

Mr Philip Barlow
Assistant Coroner for the Coroner Area of Inner South London
The Coroner's Court
Tennis Street
London SE1

30 March 2017

Dear Mr Barlow

Inquest into the death of James O'Brien

I am writing to you as the Chief Executive of Cambian Group PLC.

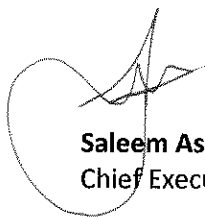
I refer to your Regulation 28 report dated 13th March 2017 issued following the conclusion of the Inquest into the death of Mr O'Brien.

The Churchill Hospital was at the date of Mr O'Brien's death operated by Cambian Healthcare Limited which was then part of our Group. However, in December 2016 we sold our adult services division, including Cambian Healthcare Limited. The Group, therefore, no longer has any executive responsibility in relation to the hospital. Cambian Healthcare Limited is now a subsidiary of Cygnet Healthcare Limited and its Chief Executive Officer is Dr Tony Romero.

I have therefore passed your letter to Dr Romero, who I know is arranging for a response to your report to be sent to you today, addressing the issues that you have raised.

Please let me know if you have any queries and I will be happy to assist.

Yours sincerely

A handwritten signature in black ink, appearing to read "Saleem Asaria", written over a circular stamp or seal.

Saleem Asaria
Chief Executive Officer, Cambian Group PLC

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Mr Philip Barlow
Assistant Coroner for the Coroner Area of Inner South
London
The Coroner's Court
Tennis Street
London SE1

30 March 2017

Our Ref: [REDACTED]

Your Ref: [REDACTED]

Dear Sir

Inquest into the death of James O'Brien

As you know, we act for Cambian Adult Services who currently operate the Cambian Churchill Hospital at Barkham Terrace, London.

We have been instructed by the CEO of Cambian Adult Services to write to you in response to your Regulation 28 Report dated 13th March 2017. That Report was addressed to Mr Saleem Asaria as CEO of The Cambian Group but as has been explained under separate cover by Mr Asaria, his Group is no longer involved in the management of the hospital and therefore has no control over future steps that may be taken. This letter is therefore written to you on the instruction of the CEO of Cambian Adult Services as explained above as he is able to confirm the matters relevant to a response to your Report.

Our client takes very seriously any issues that relate to the prevention of future deaths. As you will know, and as your Report acknowledges, they had already considered whether there were steps that could be taken to minimise the risk of this in future and Mr Ruffley, the Regional Operations Director, gave evidence at the inquest in relation to that.

In response to the matters referred to at paragraph 5 of your Report, we are instructed to confirm (or reconfirm as the case may be) the following:

- 1 First Aid Training – corporately, Cambian Adult Services have adopted a first aid training system which is rated between basic life support and intermediate life support. This is felt to be appropriate for psychiatric hospitals and the hospital has never had any concerns raised at any inspections by CQC, as the regulator of the services that it provides, to suggest that that does not meet their requirements for such units. In addition, as they may have patients with physical health care needs that include the need for oxygen, our client has arranged for all nursing staff to be trained in oxygen therapy. To ensure however that practice is in accordance with best practice, our client has commissioned an external expert review of their Resuscitation Policy procedure and practices.
- 2 Training Records – to ensure that staff training is up to date, our client uses a new training matrix that captures the attendance of staff at classroom based training sessions. They are therefore now able to review the training records of all staff members and identify any gaps. This supplements the database available from Cambian Adult Services' own on-line training

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system known as "Achieve". To ensure that the Hospital Director and senior managers are fully apprised of the position in relation to training, particularly in relation to first aid training, a routine weekly report detailing the percentage compliance by all staff at the hospital is produced to them.

- 3 Responding to Emergencies – all staff are required to undertake the on-line training provided by Cambian Adult Services on responding to emergencies.

In addition, a local protocol for the Cambian Churchill Hospital is in place to ensure that staff are aware of how to respond to emergencies. This covers amongst other things how to raise the alarm, who is expected to respond and the use of radios. There is also a specific alarm protocol detailing when the alarm should be activated.

Further, to ensure a prompt staff response, staff are aggregated across all wards at the hospital at night to assist with responding to emergencies.

- 4 Practice Drills – to assist in identifying any skills gaps, unannounced resuscitation simulations take place twice a month at the Cambian Churchill Hospital with the outcomes discussed in monthly clinical governance meetings. A resuscitation doll has been purchased specifically for these drills and this enables the resuscitation exercise to be as realistic as possible. Practice drills are recorded and audited. Areas of good practice and learning points are recorded and this information is fed back to the staff team who attended that particular simulation exercise. It is then further discussed in clinical governance meetings so that any themes or trends can be identified and addressed.

- 5 Induction – the hospital had already reviewed its induction processes. This specifically includes the topics of record keeping, observation and responding to emergencies. Staff that are not familiar with the hospital are provided with a "tour" by more experienced staff when they first start work at the hospital. The hospital is committed to using its own staff and their pool of bank staff wherever possible rather than agency staff. To ensure appropriate staffing levels on any particular shift, managers are required to plan bank staff cover in advance to address planned staff absences. Since August 2016, no agency staff have been used at the hospital. However, notwithstanding the commitment to no longer employing agency staff on an ad hoc basis, it is impossible to say that this could "never" occur because of the obvious need to ensure appropriate staffing levels and the fact that emergencies might arise where additional staff cover is required. Accordingly, our client has developed and implemented an "agency nurse induction protocol" aimed specifically at any staff who may be booked at short notice to cover a shift. They are required to attend work one hour before the shift commences to go through an induction, and receive orientation to key policies and the environment.

We hope that clarifies the matters that [REDACTED] gave in evidence, and addresses the points raised in your Report. In addition, you may be interested to know that:

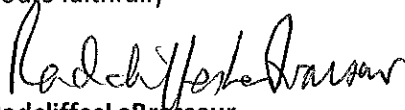
1. Cambian Adult Services have introduced at the hospital the NEWS system (National early warning signs for acutely unwell patients) developed recently by the Royal College of psychiatrists. This is a

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scoring tool of baseline observations to help determine appropriate action when staff find an unwell patient. All staff at the Cambian Churchill Hospital have had training in this.

2. The issues raised at the inquest (and indeed at any inquest) will form part of a debriefing session for all staff after such incidents.

Yours faithfully


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