Relocating in-patient mental health services based at the York Clinic, Guy’s Hospital

Consultation document
September 2009
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Foreword: improving inpatient services
The plans described in this document are one important component of a wider strategy to improve inpatient services provided by South London and Maudsley NHS Foundation Trust (SLaM). Our inpatient services - which consist of just under 1,100 beds - were previously provided across seven main sites. One of the principles of our estates strategy is to consolidate services onto four sites.

Progress to date includes last year’s opening of an 89-bed, £35.5m Medium Secure Unit (MSU) at Bethlem Royal Hospital (River House) which enabled us to close Cane Hill MSU in Coulsdon. In January 2009, Lambeth inpatient services previously based at St Thomas’ Hospital moved to the new Lloyd Still ward at Lambeth Hospital, which involved a £4.2m conversion of space which was previously used for office accommodation.

The next major phase involves relocating SLaM inpatient services currently based at the York Clinic, Guy’s Hospital. The plan, scheduled to take place by early 2010, means that adult acute inpatient services for Southwark residents will all be provided at the Maudsley Hospital, rather than across two different sites as is currently the case. The services will be reprovided within an environment which is purpose built for mental health. We will also launch a new service to provide out of hours support to older people living in their homes or in care homes, which will reduce the need for hospital admission (though anyone needing hospital care will receive it at the Maudsley or Bethlem Royal Hospitals, both managed by SLaM).

Our estates strategy also includes a major programme of work to improve the quality of our inpatient services at the Ladywell Unit, University Hospital Lewisham. This involves planned improvements to the three adult acute wards at Ladywell, the establishment of a new ward, the creation of a patient well-being centre and the consolidation of other Lewisham services onto the site.

These changes are happening in the context of broader improvements to our clinical services which are focused on early intervention and prevention, with the emphasis on treatment in the community. For the last thirty years mental health services have been moving away from a system of care dominated by long-stay Victorian asylums focused on containment. Today, our aim, wherever possible, is to prevent people from reaching the point of crisis where the only option is admission to hospital.

That said, we will continue to ensure that anyone who needs hospital care receives it - in an environment which is safe, secure and therapeutic. The implementation of our estates strategy has already led to significant improvement in the quality of our inpatient environments. The proposals described in this document will enable us to better meet the needs of the people who use our services.

Dr Martin Baggaley, Medical Director
Professor Hilary McCallion, Director of Nursing and Education
Summary
This paper describes the plan to relocate mental health inpatient services currently based at Guy’s Hospital. The intention is to transfer these services, which are managed by South London and Maudsley NHS Foundation Trust (SLaM) by early 2010.

South London and Maudsley NHS Foundation Trust (SLaM) currently operates four mental health inpatient services at the York Clinic, Guy’s Hospital. We are proposing to relocate these services by early 2010. We will be consulting people about our proposals for a 12 week period over the autumn.

Anyone with a mental health problem who needs inpatient care will continue to receive it, in a different location. We aim to redeploy all of the staff affected by these proposals and to avoid any staff redundancies.

The proposal in detail
The mental health inpatient services provided at the York Clinic are as follows:

- Two wards for adult residents of North Southwark (John Dickson and Ruskin wards).
- One ward for older adult residents of Southwark and Lambeth (Job ward).
- One adolescent unit (Snowsfields).

Our plans involve:

- Providing all adult acute mental health inpatient services for Southwark residents at the Maudsley Hospital. John Dickson and Ruskin wards will be reprovided within an environment (on DB2 and AL3 wards) that is purpose built for mental health and that will include access to secure outdoor space.

- Developing a new service for older adults that will provide out of hours support to older people living in their homes or in care homes, which will reduce the need for hospital admission. This will enable us to provide specialist nursing and medical care to older people who need help to manage depression and dementia, but who do not require emergency acute psychiatric care. Anyone who does require emergency acute psychiatric care will be admitted to specialist inpatient units in the Maudsley Hospital. We will open an additional 5 beds on our inpatient unit for older adults at the Bethlem Royal Hospital in Beckenham to provide extra emergency capacity if this is needed.

- Relocating our Snowsfield adolescent unit to a refurbished unit adjacent to the Maudsley Hospital (Mapother House). As part of this move, we will increase the provision of outpatient day care.
**Reasons for change**
The move of these services to the Maudsley site is proposed for three main reasons:

- It meets the objective set out in our estates strategy, to “move in-patient services out of the existing wards at the Guy’s Hospital site, which though relatively modern, were designed for general acute use, and lack access to external space.”

- To support the estates strategy of our Academic Health Sciences Partner, Guy’s and St Thomas’ NHS Foundation Trust (GSST) and the development of cancer services on that site.

- The move will enable SLaM to save the funding associated with the operating costs of providing services at the York Clinic.

The changes we are planning will also enable us to:

- utilise ward space which is currently vacant at the Maudsley Hospital, or which is shortly to become vacant because of other planned service relocations
- provide all inpatient mental health services for Southwark adults on one site, thereby avoiding the duplication of service provision associated with operating from two sites (Guy’s and the Maudsley)
- increase our day care service for adolescents
- launch a new intermediate care service for older adult services, providing people with an alternative to hospital care.

We want to ensure that everyone affected and involved has the chance to contribute their views, above and beyond those staff and service users who have already contributed to discussions over the last 12 months. In particular, we recognise that some people have been using these services over a period of years and we want to hear your views about the move and the questions set at the end of this document.
Background
In May 2007 a York Clinic planning group, made up of clinical staff working on the site, was formed to consider the options relating to moving services off the site. The group preferred that the services should remain on site, taking account of the advantages offered by the site in terms of transport access and issues of stigma (being based on a general hospital site rather than a mental health site). However, recognising the strategic and financial drivers outlined above, the group proposed the option of moving services off the Guy’s site. This option was then subject to an Equalities Impact Assessment screening. Copies of these are available on request.

There is, however, considerable strength of feeling amongst staff working at the York Clinic that this marks the end of a long tradition of inpatient psychiatry at Guy’s and that the move is to be regretted.

Risks
In proposing this move, a number of risks have been identified, and it is proposed that detailed management plans for these risks should be agreed during and immediately after the formal consultation process. These include the following:

- Ensuring continuity of care and treatment
- Transportation
- Adjustment reaction to new environment
- Provision of physical health care
- Informing carers and relatives
- Access to general hospital services
- The need to ensure that all services move together, and that no service is left isolated on the Guy’s site.
- The loss of an inpatient site that provides particular opportunities for developing income generating services, given its location and excellent transport links.
- The possibility of increased levels of stigma resulting from treatment in a mental health hospital, rather than on a general hospital site.

There are also risks associated with not progressing the proposal. These include:

- The need to identify CIP savings from other areas – with the associated loss of clinical services that this implies
- The failure to progress the Board’s annual planning requirements in preparation for the 2009/10 financial year.

Key stakeholder groups will be staff, service users and carers. Whilst this is taking place, we intend to continue work in preparation for the relocation of services.

Staff
There are approximately 50 staff per ward including nursing (both qualified and unqualified), medical staff and occupational therapy. Domestic staff are provided by the in-house cleaning service within GSTT.

Consultation meetings with all grades and professional groups will be arranged to provide discussion about the proposed move off the Guy’s site.
Service users and carers
This consultation paper will be circulated widely to stakeholder groups and the opportunity to attend meetings to discuss issues relating this service change will be welcomed by SLaM. Some examples of the stakeholder groups are:

- Staff groups
- Southwark MIND
- Maroons Project
- Local voluntary groups
- Southwark User Council
- Ward based community groups
- Acute Care Forum

We will also involve Southwark Health and Adult Care Scrutiny Committee in the process.

Consultation Questions:
We would like views on the following questions:

a) How should we best manage the impact of this change in location of services?
b) What advantages should we be aware of in making this move and what would you suggest we should do to capitalise on them?
c) What disadvantages should we be aware of in making this move and what would you suggest we should do to mitigate them?
d) Any other views you have about these plans.

How to respond
Please send your responses by post to Paul Calaminus, service director for Southwark Adult Mental Health Services and Child and Adolescent Mental Health Services. Please send to:

York Clinic Consultation
Paul Calaminus
Room 2045
Michael Rutter Centre
Maudsley Hospital
London
SE5 8AZ

You can also email your responses care of Paul Calaminus’ PA Grethel Parsons. Please put York Clinic Consultation in the subject line.

Email: Grethel.Parsons@slam.nhs.uk