

[REDACTED]

Mr Sean McGovern,
Senior Coroner for Warwickshire,
Warwick Justice Centre,
Newbold Terrace,
Royal Leamington Spa,
CV32 4EL

23 May 2022

Dear Mr McGovern,

Re: The late Luke Harris-Jones

I am writing to you in response to the Regulation 28: Prevention of Future Deaths Report which was received from your office on 28 March 2022 in respect of the death of Mr Luke Harris-Jones.

In concluding the inquest, you raised concerns about the delay in the appointment of a Care Co-ordinator to Mr Luke Harris-Jones in the month preceding his death. The specific matters of concern raised in your report are:

- The failure to appoint a Care Co-ordinator may have contributed to Mr Harris-Jones' death.
- Significant staffing shortages in the North Warwickshire area after hearing evidence that staffing as 65% below recommended levels as of March 2022.

[REDACTED], General Manager – Community Mental Health and IAPT (Healthy Minds Service) provided evidence to the inquest about the developments in the Community Mental Health Service and we have provided information below in relation to the arrangements in place and the actions taken since the date of the inquest.

Care co-ordination

The current waiting time for Care Co-ordinator allocation is 6 weeks or less (when the service is operating at full capacity average waiting times are between 2 and 4 weeks). There are currently 28 people waiting for a Care Co-ordinator to be allocated. All referrals from the organisation's inpatient services if requiring a Care

Co-ordinator are prioritised and a Care Co-ordinator is allocated to support the service user's discharge.

In December 2021, in recognition of the delays in the allocation of Care Co-ordinators and to ensure that appropriate support was offered during this period, an evidence-based model of intervention was designed and piloted the Skills Education and Training Programme (STEP). STEP offers a broad range of self-help style interventions, that are delivered in a weekly group session for 8 weeks to people waiting for the allocation of a Care Co-ordinator. As part of the group sessions people are seen by a clinician, their mental health is assessed, and they are provided with techniques to help manage mental health concerns. STEP supports the escalation and prioritisation of people if their clinical need increases. Seven additional staff have been recruited to support and the deliver STEP intervention and, following the successful pilot, the STEP model of intervention will commence fully from 6 June 2022. A Care-Co-ordinator will be allocated before the end of the 8-week programme, but the individual can continue until the end of the programme.

In addition to the ongoing recruitment, the Trust continue to review and develop new ways of working ensuring that service users get the right professional offering them the right intervention at the right time, in a new modernised and fit for purpose community mental health service.

Staffing in the North Warwickshire Area

At the time of the inquest on the 28 March 2022 we reported that the Community Mental Health and Wellbeing team, which is the team Mr Harris-Jones was open to, in North Warwickshire had been working at a reduced capacity of approximately 35% operating capacity of Care Co-ordinators. To address these vacancies, a number of staff have, and continue to be recruited. As of the 16 May 2022, operating capacity had improved to 40% and by July 2022 capacity is expected to be at 60% as the recently recruited Care Co-ordinators will be in a position to hold full caseloads. The seven staff recruited for the STEP programme will also be operating at full capacity by June 2022, providing additional support to people waiting for a Care Co-ordinator to be allocated. The Trust will continue to recruit and utilise new roles to increase capacity, ensuring that full caseloads are held when the staff are sufficiently inducted and competent to do so.

To provide assurances regarding our processes to keep service users safe during this time I can confirm that all referrals to the Community Mental Health and Wellbeing team are risk stratified and prioritised. All people placed on a waiting lists are written to and advised that they are waiting, and no specific time frame is given. The letter advises the individual that they can access the duty system in the Community Mental Health team, which operates 9.00am – 5.00pm, Monday to Friday. It also advises that they can contact the Mental Health Access hub 24 hours a day, 7 days a week. There are also other support contact details provided. There is

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monthly contact with individuals on the waiting list and an escalation to the Multi-Disciplinary Team where concerns are identified through this process. The Multidisciplinary Team (MDT) for the service is well established, well attended, and responsive, with medical colleagues working in a functionalised way to respond to emerging risk or clinical needs as appropriate.

I trust that this letter sets provides assurance on the actions taken and the arrangements in place to address the concerns you have raised. Please do not hesitate to contact me if you have any additional questions in respect of this matter.

Yours sincerely



Chief Executive



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