

Action Plan in response to the PPO Report into the death of Mr Jake O'Brien on 12 November 2024 at HMP Forest Bank

Rec No	Recommendation	Accepted / Not accepted	Response Action Taken / Planned	Responsible Owner and Organisation	Target Date
1	The Governor at HMP Liverpool and the Director at HMP Forest Bank should ensure that all staff have a clear understanding of their responsibilities to record, share and consider all relevant information about risk, including that: - A consistent, case coordinator is assigned for the duration of ACCT monitoring, - All ACCT reviews are multidisciplinary, with healthcare staff present when the prisoner is under the care of the mental health team; and - Ensure that any significant risk information or incidents, such as self-harm, violent behaviour, or external concerns, trigger an urgent	Accepted	At HMP Liverpool, staff development needs are identified using a robust quality assurance process. Staff identified as requiring further training/support are invited for individual upskilling sessions with the safer custody custodial manager. This process ensures that all staff have a clear understanding of their responsibilities to record, share and consider all relevant information about risk. Daily supervisor checks have been implemented and ensure that reviews aren't missed, and observations are completed correctly. Single case management has now been fully implemented at HMP Liverpool. Once an ACCT has been opened, a case manager will be assigned by the safer custody department and logged on the ACCT database. They will then be responsible for overseeing full management of the ACCT document. Guidance has been sent to all staff reminding them of the process and their requirement to only book reviews when the case	Head of Safety HMPPS	December 2025

	ACCT review in line with PSI guidance.	Accepted	manager is available. An additional weekly quality assurance process is carried out by the night orderly officer, safer custody custodial manager, and residential custodial managers to ensure that the correct processes are followed and there is compliance with the single case manager protocol. ACCT reviews are multi-disciplinary with invites extended to all relevant agencies, including healthcare and mental health in-reach whenever a prisoner is under their care. This is reinforced to staff via ACCT training and quality assurance. Monthly ACCT training sessions are facilitated during academy training days for all staff. These training sessions cover risks, triggers, significant events that would trigger and urgent review along with protective factors upskilling. At HMP Forest Bank, a single case co-ordinator process has been re-introduced. The case co-ordinator remains the same until the ACCT is fully closed. HMP Forest Bank follow the National Safety Framework by adhering to the first case review being attended by a Registered Mental Health Nurse. The Mental Health team will attend the review if they are working with a prisoner and they feel it necessary to attend. All case co-ordinators will be reminded of the importance of conducting an urgent case review if there are any significant changes in	Head of Safety Sodexo HMP Forest Bank	Complete December 2025
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			circumstances, including behaviour and violent incidents. In addition, the National Quality Assurance process at HMP Forest Bank is now embedded.		
2	The Governor at Liverpool and the Director at Forest Bank should ensure that there is sufficient senior management oversight of the transfer of complex prisoners. This should include a robust and auditable pathway for the transfer of these prisoners, including sharing risk information with relevant staff.	Accepted	At HMP Liverpool, where a prisoner is being managed within the complex needs process and has been selected for transfer, the head of OMU and head of safer custody have final management overview of the handover transfer document (Annex Q) before it is shared with the receiving establishment. Annex Q details all information relevant to the individual and their complex needs specifically related to current location, history of self-harm and/or violence. This information is collated by the safer custody department and shared with the receiving establishment prior to the complex prisoner's transfer.	Head of Safety HMPPS	December 2025
		Accepted	At HMP Forest Bank, the transfer of complex prisoners is managed as per the National Safety Framework. Sharing of information is completed via an Annex Q. This is then shared with relevant people who are pertinent to managing the prisoner's risk.	Head of Safety Sodexo HMP Forest Bank	Complete

3	The Head of Healthcare and Head of Mental Health at HMP Liverpool must implement a clear and consistent communication protocol for transferring individuals with complex mental health needs. This should include detailed handover information, timely follow-up, and confirmation of receipt by the receiving prison.	Accepted	Adapt the existing medical hold policy into a continuity of care policy, including a handover of information protocol for any transfers that occur when a patient has complex health needs. Produce a notice to staff signposting all staff to the protocol.	Head of Healthcare Spectrum CIC HMP Liverpool	Complete
4	The Heads of Healthcare and the Heads of Mental Health at HMP Liverpool and HMP Forest Bank should establish and implement robust communication protocols for prisoners awaiting medium secure hospital assessments. These must ensure timely and consistent updates to external services, particularly in cases of clinical deterioration.	Accepted	IMHT MDT and daily handover to include updates for patients awaiting hospital assessment and transfer. Ensuring where required updates are shared with the secure unit/ward the referral has been sent. The Mental Health team at HMP Forest Bank communicate any changes in presentation in regard to clinical deterioration and changes / increase in risk behaviours to the care provider to which the referral has been made. The communication updates to external services are documented on Systmone. Copies of emails sent and received are added to the Systmone health record.	Head of Healthcare Spectrum CIC HMP Liverpool Head of Healthcare Spectrum CIC HMP Forest Bank Head of Mental Health Team Greater Manchester Mental Health HMP Forest Bank	Complete Complete

5	The Head of Healthcare and Head of Mental Health at HMP Liverpool should ensure that staff understand the clinical hold process as set out in Prison Service Order 3050 Continuity of healthcare for prisoners including how it applies to prisoners awaiting mental health assessment or transfer to a mental health secure unit.	Accepted	As per recommendation 3, upon sharing to staff ensure all staff read & sign the updated document and this evidence is stored in the Assurance Folder	Head of Healthcare Spectrum CIC HMP Liverpool	Complete
6	The Head of Healthcare and the Head of Mental Health at Forest Bank should ensure: - Prisoners awaiting transfer to secure hospital are immediately assigned a named nurse to coordinate care during the interim period; and - A dedicated care coordinator is assigned to prisoners with complex needs and severe mental illness to ensure consistent, streamlined care planning and delivery.	Accepted	Prisoners who have been identified as awaiting transfer are prioritised for clinical caseload allocation to a member of the secondary mental health team. Once allocated, the identified nurse will coordinate the communication regarding the mental health act transfer with the prisoner, receiving hospital, court, Ministry of Justice, and the prison. The secondary mental health team hold an allocation meeting weekly which enables a team discussion to clinically prioritise referrals to the team over the past week. These are allocated using a red / green system to indicate clinical urgency and complexity of the individual case.	Head of Healthcare Spectrum CIC HMP Forest Bank Head of Mental Health Team Greater Manchester Mental Health HMP Forest Bank	Complete
7	The Heads of Healthcare and Heads of Mental Health at both HMP Liverpool and HMP Forest Bank should ensure that all prisoners refusing critical medication are discussed at the	Accepted	Safety Huddle Agenda & Minutes include missed critical meds, supported by Safety Huddle Policy. The mental health team have representation at the daily safety huddle and missed medication	Head of Healthcare Spectrum CIC HMP Liverpool Head of Healthcare Spectrum CIC	Complete Complete

	daily safety huddle, with a clear and timely care plan developed and recorded to support clinical decision-making and risk management.		meeting. The missed critical medication meeting is a multi-disciplinary meeting which is underpinned by Spectrums Critical medicines and the management of omitted and delayed medicines standard operating procedure. The mental health team also have representation at the weekly complex case multidisciplinary meeting which is often focused on polypharmacy prescribing. All details of individual cases are shared with the allocated nurse case managing the prisoner.	HMP Forest Bank Head of Mental Health Team Greater Manchester Mental Health HMP Forest Bank	
8	The Director, Head of Healthcare, and Head of Mental Health at HMP Forest Bank should ensure that all prisoners in the segregation unit receive: • Daily healthcare visits in line with PSO 1700; • Accurate clinical entries in SystmOne, using the segregation template to support consistent and coordinated care; • Timely reporting of incidents to the mental health team within 24 hours; and • Mental health representation at weekly SIM meetings to support effective multidisciplinary decision-making.	Accepted	Teams at HMP Forest Bank will work collaboratively with Spectrum CIC and Greater Manchester Mental Health on all parts of this recommendation, except the clinical elements. CSU rounds are completed daily and ensure adherence to PSO 1700 which stipulates that prisoners must be visited by a GP at least every 3 days. Currently, GP rounds are Tuesday, Thursday, and Saturday with senior nurse rounds on those other days. Clinical entries on Systmone are made by the mental health nurse completing the CSU safety algorithm using the standardised template available on Systmone. Incidents of self-harm are reported to the mental health team through the emergency mental health ledger. In addition, the mental health team attend the daily safety huddle and prison morning briefing where other incidents of note are discussed.	Head of Safety Sodexo HMP Forest Bank Head of Healthcare Spectrum CIC HMP Forest Bank Head of Mental Health Team Greater Manchester Mental Health HMP Forest Bank	Complete

			There is consistent representation by the mental health team at the weekly SIM meeting. The mental health team have an allocated nurse to attend this meeting to ensure consistency. A nominated representative is provided in her absence.		
9	The Head of Healthcare and the Head of Mental Health at Forest Bank should ensure all healthcare staff work strictly within their roles and scope of practice, maintaining clear professional boundaries to support safe and ethical care.	Accepted	The mental health team members have clear, defined roles within the service. All mandatory training requirements set by GMMH are met and this is monitored by the team manager. Both managerial and clinical supervision compliance is maintained and monitored at directorate level. Reflective practice is provided to the team on a monthly basis. Peer support and supervision is provided within a weekly Single Point of Access meeting, a bi-weekly full staff meeting and a monthly inter-team huddle within the service. Roles have recently been clarified around medical legal roles and NHSE commissioned service roles.	Head of Healthcare Spectrum CIC HMP Forest Bank Head of Mental Health Team Greater Manchester Mental Health HMP Forest Bank	Complete
10	The Head of Healthcare and the Head of Mental Health should ensure that prisoners relisted for psychiatric assessment are not removed from scheduled appointments. If removal is unavoidable, they must be promptly rescheduled, with the rationale clearly documented in medical records and an urgent red flag task sent to the mental health in-reach team to ensure follow-up.	Accepted	The process of listing for psychiatric clinic is managed by using a waiting list and ledger system on Systmone. The team have improved the management of these clinics by separating those to be seen in consultation and those who require admin tasks only (ie medication prescribing, review of incidents / discussion, etc). If a patient who was listed to be seen face to face by the consultant has to be unavoidably postponed, the reason for this postponement is clearly documented in the health record and an appointment made at next available clinic as a	Head of Healthcare Spectrum CIC HMP Forest Bank Head of Mental Health Team Greater Manchester Mental Health HMP Forest Bank	Complete

			priority. The allocated case manager is made aware of this change to the planned appointment and ensures that the patient is informed and reviewed in the interim.		
11	The Head of Healthcare and Head of Mental Health at HMP Forest Bank must ensure staff are trained in mental capacity assessment, consistently record capacity based on each interaction, and document these decisions clearly in medical records to support multi-disciplinary communication.	Accepted	Mental Capacity Act training is mandatory for all Spectrum staff and GMMH mental health nurses. This compliance is monitored at service level by the clinical managers, monthly performance meetings, and directorate level by the trust learning hub. Where mental capacity is questioned or there is reason to consider a lack of mental capacity, a mental capacity assessment will be undertaken by using the GMMH mental capacity assessment template on SystmOne.	Head of Healthcare Spectrum CIC HMP Forest Bank Head of Mental Health Team Greater Manchester Mental Health HMP Forest Bank	Complete
12	The Director, Head of Healthcare, and Head of Mental Health at HMP Forest Bank should ensure prisoners refusing food or fluids or on limited diets receive coordinated care through: • A regularly reviewed food and fluid refusal log and care plan, with accurate records of intake and prescribed supplements. • Daily clinical monitoring, with findings documented in SystmOne and discussed in safety huddles.	Accepted	Team at HMP Forest Bank will work together to ensure consistent joint working in future health-related cases. There is a clear process in place for managing prisoners who are refusing food and/or fluids. These patients are managed through the Spectrum Food and Fluid Refusal Policy. This includes daily monitoring, timely MDT meetings and food and fluid log which is implemented by the prison officers. The mental health team will see once food refusal has been identified. This is for the purpose of a mental capacity assessment which is done using the Systmone template. This informs if any further intervention is required by the team. The daily interventions are then carried out by primary care and the MH team are	Head of Safety Sodexo HMP Forest Bank Head of Healthcare Spectrum CIC HMP Forest Bank Head of Mental Health Team Greater Manchester Mental Health HMP Forest Bank	Complete

	• Collaborative working between prison staff, healthcare, GPs, and mental health teams to support timely intervention and prevent deterioration.		contacted should any new concerns arise. The mental health team also attend all ACCT reviews for food refusals. These patients are discussed in the daily safety huddle and the weekly SIM meeting. For prisoners who are on limited diets, these are also managed via the food refusal process.		
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