

Action Plan – Mr Nathan Webster at HMP Doncaster – Self Inflicted on 24/07/2019

No	Recommendation	Accepted/Not Accepted	Response	Target date for completion and function responsible
1	<p>The Governor of HMP Hull should ensure that prison staff manage prisoners at risk of suicide or self-harm in line with national guidelines, including:</p> <ul style="list-style-type: none"> • conducting ACCT reviews as specified in the national instructions; • assessing the level of risk and recording the reasons for decisions; • setting and recording appropriate levels of observations which are adjusted as the perceived level of risk changes; • only closing an ACCT when all caremap actions have been completed; and • conducting ACCT post-closure interviews as specified in the national instructions. 	Accepted	<p>All new operational staff receive Suicide and Self-Harm Training (SASH) as part of their initial prison officer training. This is a national prison service package designed to ensure that staff understand the risks factors which must be considered when assessing a prisoner's risk of suicide and self-harm. An ongoing programme of refresher training for all staff is also being delivered as part of the establishment's training plan.</p> <p>In November 2019, the Regional Safety team delivered additional ACCT case management training to all Band 4 and Band 5 case managers to enhance their existing knowledge and skill levels, and to ensure staff conduct ACCT reviews in line with national guidance. This up-skilling exercise included training in the identification of risks and triggers and defensible decision making, as well as the need to review observations levels as those risks change. The training emphasised the need to ensure that caremap actions have been completed before ACCTs are closed and the process for conducting post-closure interviews was reinforced.</p> <p>The Regional Safety team will deliver further training on the assessment of risk during the reception process to all reception staff. The aim is that staff are able to demonstrate a clear understanding of suicide risk and can describe how and why this is assessed, particularly in relation to newly arrived prisoners. This will ensure that staff are able to define, identify and manage risks of suicide and self-harm.</p> <p>In November 2019, HMP Hull introduced the role of Prisoner Safety Representatives on each wing. These staff interact with and support</p>	Head of Residence & Safety Completed

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			<p>prisoners subject to ACCT measures, and alert the Safety team of any identified increase in risk.</p> <p>A process of assurance has also been introduced. Custodial Managers carry out a review within 72 hours of an ACCT plan being opened, to check quality and that the appropriate management plan is in place. The Duty Governor also conducts a spot check of a sample of ACCT documents to assure the quality of the process and documentation.</p> <p>In addition, the Safer Custody Custodial Manager carries out a post-closure quality review on 10% of ACCT plans and the 72hr quality reviews. Any identified shortfalls will be raised with the case manager as points of learning and highlighted to the relevant Custodial Manager or Duty Governor as appropriate.</p> <p>HMP Hull will continue to be supported by the Yorkshire Prison Group Regional Safety team, who will provide regular independent assurance visits and feedback on any areas where performance is not to the required standard.</p>	
2	The Governor of HMP Hull should ensure that both SO's and a CM receive further training in ACCT assessment as a priority.	Accepted	<p>In November 2019 all Band 4 and Band 5 case managers were provided with additional ACCT case management training delivered by the Regional Safety team. This included both SO's and a CM.</p> <p>ACCT case manager refresher training was also provided to the CM in January 2020. The SO's were scheduled to undertake this training in May 2020, however in line with national guidance all training was suspended due</p>	Head of Residence & Safety

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			<p>to restrictions around COVID-19. This will take place as soon as training resumes.</p> <p>Additional support has been made available from the prison's Safety team.</p>	
3	<p>The Director and Head of Healthcare at HMP Doncaster should ensure that staff manage prisoners at risk of suicide or self-harm in line with national guidelines, including:</p> <ul style="list-style-type: none"> • recording, considering and sharing information received from families to determine a prisoner's risk of suicide or self-harm. 	Accepted	<p>In October 2019, an ACCT awareness campaign was launched at HMP Doncaster with the aim of supporting staff in identifying and recognising static and dynamic risk factors for suicide and self-harm and to assist them in assessing those factors in line with national guidelines.</p> <p>Following the death of Mr Webster, the Head of Healthcare developed a Local Operating Procedure (LOP) which details the escalation process that must be followed in the event that critical concerns are received from patients, family or friends and how these should be shared so that a prisoner's risk of suicide or self-harm can be properly recorded and considered.</p> <p>Healthcare at HMP&YOI Doncaster have also implemented a Family Strategy, setting out how staff should engage with families who raise concerns. A key element is the provision of a specific contact, so that families or trusted contacts are able to receive support and responses to their concerns from staff with the appropriate knowledge and within a reasonable timeframe. Healthcare Single Point of Access contact details will be displayed in the visitors centre to ease the burden for families when experiencing distress regarding their relative's welfare.</p>	Head of Healthcare Completed

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4	The Head of Healthcare at HMP Doncaster should remind all healthcare staff that they should share information with prison staff where necessary to ensure prisoner's safety.	Accepted	<p>The new LOP ensures that information is shared with all stakeholders involved in the patient's care. The LOP directs staff to document information within the patient's ACCT book immediately and undertake an urgent assessment of their needs, following receipt of any concerning information. This will also mean that prompt consideration can be given to any further actions required, including levels of observation and treatment plans.</p> <p>Additionally, a notice to all Healthcare staff was issued in February 2020 reiterating the requirements of the LOP and the need to share any information received from the family or friends of a patient with the prison Safety team without delay and to ensure all information and actions are recorded in the patient's notes.</p>	Head of Healthcare Completed
5	The Director of HMP Doncaster should ensure that this report is shared with a COM and arrange for a senior member of staff to discuss the Ombudsman's findings with her.	Accepted	A copy of the report has been shared with a COM and the Director has discussed the Ombudsman's findings with her.	Head of Safer Custody Completed
6	The Head of Healthcare at HMP Hull should ensure mental health assessments take place promptly.	Accepted	<p>The mental health triage process on entry to prison has been reviewed and the Standard Operating Procedure (SOP) updated to ensure that mental health assessments are carried out in a timely manner.</p> <p>A further amendment has been made to the SOP outlining the need for mental health assessments to take place when an ACCT is opened.</p>	Operations Manager/ Offender Health Completed

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			<p>The Clinical Formulation process has also been reviewed and the SOP amended. Clinical Formulation training to relevant staff is being delivered and is ongoing.</p>	
7	<p>The Head of Healthcare at HMP Hull should ensure a prisoner's outstanding health appointments have taken place before any transfer, and that a medical hold is put in place if required.</p>	Accepted	<p>The Continuity of Care for Offender Healthcare (HMP Hull) SOP has recently been reviewed and updated to make clear the process for transfers to other secure and detained settings, including for those subject to ACCT procedures.</p> <p>A system has been introduced whereby the Healthcare administration team are notified of a prisoner transfer a week in advance of the transfer date. This will ensure that any medical appointments due to take place, including those with a GP, are identified in advance of the transfer. Outstanding appointments are then assessed by a clinician and where there is a clinical need, the appointment is either brought forward or a medical hold put in place until it can be facilitated. Healthcare work closely with the Offender Management Unit to ensure that this process runs smoothly. In cases where a weeks notice cannot be provided or an urgent transfer is required, a Discharge through Reception template has been introduced which includes details of the prisoner's medication and any outstanding appointments, so that the receiving establishment is aware of these on the prisoner's arrival. Where there are any pending appointments Healthcare also provides a verbal update to the receiving establishment to ensure a continuity of care and treatment.</p>	Operations Manager/ Offender Health Completed

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			The SOP also reiterates the need for electronic medical records to be transferred immediately upon transfer.	
8	The Head of Healthcare at HMP Doncaster should ensure the mental health service meets prisoners' needs, including timely mental health assessments and effective ongoing interventions.	Accepted.	<p>The Mental Health (MH) Specification has a clear directive of service delivery expectations and an integrated MH team structure, providing primary care, secondary care, crisis resolution provision and shared care with substance misuse and primary care pathways.</p> <p>The MH Clinicians promote a 'Well-Being Approach' that is central to the care delivery with consistent targeted compliance. The regional analysis report demonstrates substantial progress against the MH specification. The regional analysis is reviewed by Senior Regional MH Clinicians on a monthly basis to ensure consistent compliance.</p> <p>The service has developed a Single Point of Access for all mental health referrals.</p> <p>The role of Duty Worker has been introduced to manage day to day crisis work and carry out initial assessments within the prison and is well established.</p> <p>MH assessments are completed for each initial assessment and are easily accessible electronically.</p> <p>Early crisis and management planning is established and shared between both prison and healthcare staff at weekly Safeguarding Meetings.</p>	Head of Healthcare Completed

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			<p>Stepped Model Training is provided to all new clinicians to ensure initial buy in to the integrated MH service ethos.</p> <p>MH group work commenced January 2020. The group provides 6 sessions on various common issues such as sleep, hygiene, emotional regulation and trauma. The patients will be referred at triage or following a mental health assessment. This will allow the staff to provide structured interventions to a wider cohort and will in turn free up the rest of the staff to provide more intensive work if required to the patients who are most vulnerable, whether through Severe and Enduring Mental Illness or Crisis Management of Suicidal Thoughts and Serious Self-harm.</p> <p>MH & SMS management and integrated working is now established to identify risk and provide targeted additional support for patients identified with dual diagnosis, who are experiencing a crisis period.</p> <p>Currently we work within the MH Specification for the ongoing care and treatment of patients with MH needs.</p> <p>Those patients with a history of low level mental health needs such as anxiety, receive a face to face triage following referral from reception. This consultation is a further screen for all significant MH issues including anxiety and mood and they will then be directed to appropriate level of the Stepped Care Model.</p>	

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9	<p>The Head of Healthcare at HMP Doncaster should arrange for a nurse's line manager to:</p> <ul style="list-style-type: none"> • discuss this report with him; • consider whether any further action is required; and • provide a report to the Ombudsman. 	Accepted	<p>A copy of the report has been shared and discussed with the RMN and a referral made by the Head of Healthcare to Care UK Professional Decisions Panel on 16 March 2020.</p> <p>The PPO and Clinical Review reports have also been disseminated to the National Lead Nurse, Consultant Psychiatrist and Regional Mental Health Lead Nurse for consideration of any further training needs or actions required.</p> <p>A number of key actions have been identified and implemented and the Head of Healthcare will provide a detailed report to the PPO following completion of those actions.</p>	Head of Healthcare/ Clinical Matron Mental Health September 2020
10	<p>The Governor of HMP Hull should ensure that the key drug issues at Hull are identified and that the prison's local drugs strategy is revised to ensure that these key issues are being addressed.</p>	Accepted	<p>HMP Hull now have a dedicated Drug Strategy manager in post and a review of the local Substance Misuse Strategy was undertaken in June 2020. The findings have been used to identify and address key issues and inform changes and improvements in line with the published National Drugs Strategy.</p> <p>A review of the Health Needs Analysis has also been carried out, which includes Substance Misuse, in order to assist in the development of the Substance Misuse Strategy.</p> <p>To ensure a multi-disciplinary approach, the Drug Strategy manager attends the Security meeting, Safer Custody meeting and Health Care Local Delivery Board which includes the Drug and Alcohol Recovery team (DART), where issues relating to substance misuse are discussed and addressed on a</p>	Head of Drug Strategy Completed

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			<p>monthly basis.</p> <p>Prisoners with substance misuse concerns and addiction will receive support from DART, who can offer both clinical and psychosocial interventions, and have the option of allocating to the prison's 36 bed Recovery Wing.</p>	
11	<p>The Director of Doncaster should ensure that key workers are allocated sufficient time for an average of 45 minutes per prisoner per week for delivery of the key worker role, which includes individual time with each prisoner.</p>	Accepted	<p>The Key Worker scheme is now fully embedded at HMP Doncaster. Additional staff are now in place to ensure that there are sufficient resources available to allow key workers time to conduct 45 minute sessions per prisoner per week. Prior to the additional staff going live residential managers have assisted wing staff in conducting key worker sessions with prisoners as and when required.</p> <p>In addition, a dedicated Custodial Operations Manager (COM) now has responsibility for monitoring compliance with the Key Worker scheme. They ensure that managers are aware of specific targets regarding delivery of key worker sessions and that feedback is provided regarding the quality of entries and adherence to the requirements of the scheme.</p>	Head of Operations Completed
12	<p>The Director of Doncaster should ensure that all prison and healthcare staff involved in an emergency response attend a hot debrief and are offered support.</p>	Accepted	<p>The need to hold a hot debrief for all staff following a death in custody including Healthcare, forms part of the contingency planning process. A Notice to Staff was issued in April 2020 to remind Duty Directors that they must ensure that all staff, including Healthcare, should be invited to attend the hot debrief and be offered support.</p>	Director Completed