

| <b>Bristol CMHT - Safeguarding<br/>Report for the AWP NHS Trust Board</b>                    |                        |                    |                    |
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| Meeting Date:<br>2012.07.25                                                                  | Meeting Time:<br>12:00 | Agenda Item:<br>12 | Serial:<br>12.0632 |
| This Report is presented by the NCAS Director for Noting in the Public session of the Board. |                        |                    |                    |

| <b>Report Summary</b>                                                                                                                                                |                                                                                         |
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| <b>Purpose of this Report:</b><br>To brief the Board on the outcome of the Care Quality Commission safeguarding alert in relation to the North Bristol Recovery Team |                                                                                         |
| <b>Board Decisions Recommended:</b><br>The Board is recommended to <b>note</b> the report.                                                                           |                                                                                         |
| <b>Actions Arising from the Report:</b><br>None specified.                                                                                                           |                                                                                         |
| <b>Report Links</b>                                                                                                                                                  |                                                                                         |
| Quality and Safety Implications                                                                                                                                      | All Quality and Safety implications have been considered in the writing of this report. |
| CQC                                                                                                                                                                  | Outcomes 4, 7, 16 and 21.                                                               |
| <b>List of Appendices</b>                                                                                                                                            |                                                                                         |
| None                                                                                                                                                                 |                                                                                         |

## **1. Introduction**

- 1.1. On 6 June 2012 the Trust received notice that the Care Quality Commission (CQC) intended to commence a review of the Trust's community services. On 13 June 2012 the CQC inspectors advised the Trust of three teams they intended to visit. One of these was the North Bristol Recovery Team.
- 1.2. On 14 June 2012 the Director of Nursing, Compliance, Assurance and Standards (NCAS) was contacted by the Adult Community Strategic Business Unit Clinical Director notifying her of concerns about allocation of cases and caseload management.
- 1.3. On 15 June 2012 the Team Manager was suspended pending investigation and senior staff were instructed take immediate steps rectify matters. It was also agreed that the Clinical Director would contact the CQC lead inspector to inform her about the matter prior to the inspection team visiting the Bristol North Recovery team on 22 June 2012.
- 1.4. The CQC team of three inspectors visited the North Bristol Recovery Team as planned. Later that day the CQC lead inspector contacted the AWP Director of NCAS to express concern about the scale of the difficulties they had seen on their visit.
- 1.5. On 25 June 2012 the CQC notified the Trust that they were raising a safeguarding alert under the safeguarding framework because of their concern about the team and the potential risk to service users.
- 1.6. Bristol City Council held an Early Strategy Meeting on 29 June 2012. This was attended by the CQC, the Primary Care Trust (PCT) and the AWP Director of NCAS and Director of Operations. At the meeting the Trust outlined the detail of the matter and presented all the actions that had been taken to rectify the situation. The CQC, PCT and Bristol City Council were reassured by the action taken by the Trust but felt that it would be helpful to have one further meeting on 6 August 2012 to ensure that all actions have been finalised. In the meantime the Trust is providing a weekly progress report to the CQC.

## **2. Analysis and Discussion**

- 2.1. The investigation by the Trust into the situation at the North Bristol Recovery Team showed that of the team's total caseload of 620, 211 were 'unallocated'. Seven of these cases were new referrals. The remaining 204 were service users known to the service. The Team Manager had accepted the transfer of these cases from team members to facilitate their move to other teams. He had not reallocated the work. A review of the RiO records of the unallocated cases showed that most had received contact whilst unallocated, either from the previous care Coordinator or Psychological Therapy Services, for example.

Report for the AWP NHS Trust Board dated 2010-10-22 at 12:00

In the Public session, sponsored by the NCAS Director

2.2. The actions taken as a result of the investigation were as follows:

- Suspension of Team Manager;
- Immediate appointment of an interim manager;
- Senior improvement team deployed;
- Caseload profile completed for all service users;
- Assessment reviews booked and undertaken for all service users not seen appropriately;
- Referral management process established;
- Caseload/transfer protocols implemented.

2.3. The implementation of these actions has resulted in a significant improvement. On 17 July 2012 the RiO records show that the total number of service users open to the North Bristol Recovery Team stood at 500. Of these 495 have an assigned care coordinator.

2.4. In addition to the North Bristol Recovery Team actions all other Trust teams were reviewed to check case allocation. The results of the review were as follows:

- Wiltshire – all cases allocated;
- North Somerset – all cases allocated;
- South Gloucestershire – all cases allocated;
- Swindon – all cases allocated.
- BANES – all cases allocated, 30 waiting transfer to new Care Coordinators.
- South Bristol – all case allocated, 40 waiting transfer to new Care Coordinators.
- Central Bristol – all cases allocated, 33 waiting transfer to new Care Coordinators, 32 waiting for transfer to primary care.
- North Bristol – all cases allocated – 26 waiting transfer to new Care Coordinators.

### **3. Conclusion**

3.1. On identifying the problem of caseload management at the North Bristol Recovery Team immediate and decisive action was taken to address the

situation. The matter was communicated to the CQC in advance of their inspection visit. Once these actions had been put in place the Trust reviewed the other teams. This demonstrated that the caseload management problem was specific to one team. The current position in relation to assigning to care coordinators, as at 2.3 above, demonstrates the effectiveness of the actions.

- 3.2. Through the safeguarding process information has been provided to the commissioning PCT, the CQC and the local authority. These organisations were reassured that the actions taken by the Trust were sufficient to address the problems. The CQC has subsequently informed the Trust that the weekly progress reports are helpful and reassuring. The

#### **4. Recommendation**

- 4.1. The Board is asked to note this report.

#### **5. Additional Report Contributors**

- 5.1. Howard Lawes – Deputy Director of Quality and Healthcare Governance