

# Introduction to Kent Prisons

Dear candidate,

Thank you for taking an interest in our Primary Care Manager role we have available at HMP Elmley. We hope that you find this overview useful and look forward to receiving your application.

Our Kent Prisons healthcare services are underpinned using our 'health and wellbeing' model. It has evolved over the past 5 years, where it was originally implemented at the Greenwich cluster. HMP Belmarsh in 2017 which was a first for NHSE (London Region) and a model which other services built on, for us followed by HMP Isis 2018 and HMP Wandsworth 2019.

There are core principles, however, how these are achieved are bespoke to the local healthcare and prison team during the model implementation:

- Patient focused with health promotion at the heart of our care
- Designing services which meet the unique needs of the prison
- The right staff, right place, right time ensuring experienced professionals are on hand to lead and support patients when needed
- A no exclusions model that ensures everyone with mental health needs is managed within the step care model
- Being highly supportive of clinical and prison staff with training, support enabling the team to work smarter and as part of an effective multi-disciplinary team

For the patient, they will experience a different type of care tailored to their needs:

- Every patient receives a comprehensive person-centred assessment within 48 hours of arrival. This includes greater use of Cognitive Behavioural Therapy empowering the patient to self-care.
- For patients with complex needs, their care is coordinated by a named coordinator who ensures a care plan is developed in conjunction with the multi-disciplinary team.

Our healthcare departments operate across six prisons each of which require a bespoke service responding to the prisoner and prison needs:

| <b>Prison</b>      | <b>Location</b> | <b>Category</b>   | <b>Population</b> | <b>Healthcare</b>   |
|--------------------|-----------------|-------------------|-------------------|---------------------|
| HMP Elmley         | Isle of Sheppey | 'B' Remand        | 1,200 (male)      | 24/7                |
| HMP Swaleside      |                 | 'B' High Security | 1,200 (male)      | Inc. Inpatient Unit |
| HMP Standford Hill |                 | 'D' Open          | 500 (male)        | Standard            |
| HMP Rochester      | Rochester       | 'C'               | 650 (male)        | 24/7                |
| HMP Maidstone      | Maidstone       | 'C'               | 500 (male)        | 24/7                |
| HMP E Sutton Park  |                 | 'D' Open          | 100 (female)      | Standard            |

The six prisons are located across three estates, Isle of Sheppey, Rochester and Maidstone, with the Isle of Sheppey prisons being with a few minutes' walk from each other and East Sutton Park approximately 7 miles from Maidstone.

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**JOB DESCRIPTION & PERSON SPECIFICATION**

**OXLEAS NHS FOUNDATION TRUST**

**JOB DESCRIPTION**

|                        |  |
|------------------------|--|
| <b>JOB TITLE:</b>      | Primary Care Lead  |
| <b>GRADE:</b>          | AFC Band 7   |
| <b>DIRECTORATE:</b>    | Forensic and Prisons   |
| <b>HOURS OF WORK:</b>  | 37.5   |
| <b>RESPONSIBLE TO:</b> | Head of healthcare   |
| <b>ACCOUNTABLE TO:</b> | Director of Forensic and Prisons Services  |
| <b>LOCATION:</b>       | Kent Prisons – <b>HMP Elmley</b>   |
| <b>LIAISES WITH:</b>   | Clinical Leads, Multi-professional teams, prison senior management team and staff, commissioners, independent service providers, CMHTs, multi-agency protection panels, community health providers, acute services, Probation Service, Court Services, Prison Services & agencies, offenders, carers and families. |

**Job Summary:**

As an expert practitioner and source of expert advice to clinicians, allied health care professionals, offenders and their carers, provide specialist nurse interventions to patients and support to junior colleagues. Assist & support the Operational Manager to lead a nurse-led integrated primary care service and develop a specialist practice-based clinical model of care.

To ensure the Integrated Healthcare Service provide a range of quality services to offenders

**Key Principles of health and wellbeing model for Prison Service:**

Patient focused with health promotion at the heart of our care

Putting the right staff in the right place at the right time – specialist posts to ensure that experience is on hand to lead and support patients e.g., leads in learning disability, long term conditions, older adults, complex case practitioners and discharge coordinators.

Designing and delivering healthcare for the unique needs of each prison.

Being highly supportive of clinical and prison staff with training and support enabling the team to work smarter and as part of an effective Multi Professional Team.

## **Key Tasks and Responsibilities**

The post holder will exercise a high degree of personal and professional autonomy, make complex and critical judgments and have decision making skills to satisfy the expectations of the role.

To support the Head of Healthcare to strategically develop, deliver, clinically audit and evaluate the Integrated Primary Healthcare Service for the establishment. This will include acute care, long term conditions management and health promotion activities and be in line with the NHS Plan, public health and National Service Frameworks.

To demonstrate and provide robust expert clinical leadership to junior staff with a sound understanding of evidence based nursing practice to provide a pro-active approach to ensure quality and outcome driven practice on a day- to-day basis.

To support the development of monitoring systems, to promote the development of evidence based practice in the specialist field and to promote research as appropriate.

To participate and lead as directed in the managerial and professional clinical supervision programme, to ensure all junior staff receive appropriate supervision, training and annual appraisal, and to ensure that it becomes an integral part of team practice.

To ensure the implementation of effective and appropriate patient centred care planning tools / Care Programme Approach (CPA) and consistent delivery throughout all the prisons and forensic units within the service.

The post holder will work collaboratively with the Head of Healthcare, Clinical Lead, GPs and other clinicians to meet and review service needs as required.

The post holder will be part of skilled multidisciplinary teams comprising all healthcare staff, including strategic partners, and prison managing a single referral pathway.

The post holder will be required to undertake training to maximise uptake of screening, health promotion and prevention activity, including vaccinations.

The post holder will ensure a named care coordinator is allocated for every patient with complex needs who will ensure a proactive, evidence-based approach to clinical interventions, health promotion/prevention activity, and management of acute and long-term conditions using our stepped care approach.

The post holder will ensure that a single, integrated, care plans developed, and the individualized care is regularly reviewed.

The post holder will ensure that a comprehensive risk assessments and care plans are regularly reviewed in a needs-led review cycle.

The post holder will ensure a care coordination criteria and MDT meetings for patients with complex needs will be tailored to the needs of the establishment.

The post holder will ensure that they undertake all training in evidence-based CBT approaches, to enhance consistency and quality of care delivery

The post holder will support patients to manage their health at every stage, from oral health to long term conditions.

The post holder will ensure that health promotion embedded into every aspect of the service.

### **Main Duties and Responsibilities**

To support the development and delivery of an effective integrated healthcare service team clinical model.

To manage a specialised & complex clinical caseload.

To support the Head of Healthcare to maintain the National Standards for Health Care in Prisons for the service.

As delegated be responsible for the management & co-ordination of the Integrated Healthcare Service Team on a day-to-day basis in the absence of the Operational Manager.

Ensure long term conditions clinics are delivered in a clinically effective, efficient & timely way, in line with service needs.

Work with senior colleagues to develop strategies designed to promote and improve health and prevent disease, working proactively and collaborating with other professionals, organizations and agencies as required

As delegated, maximize resources to target need, including the deployment and supervision of staff.

Support the development of robust systems for the collection, triage & allocation of referrals as appropriate, and monitoring and auditing the quality and effectiveness of service delivery.

To monitor and maintain an effective case management service to ensure care and continuity of treatment is maintained throughout a patients care pathway whilst detained in prison/ forensic services.

Monitor staff performance high standards of electronic record-keeping competencies and patient /offender confidentiality in line prison/ forensic unit policy and systems, through effective monitoring and auditing processes

To monitor and review the implementation of appropriate & effective and accredited care planning tools / CPA for all offenders that are subject to the process in accordance with agreed trust policies.

To carry out clinical supervision to team members including annual appraisal and identification of specific service, training and personal development needs as directed.

Work with the Head of Healthcare to develop effective systems and interfaces with community health services ensuring continuity of care on release or discharge. Actively promote and demonstrate working across professional and organizational boundaries.

To foster and maintain close working partnerships with all services that maybe involved with the care and management of offenders, such as prison staff, healthcare MDTs, forensic services, prison staff, Ministry of Justice, community acute and primary care services, CMHT's staff, probation services, CPS, courts, GP's, housing and benefit services etc).

Monitor staff compliance with all prison and trust clinical policies and procedures as appropriate. Responsible for the management of all matters relating to discipline, complaints

and serious & untoward incidents and investigations as required.

Ensure appropriately skilled & qualified staff comply with the administration and management of medications according to their responsibilities in accordance with all relevant policies, guidance and procedures.

Support the selection, recruitment and retention of appropriately skilled staff for the service.

To liaise with others to share expertise, promote ideas and to ensure the service is working collaboratively with key stakeholders, agencies and organisations as required.

### **Custodial Responsibilities**

Assume personal responsibility for the security of issued keys.

Understand and comply with prison orders, procedures and instructions in your area of work.

Comply with all security requirements.

Respond to any situation or circumstance that might indicate a threat to security of the establishment or to the safety of an individual, completing Incident, Security, Injury or other reports as appropriate.

Report breaches of order and discipline including reporting and recording untoward incidents according to local protocol.

Contribute to effective risk assessment and management procedures.

### **Dimensions of Post Holder**

To be an authorised signatory for the Integrated Primary Healthcare team as required.

Develop and maintain inter-disciplinary and inter-agency working with all relevant agencies and organisations

Undertake other duties agreed in conjunction with the Head of Healthcare

### **General**

To liaise with other senior Trust personnel to share expertise, promote ideas and to ensure the service is working collaboratively with the Trust's other Directorates as required.

To work positively and effectively in a difficult and often hostile environment.

Be aware of environmental hazards in the working area; ensure staffs are aware of relevant health & safety policies deriving from the Health & Safety at Work Act.

To work in accordance with Trust policies and guidelines

To be familiar with Prison Standards, Standing Orders, Circular instructions, Notices to Staff, Health and Safety and all other relevant material to function as an informed practitioner within a prison setting.

Promote equality of opportunity and provide an environment in which the dignity of individuals is respected and free from workplace harassment and bullying.

**Terms and Conditions**

The post holder is subject to the terms and conditions of OXLEAS NHS FOUNDATION TRUST. This Job description gives an outline of the post and is subject to review in consultation with the post holder.

**Confidentiality**

The Post holder must maintain the confidentiality of information about patients, staff and other health service business in accordance with Trust Policy.

**Risk Management**

The Post holder will ensure compliance with the Trust's risk management policies and procedures. These describe the Trust's commitment to risk management, the recognition that our aim is to protect patients, staff and visitors from harm and stress and that all staff have a responsibility to minimise risk.

**Infection Control**

All staff are required to be familiar with the Trusts infection control policies, and national guidance in relation to infection control. All staff whose normal duties are directly or indirectly concerned with patient care must ensure that they complete mandatory infection control training and are compliant with all measures known to be effective in reducing Healthcare Associated Infections.

**Equality, Diversity and Human Rights**

The Post holder will treat all colleagues, service users, carers and members of the public with respect and dignity regardless of their gender, age, race, religious beliefs, religion, nationality, ethnic origin, social background, sexual orientation, marital status, disability, HIV/Aids status, criminal background and Trade Union status. The Trust has a Policy for Equality and Human Rights and it is the responsibility of all staff to ensure that this is implemented.

**Health & Safety**

All staff must be aware of the responsibility placed on them by the Health & Safety at Work Act (1974) to ensure that the agreed safety procedures are carried out to maintain a safe condition for employees, patients and visitors.

**Professional and NHS Codes of Conduct**

You are required to act at all times in accordance with the relevant professional Codes of Conduct and Accountability (including, where applicable, those for Board Members). In addition, all management staff must comply with the 'Code of Conduct for NHS Managers' and 'Standards of Business Conduct for NHS Staff'.

**Safeguarding**

It is the responsibility of all staff to safeguard and protect children and adults at risk at all times and staff must report any concerns as per Safeguarding Children and Safeguarding Adults policies, which are available on the Trust's intranet. Every member of staff must undertake regular mandatory safeguarding training at a level relevant to the role.

**Financial Management and Control of Resources**

All staff are responsible for the security and the property of the Trust, avoiding loss or damage and being economical and efficient in the use of resources. Staff are required to act in accordance with the rules and regulations as described in the Trust's Policy relating to the Financial Management and Control of Resources'.

**Customer Care**

It is the aim of the Trust to provide patients and clients with the best possible care. All staff are required to put the patient/client first and do their utmost to meet requests and needs courteously and efficiently.

### **Personal/Professional Development Planning/Mandatory Training**

All staff should have a personal development plan and in conjunction with their manager, should actively determine and pursue agreed training and development needs and opportunities. All staff are required to attend mandatory training as designated by the Trust.

### **No Smoking**

Oxleas NHS Foundation Trust has a no smoking policy. Staff are not permitted to smoke within or on Trust premises.

## **TRUST MISSION AND VALUES**

At Oxleas our mission is to “Improve Lives”

Our values express what the Trust sees as the heart of Oxleas. They are the lens we look through that informs how we act, the decisions we make, and how we work with our service users, patients, families, carers, and colleagues.

Our values are.

- **We're Kind,** We show consideration, concern and thoughtfulness towards everyone.
- **We're Fair,** We embrace difference, treat everyone with respect and we promote diversity, equity and inclusion.
- **We Listen:** We always seek to understand, learn, and improve.
- **We Care:** We work together and innovate to put the patient at the heart of everything we do.



**OXLEAS NHS FOUNDATION TRUST  
PERSON SPECIFICATION**

**JOB TITLE:** Primary Care Lead

**DIRECTORATE:** Forensic and Prisons

| Domain   | How measured                   |
|--|--------------------------------|
| <b>Education/Qualifications</b>  |                                |
| <ul style="list-style-type: none"> <li>Professional Qualification. (Registered General Nurse, Paramedic, Pharmacist and Pharmacy Technician)</li> <li>Post Graduate Qualification to Masters level or equivalent specialist skills in the area of primary care interventions, long-term disease management, vaccination etc.</li> </ul>  | Application Form               |
| <b>Experience</b>  |                                |
| <ul style="list-style-type: none"> <li>Minimum of 3 years' experience at a Senior Nurse level (Band 6)</li> <li>Experience of working within prison settings</li> <li>Experience of managing staff</li> <li>Working knowledge of current issues/agendas facing prison healthcare</li> <li>Experience of multi-professional collaboration at a Senior level including working in partnership with other statutory and voluntary organisations. Experience of setting, monitoring and evaluating standards of care.</li> </ul>   | Application Form and Interview |
| <b>Skills/Abilities/ Knowledge</b>   |                                |
| <ul style="list-style-type: none"> <li>Ability to communicate effectively both verbally and in writing, presenting ideas with clarity in a persuasive and influential style, for a variety of audiences.</li> <li>Ability to manage change and develop innovative ways of working.</li> <li>Ability to maintain a high profile within senior management structures.</li> <li>Ability to work effectively and autonomously</li> <li>Ability to lead and empower people to make decisions and to plan ahead.</li> <li>Knowledge of current National Standards for</li> </ul> | Application Form and Interview |

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|---|--|
| <p>PrisonMental Healthcare policy and National Service Frameworks.</p> <ul style="list-style-type: none"> <li>• Knowledge of Criminal Justice system and Mental HealthAct 1983.</li> <li>• Good analytical and judgement skills</li> <li>• Excellent interpersonal skills</li> </ul>  |  |
| <b>Effort andEnvironment</b>  |  |
| <p><b>Physical Effort:</b></p> <ul style="list-style-type: none"> <li>• Day to day contact with offenders</li> <li>• Ability to use initiative and creativity in problem solving</li> <li>• Ability to resolve conflict and build teams</li> <li>• Ability to manage complex &amp; challenging behaviour</li> <li>• Manual handling</li> <li>• Use approved breakaway techniques</li> <li>• Good IT skills</li> </ul> <p><b>Emotional effort</b></p> <ul style="list-style-type: none"> <li>• Strong leadership and management capacity within a complex setting</li> <li>• Ability to manage complex &amp; challenging behaviour</li> <li>• Ability to work in a challenging and changing environment</li> </ul> <p><b>Working conditions</b></p> <ul style="list-style-type: none"> <li>• Ability to work in a challenging secure environment and adhere to all security requirements of the prison.</li> </ul> |  |