

West Sussex Inpatient Bed Reconfiguration

24th February 2021

Background and Context

The West Sussex Inpatient Bed Reconfiguration programme started in 2018 when CCG and Sussex Partnership began developing preferred option to improve mental health services in West Sussex for adults, older people and those living with dementia.

Inpatient facilities need to change because we have;

- Victorian Building with **poor layout** and **structurally difficult to improve**
- Nature/age of the building **compromises safety**
- Out-dated dormitory-style wards
- People share sleeping areas and bathrooms with strangers and no en-suite bathrooms
- Hard to heat and keep cool, so **not energy efficient**
- **Stand alone units** - All surrounding wards have **closed**
- Difficult to meet **privacy** and **dignity standards**
- **Too costly** to refurbish.

Background and Context

These proposals were subject to formal public consultation and this took place between 17 July and 11 October 2019

The feedback from the consultation was independently analysed and informed the revised final proposals that are detailed in a Decision Making Business Case (DMBC) that has been assured by NHS England and Improvement, agreed by the SPFT Board of Directors, and approved by the West Sussex CCG at its meeting on 9th February 2021

The DMBC comprehensively details the drivers for change, the proposals to address these and outlines the consultation and engagement process, together with key themes arising from this. It also details the process undertaken and additional information and evidence sought to form the final proposal.

the revised proposals

For older people with mental health problems - Move services from the Harold Kidd Unit in Chichester to Mixed-sex wards at Meadowfield Hospital, Worthing, and Langley Green Hospital, Crawley.

For male patients with Dementia - Move 10-bed single-sex ward at Harold Kidd Unit, Chichester (Grove Ward) to a refurbished single-sex ward at Salvington Lodge (The Burrowes), Worthing – Dementia Centre of Excellence.

For female patients with Dementia - Move services from Iris Ward at Horsham Hospital to new single-sex ward to a refurbished single-sex ward at Salvington Lodge (The Burrowes), Worthing

For male and female adults with mental health problems to move to 16-bed Oaklands Ward, Chichester. All adult wards at Langley Green, Crawley, and Meadowfield Hospital, Worthing, remain mixed-sex wards.

What we originally proposed and our proposals post consultation

Patient group:	Pre-consultation configuration	Preferred option - Patients were to move to	Post-consultation proposed action:	Patients to move to:
Older people with mental health problems	Move 12-bed mixed-sex ward at Harold Kidd Unit, Chichester (Orchard)	Single-sex wards at Meadowfield Hospital, Worthing and Langley Green Hospital, Crawley	Move 12-bed mixed-sex ward at Harold Kidd Unit, Chichester (Orchard Ward)	Mixed-sex wards at Meadowfield Hospital, Worthing, and Langley Green Hospital, Crawley
Older patients with dementia	Move 10-bed single-sex ward at Harold Kidd Unit (Grove)	Refurbished single-sex ward at Salvington Lodge (The Burrowes), Worthing	Move 10-bed single-sex ward at Harold Kidd Unit, Chichester (Grove Ward)	No change from Pre-Consultation Preferred option
Female patients with dementia	Move 12-bed single-sex ward at Horsham Hospital (Iris Ward)	New single-sex ward at The Burrowes, Salvington Lodge, Worthing	Move 12-bed single-sex ward at Horsham Hospital (Iris Ward) to The Burrowes, Salvington Lodge, Worthing	No change from Pre-Consultation Preferred option
Male and female adults with mental health problems	16-bed Oaklands Ward, Chichester, to become 16-bed male only ward. All other wards at Meadowfield, Worthing, and Langley Green, Crawley, to become single-sex	Single-sex wards at Meadowfield Hospital, Worthing and Langley Green Hospital, Crawley	16-bed Oaklands Ward, Chichester, remains male and female. All adult wards at Langley Green, Crawley, and Meadowfield Hospital, Worthing, remain mixed-sex wards	No change from preferred option estates but wards will remain mixed sex

How our proposals changed – summary

A **centre of excellence for dementia care** at Worthing remains as part of the proposal. This was positively welcomed by most people who chose to respond to the consultation.

Under original proposals, we proposed moving Orchard Ward at Harold Kidd Unit in Chichester to single sex wards at Langley Green, Crawley, and Meadowfield, Worthing.

- **Under revised proposals, patients will move to mixed sex wards at Langley Green and Meadowfield.**

Under original proposals, we proposed moving Grove Ward at the Harold Kidd Unit, Chichester, to our newly-refurbished ward at The Burrowes, at our Swandean site in Worthing.

- **This will remain the same under revised proposals.**

Under the original proposals, we proposed moving Iris Ward at Horsham Hospital to our newly-refurbished ward at The Burrowes, at our Swandean site in Worthing.

- **This will remain the same under revised proposals.**

Under original proposals, we proposed that Oaklands Ward in Chichester will become a 16-bed male only ward.

- **Under revised proposals, Oaklands Ward will still provide beds for both men and women resulting in less travel than the original proposal for people living in that area.**

Under original proposals, all wards at Meadowfield, Worthing, and Langley Green, Crawley, to become single-sex.

- **Under revised proposals, all adult wards at Langley Green, Crawley, and Meadowfield Hospital, Worthing, will remain mixed-sex wards.**

The revised proposal does not increase ward size and also benefits from an additional three extra beds for adults of working age.

Feedback from Public Consultation and response (1 of 3)

Transport and Travel

Feedback Received

There was a general view that moving services from certain areas would increase the amount of travel for some service users, staff, carers and families. This presented a particular issue for residents of Chichester where access to public transport is already challenging. Having to manage travel inconveniences while a family member is unwell created more anxiety for people.

How we responded and how the feedback informed the final proposals

We decided to maintain the 16-bed Oaklands Ward in Chichester as a mixed-sex ward which means that there will still be inpatient facilities for women in the area. We have also decided to keep mixed-sex wards across the county for adults of working age and older people which means that service users based at Chichester will now only have to move to existing wards in Worthing, subject to bed availability and patient choice.

Original preferred option meant some people living in and around the Chichester and Horsham areas will need to travel further. This remains true of our revised final proposals. However, people often travel long distances at the moment, acknowledged by some consultees. To address concerns, a Transport Review Group was established to further consider transport related issues. This group looked at commissioned independent transport analysis, and suggested workable solutions to help people facing travel difficulties.

After full consideration, we propose to:

- Pay travel costs for carers and families who will be visiting patients at the time of transfer.
- Investigate the potential to provide community transport/mini-bus services between relevant locations.
- Raise awareness about how patients and carers on benefits can get their travel costs reimbursed.
- Work with West Sussex County Council to discuss improving relevant bus routes. Look at travel options to improve access to Swandean site in Worthing.

Feedback from Public Consultation and response (2 of 3)

Single Sex Wards

Feedback Received

Concerns around the proposed changes to make all inpatient wards into single-sex wards. Feedback indicated that the proposals did not accurately reflect a real life environment for people while some felt that creating single-sex environments might inadvertently reinforce negative gender stereotypes. A need to meet the needs of trans or non-binary patients was also raised as a concern. Most staff expressed a view that mixed sex wards can offer a more flexible environment.

Although there was considerable negative feedback for single sex wards, there was strong support for the need to have single-sex wards for those patients with dementia in order to ensure these patients the privacy and dignity they deserve.

How we responded and how the feedback informed the final proposals

- Following advice from the Care Quality Commission (CQC) and further support from Healthwatch West Sussex and Healthwatch England, we determined that we could keep all adult and older people wards as mixed-sex, although bedrooms, bathrooms and female lounges will be segregated and there will also be mixed-sex communal areas.
- There will also be flexibility to accommodate the needs of any transgender or non-binary inpatients so they can maintain their dignity, privacy and safety.
- All our dementia wards will remain single-sex.

Increased Bed Numbers

Feedback Received

Concerns were raised, that increasing the ward sizes, as set out in the preferred option, might have implications for the therapeutic environment and staff morale and any subsequent impact on recruitment and retention.

How we responded and how the feedback informed the final proposals

We have reviewed the arrangement with Surrey and Borders partners to release 9 beds occupied at Langley Green Hospital from April 2021 (earlier than originally planned). Surrey and Borders have secured alternative provision locally for their patients in line with their strategy for hospital improvements. This will provide a net increase of three beds for West Sussex over and above the original proposal.

Feedback from Public Consultation and response (3 of 3)

Strengthening Community Services	
Feedback Received	How we responded and how the feedback informed the final proposals
<p>Almost 80 per cent of people who responded to the survey believe that people should be cared for in their own home wherever possible. They said that there should be investment and improvements in community provision to help mitigate against any negative aspects the final preferred option.</p>	<p>In our DMBC we have set out how we intend to improve and strengthen community services in future, including investment in these services.</p>
Parking & Traffic Concerns	
Feedback Received	How we responded and how the feedback informed the final proposals
<p>Some people living near Sussex Partnership's Swandean site in Worthing said the site is at more than full capacity. The increase in cars due to the plans will make matters worse and cause road safety problems.</p>	<p>Sussex Partnership is developing a parking strategy to identify potential solutions and create more parking provision on the Swandean site to alleviate the pressure on surrounding roads. This will include engagement with local people. It will also enable staff to make use of any potential transport provision which is organised between the affected sites.</p>
Continuing Involvement	
Feedback Received	How we responded and how the feedback informed the final proposals
<p>Some service users, carers and staff said they wanted continuing involvement in refining the plans and influencing how they are implemented to reduce any negative impacts</p>	<p>Both West Sussex CCG and Sussex Partnership are committed to making sure service user, carers, staff and governors' engagement will continue throughout any redesign of services and this will be reflected in the implementation plan for these proposals.</p> <p>We will carry out a post-project evaluation which will involve service users, carers and staff and a full range of wider stakeholders.</p>

Centre of Excellence for Dementia

Significant positive impact on outcomes for people with dementia who have physical health needs as well as those with physical health conditions who have cognitive difficulties.

This will be achieved alongside Sussex Community Foundation Trust physical health continuing care unit based on same site.

A Centre of Excellence will provide improved physical environments which are modern, safe and of a high-quality.

It will also provide better support for carers and families as they will have greater confidence in the care and treatment provided because of the expertise on offer. The range of care will be wider and provide patients with improved choices about treatment.

There are benefits for hospital social work, staff recruitment and retention and training and development.

Centre of Excellence (2)

Provides welcoming, safe, comfortable environment for people with dementia.

Offers holistic care for people with dementia and their family, friends and carers.

Dementia Menu of Interventions Guidance developed, based on best practice and latest evidence.

Training in place to ensure that all of our clinicians are confident and competent to deliver the Centre of Excellence model.

Strong links developed with the department of dementia research.

Working on exciting collaboration with Western Hospitals NHS Trust to ensure that people using our acute services have the best opportunity for specialist physical health support when they need it.

This also offers the best opportunity for people living with dementia who need acute physical hospital care have mental health support if they need it.

Strengthening Community Services

Across Sussex we have invested £1.1m in Crisis Resolution and Home Treatment (CRHT) teams in 2019/20 and £2.4m recurrently; this includes investment in West Sussex.

There are 2 Havens which offer mental health assessments 24/7 for people experiencing mental health crisis. Investment of £498k for each lounge has been allocated for this purpose.

The Staying Well crisis café service in Worthing is now operational. A further Staying Well service is planned for North West Sussex with expected go-live in late Q4 2020/21.

There will be a single point of 24/7 access for people in mental health crisis through NHS 111 by the end of 2020/21, providing a 'no wrong door' approach.

A West Sussex triage hub has been established and investment in this continues this year.

Sussex was one of the first areas in the country to develop and roll-out street triage which is a joint scheme between the police and mental health services.

Ambulance triage pilot scheme established, with funding now available for a Sussex-wide model.

A range of initiatives took place in 2019/20 and continue this year to address suicide prevention.

Summary and Conclusion

We have undergone a robust and rigorous public consultation process to conclude our final proposals for improving mental health inpatient care and facilities

The revised proposals reflect the view of those consulted and achieves our aim to improve mental health services for the West Sussex Communities

We particularly want to recognise the support received from Healthwatch

Our revised proposals have been endorsed by NHSE/I, SPFT Board and the CCG Governing Body

We ask the committee to support the Decision Making Business Case and the revised proposals in the best interest of the West Sussex Population