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CR2-Clinical Records  
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2<sup>nd</sup> May 2014

Dear Mr Mery,

**RE: Your Information Request**

Thank you for your request for information received on 2<sup>nd</sup> April 2014 regarding implementation of the recommendations that came out of the investigation into the River House 1<sup>st</sup> October 2012 incidents under the terms of the Freedom of Information Act (2000).

Your request is as follows:

The independent investigation into the circumstances surrounding two separate but related incidents involving Norbury patients on Spring Ward on the night of 1st October 2012 lists a series of recommendations in section 3 of its report.

Can you please provide me with information held about the implementation and completion of all these recommendations?

South London and Maudsley NHS Foundation Trust has taken action to address all recommendations made in the independent investigation into the circumstances surrounding two separate but related incidents involving Norbury patients on the night of 1 October 2012.

The investigation's 18 recommendations can be categorised into six areas:

- Reviews and pathway remodelling
- Leadership
- Clinical considerations
- Environmental and built recommendations
- Workforce development
- Policy development

Please find below a list of actions which have been taken against these categories.

**Reviews and pathway remodelling**

- Norbury Ward has two Intensive Care Areas available and in use when needed which allows it to continue operation as a Psychiatric Intensive Care Unit (PICU).
- Each ward team has staff trained to offer one-to-one substance misuse services as well as group sessions being regularly conducted.

- Assessment of internally-referred patients by the intended receiving team takes place as a standard operating procedure
- HCR20 risk assessments are conducted by each ward as a standard operating procedure and refreshed every time a patient moves between wards
- A transfer form when a patient moves between wards is completed as a standard operating procedure.
- A verbal risk assessment handover is completed between the referring ward and receiving ward.
- All referrals and transfers are discussed in weekly Pathways meeting attended by NHS England as commissioning organisation
- Norbury has reduced its beds from 15 to 12

### **Leadership**

- Consultation on the forensic workforce was completed in October 2013 and new model of staffing implemented in April 2014.
- The CAG management team is now based in River House to ensure high visibility.
- Responsible Clinician (RC) sessions in Norbury remain full time.
- RC is now supported by a Specialist Registrar at all times and at times by a post-registration Specialist Trainee Doctor through the medical personnel training scheme.
- Allocation of Clinical Psychologists, Occupational Therapists and Social Worker is allocated to each ward. The pathway through River House have been reviewed and is now streamlined and managed through a well-defined flow chart that all staff adhere to.
- The Pathways meeting is conducted weekly with senior multi-professional staff, and NHS England as commissioning organisation, to assess referrals and discharges, with meeting also conducted outside scheduled times on an as-needs basis.
- A thorough delivery programme for testing core competencies of staff underpinned by culture transformation was developed by SLaM Partners and approved by the CAG Executive and is being used to test senior clinicians and team leaders.
- Permanent Team Leader for Norbury Ward has been appointed.

### **Clinical considerations**

- Operation documents have been updated to include a designated incident room.
- Access to dual diagnosis specialists is provided and teams also have access to substance misuse psychologists and treatment programmes in River house.
- Improvements have been made to the patient Electronic Patient Journey System (ePJS) is in development by the ICT department in line with the report's recommendations, in consultation with the clinical teams.
- All wards have Specialist Registrars on rotation.

### **Environmental and built recommendations**

- Re-design plans of the Norbury ward which takes account of all the recommended changes within the report have been approved and work is underway to put it to tender.
- Modified phones that restrict access to emergency services would not be in the best interest of patient or staff safety in the event of some emergencies. All 999 calls are routed through the switchboard at the Bethlem Hospital to prevent improper use and ensure authenticity of any calls.
- Staff are issued instruction on how to override alarms during ward inductions.
- Use of CCTV is being explored by the CAG Executive

### **Workforce development**

- A rolling programme of relational security training has been in place since July 2013 conducted on a monthly basis. The programme covers new staff and refresher training for existing staff.

### **Policy development**

- Patient TV access is restricted to mainstream TV channels only. Staff are always present when patients are watching TV in communal areas to monitor content and restrict access if required. There are hourly environmental checks by staff throughout the ward area day and night.
- Protocols are in place requiring staff to contact the RC and Team Leader in emergency situations as outlined during ward inductions.
- The MHA Office provides regular updates on Consent to Treatment practices and other statutory requirements.
- CQC conduct unannounced visits to monitor MHA compliance
- The Trust will continue to work with the police on operation Metallah as a London-wide initiative.

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Yours sincerely



Toyin Kazeem  
Information Governance Assurance Officer