



Chronology of Events and Actions Taken at West Lane Hospital 2018 to July 2019

Tees Valley Joint Health Scrutiny

2/9/19



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- Timeline
- Issues and Actions Taken
- Impact for Patients, Families and Carers
- Our plans going forward

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Timeline of key events

- 16 November 2018 Allegations of inappropriate moving and handling of patients at Westwood, WLH
 - Referral to police – no criminal case to answer
 - Referral to Safeguarding – Local Authority Designated Officer (LADO) process instigated
- Processes to support the site put in place
- HR processes applied
- Some staff returned Jan onwards

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Timeline of key events

- March – April – NHS England visits and support
- May – June – Staffing challenges re-emerge
 - Clinical incidents and acuity issues
 - Ligature incident
- June 2019:
 - CQC Thematic Review of Restraint Seclusion and Segregation
 - CQC Core Service Review
 - CQC Enforcement Notice

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Timeline of key events

● July

- Sickness continues
- Business Continuity Plans (BCP) put in place (11th July)
- Ward consolidation (15th July)
 - Newberry closes and patients move to Evergreen & Westwood
- NHS E/ I Quality Review Process (QRP) to review and support
- Safeguarding investigations – impacts on staff whilst processes undertaken including LADO

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Timeline of key events

● August

- Ligature incident
- CQC inspection undertaken – 6 August
- CQC letter of concern – 15 August
- 20 – 21 August: CQC Service Inspection
- 21 August: CQC core service inspection published – services rated as inadequate
- 23 August: CQC Notice of Decision – to close hospital

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Patient Position

- At time of closure there were 11 patients on 2 wards
- Working with NHS E and CCGs we are progressing active plans to move patients to appropriate placements
- Patient moves have occurred/ in progress to NTW (Prudhoe), York (Mill Lodge), Home
- A number have planned discharge dates in September
- Some complex patients may move further afield

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Impact on Other Patients

Admissions to West Lane Site August 2018 - July 2019

	Newberry Assessment & Treatment	Evergreen Eating Disorders	Westwood Low Secure
Darlington	4	3	0
Hartlepool	0	2	0
Stockton	2	1	1
Middlesbrough	9	0	1
Redcar & Cleveland	3	5	0
Middlesbrough - Newberry: 9 admissions relating to 5 young people			
Hartlepool: - Evergreen : 2 admissions relating to 1 young person			
Redcar & Cleveland: Evergreen: 5 admissions relates to 3 young people			

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Our Priorities

- Safe transition of patients to alternative providers
- Co-ordination of support for families and carers
- Enhanced support for Community and Crisis teams to avoid the need for admission
- Support for staff to maintain services whilst hospital closes
- Staffing options to be developed
- Develop revised plan for services – co-produced with patients, families & carers, our stakeholder and staff

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Support

- Patient and Family meetings re package
- Close working with community teams and NHS England re patient care
- Information on travel and additional expenses
- Key contact for families to raise concerns

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Key Actions Taken / Learning to Date

- Enhanced surveillance from NHSE
- Quality Assurance Plan agreed for the area
- Additional advocacy put in place
- Recruitment of additional staff
- Additional managerial and operational staff deployed to support staffing (including Recovery Trauma Lead, Modern Matrons, Site Co-ordinators and additional managerial on call for the site)



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Key Actions Taken / Learning to Date

- All three units commenced participation in the Reducing Restrictive Practice National Pilot
- Enhanced supervision programmes for staff returning from suspension
- External support/ visits from NHS E/I representatives
- Engagement with families and carers enhanced
- Ward consolidation



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Key Actions Taken / Learning to Date

CQC Response – back to basics

- Detailed review of care plans and risk assessment documentation
- Daily Lean Management processes
 - Including daily review of operational staffing, staff support, assurance and governance and clinical quality/ effectiveness
- Standardised processes implemented for handovers
- Standard working practice re Paris recording
- Monthly reporting of restraint and staffing figures to the CQC

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Key Actions Taken / Learning to Date

- Detailed review of environmental risk assessments (including low lying ligatures)
- Estates work commences following consolidation of wards
- Ongoing daily support from Senior Clinical Staff (including Deputy Director of Nursing and Head of Nursing)
- Comprehensive Clinical Audit programme
 - Including observation and engagement, intervention planning and safety summaries / risk assessments

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Key Actions Taken / Learning to Date

- Additional Health and Wellbeing Support for Staff
- “Drop in” offer / direct contact with staff re support
- Additional follow up for staff on sick to expedite return
- Staff meetings
- Staffing - Block booking of bank & agency/ Induction & training of staff under the Business Continuity Plan (BCP)



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Key Actions Taken / Learning to Date

- Close monitoring and support to meet the requirements from the CQC inspection:
 - Detailed action plans for all of the CQC issues
- Additional leadership support
 - Additional CAMHS nursing expertise from other organisations being mobilised
 - Expertise from NHS England case managers from other areas
 - Specific support for care planning
 - Support from across the organisation
- External Review

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Future – Our opportunity

- Governance & Assurance

- QuAC review
- External Review recommendations

- Model development

- Building on pathway work – autism & complex trauma
- System wide development
- Confidence building/ Support for families and carers
- Review of leadership structures



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ANY QUESTIONS?

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