

Good 

South West London and St George's Mental Health
NHS Trust

Mental health crisis services and health-based places of safety

Quality Report

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Locations inspected

Location ID	Name of CQC registered location	Name of service (e.g. ward/unit/team)	Postcode of service (ward/unit/team)
RQYXX	Trust Headquarters	Merton Home Treatment Team	SW17 7DJ
RQYXX	Trust Headquarters	Wandsworth Home Treatment Team	SW17 7DJ
RQYXX	Trust Headquarters	Richmond Home Treatment Team	SW15 5PN
RQYXX	Trust Headquarters	Kingston Home Treatment Team	KT6 7QU

This report describes our judgement of the quality of care provided within this core service by South West London and St George's Mental Health NHS Trust. Where relevant we provide detail of each location or area of service visited.

Summary of findings

Our judgement is based on a combination of what we found when we inspected, information from our 'Intelligent Monitoring' system, and information given to us from people who use services, the public and other organisations.

Where applicable, we have reported on each core service provided by South West London and St George's Mental Health NHS Trust and these are brought together to inform our overall judgement of South West London and St George's Mental Health NHS Trust.

Summary of findings

Ratings

We are introducing ratings as an important element of our new approach to inspection and regulation. Our ratings will always be based on a combination of what we find at inspection, what people tell us, our Intelligent Monitoring data and local information from the provider and other organisations. We will award them on a four-point scale: outstanding; good; requires improvement; or inadequate.

Overall rating for the service

Good 

Are services safe?

Good 

Are services effective?

Good 

Are services caring?

Good 

Are services responsive?

Good 

Are services well-led?

Good 

Mental Health Act responsibilities and Mental Capacity Act / Deprivation of Liberty Safeguards

We include our assessment of the provider's compliance with the Mental Health Act and Mental Capacity Act in our overall inspection of the core service.

We do not give a rating for Mental Health Act or Mental Capacity Act; however we do use our findings to determine the overall rating for the service.

Further information about findings in relation to the Mental Health Act and Mental Capacity Act can be found later in this report.

Summary of findings

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Summary of findings

Overall summary

We rated mental health crisis services and health based places of safety as **good** overall because:

- Following our inspection in March 2016, we rated the service as good for safe, caring, responsive and well led.
- During this most recent inspection, we found that the service had addressed the issues that had caused us to rate effective as requires improvement following the March 2016 inspection.
- The mental health crisis services and health based places of safety were now meeting Regulation 18 of the Health and Social Care Act (Regulated Activities) Regulations 2014.

Summary of findings

The five questions we ask about the service and what we found

Are services safe?

At the last inspection in March 2016 we rated safe as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Good



Are services effective?

We re-rated effective as **good** because:

- The service had addressed the issues that had caused us to rate effective as requires improvement following the March 2016 inspection.
- In March 2016, we found that the trust did not have an individual 1:1 staff supervision structure embedded in the home treatment teams and that staff did not have access to regular individual supervision. When we visited in September 2016 we found that the trust had revised their supervision policy and provided training to staff. The policy had been implemented across all teams. There were processes in place to monitor the frequency of supervision and ensure it took place as planned. Staff responsible for supervising others had no more than ten supervisees at one time. All staff prioritised supervision and when it did not take place, it was rescheduled for the earliest opportunity. At the time of the inspection the five home treatment teams had achieved 98% compliance with regard to completing supervision every six weeks.

However:

- At the last inspection we recommended that the trust should ensure that records of care plans and risk assessments are stored consistently so they can be located when needed. This will be followed up at a future inspection.

Good



Are services caring?

At the last inspection in March 2016 we rated caring as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Good



Are services responsive to people's needs?

At the last inspection in March 2016 we rated responsive as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

However:

Good



Summary of findings

- At the last inspection we recommended that the trust should ensure that the technology and systems used to obtain views of and feedback from people using the services work consistently and staff are able to use the mechanisms to obtain views and feedback. We also recommended that the trust should ensure that the home treatment team based in Richmond has sufficient space and access to equipment in the office base to carry out their role. We also recommended that the trust should ensure as much as possible, that patients who use the home treatment team service receive support from the same staff in a continuous manner. This will be followed up at a future inspection.

Are services well-led?

At the last inspection in March 2016 we rated well-led as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Good



Summary of findings

Information about the service

South West London and St George's NHS Trust provide crisis mental health services across the London boroughs of Richmond, Kingston, Wandsworth, Sutton and Merton. The home treatment teams, are based in each of the boroughs covered by the trust. The home treatment teams offer assessment and services to any person in crisis, experiencing mental health problems, which may necessitate admission to inpatient hospital, between the ages of 18 and 65.

The aim of the home treatment teams is to provide assessment, care and treatment at home or in the community as an alternative to hospital admission. The teams accept referrals from community mental health teams, GPs, accident and emergency departments, acute inpatient admissions wards as well as out of hours from the psychiatric liaison teams. The teams act as gatekeepers for the trust's inpatient beds. They also facilitate discharge from the trust inpatient wards.

Our inspection team

Our inspection team was led by:

Team Leader: Jane Ray, Head of Hospital Inspection (mental health) Care Quality Commission

The team that inspected these services comprised a CQC inspection manager, a CQC inspector and a specialist advisor who was a senior nurse with experience of working in mental health services.

Why we carried out this inspection

We undertook this inspection to find out whether South West London and St George's Mental Health NHS Trust had made improvements to their mental health crisis services and health-based places of safety since our last comprehensive inspection of the trust in March 2016.

At the inspection in March 2016, we rated mental health crisis services and health-based places of safety as good overall. We rated this core service as good for safe, caring, responsive and well-led and requires improvement for effective.

Following the March 2016 inspection, we told the trust it must make the following action to improve Mental health crisis services and health-based places of safety:

- The trust must ensure that an individual 1:1 supervision structure is embedded in the home treatment teams and that staff have access to regular individual supervision.

We issued the trust with a requirement notice that affected this core service.

This related to the following regulation under the Health and Social Care Act (Regulated Activities) Regulations 2014: regulation 18 staffing.

How we carried out this inspection

To fully understand the experience of people who use services, we always ask the following five questions of every service and provider:

- Is it safe?
- Is it effective?

- Is it caring?
- Is it responsive to people's needs?
- Is it well-led?

Before the inspection, we reviewed information that we held about mental health crisis services and health-based

Summary of findings

places of safety and requested information from the trust. This information suggested that the ratings of good for safe, caring, responsive and well led, that we made following our March 2016 inspection, were still valid. Therefore, during this inspection, we focused on those issues that had caused us to rate the service as requires improvement for effective.

During the inspection visit, the inspection team:

- visited four of the home treatment teams at their bases
- spoke with the managers or acting managers for each of the wards
- spoke with ten other staff members
- Looked at 17 records of individual staff supervision

South West London and St George's Mental Health
NHS Trust

Mental health crisis services and health-based places of safety

Detailed findings

Name of service (e.g. ward/unit/team)	Name of CQC registered location
Richmond Home Treatment Team	Trust Headquarters
Kingston Home Treatment Team	Trust Headquarters
Wandsworth Home Treatment Team	Trust Headquarters
Merton Home Treatment Team	Trust Headquarters

Are services safe?

By safe, we mean that people are protected from abuse* and avoidable harm

* People are protected from physical, sexual, mental or psychological, financial, neglect, institutional or discriminatory abuse

Our findings

At the last inspection in March 2016 we rated safe as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Are services effective?

Good 

By effective, we mean that people's care, treatment and support achieves good outcomes, promotes a good quality of life and is based on the best available evidence.

Our findings

Skilled staff to deliver care

- Since the last inspection in March 2016, the trust had revised their supervision policy. The new policy clearly outlined the minimum expectations of all non-medical trust employees in respect of the provision of supervision. The frequency of supervision was set at a minimum of six weekly and there was an expectation that all teams and wards would have supervision structures in place.
- In preparation for the introduction of the new supervision policy, the trust had organised a series of training events and a conference to provide information to staff regarding the revised supervision structure.
- Within the home treatment teams, managers had ensured that all staff were aware of the new supervision policy and the structure. For example, in the Merton home treatment team, the manager had asked each staff member to read the policy and sign to confirm that they had done so. In addition, the manager had updated the team regarding supervision in the business meetings.
- All staff that undertook the supervision of other staff in the teams had no more than ten direct supervisees in line with trust policy. A number of staff had attended supervision training provided by the trust to ensure that they had a good understanding of the new processes, including the new electronic system for recording supervision. Once completed supervision records were automatically emailed to supervisor and supervisee.
- Managers were committed to ensuring that all members of the team received regular supervision, including locum workers staff. There was no facility to record supervision meetings with locum staff electronically so managers provided locum staff with paper records of all supervision.
- All the staff we spoke with felt that supervision was well embedded and there were opportunities to meet with their supervisor for both formal and informal supervision.
- We reviewed 17 sets of supervision notes during the inspection of the home treatment teams. All notes had a standard format and headings, which looked at a range of areas including well-being and professional development. The supervision notes had clear action plans recorded and the date of the next supervision session.
- The trust had processes to monitor the frequency and content of supervision using an electronic recording system or dashboard. The dashboard prompted supervisors when supervision was due. If a supervision session did not take place, the supervisor recorded the reasons. All the teams had improved their supervision compliance rate and there was evidence that staff were receiving regular supervision. In the four weeks prior to inspection, the teams had achieved an average supervision compliance rate of 81%. At the time of the inspection the five home treatment teams had achieved 98% compliance with regard to completing supervision every six weeks.

Are services caring?

Good 

By caring, we mean that staff involve and treat people with compassion, kindness, dignity and respect.

Our findings

At the last inspection in March 2016 we rated caring as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Are services responsive to people's needs?

Good 

By responsive, we mean that services are organised so that they meet people's needs.

Our findings

At the last inspection in March 2016 we rated responsive as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Are services well-led?

Good 

By well-led, we mean that the leadership, management and governance of the organisation assure the delivery of high-quality person-centred care, supports learning and innovation, and promotes an open and fair culture.

Our findings

At the last inspection in March 2016 we rated well-led as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.