



BARCHESTER

MENTAL HEALTH HOSPITALS

BARCHESTER HEALTHCARE'S
INDEPENDENT HOSPITAL SERVICES

QUALITY ACCOUNT

2025-2026



Statement from Chief Operating Officer

For the first time in my role as Chief Operating Officer, I am delighted to report back on the 2024 to 2025 Quality Accounts for our independent hospital services and to establish new targets for 2025 to 2026. It is time to take stock of the many quality initiatives that we have all worked on over the past year, and to plan ahead for the coming year and outline the new improvements and implementations we are planning in 2025/26.

I think it is an outstanding achievement that, for the sixth time in seven years, Barchester Healthcare has been named winner of the internationally recognised RoSPA Health & Safety Awards for the entire Healthcare sector. Not only that but this year we are also the proud recipient of the RoSPA National Falls Prevention Trophy. Nothing is more important than the health and safety of our patients and residents, and our teams work incredibly hard to achieve the best hygiene and infection control standards possible. We are delighted to accept this award on behalf of all the brilliant people within our business who continuously go above and beyond to deliver the highest quality care.

This year sees the 12th iteration of our independent hospitals' Quality Accounts, we're now on the home straight in terms of our digital transformation. Our focus for the coming year will be to ensure we are all using the new range of digital systems we have implemented to maximum effect for the wellbeing of our patients and residents.

As regards our Quality Accounts targets for 2025/26, we have identified more new areas for action that we believe will continue to improve quality within our services. The targets are based on discussions with the individuals we support, their families and carers, our staff, CQC and other stakeholders.

Once again, I would very much like to thank everyone who provided invaluable feedback or came up with new ideas or actions for our Quality Accounts. Without their input, the progress we have made towards our aims and objectives would not have been possible. I would also like to thank our wonderful teams for their continued hard work, dedication and support, every single person who makes up the Barchester family is greatly appreciated.

A handwritten signature in black ink, appearing to read 'Natasha Lazovic'.

Natasha Lazovic
Chief Operating Officer, Barchester Healthcare



Quality Statement from the Director of Operations for Hospitals

Over the last twelve months, we have spent time ensuring that the quality target areas we set for the year have been fully embedded in our hospitals to improve patient experience. Our staff have worked tirelessly to ensure that patients living in our hospitals are at the centre of the treatment that we provide.

In January 2025 the decision was made to reduce the number of beds at Forest Hospital to one 15 bedded male ward. Following consultation with ICBs (Integrated Care Boards) the female ward closed in May 2025 with all remaining ladies being transferred to alternative placements following successful transition periods. All staff were retained within neighbouring Barchester Healthcare services.

A CQC inspection took place in June 2025 at Windermere House Hospital (previously rated as overall Good). We still await the outcome from the report however initial feedback from the inspectors was very positive and would indicate Windermere House will retain a Good rating.

We continue to have 67% of our hospitals with an overall CQC rating of 'Good' against the national average of 68%. We also have 16.5% of our hospitals with an overall CQC rating of 'Outstanding' compared to the national average of 6%. We have only one hospital which is rated 'requires improvement' with the national average being 25%. We have requested that CQC conduct an inspection as we are confident that, when inspected, the hospital will be rated as 'overall Good'. We have no hospitals (0%) rated as inadequate compared to the national average of 0.4% (CQC data as at 09.06.2025), published reports only, Barchester included).

We understand that training is a pivotal part of providing a high-quality service and I am pleased to report that our hospitals continue to improve with statutory training completion rates of 96% (11%) and mandatory completion of 96% (↔).

Thank you to all our staff who consistently demonstrate compassion, warmth and a person-centred approach within our hospitals.

Stella Bolger

Director of Operations for Hospitals

Our Values

We are proud of our culture at Barchester Healthcare. It is something that we've built by sticking to our principles and listening to our employees. Our purpose is to provide a premium caring experience, delivered by our great teams, to those we care for. Our staff know and live our values with consideration to one another and the people that we care for.

We have five overarching values:

Integrity

Honest, fair and open in our actions.

Passion

About our company and in our approach to everything we do.

Respect

Considerate to one another and the people we care for.

Responsibility

Personally committed to providing excellent care and customer service.

Empowerment

Valued, trusted and motivated to do the right thing.

Statement of Accuracy of our Quality Accounts

Directors of organisations providing hospital services have an obligation under the 2009 Health Act, National Health Service (Quality Accounts) Regulations 2010 and the National Health Service (Quality Accounts) Amendment Regulation 2011 to prepare a Quality Account for each financial year. Guidance has been issued by the Department of Health setting out these legal requirements.

We can formally record that, over 2024/2025, Barchester Healthcare provided mental health services commissioned by the NHS within its six independent hospital sites.



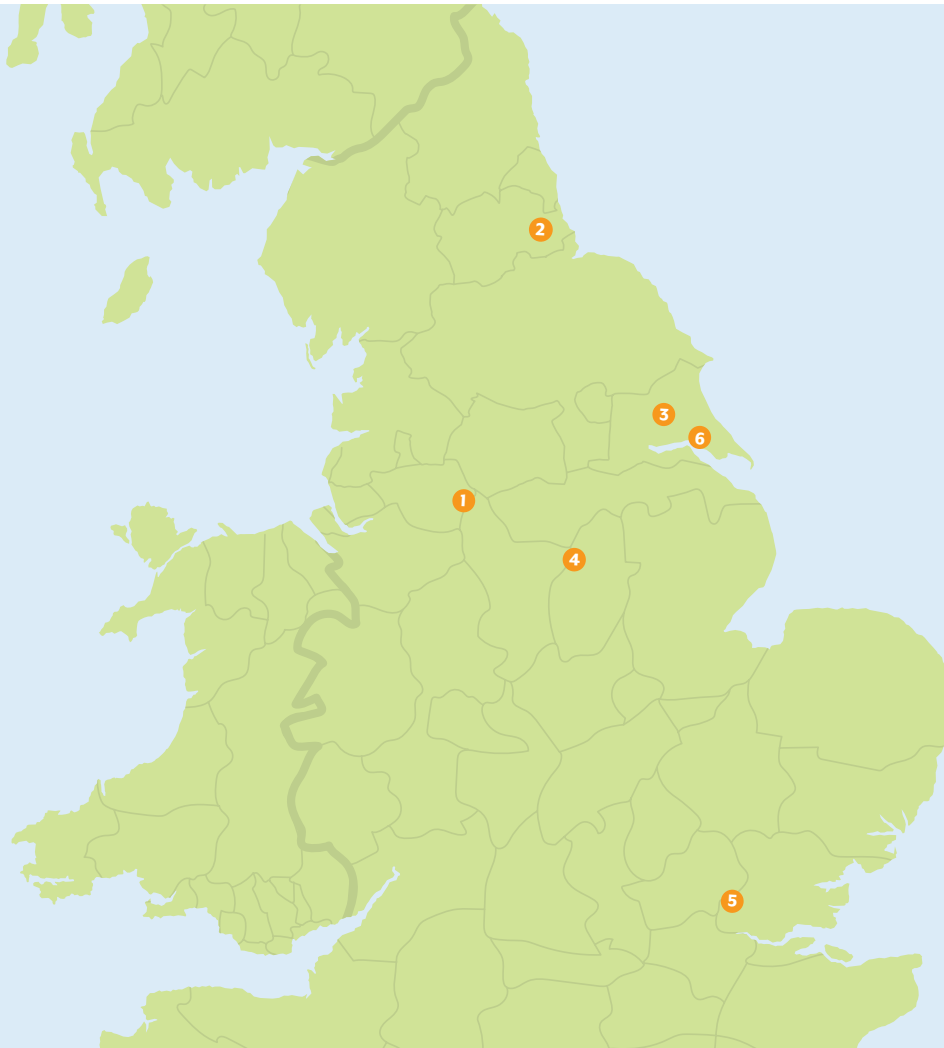
BARCHESTER

MENTAL HEALTH HOSPITALS

Services

We have six independent hospitals across England which are registered with the Care Quality Commission.

- 1 Arbour Lodge, Cheshire
- 2 Billingham Grange, Cleveland
- 3 Castle Lodge, Hull
- 4 Forest Hospital, Nottinghamshire
- 5 Jasmine Court, Essex
- 6 Windermere House, Hull



Barchester Healthcare's Independent Hospital Services, Quality Account 2025-2026

Arbour Lodge is an independent hospital with 20 beds for men over 50 only, located in the quiet town of Marple. It provides needs-led services for people with functional or organic illnesses, on a detained or an informal basis, sometimes with Deprivation of Liberty Safeguarding authorisations in place for the individual's protection. The main focus of the hospital is to offer support and rehabilitative programmes leading to greater freedom and choice. The multi-disciplinary team works in collaboration with patients, families and community agencies.

Billingham Grange provides care and treatment for people with enduring and progressive mental health disorders, acquired brain injury, cognitive impairment and complex distressed behaviours that may be considered challenging. Patients are admitted informally, sometimes with Deprivation of Liberty Safeguards authorisations in place, or on a formal basis under the Mental Health Act 1983. It has 34 beds for men and 16 beds for women, divided across three age and gender-specific wards, accepting people over the age of 18. Patients are closely monitored by a Mental Health Act Co-ordinator and a Consultant Psychiatrist, Occupational and Psychological Therapists. The multi-disciplinary team works in collaboration with patients, families and community agencies to develop effective treatment programmes for improving quality of life and maximising independence. The hospital has been partly refurbished and achieved an 'Outstanding' rating as the outcome of its last Care Quality Commission inspection.

Castle Lodge is an independent hospital with 15 beds within the Castle Care Village on the outskirts of Hull. Castle Lodge provides mental health support for people from the age of 18, for men with organic mental health needs, women with functional mental health needs and support for those with working age dementia or with the need for 24-hour psychiatric nursing care. Services also include supportive care for any associated distressed behaviours, promoting individual well-being and independent living skills, as well as offering access to a consultant psychiatrist, occupational therapist and a range of psychological therapists. Castle Lodge has close links with the local community. Staff at Castle Lodge believe in a person-centred approach to potential recovery. Empowerment enables individuals to take control of their daily lives and achieve their optimum level of independence. The hospital underwent an extensive refurbishment in quarter one of 2025 following consultation with patients, family and carers. The outcome is stunning and ensures the environment provides the highest quality surroundings whilst maintaining a homely yet therapeutic environment to promote patients' wellbeing and recovery.

Barchester Healthcare's Independent Hospital Services, Quality Account 2025–2026

Forest Hospital is a state-of-the-art, purpose-built facility for adults with a variety of organic and enduring mental health conditions. It has one 15-bedded male ward, accepting people over the age of 18 on a detained or informal basis. The hospital is also able to provide treatment and care under the provision of Deprivation of Liberty Safeguards. Forest Hospital is able to deliver personalised care across an integrated care pathway. The multi-disciplinary team provides a range of evidence-based treatments to enhance the recovery journey. A comprehensive refurbishment is planned to commence in August 2025 to ensure the hospital continues to provide a high-quality environment.

Jasmine Court independent hospital is situated in Waltham Abbey, Essex and is a men-only service with a capacity of 15 en-suite single bedrooms, catering for people over 50 who have complex behaviour due to a neurodegenerative illness, including alcohol-related dementia, dual diagnoses, forensic histories, Pick's disease and working-age dementia. Patients can make use of a spacious shared lounge and dining areas. A large activities room is available for group or independent work with patients. The hospital has its own garden area designed for individuals to engage in therapeutic horticultural activities and there is access to local amenities. All of these features enable individuals to maintain or gain new skills and support plans for discharge. Patients are admitted informally, sometimes with Deprivation of Liberty Safeguards authorisations in place, or on a formal basis under the Mental Health Act 1983.

Windermere House is an independent hospital situated in Hull. There are two wards providing treatment and care for 30 men with a range of enduring mental health diagnoses or acquired brain injury with associated distressed behaviours which may be considered challenging. Windermere House focuses on maximising people's quality of life, their ability to make choices and to manage their lives for themselves. Full inclusion in support planning and informed choice form the cornerstones of life at Windermere. One ward remains closed.

Governance

The Barchester Quality and Safety Committee regularly reviews (6 times a year) the quality and risk profiles covering all service provision, including mental health service provision. The Director of Operations for its hospitals is responsible for links between Barchester Quality and Safety Committee, the Hospitals Quality and Safety Committee, the local Hospitals Quality and Safety Committee and the hospitals' response to Barchester Healthcare's Quality Governance Framework.

The Hospitals Quality and Safety Committee meets bi-monthly and is the key body for driving clinical governance and quality improvements across all of our independent hospitals. We have reviewed the reporting format that we use to ensure that it reflects best practice and continue to include standing agenda items such as physical well-being, use of force trends/analysis, lessons learnt and 'Freedom to Speak up'.

Our committee reviews and plans its performance to meet the requirements of NHS commissioning bodies and Quality Accounts priorities. Plans are, to some extent, shaped by Commissioning for Quality and Innovation (CQUIN) standards and agreed priorities.

Management of the hospitals

Our hospital services are commissioned by the NHS and we work closely with our commissioners to deliver local services for people with mental health needs. We work to provide a safe and empowering environment, a good quality of life and a care pathway into the community or to an environment with the fewest restrictions possible. We have collaborative partnerships with NHS mental health foundation trusts, some of whom we commission into our hospitals through a service level agreement contract for the provision of psychiatry and other clinical services.

We value our shared working relationships with our partners in the NHS and appreciate the contribution that accurate reporting through our Quality Accounts makes to it and to the quality of the services that we offer.

How did we do and what are we going to do next?

This section of the Quality Accounts for Barchester's independent hospitals reviews our performance over the last year, running from April 2024 to March 2025 and how we are going to continue this work.

The targets we set for 2024/25:



1 Use of Force Policy

During the last year, we have held monthly risk reduction review meetings to examine key metrics related to the use of force within our hospitals. We have improved monitoring process' related to Essential Personal Care and as a result improved support across the hospitals via additional training in collaboration with both internal and external training providers. This has resulted in a reduction in the use of safety interventions during personal care and improved patient outcomes. We have become an organisational member of the Risk Reduction Network (RRN). We have reported to the Quality and Safety Committee on our progress and observations in these areas.

What's next?

Over the next twelve months, we will widen our risk review committee to ensure representation from key members of staff working within our hospitals. We are going to focus on developing a risk reduction forum which will include patients, relatives and carers.

2 Develop a Quality Improvement Review (QIR) Tool

During the last twelve months, the Regional Director and Quality Improvement and Regulation Managers have designed a QIR tool for the hospitals. The tool has been piloted within 3 of our hospitals.

What's next?

We are going to pilot the QIR tool across the remainder of our hospitals, followed by a review of the pilot to ensure all key quality improvement metrics are encapsulated within the tool. During 2026 each hospital will receive an unannounced QIR visit to ensure quality assurance and continuous improvement within all services.

3 Introduce Safe Wards

We have completed the second of three years related to introducing key interventions.

The second set of interventions has been implemented and continues to affect positive practice:

- Talk Down
- Calm Down Methods
- Reassurance

We have maintained our ethos that anything that we introduce has to be clear, simple, straightforward, make sense, be uncomplicated, free of complex language and able to demonstrate clear co-production with patients. Our staff have completed further bespoke training aligned to these key interventions and patients have actively been involved by taking part in discussions at community meetings and the designing of posters for the wards reinforcing key messages.

What's next?

We will introduce the last 3 interventions and embed them into our everyday practise:

- Mutual Expectations
- Mutual Help Meetings
- Know Each Other

4 Learn From Unexpected Deaths

In line with national guidance, one of our senior consultants has drafted a protocol related to actions to be taken when we have an unexpected death in one of our hospitals.

What's next?

Review draft protocol via our Quality and Safety Committee and commence roll out of the tool.

Targets for 2025 to 2026

Our targets areas for 2025/2026 are focused on further development of quality of care and treatment in our hospitals and we have decided to build on the work already achieved with our previous target areas and to introduce an additional target aligned to our company wide digital transformation programme:

Priority for improvement	Our targets
1. Use of Force	<ul style="list-style-type: none">✓ Introduce and hold a Risk Reduction Forum. Q1 2026.✓ Develop further the risk reduction strategy. Widen our review committee to ensure representation from key members of staff working within our hospitals.✓ Share our findings regularly with key stakeholders.
2. Quality Improvement	<ul style="list-style-type: none">✓ Finalise our pilot of the Quality Improvement tool across all hospitals.✓ Commence roll out of unannounced Quality Improvement visits.✓ Analyse outcome of visits and share with Corporate Quality and Safety Committee agreeing clear actions for continuous improvement.
3. Learn from Unexpected Deaths	<ul style="list-style-type: none">✓ Review draft protocol via our Quality and Safety Committee and commence roll out of the tool.✓ Develop a process of reviewing all deaths in our hospitals via our Quality and Safety Committee.✓ Review how we can engage with families and carers to gain their insight, as a vital source of learning.

Priority for improvement	Our targets
4. Safe Wards Roll Out	<ul style="list-style-type: none">✓ Deliver bespoke training to staff related to the final 3 interventions.✓ Introduce the final 3 interventions across all wards.✓ Review if/how each of the 3 interventions has affected patient outcomes, environment and practice on the wards.
5. Introduce Electronic Care Records System	<ul style="list-style-type: none">✓ Work collaboratively with BHC digital transformation team to develop an electronic care records system which also meets all requirements of various legal frameworks within the hospitals.



About Barchester Healthcare – Funding, Registration, Research, Staffing and Commissioner's Comments

Funding: Barchester Healthcare provides services to just over 13,000 people in over 245 care homes and six independent hospitals. For our hospitals, our commissioners are local authorities, Integrated Care Boards and the NHS Commissioning Board.

Barchester's overall health income in our care homes fluctuates on a daily basis because much of it comes through payments for individual nursing needs or continuing healthcare funding. In developing this account, we have specifically reviewed the Quality Accounts of our six independent hospitals, reporting back as a composite. Their income represents approximately 2.3% of the total income for Barchester Healthcare, generated from the provision of NHS services over 2024/25 and all funded through NHS commissioning.

Patients in our hospitals are funded through individual contracts.

Registration: Barchester Healthcare is licensed by Monitor, a subsidiary of NHS Improvement, acting on behalf of the Department of Health and Social Care, with particular responsibility for patient welfare, value for money and financial oversight.

Barchester Healthcare is required to register its hospitals with the Care Quality Commission, the independent regulator for health and social care in England, and is inspected and rated by them. Across the services Barchester provides, our services are subject to different registration for different regulated activities. For our independent hospitals our current registration status is in respect of: 'Regulated Activity: Treatment of disease, disorder or injury' and 'Regulated Activity: Assessment or medical treatment for persons detained under the Mental Health Act 1983'.

Barchester Healthcare has not participated in any special reviews or investigations by the Care Quality Commission during the reporting period.

Care and Quality Commission (CQC) Rating:

All our hospitals are registered and inspected by the Care Quality Commission. Within the last 12 months there have been no published CQC inspection reports, we await publication of the report following an inspection at Windermere Hospital in June 2025. Below are the current overall CQC ratings:

Hospital	CQC Rating
Arbour Lodge	Good
Billingham Grange	Outstanding
Castle Lodge	Good
Forest Hospital	Good
Jasmine Court	Requires Improvement
Windermere House	Good

Internal Quality Assurance

Our hospitals are also regularly internally inspected through a monthly monitoring of clinical targets, quality and action planning, which is conducted by the Senior Regional Director for Hospitals.

Research: We did not participate in formal research over 2024/25.

Barchester Healthcare would like to thank all patients, staff, commissioners and others for their contribution to this Quality Account.



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