

Item 5

Report to Joint Coventry and Warwickshire Scrutiny Committee 14 October 2019

Coventry and Warwickshire Partnership NHS Trust

Reconfiguration of Acute and Urgent Care Services in Coventry and Warwickshire

This paper seeks to brief the committee of a programme on patient service development and reconfiguration to develop a high performing Mental Health Acute and Urgent care pathway in Coventry and Warwickshire.

The programme is one of the workstreams of the Mental Health programme of the Coventry and Warwickshire Health and Care Partnership (HCP).

HCP

A number of key principles inform our programme:

1. To ensure that Patients receive appropriate treatment and support as close to home as possible thus maintaining continuity of care and improving the patient experience
2. To ensure Carers receive appropriate and timely support and guidance
3. To deliver on the components of the NHS Mental Health Five year forward view that support the reduction in need for inpatient treatment by offering timely access to alternative service provision in the community wherever possible
4. To improve patient flow through the in-patient pathway and facilitate timely discharge
5. To optimise patient choice and work towards recovery thus enhancing patient experience
6. To maximize the use of Digital technologies including tools to support management and oversight of in-patient beds in real time
7. To reduce the out of area spend and reinvest resource into more sustainable local services.

The following projects have been initiated to enhance our community based urgent care response to offer triage, assessment and treatment of patients with mental health issues in a responsive and timely manner.

Crisis Resolution and Home Treatment Service

With investment of £1.8mil over the next 18 months the current service will be significantly upgraded to provide 2 key elements of community based service:

1. Three locality based hubs offering 24 hour per day crisis triage and assessment of patients presenting with mental health crisis
2. Three locality based home treatment teams offering intensive community treatment for up to six weeks.

Safe Haven Projects

These services offer walk in support to people in mental health crisis/difficulties.

2 pilot projects currently operate in the evening in Leamington Spa and Nuneaton.

A further pilot service is planned to open in the evenings in Coventry from mid December 2019.

The service is run by Mental Health matters a third sector partner organisation.

Street Triage Teams

This is a joint Health / Police project predicated on the fact that a significant part of police urgent call outs involve members of the public who present as a result of transient or ongoing mental health difficulties.

In Coventry, the West Midlands Police and CWPT operate a service where a mental health clinician accompanies a police officer on appropriate call outs. Initially operating only at night the success of this service has been such that it has been extended to day time operating hours.

Recently, Warwickshire Police and CWPT have collaborated on a pilot street triage project in North Warwickshire which has been well received. The aspiration is to extend this to South Warwickshire in due course.

Psychiatric Liaison Services (AMHAT Service)

Psychiatric Liaison Services operate in the three Acute Hospitals in Coventry and Warwickshire. The role of this service is to provide patients who present with mental health difficulties in Emergency Departments with timely assessment and treatment and to avoid unnecessary admission to the general hospitals. Recent investment into these teams will see the services at UHCW Hospital and Warwick Hospital expand to full 24 hour a day services by January 2020. A bid is currently under consideration by NHS England for similar funding to extend the service at George Elliot Hospital to 24 hours per day.

Psychiatric Clinical Decision Unit

This 6 recliner chaired unit is sited at the Caludon Centre and provides the opportunity for the extended assessment of patients with mental health issues once they have presented to Psychiatric Liaison Services or the Street Triage Services. This service has been operational for 6 months and is currently under review.

Mental Health Liaison and Diversion Service

This nurse led service is well established in Coventry and operates in police custody blocks/ court holding cells offering assessment and support to people in custody. Recent funding from the Department of Justice will facilitate the expansion of the service into Warwickshire.

In tandem with the urgent care expansion programme highlighted above CWPT is undertaking reconfiguration of the acute mental health inpatient services which are delivered at 3 sites:

1. Manor site, Nuneaton
2. St Michael's Hospital and Woodloes House, Warwick
3. Caludon Centre, Coventry.

Over the last two years Coventry and Warwickshire Partnership NHS Trust have been undertaking a review and redesign of our acute mental health services for adults and older adults who require in-patient care, including assessment and treatment.

We are seeking to secure improvements in the clinical effectiveness and quality of care for our service users, in line with our Clinical Strategy, and supported by our Estates Strategy.

This will ensure that we provide high quality end-to-end care that is wrapped around the clinical needs of our patients in an environment which is fit for purpose, e.g. meets all statutory and regulatory requirements including; anti-ligature, fire safety and eliminating mixed sex accommodation (EMSA).

As we have been reviewing and developing our plans over the last two years we have engaged with our staff and key stakeholders including:

1. A number of internal roadshows for CWPT staff as part of the staff consultation process
2. Discussions with the CCGs, including a specific session on 31st October 2018
3. Presentation to the Health Overview and Scrutiny Committee in March 2019.

As at August 2019 our plans are on hold pending completion of necessary estates improvements at the Caludon Centre (Coventry) and further dialogue and engagement.

Once we have a definitive timetable for completion of the estates work further communication and engagement activity will be undertaken to inform our plans. In particular, efforts will be made to secure the views of service users, their families and carers and other key stakeholders. We recognise that meaningful stakeholder engagement is essential for the development and finalisation of the plans.

Overview of current model

Our patients access the most appropriate in-patient bed available across Coventry and Warwickshire based on their clinical need (irrespective of where they live). We do not operate a locality model and there are no plans to change this. Our priority continues to be ensuring that our patients access the most appropriate services and, wherever possible, this is achieved without placing patients out of area.

We currently have a number of in-patient units across Coventry and Warwickshire, which respond to clinical needs in the following ways:

1. Adults who require acute mental health in-patient services could be admitted either to the Caludon Centre in Coventry or St Michaels Hospital in Warwick

2. Adults who have a more intensive level of acute mental health need will be admitted to a Psychiatric Intensive Care Unit (PICU):
 - a) the male PICU is located at the Caludon Centre in Coventry
 - b) the female PICU is located at St Michaels Hospital in Warwick

This means that when our patients are at their most acutely unwell they may have to be transported across counties to a different site (either from St Michael's Hospital in Warwick to the Caludon Centre in Coventry or vice versa)

3. Older adults (i.e. 65+) who require acute mental health in-patient services could be admitted to St Michaels Hospital in Warwick or Woodloes House in Warwick
4. Adults with a dementia diagnosis who require in-patient services will be admitted to the Manor in Nuneaton.

Developing specialist sites

As noted above, our plans are on hold pending completion of necessary estates work at the Caludon Centre (Coventry) and, once we have a definitive timetable for completion of these works, further communication and engagement activity will be undertaken to inform our plans. However, in the interim we have provided below an overview of the key elements of the plan and the clinical rationale.

We are planning to continue to reconfigure services into specialist sites to ensure that patients are able to access the right people, in the right place and the right skills all in one place. We will continue to provide mental health in-patient beds across three sites in Warwick, Coventry and Nuneaton.

1. Adults (both males and females) requiring acute mental health in-patient services will be admitted to the Caludon Centre in Coventry for assessment and/or treatment.
2. Adults who have a more intensive level of acute mental health need will be admitted to a Psychiatric Intensive Care Unit (PICU):

- a) The female PICU will be relocated from the St Michaels (Warwick) to the Caludon Centre (Coventry), with the creation of 4 additional female PICU beds.
- b) The male PICU will continue to be provided at the Caludon Centre (Coventry). No changes to this are proposed.

Providing treatment wards and PICUs on the same site will help to enable seamless, responsive care and minimise disruption as clinical needs change and will help to eliminate the need to transport patients between sites when a patient is at their most acutely unwell.

3. Older Adults who are more vulnerable to physical health deterioration and with a primary diagnosis of a mental health disorder, requiring acute mental health in-patient services, will be admitted to St Michael's Hospital (Warwick). Whilst we will no longer admit patients to Woodloes House (Warwick), these beds will be relocated to St Michael's Hospital (Warwick).

Therefore, there will be no decrease in the number of older adult beds available in Warwick whilst also ensuring an equal number of male and female older adult beds are available.

4. Older adults with a dementia diagnosis will continue to access in-patient services at the Manor site (Nuneaton). There are currently no proposed changes to this service/location.

Workforce planning

To ensure that our workforce continues to be aligned to the configuration of our services we necessarily review staffing levels across all of our services on an ongoing basis, including for each of our specialist services and at each of our three in-patient hospital sites.

Our future workforce planning will include the need to ensure that staffing levels meet the required levels to reflect any increase in the number of older adult beds at St Michael's Hospital (Warwick) and female PICU beds at the Caludon Centre (Coventry).

As we plan to continue to provide in-patient services at all three hospital sites we have no plans to reduce overall staffing levels at any of our hospital sites and are committed to maintaining safe staffing levels across all of our services.

Summary

In summary, we are continuing to review and develop our plans to provide a clearer and more focused set of services across our principal mental health inpatient sites, the Caludon Centre in Coventry, St Michael's Hospital in Warwick and the Manor site in Nuneaton.

Our plans are clinically driven to support the appropriate specialisation and effectiveness of services across Coventry and Warwickshire as a whole. This approach will also reduce the need to send some patients out of area to receive their treatment.

An essential element of our plans is to continue to ensure that the majority of our patients are treated and supported in local community settings. We are systematically developing, enhancing and promoting the pathways, to continue to improve the quality and effectiveness of patient care and to attract, develop and retain the best possible workforce.

We recognise that meaningful stakeholder engagement is essential for the development and finalisation of the plans and we will actively engage with service users, their families and carers and other key stakeholders as our plans develop.