commission (CQC) action plan and implement measures. All actions to address risk arising from our earlier inspection had been completed to address risk, including the installation of a more secure letterbox and confirmation that the fire door and frame on the first floor were fitted to the correct standard.
- Progress had been made in developing an audit plan. An action plan was in place with key measures for action and designated areas of responsibility.

- The provider had carried out a thematic review of serious incidents that highlighted key messages, including a review of purchasing and standardisation of equipment and furniture as part of the health and safety workplan.
- The provider had also carried out a thematic review of incidents in adult SARCs reporting occurring themes and trends across the organisation with identified areas of action. For example, where there were shared buildings and facilities the provider worked jointly with commissioners to find solutions to challenges.
- The provider had developed a quality manual for adult SARCs aligned with the CQC key lines of enquiry. The manual provides guidance and support for registered managers and ensures internal benchmarking of the national standards across the providers SARC sites.

Mountain Healthcare Limited have produced a live tracker for SARC managers to record all incidents, action taken. SARC manager calls were held weekly to raise incidents and discuss any concerns. Action plans were reviewed locally and fed back to the integrated governance board to reinforce key messages. Thematic reviews were carried out in 2019 to share feedback, organisational learning and promote positive culture change.

Risk management systems had been strengthened to improve joint working and respond to local need. Risk assessments had been created with a clear plan to identify risks relating to COVID-19 exposure, and an action plan was co-produced on joint working with the police. This included an update for staff on fire evacuation processes, frequency of cleaning in the premises, infection controls measures and remote assessments carried out by one member of staff on site.

The provider and managers were positive about the introduction of new roles in the organisation. At our first inspection in November 2019 there was one SARC manager responsible for the management and oversight of two SARC locations. During this review we found the provider had recruited a second centre manager with responsibility solely for Bridge House SARC, who explained she was the single point of contact for the location. Additionally, the provider had recruited a new health and safety manager to strengthen the standard operating procedures and review health and safety audits nationally as a result of CQC inspections.