



BARCHESTER

MENTAL HEALTH HOSPITALS

**BARCHESTER HEALTHCARE'S
INDEPENDENT HOSPITAL SERVICES**

QUALITY ACCOUNT
2026–2027



Statement from Chief Operating Officer

I am delighted to report back on the 2025 to 2026 Quality Accounts for our independent hospital services and to establish new targets for 2026 to 2027. It is once again 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 2026/7.

I think it is an outstanding achievement that, for the seventh time in seven years, Barchester Healthcare has been named winner of the internationally recognised RoSPA Health & Safety Awards for the entire Healthcare sector. 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 safe care.

This year sees the 13th iteration of our independent hospitals' Quality Accounts and we are continuing to implement cultural, clinical and operational changes to constantly improve care for our patients with a range of training initiatives and digital systems, which will ensure that our hospitals offer the highest quality care.

As regards our Quality Accounts targets for 2026/27, 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 stylized, 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 and care 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.

We have had four CQC inspections across the hospitals; September 2025 Castle Lodge with an outcome of Outstanding (previously rated as good), October 2025 at Jasmine Court with an outcome of Good (previously rated as RI). There have been a further 2 inspections across the Hospitals; February 2026 at Billingham Grange and March 2026 at Forest Hospital, we are awaiting the draft reports for both of these services. Since publication of our last quality accounts, we also received the outcome of the June 2025 inspection at Windermere house which retained its good rating.

We have 67% of our hospitals with an overall CQC rating of ‘Good’ against the national average of 73.8%. We also have 33% of our hospitals with an overall CQC rating of ‘Outstanding’ compared to the national average of 4.7%. We do not have any hospitals rated ‘requires improvement’ with the national average being 21%. We have no hospitals (0%) rated as inadequate compared to the national average of 0.9% (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 maintain high completion rates with statutory training completion at 96% (↔) and mandatory completion at 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 2025/2026, Barchester Healthcare provided mental health services commissioned by the NHS within its six independent hospital sites.



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

Arbour Lodge is an independent hospital with 20 beds for men over the age of 35 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.

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 recovery. Empowerment enables individuals to take control of their daily lives and achieve their optimum level of independence. The hospital achieved an outstanding CQC rating in September 2025.

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 was completed in October 2025 ensuring a high-quality environment which is both homely and therapeutic.

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 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 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 2025 to March 2025 and how we are going to continue this work.

The targets we set for 2025/26:



1 Use of Force Policy

During the last year, we have held a risk reduction forum, attended by both patients and relatives/carers across all of our hospitals. This forum gave both patients and relatives/carers an opportunity to discuss the use of force within our hospitals and strategies to reduce this further. We have introduced one-page profiles related to Essential Personal Care and have seen a significant reduction in the use of safety intervention holds as a result. We have widened our Use of Force review committee to include the Operations Manager and continue to hold these meetings each month to examine key metrics including emerging trends and training needs. We have maintained our membership with the Risk Reduction Network (RRN).

What’s next?

Over the next twelve months, we will review our documentation to strengthen the support given to both patients and staff following incidents requiring safety interventions. We are going to hold further reduction forums with patients, relatives and carers.

2 Develop a Quality Improvement Review (QIR) Tool

During the last twelve months, we have completed our pilot of the QIR tool across all hospitals. All hospitals have had an unannounced QIR visit the outcomes of which have been shared with the Corporate Quality and Safety Committee and clear actions for continuous improvement added to individual hospitals Central Action Plan.

What’s next?

Each hospital will receive a minimum of one unannounced visit per year together with one announced support visit.

3 Introduce Safe Wards

We have introduced our final key interventions:

- 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.

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. We have reviewed how these interventions have affected patient outcomes, the environment and practice on the wards, which has been positive with a reduction in conflict both between patients and patient towards staff on the wards. There has also been a reduction in damage to property within the ward environment.

What’s next?

We will continue to train staff in all 10 safe ward interventions and to involve patients in open and honest conversations related to conflict, staff and the environment.

4 Learn From Unexpected Deaths

In line with national guidance our senior consultant has developed a protocol regarding the action to be taken following any death within one of our hospitals, this has also been aligned to our Serious Incident Response Framework (PSIRF).

What’s next?

This protocol will be implemented following a death within our hospitals.

5 Introduce Electronic Care Records System

We have worked 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.

What’s next?

We will identify a suitable provider to build this system and pilot within one of our hospitals before implementing across the division. This action will be carried over to 2026-2027 targets.

Targets for 2026-2027

Our targets areas for 2026/2027 are focused on further development of quality of care and treatment in our hospitals. We will continue to develop an appropriate bespoke electronic care records system and 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.

Priority for improvement	Our targets
1. Introduce Electronic Care Records System	✓ Work collaboratively with BHC digital transformation team to identify a provider to build our electronic care records system which meets all requirements of the various legal frameworks within the hospitals ✓ We will pilot this system within one of the hospitals ✓ We will role this system out across all hospitals.
2. Patient and Carer Race Equality Framework (PCREF)	✓ We will appoint a lead in order to develop a PCREF framework ✓ We will implement the PCREF framework and ensure it is embedded across all hospitals ✓ We will develop and deliver training aligned to our PCREF framework.
3. Culture of Care Standards	✓ We will introduce NHS England Culture of Care Standards ✓ We will align these standards to BHC Care and Life Enrichment framework ✓ We will produce supporting materials for each standard and embed these within our day-to-day practice.

Priority for improvement	Our targets
4. Positive Behaviour Support (PBS)	✓ We will deliver PBS coaching training ✓ We will introduce at least 1 PBS coach in each hospital.



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 2025/26 and all funded through NHS commissioning.

Patients in our hospitals are funded through individual contracts.

Registration: 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 two published CQC inspection reports, September 2025 Castle Lodge with an outcome of Outstanding (previously rated as good), and October 2025 at Jasmine Court with an outcome of Good (previously rated as RI). We await publication of the reports following inspections at; Billingham Grange in February 2026 and Forest Hospital in March 2026. Below are the current overall CQC ratings:

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

Internal Quality Assurance

Our hospitals are also regularly internally inspected through a monthly monitoring of clinical targets, quality, safety and action planning, which is conducted by both the Operation Manager and Operations Director for Hospitals and twice yearly by a Quality Improvement Manager from our regulations team.

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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