

Report for Nottingham Council Health Scrutiny Committee: 22 November 2018

Adult Mental Health Transformation Plans

1. Introduction

1.1 This paper informs the Health Scrutiny Committee of the current work by Nottinghamshire Healthcare NHS Foundation Trust to review and develop Adult Mental Health Services across Nottinghamshire.

2. About Adult Mental Health Services

2.1 The Nottinghamshire Healthcare Adult Mental Health Service Directorate provides a wide range of services for patients aged between 18 and 65* across the Nottinghamshire and Nottingham City area. These include:

- Acute Mental Health Inpatient Care
- Psychiatric Intensive Care Inpatient Facilities.
- S136 Places Of Safety
- Community Mental Health Services.
- Mental Health Crisis Services
- A&E Liaison Services
- Psychology And Psychotherapy
- Recovery College

* This can vary depending on transition requirements.

3. The Background and Context to the Review

3.1 The Mental Health Five Year Forward View sets out a number of standards and targets to improve Mental Health Services by 2020/2. This requires changes in the way that we work and developing the wider system to support patients across the whole pathway.

3.2 There is significant pressure on both Acute and Psychiatric Intensive Care Unit (PICU) inpatient capacity with daily demand exceeding our current inpatient capacity by around 40 beds per day despite year on year reductions in length of stay. This results in patients being placed in private inpatient care around the country.

3.3 It is recognised that placing patients away from their usual support networks can have a negative impact on their recovery and can place a significant pressure on a patient's family and carers.

3.4 Another significant factor for the Trust is the financial impact of the bed pressures resulting in cost pressure of £6million 17/18 and a £10 million cost pressure forecast for 18/19.

3.5 There is recognition that the issues identified are multi-factorial and will require multiple interventions to support our patients in the most appropriate level of care close to home.

4. Local Inpatient Beds Provision

4.1 The Trust currently provides **124** Acute Mental Health beds (55 Female and 69 Male).

These are provided across three sites:

- Highbury Hospital, Bulwell, Nottingham
- Millbrook MH Unit, on the King's Mill Hospital site, Mansfield
- Bassetlaw District Hospital, Bassetlaw

The Trust also provides 10 Male Psychiatric Intensive Care Beds (PICU) beds at Highbury Hospital.

A summary of the Acute and PICU bed provision is set out in Table 1 below. This also shows Section 136 provision:

Site	Area	Type of beds				
		Female Acute	Male Acute	Male PICU	136 suite	Total
Highbury Hospital	Nottingham	32	32	10	2	76
Millbrook MH Unit	Mansfield	11	25		2	38
Bassetlaw District Hospital	Bassetlaw	Mixed gender Acute (24)				
		12	12			24
Total		55	69	10	4	138

The Trust also provides AMH Rehabilitation Inpatient beds at Thorneywood, Nottingham (18 beds) and Locked Rehabilitation beds (18 beds) in Mansfield.

4.2 Recent Changes to Inpatient Services

Between 2013 and 2016, the Trust closed a number of AMH beds as follows:

- In 2015 – 42 Acute beds, provided from the Queens Medical Centre campus in Nottingham, closed due to the poor quality of the environment on the wards and to divert funds into alternative community provision (see below)
- Over a 2 year period from 2013-2015 – the phased closure of 60 Rehabilitation beds following a Mental Health Utilisation Review for rehab beds undertaken in 2011 by the CCGs.

Resources from bed closures were reinvested into more community-based care and support services e.g:

- Increase in community teams and crisis team

- Development of a crisis house - Haven House (5 beds), where care is provided by Turning Point
- Development of a step down service - Beacon Lodge (12 beds), service provided by Turning Point
- Dedicated bed management team.

At the time of the Acute bed closures, it was anticipated the additional investment into community alternatives would compensate for the reduction in beds. However, we have not seen the reduction in occupied bed days that was expected, in part because this internal reinvestment was insufficient to meet national core fidelity standards for crisis services.

As a result, there have been increasing local pressures on inpatient provision and this is resulting in high levels of out of area placements

4.3 Crisis and Home Treatment Transformation

The Trust currently offers Crisis Home Treatment Service to over 18s in the Nottinghamshire area. Commissioned access standards vary across the County. Patients in the South can access a 4 hour response and North teams offer a 24 hour response. The service offers a telephone support offer after 9pm.

Four teams cover:

- Nottingham City
- County South
- Mansfield and Ashfield
- Bassetlaw

The Five Year Forward View sets out the standards for Crisis Team Services that are able to provide a real robust alternative to admission. This is known as the Core Fidelity Standard. A proposal for a model to support the move to Core Fidelity Standards has been developed and submitted to CCGs for consideration. This would also standardise the offer across the County ensuring more equitable access.

4.4 Community Mental Health Teams

The Local Mental Health Teams provide mental health services for people aged 18 to 64 years across Nottingham City, Nottinghamshire County and Bassetlaw. There are eleven Local Mental Health Teams, each of which includes the following specialist staff: Mental Health Nurses, Occupational Therapists, Psychologists, Psychiatrists, Community Support Workers, Peer Support Workers and Employment Specialists.

The Local Mental Health Teams have brought together the following services: Assertive Outreach, Community Rehabilitation, Community Assessment Treatment Services, City Recovery Service, Early Intervention in Psychosis, Social Inclusion and Wellbeing, Community Occupational Therapy Service, Medical Services.

The 11 Local Mental Health Teams within AMH cover:

- Ashfield Local Mental Health Team
- Bassetlaw Local Mental Health Team

- Broxtowe & Hucknall Local Mental Health Team
- City Central Local Mental Health Team
- City East Local Mental Health Team
- City North Local Mental Health Team
- City South Local Mental Health Team
- Gedling Local Mental Health Team
- Mansfield Local Mental Health Team
- Newark & Sherwood Local Mental Health Team
- Rushcliffe Local Mental Health Team

Nottinghamshire Healthcare is currently working with local CCGs to transform the Community Mental Health Services supported by the development of Primary Care and Third Sector Services to provide a more holistic approach to patient care.

5. Details of the Transformation plans

5.1 As part of the transformation and Inpatient Beds plans the Trust has developed a programme of works to review and develop all key pathways including:

- Local Inpatient Beds Provision
- Crisis And Home Treatment Transformation
- Admission, Stay and Discharge – Patient Flow
- Local Mental Health Teams Development (Community Pathways)

There are key areas of required investment into Mental Health Services that are set out in the Five Year Forward View. These include the A&E Liaison and Crisis Services, in which the Trust has identified the requirement to increase the Local Mental Health bed stock. This also needs to be developed in parallel to the transformation of services to improve patient flow and support more timely discharge. This will require working with system partners to offer more timely access to appropriate packages of care, enhanced support through Primary Care and the Third Sector and the development of more appropriate accommodation for patients.

A Strategic Outline Case was presented to the Trust Board in August outlining the requirement to increase the Trust Bed stock in the Greater Nottingham area. Initial thinking is the development of two 16-18 bed wards and 5 female PICU beds on the Highbury Hospital site. An Outline Business Case is being developed and will be presented to the December Board for consideration.

6. Timeline

6.1 The overall programme has various key timescales as part of the project implementation plans. The main timescales for the purposes of this briefing are around the capital plans.

- OBC for capital development of **36** acute beds and **5** PICU beds to be presented to the Trust Board of Directors in December 2018
- FBC presented March 2019

- March 2019 onwards - 18 month – 2 year development programme (subject to full Board approval)

As plans develop within the programme Board and implementation dates are more clear updates can be provided to the OSC.

7. Consultation

7.1 Each of the work programmes are will ensure that patient and care involvement is a key part of the transformation plans. We will work in a collaborative way to build future provision across the Nottinghamshire area.

8. Conclusion and Next Steps

8.1 The Adult Mental Health Transformation Programme Board oversees a wide range of complex service and system wide developments. Nottinghamshire Healthcare is keen to work with all partners to develop high quality services that can meet future requirements.

8.2 The Committee is asked to:

- NOTE this report
- ADVISE how it wishes to be involved and what issues it wishes to raise through the review.

Kazia Foster
Service Improvement and Development Manager
October 2018