

Action Plan – Mr Bernard O’Flynn at HMP Thameside – Natural Cause on 26/08/2018

No	Recommendation	Accepted /Not Accepted	Response	Target date for completion and function responsible
1	<p>The Director and Head of Healthcare should ensure that:</p> <ul style="list-style-type: none"> • prisoners receive timely medical treatment; • there is a clear process, including effective communication between staff, for transferring prisoners to hospital urgently where there is a medical need; and •there is a clear escalation and clinical care review process for clinical staff to follow if there is a delay in prisoners being transferred to hospital. 	Accepted	<p>Prisoners can access medical support on a daily basis at HMP Thameside as NHS Oxleas are on site 24 hours a day, 7 days a week, 365 days a year. Oxleas now have 4 Prisoner Custody Officer’s assigned to them daily Monday to Friday, this was implemented on the 1st April 2019.</p> <p>There is a Local Operating Standard in place (from January 2019) that covers the process and all eventualities have been covered in this by the Healthcare provider, NHS England Oxleas and with full support from HMP Thameside Staff. It includes effective communication lines and escalation.</p>	<p>Complete</p> <p>Director & Head of Healthcare</p>
2	<p>The Director should ensure that there are sufficient staff available to escort prisoners who need to go to hospital urgently.</p>	Accepted	<p>Subject to the Prisons day to day operational priorities, escorts will be arranged for Prisoners who need to be taken to hospital urgently.</p>	<p>Complete</p> <p>Director</p>
3	<p>The Head of Custodial Contracts at HMPPS should:</p> <ul style="list-style-type: none"> • satisfy himself that there are sufficient staff at Thameside to escort prisoners who need to go to hospital urgently; • provide the Ombudsman with an account of what action the HMPPS 	Accepted	<p>The Senior Contract Manager and Controller have worked closely with the NHSE Commissioner to review resources at HMP Thameside. The number of staff available to undertake escorts has increased from April 2019 as a result of this. However at any given time the needs of the population can change so this is under constant review and discussed at contract review meetings.</p> <p>The full response to a review and actions taken by NHSE and prison operating partners is explained fully below in response to recommendation 4. The Senior</p>	<p>Complete</p> <p>Controller/Director</p>

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	<p>Controller team has taken, what conclusions he has reached and what, if any, further action he intends to take.</p>		<p>Contracts Manager (SCM) will continue to discuss and monitor actions via the quarterly contract review meetings.</p> <p>Additionally, the SCM has issued a letter to the Special Purpose Vehicle in June 2019 outlining his disappointment in how this case was handled and that it is not good enough and must improve.</p> <p>If further improvements are not seen the authority will consider taking any appropriate contractual remedies available to them within the contract.</p>	<p>Complete</p> <p>Senior Contracts Manager (HMPPS)</p>
4	<p>The Director and NHS England London region should:</p> <ul style="list-style-type: none"> • satisfy themselves that the healthcare provision at Thameside is sufficient to meet patient demand and that healthcare management and services provided are fit for purpose; • provide the Ombudsman with their conclusions; and • provide the Ombudsman with an account of what action they have taken with Oxleas and Serco to improve healthcare delivery at Thameside and what, if any, further action they intend to take. 	Accepted	<p>HMP Thameside has been an ever-evolving prison since opening in 2012 – year on year we work with healthcare providers to improve and increase healthcare provision. The staffing profile has almost doubled at Thameside in 3 years and is being continually reviewed. GP sessions have further increased in April 2019 by 3 sessions taking the total GP sessions at Thameside to almost 20 – the equivalent of 2 with GPs.</p> <p>NHSE continually monitors with the provider, the staffing levels at HMP Thameside and there has been ongoing continued investment and work to restructure teams adapting to needs based on Health & Social Care Needs assessments (HSCNA). We believe the staffing model operated by Oxleas should meet the demands of the prison both in numbers and quality however due to continual changes this will need ongoing scrutiny.</p> <p>Where clinics are running at full capacity the provider will plan in additional sessions. Close management of Did Not Attend appointments with the prison and</p>	

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			<p>provider can support this - this is a standing agenda item on the Local Delivery Board (LDB).</p> <p>There are some significant Did Not Attend challenges at Thameside that we are working through with our prison operator partners – who have not experienced the same levels of staffing growth to meet additional healthcare demands. The healthcare staffing profile was reconfigured towards the end of 2018 to respond to emerging demands and to provide additional management capacity on site at Thameside.</p> <p>During May 2019 NHSE (London region), and a colleague from HMPPS National team spent 2 days and an evening in Thameside observing the patient journey, talking to staff from healthcare and the prison as well as prisoners. A few areas were highlighted as challenging and we are working with healthcare providers and the prison to resolve these issues, some of which are due to facilities, patient flow and environment which restricts healthcare’s ability to deliver to maximum effectiveness. A report on these is with HMPPS in final stages of draft. The report highlighted areas where processes can be streamlined and increased wing based activities to take pressure away from healthcare. The recommendations have been shared with provider and prison and actions are already underway to address this.</p> <p>NHSE London region continues to monitor healthcare contracts through Quarterly Contract reviews and Clinical Quality review groups and LDBs are held at the prison monthly and partnership boards quarterly to resolve issues.</p>	

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5	The Director and Head of Healthcare should review the system of requesting healthcare appointments via the CMS system to ensure that it does not disadvantage prisoners with hidden literacy problems.	Accepted	Prisoners can make a request for healthcare appointments via the medication Hatches, CMS, the officer, nurse in charge, or other nurse clinics. Prisoners are taken through the CMS system during induction with the prison and those with learning difficulties can request extra support from officers if they want to book appointments via CMS. Additionally, we have Learning Difficulties Nurses running clinics to support prisoners with booking GP and health appointments. The prison also have a safeguarding lead who liaise with healthcare on a regular basis to highlight vulnerable patients.	Complete Interim Manager Oxleas
6	The Director should ensure, in line with PSI 58/2010, that following a death in custody the Prisons and Probation Ombudsman is promptly provided with all requested documents and a single point of contact coordinates all requests for information and arranging interviews.	Accepted	A single point of contact is now in place but was absent from the business at the time. As a result a second person, namely the Duty Director has been assigned from the 1 st May 2019 to perform this role in the absence of SPOC being unavailable. All Duty Directors have been briefed.	Complete Director