

**TRIGGER TEMPLATE**

Reconfiguration of Mental Health Services for Lambeth –  
for early consideration by Southwark OSC

<p><b>NHS Trust or body &amp; lead officer contacts:</b></p>	<p><b>Commissioners e.g. CCG, NHS England, or partnership. Please name all that are relevant , explain the respective responsibilities and provide officer contacts:</b></p>
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Trigger	Please comment as applicable
<b>1 Reasons for the change &amp; scale of change</b>	
<p>What change is being proposed?</p>	<p>To relocate four acute adult mental health wards and one Psychiatric Intensive Care Unit (PICU) based at Lambeth Hospital into new purpose built, better equipped facilities on the Maudsley Hospital site in Southwark.</p> <p>There will be no reduction in the number of beds or to the services being provided to services users as part of this proposal.</p>
<p>Why is this being proposed?</p>	<p>There are three primary drivers for change: national and regional policy (delivery of the NHS Long Term Plan, the Five Year Forward View for Mental Health and the South East London STP Strategy); local vision and clinical objectives (SLaM Clinical Strategy and Lambeth Alliance Strategy); and the current condition and quality of our inpatient estate.</p> <p>The primary driver for change is the current condition and poor quality of estate at</p>

	<p>Lambeth Hospital and the need to provide better accommodation that meets patient needs of safety, privacy and dignity, as well as regulatory requirements.</p> <p>The Maudsley Hospital site has been chosen due to the adjacency of the site to the Lambeth borough; the close proximity to an acute physical health hospital; and the availability of space on the site to develop purpose built wards.</p>
<p>What is the scale of the change? Please provide a simple budget indicating the size of the current investment in the service, and any anticipated changes to the amount being spent.</p>	<p>There is no change to the service provision or the operational budget that supports it.</p> <p>The impact of service changes in Lambeth have been recognised to have no financial impact on Lambeth CCG as the majority of SLaM's activity is on the basis of block contracts such that income does not vary in accordance with activity changes. The assessment of affordability has therefore focused on the Trust, which is confident that these proposals are affordable.</p> <p>Part of the investment in the new building is estimated at £68.7m which is the cost of the proposed new build facility on the Maudsley Hospital. This is inclusive of further space in the building for two specialist services that will be brought back to the Maudsley site from the Bethlem Hospital site (as part of another concurrent clinical reconfiguration scheme overseen by the Commissioners, NHS England &amp; Improvement).</p>
<p>How you planning to consult on this? (please briefly describe what stakeholders you will be engaging with and how) . If you have already carried out consultation please specify what you have done.</p>	<p>To date, there has been robust pre-consultation as well as planning for the public engagement process due to start in mid-February 2020 in order to satisfy the key tests for service change:</p> <ul style="list-style-type: none"> <li>• Strong public and service user engagement</li> <li>• Consistency with current and prospective need for service user choice</li> <li>• A clear clinical evidence base</li> <li>• Support for the proposals from clinical commissioners</li> </ul> <p>A Communications and Engagement Steering Group was formed to lead on the engagement work for this programme and meets monthly. The Group includes senior representatives from SLaM, Lambeth CCG, as well as Lambeth Healthwatch and Black Thrive. Extensive pre-consultation engagement has taken place across a wide</p>

	<p>array of stakeholders including service users and carers (with service user and carer groups in both Lambeth and Southwark), staff, GPs, CCG Members, and the London Clinical Senate.</p> <p>Lambeth Healthwatch is currently leading a review, discussing proposals with patients and carers on the Lambeth wards and seeking feedback to inform the proposals.</p> <p>Following approval of the Preconsultation Business Case (PCBC) by the SLaM and CCG Boards, Lambeth Alliance and NHSE/I, a formal 12 week public consultation would take place from February 2020. We are developing a detailed plan for extensive engagement during the 12 week consultation, across Lambeth and we will also engage with Southwark residents and service users including holding a public meeting in the borough.</p>
<b>2 Are changes proposed to the accessibility to services? Briefly describe:</b>	
Changes in opening times for a service	There are no changes to the service model proposed.
Withdrawal of in-patient, out-patient, day patient or diagnostic facilities for one or more speciality from the same location	There are no changes to the service model proposed. This service change relates to a move of four acute adult mental health wards and one PICU.
Relocating an existing service	Yes, from the Lambeth Hospital site on Landor Road in Lambeth, to the Maudsley Hospital site in Southwark.
Changing methods of accessing a service such as the appointment system etc.	There is no change to the clinical model proposed as part of this proposal.
Impact on health inequalities across all the nine protected characteristics - reduced or improved access to all sections of the community e.g. older people; people with learning difficulties/physical and sensory disabilities/mental health needs; black and ethnic minority communities; lone parents. Has an Equality Impact Statement been done?	<p>Both an Equalities Impact Assessment and a Quality Impact Assessment (QIA) have been carried out along with an accessibility study and are available.</p> <p>The EIA identified that the majority of vulnerable or protected groups identified as part of the EIA have been judged as achieving greater equality, improved outcomes or increased accessibility through the proposal.</p> <p>The EIA identified a number of potential issues that we are looking to explore further through the public consultation and mitigate in terms of impact on groups or individuals with protected characteristics. The main issues identified were:</p> <ul style="list-style-type: none"> <li>• Improve understanding of travel implications of the change in</li> </ul>

	<p>location of services for service users, carers, community members of different ages, disabilities, ethnicities, gender identity, sexes and sexual orientation</p> <ul style="list-style-type: none"> <li>• Improve understanding of how to mitigate potential risks of social isolation at proposed new location for service users who are older, who are disabled, who are transgender, who are Black, who are from other ethnic minority backgrounds, who have places of worship in Lambeth, who are gay, lesbian or bisexual</li> </ul> <p>The EIA action plan has identified key groups who should be consulted with as part of the public consultation and these actions are being built into the public consultation plan.</p>
<p><b>3 What patients will be affected? (please provide numerical data)</b></p>	<p><b>Briefly describe:</b></p>
<p>Changes that affect a local or the whole population, or a particular area in the borough.</p>	<p>The Lambeth Hospital site primarily provides services for people resident in Lambeth and / or under Lambeth CCG though there are some use by people resident in other local boroughs and beyond.</p> <p>In 2018/2019 a total of 415 patients were admitted to the four inpatient wards and PICU at Lambeth Hospital. The majority of these patients were under Lambeth CCG (57%). The remaining patients were from Croydon CCG (14.9%), Lewisham CCG (4.6%), Southwark CCG (5.5%) and non-SLaM boroughs (17.8%).</p>
<p>Changes that affect a group of patients accessing a specialised service</p>	<p>Within the scope of this consultation no specialist services will be affected, however further changes will be proposed to the specialist services that are on the Lambeth Hospital site as part of another concurrent clinical reconfiguration scheme overseen by the relevant Commissioners and NHS England &amp; Improvement.</p>
<p>Changes that affect particular communities or groups</p>	<p>In addition to the communities described as part of the EIA findings above, we know that the BAME population is disproportionately represented in south London's mental health services. Therefore we will be undertaking focused outreach activity with Black Thrive in Lambeth and other organisations and groups in south London that represent these communities. Black Thrive is a member of the</p>

	Communications and Engagement Steering Group.
<b>4 Are changes proposed to the methods of service delivery? Briefly describe:</b>	
Moving a service into a community setting rather than being hospital based or vice versa	No, this consultation relates to a move of inpatient services - four acute adult mental health wards and one PICU.
Delivering care using new technology	N/A
Reorganising services at a strategic level	The proposal is for a geographical relocation of services, the current strategy and governance arrangements will remain the same.
Is this subject to a procurement exercise that could lead to commissioning outside of the NHS?	No
<b>5 What impact is foreseeable on the wider community? Briefly describe:</b>	
Impact on other services (e.g. children's / adult social care)	Over the next 4-5 years, other services provided on the Lambeth Hospital site will be liaising with the relevant commissioners to propose relocation. This will provide an opportunity to vacate the site with the possibility of resulting in a capital receipt that can be reinvested in community services in Lambeth and to improving other environments, accommodation and services across the other boroughs served by SLAM.
What is the potential impact on the financial sustainability of other providers and the wider health and social care system?	<p>It is not anticipated that there is a material impact on the financial sustainability of other providers and the wider health and social care system.</p> <p>It is recognised that there may be issues with service users of no fixed abode being discharged within Southwark who would routinely have been discharged within Lambeth. Conversations are already underway between the boroughs to understand how this issue can be appropriately managed in the same way as the current Lambeth on the Maudsley Hospital site and the Single Place of Safety (135 suite) which also brings other boroughs service users onto the Maudsley site in a similar way. It is recognised that this was successfully handled and it is anticipated that the same process will be put in place.</p>
<b>6 What are the planned timetables &amp; timescales and how far has the proposal progressed ?</b>	
What is the planned timetable for the decision making? (Please note that the timeline <u>must</u> include the date	It is the intention of the CCG and Trust to launch a public consultation on this service

<p>that scrutiny is asked to respond to the proposal by, and the date that the NHS body/ Commissioners intend to make the decision on the proposal. If relevant it would be helpful include dates that any consultation will take place.)</p>	<p>change in mid-February 2020 following Trust Board and CCG Governing Body approval of the Pre-Consultation Business Case in late January 2020.</p> <p>The public consultation will be held for 12 weeks ending in May 2020, at which time we would anticipate having a response from Scrutiny on this proposal.</p> <p>A decision making business case will be approved in early July 2020. This will be the point of decision making by the CCG and provider before a proposed construction date in October 2020.</p>
<p>What stage is the proposal at?</p>	<p>A pre public consultation business case (PCBC) is being prepared with the aim of securing approvals from relevant bodies (including SLaM Board, Lambeth Living Well Network Alliance, NHS Lambeth CCG and NHS England &amp; Improvement) in late January 2020.</p> <p>Following approval of the PCBC, a formal 12 week public consultation would take place from mid-February 2020.</p>
<p>What is the planned timescale for the change(s)</p>	<p>Construction on the new building proposed for these services is intended to be complete in October 2022. It is then anticipated that a 3-4 month transition period will be necessary to move the services into the building.</p>
<p><b>7 Substantial variation/development</b></p>	<p><b>Briefly explain</b></p>
<p>Do you consider the change a substantial variation / development?</p>	<p>Although the proposed move of inpatient services from Lambeth Hospital to Maudsley Hospital is not far in terms of actual distance, the move is across a borough boundary into the London Borough of Southwark and we therefore consider this a substantial variation.</p> <p>In addition, the proposals affect a significant proportion of people using Lambeth's inpatient services.</p>
<p>Have you contacted any other local authority OSCs about this proposal? (Please note that if this is viewed as a substantial variation by OSCs / NHS bodies / Commissioners , and the proposal impacts on more than one borough, then regulations stipulate that the relevant boroughs <b>must</b> consider forming a Joint Health Overview &amp; Scrutiny Committee, a JHOSC)</p>	<p>Yes. Lambeth CCG and SLaM have contacted both Lambeth Council and Southwark Council – who are currently considering having a Joint OSC.</p>