

NHS Board
25 March 2020

Lanarkshire NHS Board
Kirklands
Fallside Road
Bothwell
G71 8BB
Telephone: 01698 855500
www.nhslanarkshire.scot.nhs.uk



SUBJECT: MENTAL HEALTH HOSPITAL BASED COMPLEX CLINICAL CARE

1. PURPOSE

This paper is coming to the Board:

For approval	<input type="checkbox"/>	For endorsement	<input checked="" type="checkbox"/>	To note	<input type="checkbox"/>
--------------	--------------------------	-----------------	-------------------------------------	---------	--------------------------

2. ROUTE TO THE BOARD

This paper was:

Prepared	<input type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input type="checkbox"/>
----------	--------------------------	----------	-------------------------------------	----------	--------------------------

by the North HSCP Strategic Leadership Team. A similar paper was presented to the North and South Lanarkshire Integration Joint Boards.

3. SUMMARY OF KEY ISSUES

3.1 BACKGROUND

The Pan Lanarkshire Bed Modelling Plan was signed off by the NHS Board in 2017, covering a period of three years. The last update on progress came to PPRC in February 2019. A number of changes have been delivered as part of the plan including a reduction in beds in Carrickstone, the move of the Care of the Elderly Ward from Parksprings to the Strathclyde Ward in Airbles Road and the closure of the Douglas Ward in Udston. The last remaining action of the three-year plan is the review of Mental Health HBCCC beds.

NHS Lanarkshire's Mental Health services are hosted within the North Lanarkshire Integration Joint Board, in line with the respective integration schemes of the two Lanarkshire partnerships.

The service has two contracts for the provision of Hospital Based Complex Clinical Care (HBCCC) beds, which were originally established in the early 1990's. These contracts have been in place for over 25 years and were originally devised to assist in the transition from centralised facilities in Hartwood Hospital and other older outlying facilities such as Cleland Hospital to more modern community placements throughout Lanarkshire. The contracts relate to:

- Cumbernauld Care Home which is operated by the Four Seasons Group at an annual cost of £1,685,000 per annum originally for 60 beds, now reconfigured to 52 beds.
- Hatton Lea Care Home in Bellshill which is operated by HC-One at an annual cost of £2,952,150 per annum originally for 90 beds, now reconfigured to 75 beds.

The total cost of both contracts is £4,637,150. Both contracts have a 12 month notice period.

The requirements for inpatient services for this patient group have reduced as the definition of HBCCC has changed (commencing 1st June 2015) and alternative clinical models have developed. Occupancy levels within both facilities are now low. As at 2nd March:

- Cumbernauld Care Home: 14 out of 52 available beds occupied (27%).
- Hatton Lea Care Home: 40 out of 75 available beds occupied (53%).

In addition to the contracted HBCCC dementia beds NHSL has 30 functional illness beds based in Cleland hospital. Primary Care and Acute through Care of the Elderly (COTE) have the opportunity to use and classify any off site bed in COTE hospitals as HBCCC. They do not cohort beds and each case is managed on an individual basis.

3.2 DEVELOPING PROPOSALS

Based on falling demand, a review has commenced to ensure a future cost-effective and flexible model of contracted HBCCC bed provision that will better meet the expectations of patients and staff, whilst providing more control over the quality and safety of care provided.

A business case is being developed that proposes to consolidate the service onto the site at Hatton Lea, providing a pan-Lanarkshire service within the existing terms and conditions of the contract with HC-One. It should be noted that HC-One have requested a review of the current contract, requesting a 10% uplift to support the living wage amongst other cost pressures.

A Project Brief and associated Communication Plan are set out in Appendix 1 of this report. As part of this process, a number of parallel workstreams are underway:

- Dialogue has been opened with the Central Legal Office around any potential requirements for TUPE, including staff consultation requirements. Outputs from this will be reported through the Area Partnership Forum for ongoing assurance
- A group is undertaking a review of the methodology previously used for ward transfers, most recently for Douglas Ward at Udston, to ensure patient safety is maximised
- A communication group has been established to coordinate the communication with service users, carers, families and contractors
- The proposals are being overseen by the Mental Health and Learning Disability Clinical Governance Committee, with onward reporting to the North Lanarkshire Support, Care and Clinical Governance Committee. Updates on the proposals will be fed through to HQAIC as part of this process.

Consolidation and centralisation onto a single site supports new opportunities for multi-disciplinary team-based working and a range of services provided that benefit the patients/residents.

The wider benefits anticipated from this development are as follows:

- Care on one central site with good transport links will be easier to access for families and carers as well as to assess and follow up by all disciplines of NHS Lanarkshire staff and partners in both North and South Lanarkshire.
- Opportunity exists to reinvest a proportion of the savings achieved in the service through employment, skills and training to provide best evidence care, treatment and rehabilitation.
- By consolidating some functions under a single site, the organisation eliminates the possibility of different standards and practices being applied in different areas. This is a major benefit to the patient's wellbeing.

- Enhanced medical/nursing/AHP input within Hatton Lea would enable an improved care pathway, including robust multi-disciplinary assessment prior to admission and review focussed resident's individual needs; improved care planning leading to improved throughput; and improved patient and carer outcomes.
- Meeting each patient's changing care needs through robust multi-disciplinary assessment will ensure more positive patient /carer outcomes whilst identifying changing care requirements that would precede residents moving to future clinically appropriate care settings.
- Achievement of NHS Lanarkshire's strategic objective of achieving best outcomes and value for money, ensuring that all resources are deployed to best effect, achieving transformational change in desired outcomes and value for money.

Before progressing proposals further, agreement is sought to commence an engagement exercise with service users, their next of kin, staff and care home providers, before finalising a business plan for formal approval.

3.3 CONCLUSIONS

Following the national change in definition of HBCCC, demand for Mental Health Continuing Care has continued to decrease, resulting in reducing occupancy levels in the contracted beds in Cumbernauld Care Home and Hatton Lea.

A business case is being developed to look to consolidate the service onto one site for both North and South Lanarkshire residents. Before proposals progress further, officers request agreement to commence an engagement exercise with those affected patients in HBCCC beds in Cumbernauld Care Home, their next of kin, staff and care home providers.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input type="checkbox"/>	AOP	<input checked="" type="checkbox"/>	Government policy	<input checked="" type="checkbox"/>
Government directive	<input type="checkbox"/>	Statutory requirement	<input type="checkbox"/>	AHF/local policy	<input type="checkbox"/>
Urgent operational issue	<input checked="" type="checkbox"/>	Other	<input type="checkbox"/>		

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
------	-------------------------------------	-----------	-------------------------------------	----------------	-------------------------------------

Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

There are a number of existing performance measures collected including bed occupancy and rate of admission and discharge.

7. FINANCIAL IMPLICATIONS

The total cost of the existing contracts totals £4,637,150 per annum. This includes £1,685,000 per annum originally for 52 beds in Cumbernauld Care Home.

Transition costs and consequently the potential savings available for reinvestment will be dependent on the outcome of engagement with Four Seasons and HC-One which may include potential renegotiation of the existing contract include funding the ongoing care of current patients not meeting complex care criteria.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

The current contracts in place are long-standing, but changes in HBCCC guidance has led to a continued decrease in demand, resulting in an inefficient service model which has further constraints around consistency and outcomes. The aim of developing a new service model is to create a more realistic capacity for current demand, which will in turn support further investment in service supports.

The health care needs of patients in Cumbernauld Care Home will be reviewed in order to identify those requiring complex clinical care. The next of kin of all Cumbernauld Care Home HBCCC patients will be invited to attend an individual meeting to discuss the outcome of the review and agree ongoing care arrangements.

NHS Lanarkshire responsibilities in relation to Four Seasons staff and their existing employment contract which could be protected under the Transfer of Undertakings (Protection of Employment) Regulations are currently being clarified.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input type="checkbox"/>	Governance and accountability	<input type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance management	<input checked="" type="checkbox"/>	Equality	<input checked="" type="checkbox"/>
Sustainability Management	<input checked="" type="checkbox"/>				

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

A full Equality Impact Assessment will be undertaken as part of the business case development.

11. CONSULTATION AND ENGAGEMENT

The North IJB requests agreement to commence an engagement exercise with those affected patients in HBCCC beds in Cumbernauld Care Home, their next of kin, staff and care home providers.

12. ACTIONS FOR THE BOARD

The Board are asked to:

Approve	<input type="checkbox"/>	Endorse	<input checked="" type="checkbox"/>	Identify further actions	<input type="checkbox"/>
Note	<input type="checkbox"/>	Accept the risk identified	<input type="checkbox"/>	Ask for a further report	<input type="checkbox"/>

Endorse that an engagement exercise is commenced with those currently supported within the service and their families and carers, to inform future service plans and request sight of the completed business case before approval at the IJB.

13. FURTHER INFORMATION

Ross McGuffie
Chief Officer
01698 858 143