



# Lanarkshire Mental Health & Wellbeing Strategy

## Older Adult Inpatient Provision

### Project Brief

**Author:** Ian Nicol

**Contact:** [ian.nicol@lanarkshire.scot.nhs.uk](mailto:ian.nicol@lanarkshire.scot.nhs.uk)

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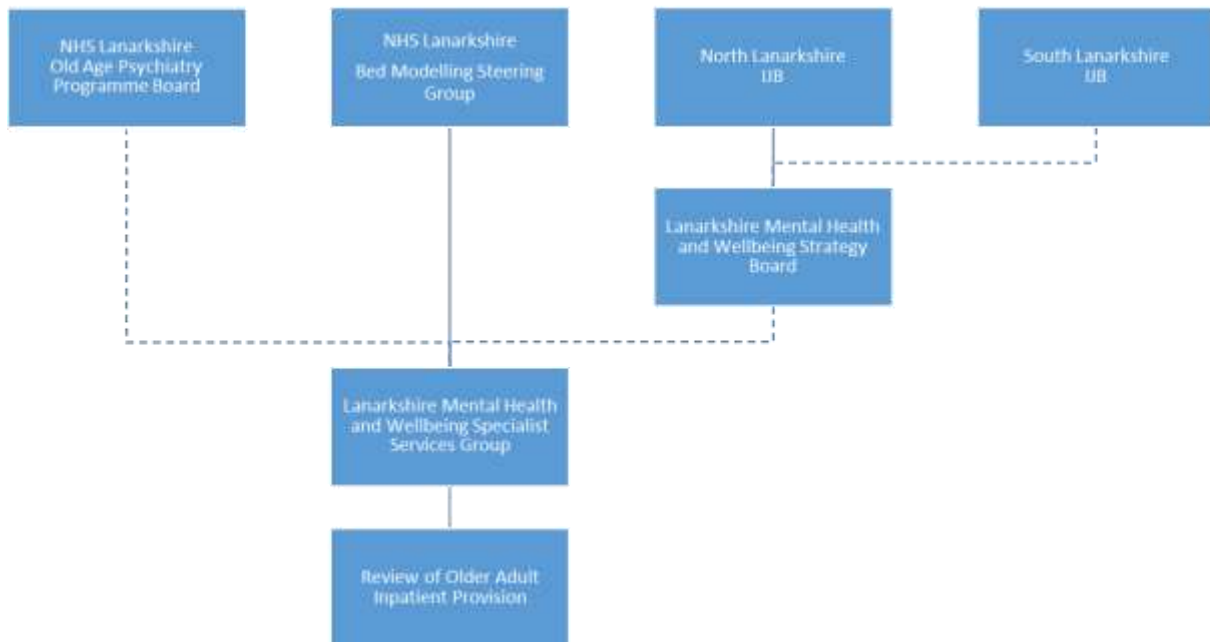
## 1. Purpose of this Document

The purpose of this document is to provide a broad overview and serve as a baseline which sets out the scope, scale and function of the Older Adult Inpatient Provision Project workstream of the Lanarkshire Mental Health and Wellbeing Strategy. The document also sets out assumptions and constraints and highlights key risks and dependencies on other work essential to the delivery of the work stream.

This Brief is a working document and will be continually revised as the work stream is developed.

## 2. Project Organisation and Governance

A project team will be established to plan and deliver the work. The project team will be accountable to the Bed Modelling Steering Group and the Old Age Psychiatry Programme Board and will also report to the Lanarkshire Mental Health & Wellbeing Strategy Specialist Services Group as set out below:



## 3. Background

NHS Lanarkshire's Achieving Excellence Strategy includes specific objectives for Mental Health Services. Whilst some of these have been fully achieved, work on others is ongoing and will jointly sit within Achieving Excellence, the Lanarkshire Mental Health & Wellbeing Strategy and the strategic commissioning plans for North and South Lanarkshire.

Four specific Specialist Services work streams are identified in the Lanarkshire Mental Health & Wellbeing Strategy:

- Review of Older Adult Inpatient Provision
- Integration of Community Mental Health Services within Locality Teams
- Review of Rehab & Recovery Services
- Perinatal & Infant Mental Health

## Review of Older Adults Inpatient Provision

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 Clinical Complex 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. Although these services continue to meet the needs of patients it is recognised that the demand for inpatient services is changing as more care is delivered in community settings closer to where people live. To this end wards are seeing a reduced number of referrals but with a more complex presentation. Occupancy levels as at 2<sup>nd</sup> March were as follows:

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

It is also recognised that despite continued developments in therapeutic interventions, and reconfiguration of the in-patient bed provision through appropriate environments and pathways, strategic aspirations for these services are not yet fully optimised. To this end a review of inpatient beds, looking at patient flow and capacity, with the potential to optimise the use of inpatient care settings according to needs, is required.

The specific areas for review are:

- **Contracted bed provision**, the aim of which is to realign HBCCC contracted beds, consolidating onto a single central site and to support new opportunities for multi-disciplinary team-based working and a range of services provided that benefit the patients/residents.
- **Current inpatient provision for older adults**; and
- **Impact on older adult community mental health services** of changes to inpatient provision.

## 4. Vision, Aims and Objectives

### Vision

- A cost effective and flexible model of acute inpatient services for older people diagnosed with dementia that optimises inpatient care to meet the needs of patients.
- A care pathway that ensures that patients with dementia, who require intensive support and care, have equitable access to HBCCC facilities with input from a highly skilled multi-professional team.
- A discharge planning process that allows the move of clinically ready individuals to the appropriate community setting in a timely fashion

- Hospital based complex clinical care for older people with functional mental illness and whose complex mental health needs cannot be met within a mainstream community setting is provided at Cleland Hospital.

### **Aim**

To ensure that we have in place high-functioning, highly-skilled inpatient units offering a range of assessment and treatment options in a variety of settings.

### **Objectives**

- Bring contracted HBCCC beds back into NHSL estate, allowing us to develop a more cost effective and flexible model that will better meet the expectations of patients and staff, whilst providing more control over the quality and safety of care provided.
- As a first step, review contracted bed provision at Cumbernauld Care Home and Hatton Lea Care Home with a view to consolidating HBCCC provision on one central site.
- Carry out a review of Older Adult inpatient provision.
- Develop a workforce strategy that will ensure a confident and competent workforce that will make best use of skills and resources.

### **Dependencies**

- Transition costs and consequently the potential savings available for reinvestment will be dependent on the outcome of the planned engagement with Four Seasons and HC-One.

## **5. Scope**

Hospital based complex clinical care for:

- Older people with dementia
- Older people with functional mental illness whose complex mental health needs cannot be met within a mainstream community setting

## **6. Assumptions and Constraints**

### **Assumptions**

- The specific needs of patients will individually reviewed and arrangements for patients' continuing care agreed with next of kin.
- A proportion of the savings from termination of the Cumbernauld Care Home contract will be reinvested in an enhanced model of care at Hatton Lea.
- We are able to recruit and retain staff with the necessary skills and experience.
- Key stakeholders will participate in meetings and will provide and input to the process as and when required.

### **Constraints**

- Terms of existing contracts for HBCCC beds in Cumbernauld and Hatton Lea Care Homes.
- Availability of suitably qualified staff.
- Capacity and availability of required stakeholders and service staff to engage and participate in the work streams may be restricted by operational requirements, competing priorities and capacity for change.

- The availability of savings on contracts to implement enhanced clinical model.

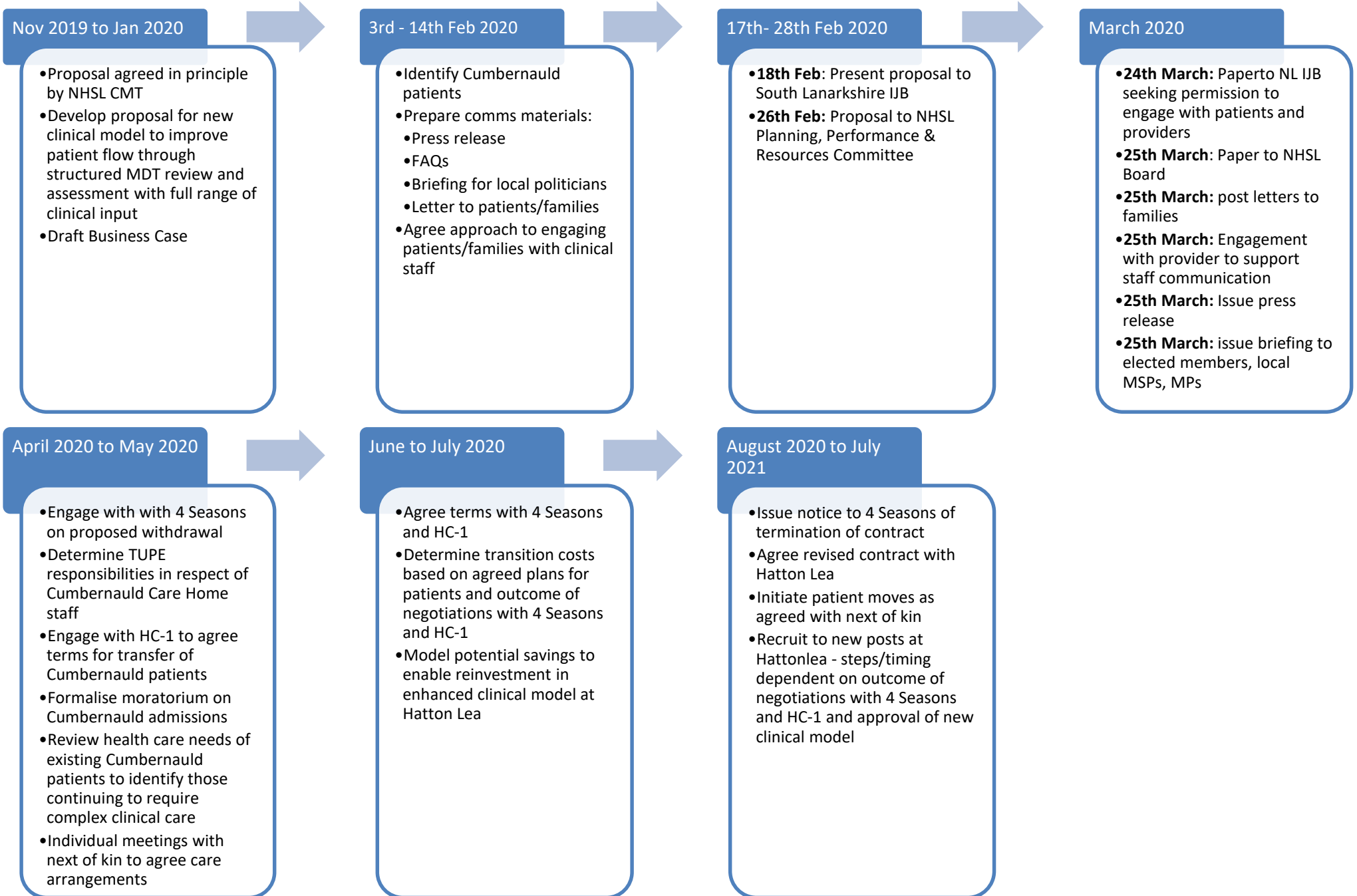
## **7. Risks**

The following risks to the successful delivery of this workstream have been identified:

- There is a risk that we cannot agree satisfactory contract terms with providers to enable patients to be relocated.
- There is a risk that we cannot agree plans for ongoing care with individual patients/next of kin.
- There is a risk that we cannot recruit or retain staff with the necessary skills and experience to put in place the proposed clinical model.
- NHS Lanarkshire may have responsibilities in relation to Four Seasons staff and their existing employment contract which could be protected under the Transfer of Undertakings (Protection of Employment) (TUPE). Regulations are currently being clarified with the Central Legal Office.

The project team will assess these, identify appropriate mitigating actions and incorporate in the Mental Health and Wellbeing Strategy risk register in accordance with Programme Risk Management Strategy.

## 8. Timeline and communications plan



## DOCUMENT CONTROL SHEET

### Key Information:

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<b>Author</b>	Ian Nicol, Programme Manager
<b>Quality Assurance</b>	Kate Bell, Head of Service Change & Transformation
<b>Owner</b>	Older Adult Executive Group
<b>Approver</b>	
<b>Approved by and Date</b>	
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Version	Date	Summary of Changes	Name	Changes Marked
0.1	22/08/2019	First draft	IN	No
0.2	23/08/2019	Second draft following review by Eric Lindsay	IN	No
0.3	26/09/2019	Third draft following discussion at OA Exec	IN	No
0.4	09/10/2019	Updated following meeting with Graham Johnston on 8 <sup>th</sup> Oct and agreement to present contracted beds proposal to CMT	IN	No
0.5	21/11/2019	Assumptions, constraints, dependencies and risks updated to make more specific to workstream. High level plan updated.	IN	No
0.6	11/03/2020	Timeline updated	IN	
0.7	11/03/2020	Timeline updated	RMcG	

**Approvals:** This document requires the following signed approvals.

Name	Signature	Title	Date	Version
Paula MacLeod		Mental Health & Wellbeing Strategy Specialist Services Lead		
Anne Armstrong		Mental Health & Wellbeing Strategy Executive Lead		

**Distribution:** This document has been distributed to

Name:	Title/Division:	Date	Version
	Older Adult Executive Group		0.1



## **Communication Plan**

### **Aims and objectives**

#### **Aim**

Co-ordinate communication activity to outline to patients and carers the benefits of potential changes to the delivery of Hospital Based Clinical Complex Care (HBCCC) to 14 patients in Cumbernauld Care Home.

#### **Objectives**

1. Advise the patients and carers of potential changes to how we deliver HBCCC to a small group of patients.
2. Advise elected members, IJB committee members and NHS Lanarkshire board members of the potential change.
3. Reassure all groups that patient care remains the upmost consideration.
4. Reassure all groups that each patient will be individually assessed for suitability to move to Hatton Lea Care Home.

#### **Background**

Health & Social Care North Lanarkshire is seeking the views of service users, their families and carers regarding potential changes to HBCCC in Lanarkshire.

HSCNL, which hosts Mental Health services on behalf of NHS Lanarkshire, is responding to changing demands for the service and developing plans for an ongoing sustainable model.

HBCCC is currently provided through contracts with a care home in Cumbernauld and Hatton Lea in Bellshill. These contracts were established in the early 1990s to assist in the move from hospital based institutions in Hartwood Hospital and other older facilities.

The contract for Cumbernauld Care Home is for 52 beds with 14 of these now being used; an occupancy rate of 27%.

The contract for Hatton Lea Care Home in Bellshill is for 75 beds with 40 of these being used; an occupancy rate of 53%.

This current arrangement costs £4,637,150 annually for 127 beds with 54 of these being used by patients.

Requirements for HBCCC inpatient services have reduced since 2015 when the definition of HBCC changed nationally and now more alternative, more person-centred clinical models have been developed.

In response to this ongoing fall in demand, a review has been established to explore a more flexible service which better meets the needs of patients, provides more control over the quality and safety of care, and uses resources more effectively.

An assessment of patient requirements by health staff has been carried out exploring the best option for patient care with Hatton Lea being favoured.

Care provided on one geographically central site with good transport links will provide easier access for families and carers from both North and South Lanarkshire. It will also enable better assessment and follow up care by all disciplines of health and social care staff.

### **Key messages**

- We will engage with patients and their carers before a decision is made on each patient's suitability to move to Hatton Lea Care Home.
- Each of our residents in Cumbernauld Care Home resident will be fully assessed to ensure that they are medically fit to transfer to Hatton Lea should that be the preferred outcome after the engagement period.
- Moving to one base in Bellshill would enable better communication and monitoring which would ensure improved, meaningful and sustained engagement between care home staff and our staff.
- As part of our ongoing commitment to improving the healthcare of the people of Lanarkshire we have a duty to ensure that we provide, the highest quality person-centred, effective and safe models of care for the future.

## Communications Action Plan

Objective	Audience	Message	Action	Timing / Frequency	Owner	Comments
Inform patients, family and carers	Service users / family / carers	The benefits of moving to Hatton Lea Care Home	Letters being sent to patients and carers to let them know of potential move and private discussions in person	Letters to be sent on 24.03.20	Eric Lindsay	Letters to be received by patients and families to ensure they are received on day of NHSL board meeting
Inform elected members, IJB committee members and NHS board members	Elected members, IJB committee members and NHS board members	The benefits of moving to Hatton Lea Care Home.	Communications plan to be included as appendices in IJB committee and NHSL board papers	IJB committee 24.03.20 NHSL board 26.03.20	Mark Dell Ross McGuffie	Communications plan to be included in both sets of papers to give further information on the potential service change and understanding of timeline for communications
Inform the public	Members of the public	The benefits of moving to Hatton Lea Care Home.	Mark Dell to issue media release to North and South Lanarkshire local media following NHSL board meeting	Following NHSL board meeting on 26.03.20	Mark Dell	Issuing the release after the board meeting ensures transparency and openness
Inform patients, family and carers	Service users / family / carers	The benefits of moving to Hatton Lea Care Home	Service to host open day at / family visits to Hatton Lea to enable patients and carers to experience the facility	TBC	Eric Lindsay	Open day / family visits are to reassure patients and carers of Hatton Lea's better suitability