



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

County Durham CYP OSC

14th October 2019



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Chronology of 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 – LADO process instigated
- Staff suspended pending investigation of allegations
- Enhanced surveillance commenced by NHSE
 - Quality Assurance Plan agreed for the area
 - Finance secured for enhanced NYAS contract
 - Recruitment of additional staff
- Staff deployed to enhance site staffing levels
 - Including Recovery Lead / Modern Matron
 - Recruitment of additional staff / additional management oversight

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Chronology of Events

- Training and subsequent return to work programme for some staff who observed incidents
- Commencement of NHSI Reducing Restrictive Practice National Pilot January 2019
- March 2019 Disciplinary outcomes progress – and some staff start to return to work

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Chronology of Events

- 1st March: formal notification from NHSE that Westwood could reopen to admissions
 - Assured that day to day staffing and management levels were stable
 - Weekly surveillance meetings stepped down with continued enhanced surveillance
- 5th April 2019 NHSE site visit: Alison Cannon, Regional Mental Health Lead, and Lesley Patel, Regional Director of Nursing for Specialised Commissioning
- 29 April 2019: British Institute for Human Rights pilot study

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Chronology of Events

- April - May 2019 Return of remaining staff suspended following conclusion of disciplinary processes
- May 2019 Staffing issues due to staff sickness
- June 2019: Clinical acuity increasing across site
- June 2019: CQC Thematic Review of Restraint Seclusion and Segregation

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Chronology of Events

- 20th June 2019: CQC Inspection of C&YPS (including all wards at WLH, Baysdale and Holly Unit)
- 23rd June 2019: Inpatient serious incident
- 25th June 2019: CQC Enforcement Action. Urgent Notice of Decision to Impose Conditions on the registration of the Trust as a service provider (Section 31 of the Health & Social Care Act)
 - Additional managerial and operational staff deployed to support staffing (B7 Site Co-ordinators and additional managerial on call for the site)
 - West Lane site closed to admissions

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Chronology of Events

- July 2019: Sickness increases and daily calls/ Interim continuity arrangements put in place
 - Enhanced staff wellbeing arrangements put in place
- 11th July 2019: Emergency Business Continuity Plans invoked
 - Internal business continuity arrangements
 - Opel Level 3 (due to significant increase in sickness absence levels)
- 15th July 2019: Wards amalgamated at West Lane Hospital
 - Patients from Newberry transferred to Westwood and Evergreen

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Chronology of Events

- End July: Additional staffing challenges – ongoing safeguarding investigations
- 31 July: Staff member died
- 1 August: NHS E/I visit to WLH (focus on Westwood)
- 5 August: Inpatient Serious Incident (young person died at JCUH 8/8)

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Chronology of Events

- 6 August: CQC responsive inspection of WLH
- 20 – 21 August: CQC Service Inspection
- 21 August: CQC core service inspection published – services rated as inadequate
- 23 August - Notification received of closure
- August – September 2018 Liaison with NHSE to arrange appropriate transfer / discharge of remaining young people

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Chronology of Events

- 17 September 2019 – Last young person transferred from West Lane
- Sept - October 2019: Staffing Implications
 - Some staff retained to support delivery of care packages
 - Remaining staff temporarily moved to new service areas – including focus on supporting enhanced home treatment
 - Reconnection events planned

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Interim Access to Beds

- West Lane Hospital has been closed to admissions since June 25th
- Core Group of Senior Staff retained at site to facilitate bed management process
 - Interface with NHS E to support access to beds
 - Liaison with external providers and community teams to support communication and minimise length of stay as appropriate
 - NHS E actively reviewing regional bed capacity

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Next Steps

- TEWV Serious Incident Review Process
- Serious Case Review Process
- NHS England Commissioned External Incident Investigation
- Model development
 - Building on pathway work – autism & complex trauma
 - System wide development
 - Review of leadership structure
- Rebuilding Trust and Confidence / Support for families and carers

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Questions

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