

Westminster Policy & Scrutiny Committee: CNWL Update on the Gordon Hospital January 2022

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Purpose:

To provide a written update on the Gordon Hospital inpatient wards and CNWL's mental health provision for Westminster. This updates the papers presented to the Committee in October 2020, April 2021, June 2021, September 2021, and November 2021.

Current Position:

Following urgent temporary closure in response to the Covid-19 pandemic in March 2020, the inpatient wards at the Gordon Hospital remain closed whilst we plan for formal consultation. Metrics and impact on the pathway are being closely monitored and continually reviewed, accelerated and enhanced transformation is being implemented, and stakeholder engagement across partners, services users and carers continues in this pre-consultation period. CNWL is planning and preparing to launch the public consultation following the election period in summer 2022. To support this, we intend to bring a paper on that item to the next meeting of this Committee in March 2022.

Working with Service Users & Carers, Partners and Staff:

As we prepare for formal consultation, we remain committed to open dialogue across our service users, carers, staff and partners. Building on our November update, further activities have taken place since and are detailed as follows:

- Councillors roundtable held in November with CNWL Executives provided opportunity to continue an open dialogue with Policy & Scrutiny Committee members, hear feedback, and respond to queries on future needs of Westminster residents
- Draft output of Voice Exchange project will be used for facilitated reflection session with CNWL staff in early 2022, ahead of finalised piece being produced. CNWL has commissioned Healthwatch to facilitate its next steps and ensure accountability, transparency, and a collaborative/co-produced response to the Voice Exchange findings. Initial themes from those findings for what participants would like from mental health services include:
 - Improved support for staff and their wellbeing
 - Lived experience involvement with staff, from recruitment through to ongoing support and training
 - Accountability every step of the way
 - Two-way communication

Key Metrics Update¹ :

- 931 Westminster **inpatient admissions** have occurred since 1st April 2020 (post-Gordon Hospital closure), with the majority (61%) admitted to St Charles. Over the last 12 months admissions to acute adult inpatient beds are trending downwards, currently at approximately 7 per week, demonstrating the impact of newly transformed community and urgent care teams (compared to 10 per week at September 2021 update and 9 per week at November 2021 update). 90% of Westminster admissions are placed within the NWL system, which is identical to the rate pre-Gordon inpatient ward closure period (See Figure 1 below for more detail)

¹ Data Definitions:

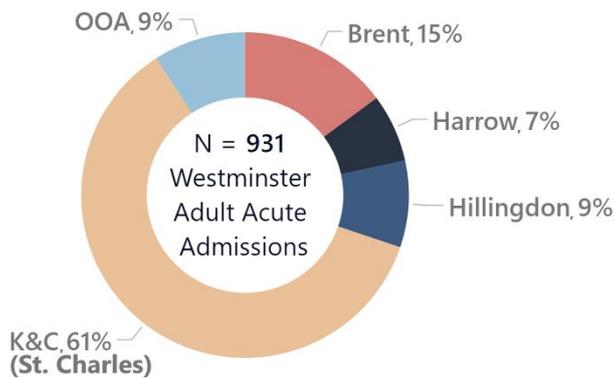
Responsible Borough: As entered in SystemOne. *Used for data past April 2020.*

Assumed RB: As Implied by Local Authority of SU, or CCG if LA not known. *Used for data before April 2020*

Foreign Nationals excluded

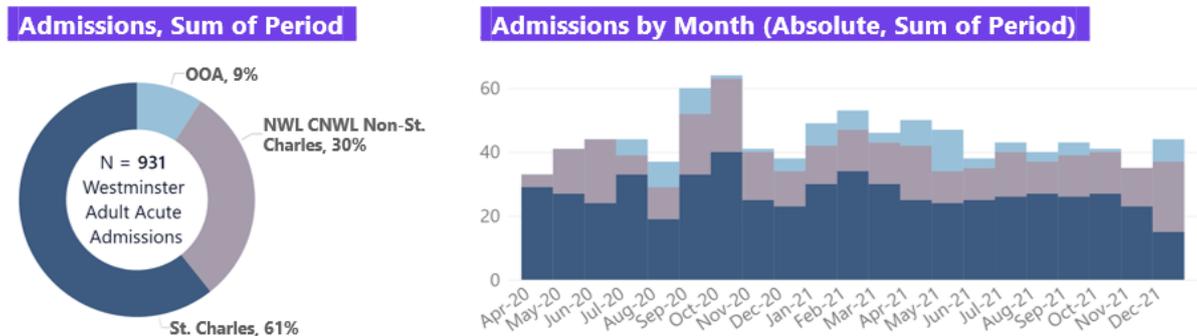
Breaches: from Decision to Admit (DTA) to leaving the department

Figure 1. Westminster Admissions Borough Breakdown (April 2020-December 2021)



- Use of any **beds outside CNWL** has been managed via block contracting beds. Since January 2021, most Westminster patients (75%) requiring this type of bed have been placed within that block contract (located in Milton Keynes, Hertfordshire, and Surrey). Beds outside CNWL (Out of Area Placements or OOAs) are always used as a last resort, and we prioritise patients with fewer connections to Westminster for these beds (e.g. foreign nationals). All NHS England Guidance continuity principles are met and monitored when using these beds. Similar to other trusts, CNWL has experienced a recent increase in OOAs due to the rising numbers of COVID infections which has impacted on ward closures and staffing pressures. We are prioritising bringing those patients back into CNWL beds as soon as possible.
 - **Note:** NHSE has also block purchased beds for use by all London trusts in Enfield and Dorking which CNWL has also utilised on occasion.

Figure 2. Westminster Adult Acute Admissions (April 2020-December 2021)



- Westminster has continued with a reduced **Length of stay (LoS)**, with an average of 29 days for the past two months (Nov-Dec 2021), compared to 36 days for 2019-2020 Financial Year (FY). This is a further reduction from the average at our last update in November 2021, when the average LoS was 33 and September 2021 when the average was 35 days.
- More recently, there have been small in-month peaks in LoS due to the discharge of complex patients with longer LoS³. Since the start of June 2021, **70 'long-stayers'** (with an acute or PICU admission of over 60 days) have been discharged. Separately, **47 discharges have accessed support in a new 'Step Down' bed**. Step down means their discharge from acute was facilitated and they were able to access further support in a more community-based offer. This shows positive work against the principles of least restrictive setting and care in the community, but also the need to work collaboratively to ensure timely access to placements for complex needs.

³ Length of Stay metric is calculated on discharge. This means when a longer stay patient is discharges, the days from their stay at added to the overall average, resulting in some in-month variance (which is within SPC graph tolerance).

- The FY 21/22 average 30-day **readmission rate** is lower now than the FY19/20 rate at 9% as of 31st December (vs 12% in FY 19/20), a further reduction from our November 2021 update (10%). This is a positive indication of our aim of providing more support in the community to aid recovery and prevent (re)escalations.
- For **St Mary's A&E**, we meet our 1-hour response target by Psychiatry Liaison at 97% in Q3. We continue with our joint improvement project with Imperial to reduce the number of 12-hour breaches in the department – against the context of a rise in presentations in comparison to previous years. While the number of breaches was declining in previous quarters, there has been an increase in Q3 with 42 12-hour breaches in St Mary's (October-December 2021) compared to 32 in Q2 and 43 in Q1. This recent increase coincides with a rise in COVID infections with impacts on ward closures and staffing pressures as mentioned above.
 - Note that only 18 (~43%) of the breaches in Q3 relate to Westminster patients, **and data tells us that there is a significant number of Out of Area (non-Westminster, non-CNWL) patients who present to St Mary's** – this was nearly a third (31%) of St Mary's A&E presentations from November to end of December 2021 (183 referrals of 592).

Transformation and New Offers Update:

The mental health transformation programme across London, and within CNWL, is informed and driven by the NHS Long Term Plan (<https://www.longtermplan.nhs.uk/online-version/>) and the NHS Mental Health Implementation Plan (<https://www.longtermplan.nhs.uk/wp-content/uploads/2019/07/nhs-mental-health-implementation-plan-2019-20-2023-24.pdf>) which build on the Five Year Forward View for Mental Health and lay out specific milestones and targets for mental health from 19/20 through 23/24.

All previously reported transformational services remain live and are receiving referrals, including the Community Access Service, VCSE offers, Step Down beds (see above), British Red Cross High-Intensity User offer, and the Coves. Full information about all of these and overall support for people in crisis can be found on the CNWL webpages along with information on available cross-partner offers through our signposting partner Hub of Hope (embedded on the Single Point of Access webpage). This information is also available on the Westminster City council website [here](#).

We are also partnering with the Westminster City Council to provide a new 16-25 integrated wellbeing and employment offer in called Bridging the Gap. The two-year pilot, due to launch in 2022, will be centred around a new Hub site at Lisson Grove which will offer place-based holistic and flexible provision in a one-stop-shop including mental health services, employment, education and training, sexual health support, substance misuse support, and housing & benefits support. Additionally, we are exploring options for a new crisis house in Westminster and additional services in the South of the borough to support a providing care closer to home and a holistic community-based offer for residents, which will be developed through ongoing engagement with the Westminster Partnership Forum.