LAMBETH AND SOUTHWARK CRISIS SERVICES REVIEW IMPLEMENTATION PLAN

1st May (updated from original version)

Southwark Primary Care Trust
Lambeth Primary Care Trust
South London and Maudsley NHS Trust
King’s College Hospital NHS Foundation Trust
Guy’s and St Thomas’ NHS Foundation Trust
Introduction

The cross agency implementation plan describes a series of actions to ensure the following occur:

- Creation of further clinical decision beds at the Maudsley site
- Extend the specialist mental health support provided within the A&E department of King’s College Hospital
- Enable relevant community teams to respond to the needs of mental health users in crisis on a 24/7 basis
- Close the Emergency Clinic (EC) to walk in services.

An implementation team drawn from clinical and managerial roles from the following agencies oversees this work:

- Southwark Primary Care Trust
- Lambeth Primary Care Trust
- South London and Maudsley NHS Foundation Trust
- King’s College Hospital NHS Foundation Trust
- Guy’s and St Thomas’ NHS Foundation Trust
- Service users representatives (from Southwark MIND and Lambeth mental Health partnership Board)

The implementation team meet every two weeks.

The implementation plan comprises:

- A high level description of the work to alter services prior to the closure of the Emergency Clinic
- A more detailed actions, with timescales and those leading the changes.
- A glossary of terms and abbreviations used in this document.
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<thead>
<tr>
<th>AIM</th>
<th>ACTION</th>
<th>Lead person and agency</th>
<th>Progress</th>
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<tbody>
<tr>
<td>1. To strengthen (medical) mental health response to Kings A&amp;E during office hours and out of hours. Delivery of more integrated service by ensuring ready availability of medical staff at all times and closer working of medical staff with PLN team.</td>
<td>• Consultation with junior medical staff&lt;br&gt;• Identification of over night room at King’s&lt;br&gt;• SHO move from EC to be based at Kings A&amp;E&lt;br&gt;• SHOs attend handover with PLN team and make contact with duty A&amp;E Co-ordinator&lt;br&gt;• Confirm cover arrangements for Wednesdays when junior medical staff attending academic day</td>
<td>Dr. Eleanor Cole (SlaM)</td>
<td>Consultation has taken place. Room agreed. Relevant medical staffing rotas organised and agreed.&lt;br&gt;Consultant supervisor agreed for SHO</td>
<td>14&lt;sup&gt;th&lt;/sup&gt; May 2007</td>
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<td>3. Move 136 suite from EC to ES1</td>
<td>• New improved 136 suite built as annexe to ES1 in place&lt;br&gt;• Operational Policy in place&lt;br&gt;• Training provided to ES1 staff&lt;br&gt;• Unit opened 16&lt;sup&gt;th&lt;/sup&gt; June</td>
<td>Ann Carrington (SlaM)</td>
<td>Complete</td>
<td>Completed June 2006</td>
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<td>4. Review and amend crisis plans (1)</td>
<td>• Identify all Southwark and Lambeth patients known to services who attended the clinic over the last year.&lt;br&gt;• Produce lists for all community services.</td>
<td>Joanne Grant / Cha Power (SlaM)</td>
<td>Complete</td>
<td>Completed</td>
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<td>5. Review and amend crisis plans (2)</td>
<td>• Review crisis plans of all patients identified above.</td>
<td>Locality Managers, Jo Kent Sam Antwi-Marful &amp; Lou Hellard (SlaM)</td>
<td>SLaM clinical audit team currently undertaking audit of care plans</td>
<td>May 14&lt;sup&gt;th&lt;/sup&gt; new date for closure of EC</td>
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<td>6. Review and amend crisis plans (3)</td>
<td>New crisis plans in place specifying: • Contacting CMHT in times of crisis, • Interventions to be implemented,</td>
<td>Locality Managers Care Co-ordinators</td>
<td>In progress. To be audited following completion of point (5) above</td>
<td>To be completed by May 07</td>
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<td></td>
<td>Role of CREST &amp; Home Treatment Teams to support CMHTs out of hours in deteriorating situation,</td>
<td>(SlaM)</td>
<td>Complete</td>
<td>March 2006</td>
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| 7. | Enhance Crisis Response of Southwark ABT Teams. Develop two additional CREST posts to support Southwark ABT teams one in the North CREST and one in South CREST. Teams to assess new patients presenting in crisis at GP practices and at the CMHTs | • Pilot CREST post to work with North Southwark ABT teams and North Southwark GPs  
• Review CREST Operational Policy to include crisis support to GPs and CMHTs (new presentations)  
• Implement new CREST worker in South CREST  
• Promote new service and way of working to GPs  
| Simon Rayner  
Cha Power  
Vanessa Smith  
Cha Power and Tamsin Hooton (SlaM and Southwark PCT) | Complete | Southwark Home treatment team to take self referrals from April 16th  
| | | | July 2006 | August 2006  
| | | | | Sept / Oct 2006 |
| 8. | To promote the existing rapid response function of Assessment & Treatment Teams to GPs within Lambeth Lambeth Home Treatment Team to assess new patients presenting to GP practices out of hours | • Locality Team Leaders to meet with sector GPs  
• To promote via the Lambeth Clinical Forum  
• Review Home Treatment Operational Policy | Team Leaders & Clinical Coordinators  
Sam Antwi-Marful & Denis O'Rourke/Sue Field (Lambeth PCT) | Complete | Lambeth home treatment team to take self referrals from clients known to services.  
| | | | | Completed October 2006  
| | | | | Completed April 07 |
| 9. | Improve responsiveness of Southwark ABT duty rota | • Review role of duty staff  
• Ensure improved telecommunications in place  
• Review ABT operational policies with ABT managers | Jo Kent and ABT Team Manages (SlaM) | Complete | October 2006 |
<p>| 10. | Ensure availability of doctors at CMHTs | • Check junior and senior medical cover in all CMHTS | Dr Eleanor Cole (SlaM) | Complete | Completed April 07 |</p>
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| 11 Improve access to inpatient units by developing Clinical Decision Unit (CDU) beds for male admissions. | - Convert two existing acute male beds to CDU beds  
- Review CDU Operational Policy and revise for ES2  
- Agree additional nursing support for CDU beds | Cha Power, Dr Eleanor Cole and Scott Kerr (SlaM) | Complete         | Completed November 2006 |
| 12. Open two additional CDU beds on ES2                       | - Review the need for extra beds following EC closure by monitoring bed activity  
- Review the need for further female CDU beds  
- Create 4 female CDU beds across Lambeth and Southwark on ES3 | Keep under review after EC closes (SlaM and Southwark PCT) | On going Male CDU beds in operation | Review post April 2007 |
| 13. Ensure weekday medical decision making to clear CDU beds every day. | - Agree medical support for CDU beds | Dr Eleanor Cole (SlaM) | Complete | Completed July 2006 |
| 14. Introduce 7 day a week senior decision making             | - Appoint SpRs to support this function  
- Agree funding | Dr Eleanor Cole (SlaM) | 6 month pilot to begin in March 2007 | March 2007 |
| 15. Implement a 24/7 information line. Develop a one number information line for Southwark and Lambeth for GPs, service users, carers and other agencies to signpost access to appropriate services. (To be included in crisis plans) | - Strengthen arrangements for planning to include communications and IT.  
- Develop Operational Policy for the information line.  
- Develop protocol to access service information from SlaM intranet  
- Develop protocol for recording calls.  
- JD for staff member 9.00 to 5.00.  
- Lambeth to pilot out of hours cover | Cha Power and Sam Antwi-Marful (SlaM) | In progress Publicity to be agreed. Other elements complete | To be completed 14 May 2007 |
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| | with Home Treatment Team.  
• Clarify arrangements for out of hours cover  
• Set up freephone number.  
• Arrange appropriate publicity.  
• Arrange appropriate training | | | |
| 16. Extend the hours of drop-in support in Southwark & Lambeth to provide additional social support out of hours | • To develop a service specification for extended drop-in support  
• To agree process to award this contract to a local provider  
• Steering group including service users to review and agree timetable | Southwark PCT  
Lambeth PCT | Completed | June 2007 |
| 17. To improve information relating to access to services for GPs, Service Users, Carers and other agencies | • Develop leaflets and information packs to be distributes electronically and by post  
• Put in place a communications plan  
• Leaflets to be drafted to go to user councils for comments | Cha Power and  
(SlaM)  
Southwark PCT  
SLaM | In progress  
Sub-group established. | May 2007 |
| 18. Alterations to the A&E environment in King’s 3 phases of work | Phase one:  
• Users involved in advising during the implementation of the changes  
• Alter the arrangements for being able to leave the A&E department onto Denmark Hill (using buzzer system and access codes to leave) Police and security supportive  
• Interview room – alter to make a quiet environment for mental health users | Briony Sloper  
(King’s) | Completed 10 April ‘07 | April 16th 2007 |
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|     | to the specification of users  
- Other rooms available in majors that are enclosed  
- Waiting room - triage desk does not give much privacy - create privacy screening  
- Some have asked for a separate waiting areas (some competing views) – viability to be established once initial changes have been made (possibly into the sisters office) | Briony Sloper (Kings)  
Paul Calaminus (SlaM) | In progress |          |
|     | Phase two:  
- 2 month programme with MH staff and A&E sisters to improve initial assessments and the pathway/patient journey  
- Improve the access to electronic records for enhance CPA and crisis plan in A&E in order to transfer a patient to the care of their relevant community team | Briony Sloper (Kings)  
Paul Calaminus (SlaM) | In progress | March – May |
|     | Phase 3:  
Development of the whole of A&E to create a primary care front door, and more space:  
A Business plan is being developed to:  
- Primary care front door  
- Improve the A&E environment to include better consultation space for MH users | Briony Sloper (King’s)  
Southwark PCT | In progress | Complete 2 years |
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| **19. Home Treatment Team Staff to be based in A&E overnight.**    | • Recruit staff to post  
• CREST based at Kings A&E  
• Lambeth HTT based at Lambeth Hospital | Sam Antwi-Marful & Cha Power (SLaM)          | Complete            | April 16th 2007   |
| **20. Night time access to Home Treatment**                       | •                                                                                                                                                                                                     |                                               | See point 19 above |                   |
| **21. Review risk assessment**                                     | • Review risks to patients after changes have been made                                                                                                                                     | SlaM and Southwark PCT                       | In progress. Standing agenda item of implementation group. | June-September 2007 |
| **22. Service user inclusion in the implementation plans**         | • User involvement in the design of A&E  
• User representation input through representative structures with the implementation group in their work  
• Public information produced to regularly update local residents of the changes to their services | Kings Southwark PCT and SlaM Southwark PCT | In progress         | Ongoing           |

[Areas in blocked in yellow are already completed]
### Glossary of terms and abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>SlaM</td>
<td>South London and Maudsley NHS Foundation Trust</td>
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<tr>
<td>King’s</td>
<td>Kings College Hospital NHS Foundation Trust</td>
</tr>
<tr>
<td>GSTT</td>
<td>Guys and St Thomas’ NHS Foundation Trust</td>
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<tr>
<td>PCT</td>
<td>Primary Care Trust</td>
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<tr>
<td>A&amp;E</td>
<td>Accident and Emergency Department</td>
</tr>
<tr>
<td>SHO</td>
<td>Senior House officer</td>
</tr>
<tr>
<td>SpRs</td>
<td>Specialist Registrars</td>
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<tr>
<td>PLN</td>
<td>Psychiatric Liaison Nurse</td>
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<tr>
<td>EC</td>
<td>Emergency Clinic</td>
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<tr>
<td>ES1</td>
<td>A Ward at the Maudsley Hospital</td>
</tr>
<tr>
<td>ES2</td>
<td>A ward at the Maudsley Hospital</td>
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<tr>
<td>136 Suite</td>
<td>Assessment area where service users are taken by the Police under Police powers with the mental Health Act</td>
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<tr>
<td>CREST</td>
<td>24 Hour crisis resolution service for new or known mental health service users</td>
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<tr>
<td>Home treatment teams</td>
<td>Crest is one part of the Home treatment service</td>
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<tr>
<td>CMHT</td>
<td>Community mental Health Team</td>
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<tr>
<td>GPs</td>
<td>General Practitioners</td>
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<tr>
<td>ABT</td>
<td>Assessment Brief Treatment – team working with users referred by their GP for up to 6 months</td>
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<tr>
<td>CDU</td>
<td>Clinical decision unit (short term bed care to decide what treatment an individual may need)</td>
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**Author:** Sarah Ives

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**Date:** May 1st 07

- Incorporates updates from April meetings.
- Kings diagram of A7E removes
- Gantt chart removed

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