

Action Plan – Mr William Heagren at HMP Wormwood Scrubs – Natural Cause on 14/12/2019

No	Recommendation	Accepted/ Not Accepted	Response	Target date for completion and function responsible
1	The Governor and the Head of Healthcare should ensure that appropriate care plans are in place to meet the complex needs of older prisoners.	Accepted	<p>The Equalities manager and Healthcare managers will agree a joint process for sharing information about older prisoners with complex needs and ensuring a suitable Personal Emergency Evacuation Plan is in place.</p> <p>The Head of Health care will introduce a process to ensure all prisoners with complex health needs are added to the Multi-professional complex caseload, where their case will be discussed weekly by the multi-disciplinary team. This entails the following actions:</p> <ul style="list-style-type: none"> • Amendment of the Care UK Multi Professional Complex Case Clinic (MPCCC) Policy to ensure that all prisoners over the age of 70 are referred directly from reception for review and implementation of a personalised Care Plan; • Monthly audits via Quality and Outcomes Framework (QoF) to be reviewed directly by the Head of Healthcare and findings discussed in the Monthly Quality Assurance meeting; • The Advanced Nurse Practitioner (ANP) with the support of the Head of Healthcare will ensure that all prisoners with Long term conditions are reviewed and a care plan provided; • In February 2020 a waiting list ledger held on SystemOne was implemented in Healthcare to ensure all prisoners reviewed via reception screening are entered onto the ledger; • To support this function, patients will be picked up via the Quality and Outcome Framework report and those not showing with a care plan will be placed on the waiting ledger to be seen by the ANP. The prisoner will then be booked to see the ANP within 2 weeks for review and implementation of a personalised Care Plan; and 	<p>August 2020 Head of Healthcare Head of Equalities</p> <p>August 2020 Head of Healthcare</p>

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			<ul style="list-style-type: none"> This will be monitored by the Performance Data Analyst 	
2	The Head of Healthcare should ensure that all prisoners receive immediate and effective pain relief according to their clinical needs.	Accepted	<p>The Head of Healthcare will review the latest guidance for pain management within a custodial environment and ensure that all prescribers are up to date with the relevant guidance.</p> <p>The Regional Medical Lead will further support this process by addressing this through clinical supervision structures and medical learning events with the prescribing team at HMP Wormwood Scrubs</p>	<p>August 2020 Head of Healthcare</p> <p>October 2020 Regional Medical Lead</p>
3	The Head of Healthcare should organise a learning event for clinical staff on the diagnosis and management of hip fractures.	Accepted	The Head of Healthcare and Regional Medical Director will put on a learning event with clinical staff around the management and diagnosis of hip fractures	<p>September 2020 Head of Healthcare Regional Medical Director</p>
4	<p>The Governor and the Head of Healthcare should ensure that:</p> <ul style="list-style-type: none"> clinically necessary pre-arranged hospital appointments are not automatically cancelled unless there are overriding, documented security reasons for doing so; where healthcare staff consider that pre-arranged hospital appointments are clinically necessary, they do 	Accepted	<p>Advice on cancelling appointments will be sent from the Head of Security to the Head of Healthcare for sharing with all healthcare staff. Additionally:</p> <ul style="list-style-type: none"> Head of Security will advise all managers responsible for handling Intelligence Reports (security managers and duty governors) via e mail, that clinically necessary pre-arranged hospital appointments are not automatically cancelled unless there are overriding documented security reasons; Where healthcare staff consider that a prearranged hospital appointment is clinically necessary they will advise the security department prior to cancelling the appointment to support risk assessment of attendance; 	<p>September 2020 Head of Security Head of Healthcare</p>

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	not cancel them without discussion with security staff; and • where pre-arranged hospital appointments are cancelled, they are rebooked as soon as possible.		<ul style="list-style-type: none"> • The healthcare team will log all rebooked appointments on an internal hospital tracker and review these with the Business & Performance Manager within the Quality Assurance Meeting; and • Assurance meetings will take place on a monthly basis. Any exceptions will be raised to the Healthcare Delivery Board for learning review on a monthly basis. 	
5	Care UK should: <ul style="list-style-type: none"> • undertake a review of the arrangements in place for the clinical staff to provide an acceptable and safe level of care to the prisoners in Wormwood Scrubs; and • report the conclusions of the review to the Regional Healthcare Commissioner and the Governor. 	Accepted	The Regional Manager for Care UK has agreed with National Health Service Executive (NHSE) London that a new Health Needs Analysis will be commissioned to review the current health needs of the patient population within HMP Wormwood Scrubs. This piece of work is expected to be commenced in August 2020 and finished by October 2020. This will allow for a deeper understanding of the service specification against the current needs of the patient group The findings of this report will be shared with NHSE and the Governor at HMP Wormwood Scrubs for consideration and discussion	October 2020 CARE UK Regional Manager National Health Service Executive October 2020 Care UK Regional Manager
6	The Head of Healthcare should review the arrangements for the provision of unscheduled care to ensure that there are systems in place to ensure it is available in a timely way.	Accepted	The Regional Manager and Head of Healthcare at HMP Wormwood Scrubs have reviewed the service specification and have submitted a new staffing delivery rota based upon the 'Early Days in Custody' model. This includes 3 teams within the service at HMP Wormwood Scrubs: <ul style="list-style-type: none"> • Early Days in Custody Team • Scheduled Care • Unscheduled Care 	October 2020 Head Of Healthcare

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			This supports a greater level of clinical care and quality for patients requiring unscheduled care. The initial review of this model was undertaken in May 2020 with a plan to a October 2020 implementation date	
7	The Head of Healthcare should meet with all the GPs and advanced nurse practitioners to review the way they manage clinical uncertainty and how they work as a team.	Accepted	<p>The Head of Healthcare and the Regional Medical Director will work in partnership to ensure that a greater level of medical leadership is available within the medical team at HMP Wormwood Scrubs. This will include:</p> <ul style="list-style-type: none"> • Clinical supervision of employed GPs and SEMPS (temporary staff) will be conducted by the regional medical lead; • Looking to implement new ways of working and clinical restructure, this will align to provide better use of time; and • Arrange a meeting with GPs/ANPs to discuss findings of the report and discuss ways to improve communication and working within the team. 	August 2020 Head of Healthcare
8	The Governor and the Regional Healthcare Commissioner should satisfy themselves that the healthcare provision at Wormwood Scrubs is adequate for the needs of the population in the light of the findings of this investigation.	Accepted	<p>The Regional Manager for Care UK has agreed with National Health Service Executive (NHSE) London that a new Health Needs Analysis will be commissioned to review the current health needs of the patient population within HMP Wormwood Scrubs. This piece of work is expected to be commenced in August 2020 and finished by October 2020. This will allow for a deeper understanding of the service specification against the current needs of the patient group</p> <p>The findings of this report will be shared with NHSE and the Governor at HMP Wormwood Scrubs for consideration and discussion</p>	<p>October 2020 Governing Governor Regional Manager Care UK Healthcare Commissioner</p> <p>October 2020 Regional Manager CARE UK Healthcare Commissioner</p>
9	The Governor should ensure that all staff undertaking risk assessments for escorting prisoners to hospital understand the legal position	Accepted	Guidance will be issued to all staff undertaking risk assessments for escorting prisoners to hospital, outlining the legal position on the use of restraints and that assessments must fully take into account the health of the prisoner and be based on the actual risk the prisoner presents at the time.	July 2020 Deputy Governor

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	on the use of restraints and that assessments fully take into account the health of a prisoner and are based on the actual risk the prisoner presents at the time.			
10	The Governor should ensure that staff notify a prisoner's next of kin as soon as possible when a prisoner becomes seriously ill.	Accepted	<p>The Head of Security will update the risk assessment for emergency escorts and bed watch checks reflecting that next of kin should be contacted. Additionally:</p> <ul style="list-style-type: none"> • The manager responsible for discharging emergency escorts will ensure that the prisoner's next of kin are contacted if the prisoner is seriously ill when leaving the prison, unless there are exceptional security reasons not to do so; and • In the event that a prisoner becomes seriously unwell in hospital, escorting staff will contact the duty Governor or Orderly Officer immediately who will contact the family. 	August 2020 Head of Security
11	The Head of Healthcare should share this report with a specified nurse and commend her for the exemplary clinical care she provided Mr Heagren on 11 December.	Accepted	The Head of Healthcare will ensure that this report is shared with a specified nurse and her Manager.	July 2020 Head of Healthcare
12	The Governor should share this report with a specified manager and commend him for the care and compassion he showed in his dealings with Mr Heagren.	Accepted	The Governor shared the Ombudsman's report with a specified manager in May 2020. The specified manager's care and diligence has been acknowledged by the reward and recognition committee as well the Governor and Head of Safety.	Complete Head of Safety