



North East London

Mental Health Urgent and Emergency Care

Meeting name: ONEL JHOSC

Presenter: Paul Calaminus, Chief Executive, NELFT

Date: 16 April 2024

Urgent & Emergency Care: Mental Health

- Since Summer 2023, we have seen reported bed-days for people who are clinically ready for discharge (CRFD) on our acute inpatient wards across ELFT and NELFT increase substantially. Throughout March, there have been c70 people CRFD. This group includes very often people with complex social circumstances, in particular people who are homeless or who have no recourse to public funds, or who have care needs that require enhanced levels of accommodation-based support at the point of discharge.
- The high levels of CRFD are resulting in high bed occupancy (routinely >95%), longer lengths of stay and therefore reduced flow through our acute mental health beds. This is consequently resulting in longer waits for admission (linked to long ED waits where admission is required) and high numbers of admissions 'out of area' to private sector beds (c80 at any one time during the first part of March). This situation, common across London, is desirable neither in terms of care quality and patient experience nor use of financial resources. The cost of a private sector bed is c£750/night.
- In January, 15.3% of the people attending A&E for a mental health-related reason waited for more than 12 hours (195/1,277 mental health attendances). This represented 3% of >12h ED waits overall (195/6,500).

Urgent & Emergency Care: Mental Health (2)

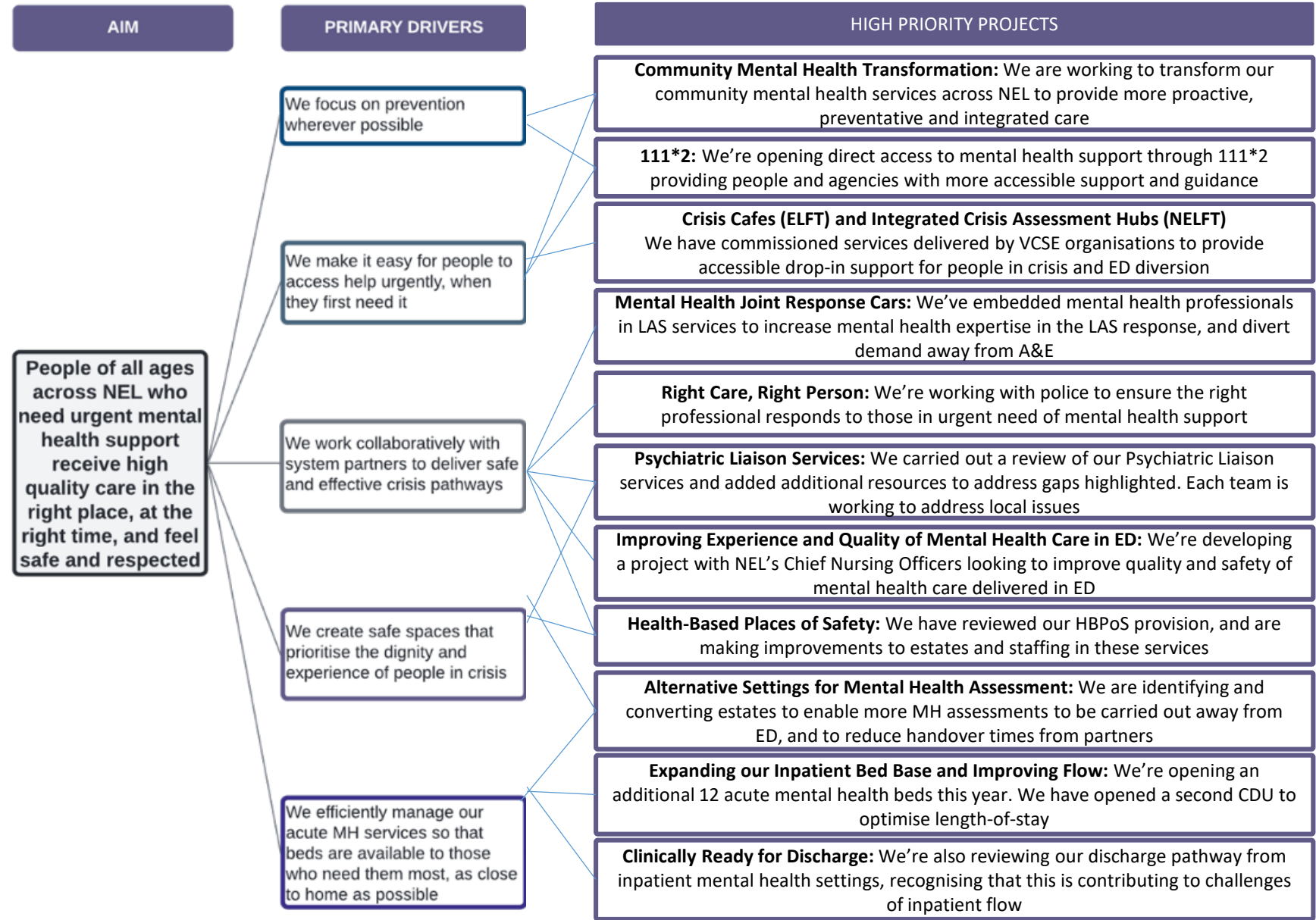
- On 19 March, due to sustained high levels of bed occupancy and other system-wide operational and service level pressures, ELFT declared internal critical incident status. Between 20 and 28 March, routine work was stood down to enable intense focus on creating capacity ahead of the Easter Bank Holiday weekend. The focus was on maximising the use of available resources to support people away from inpatient beds – both internal and private capacity – including enhanced focus on supporting service users clinically ready for discharge to progress to their next stage of care.
- ELFT and NELFT are working collaboratively on plans to ensure that we have safe, effective and more responsive discharge arrangements for people who are clinically ready for discharge, including with local authority and place-based partners, which we intend to finalise as part of our 2024/25 operating plans.
- This work forms part of our NEL-wide Mental Health Crisis/UEC and Inpatient Improvement Network programmes which are focused on improving quality and flow through the UEC pathway at multiple points. The high level of CRFD patients currently constitutes our biggest flow challenge and this will be our key area of focus going forward.

NEL Mental Health Crisis / UEC Improvement Network - Strategy

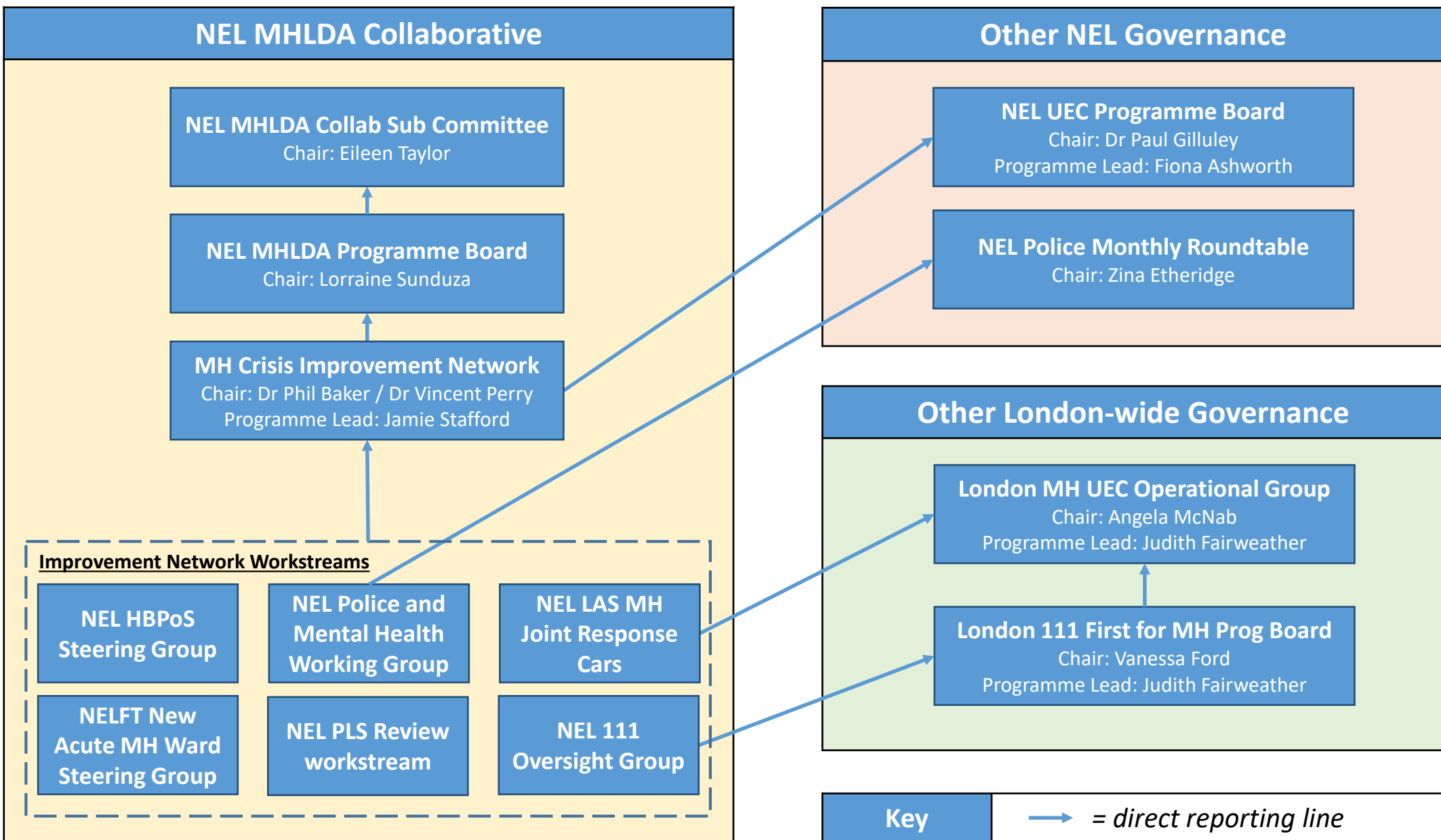
Mental Health Crisis Improvement Network

We have established a NEL Mental Health Crisis Improvement Network within our provider collaborative.

This group, which combines clinical, operational and service user leadership from a variety of providers are driving forward a programme of improvement work across the whole pathway, and building opportunities to share learning and good practise.



NEL Mental Health Crisis / UEC Improvement Network - Governance



NEL Mental Health Crisis / UEC Improvement Network – Status report

Developing Crisis Improvement Network	Projects	Update	Impact	Projects	Update	Impact
<p>Developing Crisis Improvement Network</p> <ul style="list-style-type: none"> NEL Crisis Improvement Network bringing together clinical and ops leadership across partners Programme of work aligned with NEL UEC Programme plan and reporting to UEC Board <p>Planning for 2023/24 & 2024/25</p> <ul style="list-style-type: none"> UEC Capital bids for 2023/24 approved, MOUs in place, projects underway Bids submitted for 24/25 UEC capital <p>Other updates</p> <ul style="list-style-type: none"> NEL moving to Tier 2 in UEC Recovery Programme – more comms coming soon A separate MH Inpatient Improvement Network has been launched to coordinate work across NEL Launch event held on 11th March, with 63 attendees good engagement across 	<p>NHS 111*2</p>	<ul style="list-style-type: none"> ‘Go-live’ of NEL Integrated hub scheduled for 2 April 2024, delivered by ELFT 22/27 posts recruited Configuring clinical systems and telephony Reporting agreement not yet finalised 	<ul style="list-style-type: none"> Modelling forecasts this will receive 85k calls/year in NEL 	<p>Health Based Places of Safety</p>	<ul style="list-style-type: none"> Plan for 23/24: <ol style="list-style-type: none"> Open third suite at Goodmayes – now live Safety alterations to C&H suite – work underway Public engagement of Newham suite – In design phase, likely to run summer 2024 NEL HBPOs Steering Group overseeing and coordinating changes, inc. implications for CAMHS 	<ul style="list-style-type: none"> Main focus is improved safety and experience of care – but additional staffing aiming to improve flow too
	<p>MH Joint Response Cars</p>	<ul style="list-style-type: none"> 3WTE Band 7 Mental Health Practitioners in place for working in NEL Mental Health Joint Response Cars, with contract in place for 23/24 Options paper reviewed by Programme board, now going to MHLDA Committee 	<ul style="list-style-type: none"> Fluctuating activity in 23/24, review ongoing 	<p>S12 Solutions App</p>	<ul style="list-style-type: none"> Reviewed by ELFT Digital Solutions Board in Dec 2023, now approved for use. Working with operational leads to plan go-live 	<ul style="list-style-type: none"> Reduced inefficiency in booking S12 Drs
	<p>Right Care, Right Person</p>	<ul style="list-style-type: none"> Met call handler protocols changed 1st Nov S136 Support Hubs also opened across London to provide advice to officers via 0300 number 	<ul style="list-style-type: none"> Across London a 34% reduction in S136 detentions 	<p>Expanding Acute MH Bed Base</p>	<ul style="list-style-type: none"> Additional beds at Rodney Ward (previously Moore Ward) opened 11 March 2024. Initially 7 extra beds, increasing to 12. Increasing use of private sector provision, work underway to develop an exit plan for current private sector contract 	<ul style="list-style-type: none"> Additional 12 male acute beds forecast to reduce occupancy by 5%
	<p>Improving Quality and Safety of MH Care in ED</p>	<ul style="list-style-type: none"> Driver diagram developed with change ideas relating to workforce, care processes and environmental factors Improvement projects underway at each site too, taking forward learning from: <ol style="list-style-type: none"> PLS review Case note audit Flow event held 12th October PLS Report led to additional investment for HUH and KGH teams 	<ul style="list-style-type: none"> Audit highlighted process delays from ED assessment to referral to PLS (9hrs average at Queens), others from DTA to bed availability (17hrs at Newham) 	<p>Clinically Ready for Discharge</p>	<ul style="list-style-type: none"> Improved reporting across ELFT & NELFT, though data for NELFT not yet flowing externally Statutory guidance on ‘Discharge from mental health inpatient settings’ published Jan 2024 Planning for 24/25 Hospital Discharge Fund to be agreed with Local Authority partners Work underway to improve place-based CRFD processes and mitigations 	<ul style="list-style-type: none"> Currently 21 people CRFD in NELFT and 53 in ELFT London beds This is 13 fewer than last month in total
	<p>Crisis Resolution and Home Treatment Team review</p>	<ul style="list-style-type: none"> Scoping underway to carry out a review of CRHTTs across NEL to explore demand and capacity, performance, adherence to standards, and to better understand ‘experience of access’ as defined in service user priorities 	<ul style="list-style-type: none"> TBC 	<p>Crisis Assessment Centres</p>	<ul style="list-style-type: none"> ‘Crisis Assessment Centre - Principles and Standards’ document published by NHSE in Nov 2023 Work underway to review ICAH Similar review to be scoped for INEL 	<ul style="list-style-type: none"> Enabling more MH assessments to happen away from A&E

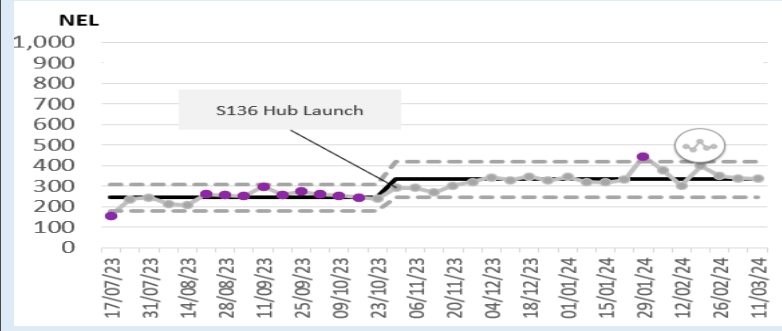
NEL Mental Health Crisis / UEC Improvement Network – Timelines

Area	Detail	Lead	Timeline							
			Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Mar 2024	Apr 2024	
111 for MH	Implementation of business case	ELFT Ops / BDU			Trust sign-off of digital solutions	Recruitment / procurement of additional roles			Go-live 02.04.24	
Increasing our bed base	Opening additional 12 beds on Moore Ward (2 specialist LD beds)	NELFT Ops / Clinical	Completion of estate works						Go-live 11.03.24	
Health-Based Places of Safety	Additional all-age S136 suite and staff (Goodmayes), estates improvements and safer staffing (Hackney), consultation in Newham	NEL HBPOS Steering Group	Estates works (Goodmayes)		Additional S136 suite open – 22.12.23		Estates works (Hackney)			
			Recruit additional staff (GH & C&H)							
			Design Newham consultation			Plan engagement for proposed closure of Newham S136 suite				
Psychiatric Liaison Service Review	Deliver recommendations of PLS review, deploy additional resources, hold learning events	NEL MH Crisis Improvement Network	Flow event 12.10.23					Flow event Date TBC		
Improving Quality of Care in ED	Scoping project work with CNOs focussed on improving quality of MH care in EDs	NEL Chief Nursing Officers	Deployment of additional staffing resource in Homerton and King George Hospital PLS teams							
				CNO Planning meeting 03.11.23	Improvement work on quality and safety – details TBC					
Right Care, Right Person	Implementing 4 elements of RCRP model, with parallel work to scope expanded Street Triage model and coordinate training provision	NEL MH & Policing Working Group, system roundtable, and ELFT & NELFT Ops			Review of Crisis Assessment Centres					
			New call handler criteria for welfare checks – 31.10.23		Scoping and delivery of wider RCRP model (including conveyancing and reduced handover times) – timelines TBC					
			Audit of police welfare check activity	Compile training resources						
Discharge pathway	Currently have stepdown beds in Newham (5) and Tower Hamlets (10)	ELFT Ops	4 Hackney step-down beds 02.10.23	Review of CRFD	Implement new CRFD processes, and design wider flow programme	Scoping with housing providers on expanding model for stepdown beds		Scoping 'discharge to assess' model for mental health		

NEL Mental Health Crisis / UEC Improvement Network – Impact measures

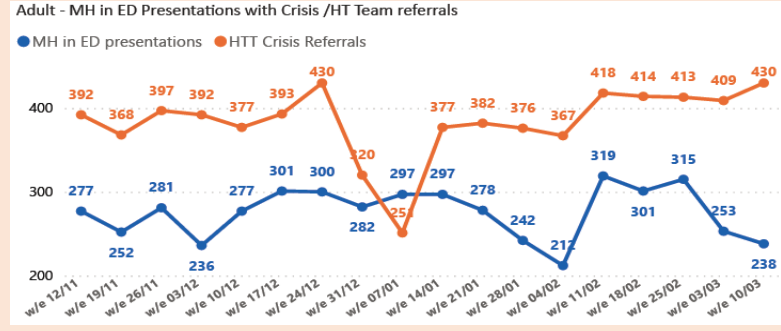
Work with system partners

111 calls for MH need in NEL (IVR)



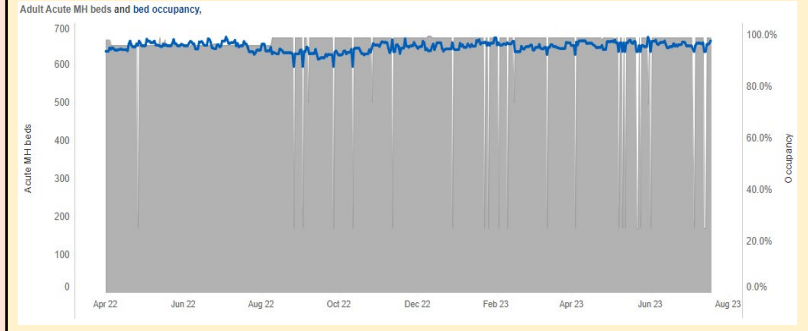
Mental Health care in ED

Number of MH attendances at ED in NEL (ECDS)

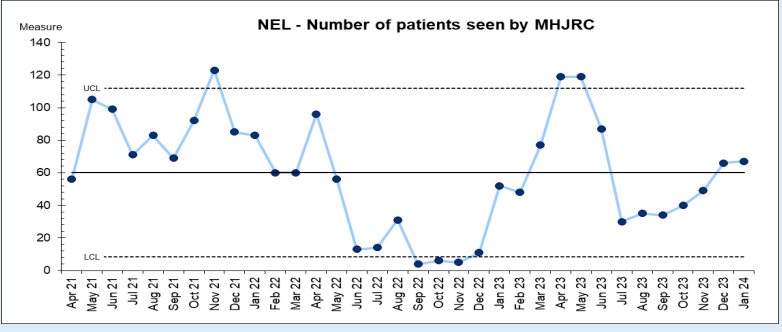


Mental Health admission

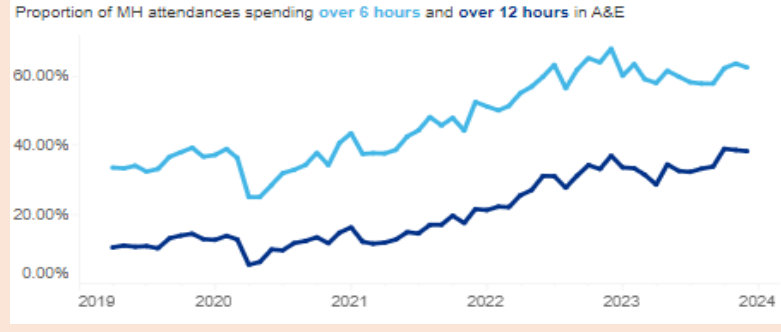
Mental Health bed occupancy in NEL (MHSDS)



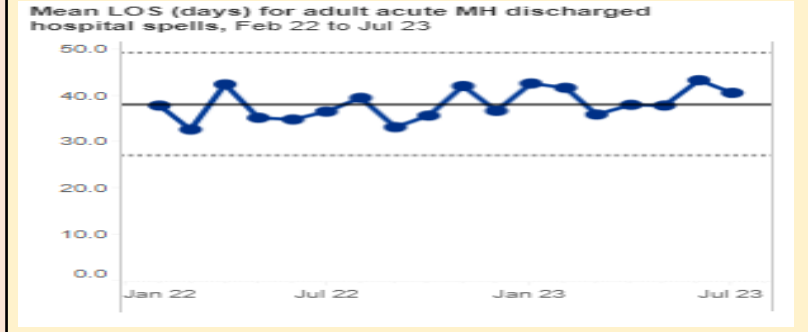
MHJRC activity in NEL (LAS reporting)



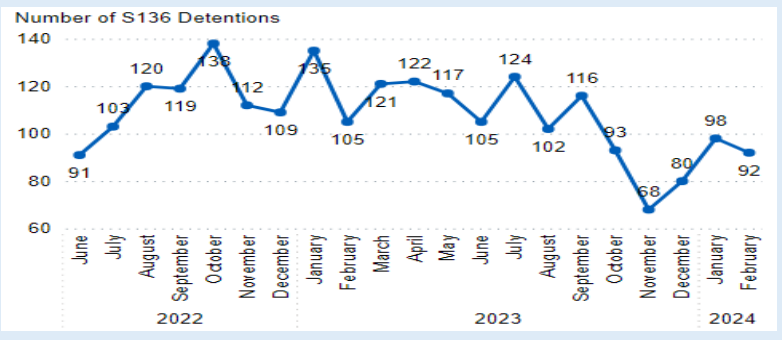
% 6hr and 12hr MH breaches in NEL (ECDS)



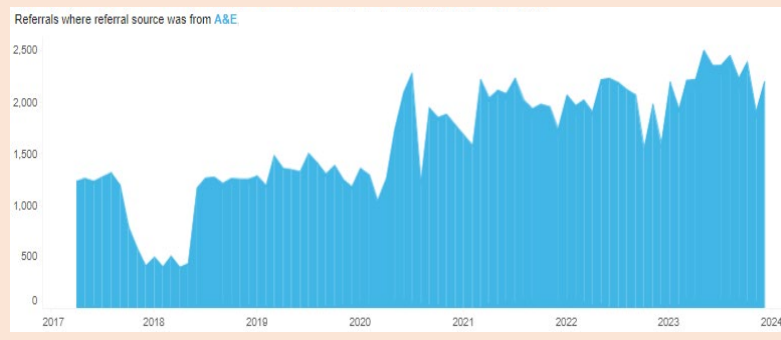
Mean LOS (days) for admissions in NEL (MHSDS)



Number of S136 detentions in NEL (Thalamos)



Referrals to PLS via ED in NEL (MHSDS)



% Occupancy Clinically Ready for Discharge (ELFT)

