



**Redesigning adult and older people's
mental health services in Central
and Eastern Cheshire**

**Consultation and gathering views:
1st December 2009 - 9th March 2010**



Introduction

Cheshire and Wirral Partnership NHS Foundation Trust (CWP) has a proven track record of delivering high quality mental health services.

Its purpose is to 'improve health and well-being by creating innovative and excellent services'. In order to do this it is important that how services are provided is reviewed on a regular basis to make sure they are still effective, relevant and appropriate over time.

During the past few years major reviews of how services are delivered have been undertaken across the Trust, with the most recent in central and eastern Cheshire. This review took into account the existing environment at Leighton Hospital and Macclesfield Hospital where we provide acute inpatient mental health services from buildings owned by other Trusts. It also looked at the operational difficulties associated with delivering services from two sites, and the ongoing drive to improve and modernise services by ensuring that patients are treated in the least restrictive setting appropriate to their condition through the delivery of effective community services.

The review was undertaken in the knowledge that there are no additional development funds available to mental health services in central and eastern Cheshire (other than the annual increase covering our existing contracts with Central and Eastern Cheshire Primary Care Trust).

We were also mindful of the financial constraints affecting the NHS as a whole, together with notification by Mid Cheshire Hospitals NHS Foundation Trust that CWP would be required to vacate the Leighton Hospital site by April 2012. Central and Eastern Cheshire PCT are leading work on making best use of resources in the local health economy in future years and the results of this consultation will feed into that planning process.

This consultation document provides details of the outcome of this review, and sets out the options for delivery of high quality mental health services in central and eastern Cheshire in the future. This consultation is managed by CWP at the request of and on behalf of Central and Eastern Cheshire PCT.

Together we have developed these proposals to ensure that they are consistent with the five Darzi¹ pledges for service change, which are that change should be:

- for the benefit patients in terms of clinical outcomes, experience or safety
- led by clinicians based on best available evidence
- locally led with local solutions
- involving patients, carers, public and partners
- not leading to withdrawal of services without appropriate alternatives in place

The proposals relate to adult and older people's acute mental health inpatient services and do not impact on rehabilitation, learning disability, child and adolescent, and drug and alcohol services.

Thank you for taking the time to read this document. We look forward to hearing your views.

Dr Ian Davidson
Interim chief executive
CWP

Mike Pyrah
Chief executive
Central and Eastern Cheshire PCT

Contents

Page 03

Purpose of this document

Page 03

About us

Page 04

Why we are consulting

Page 05

Proposals for change

- The options
- Options discussion

Page 06

Next steps

Page 06

Making your views known

Purpose of this document

This document has been prepared to support a 12 week public consultation on our plans for redesigning acute mental health services for adults and older people across central and eastern Cheshire.

We have been undertaking pre-consultation engagement on these plans since March 2009 and service users, carers, staff and partners have contributed to the ideas within these proposals. We also have service user and carer representatives on both the Project Board and Project Team which have worked on these plans. To view a list of organisations we have sent this consultation document to, please visit our website.

The proposals and options set out in this document do not impact on rehabilitation, child and adolescent mental health, learning disability or drug and alcohol services.

During the 12 week consultation period we are also consulting separately on delivering high quality services through efficient design. Proposals contained within this document are not dependant on the outcome of that consultation exercise.

About us

Cheshire and Wirral Partnership NHS Trust was established in 2002. We provide mental health services for children, adults and older people, learning disability services, and drug and alcohol services across Cheshire and Wirral. The Trust also has some specialist services covering a wider area.

The Trust provides its services from 75 premises across Cheshire and Wirral and employs approximately 2,700

staff. Our budget is just over £120 million and we serve a population of approximately one million.

The Trust also provides extensive teaching, research and developmental work. Its services have been acknowledged and praised at local, regional, national and international levels. Some of CWP's achievements are:

- achieving financial balance each year since the Trust was formed;
- receiving positive feedback in national service user and staff surveys - the Trust is well-regarded by external organisations such as, the Care Quality Commission;
- modernising services for people with mental health and learning disabilities, such as the opening of Bowmere Hospital in Chester, the new facilities at Springview, Clatterbridge, and the new Greenways learning disabilities services in Macclesfield;
- receiving national praise for the quality of our drug and alcohol services;
- working closely with social care partners to develop fully integrated community mental health teams;
- multiple examples of our work being quoted by national bodies as examples of good practice.

Recognitions that CWP has received are acknowledgements of the Trust's ability to make good use of allocated funds. However the needs of local populations change, so that the way the Trust has provided services in the past may not be the best way to provide them in the future.



Why we are consulting

This consultation exercise is being undertaken at the request and on behalf of Central and Eastern Cheshire PCT and is being managed by CWP. The review of services in central and eastern Cheshire identified five key objectives for the redesign of mental health services. These are:

- 1) To improve environmental standards. Current facilities in Leighton Hospital Mental Health Unit in Crewe and Millbrook Mental Health Unit at Macclesfield Hospital do not meet the current environmental standards required in modern mental health practice in respect of privacy, dignity and individual patient security. The Trust is determined to provide services that are of the highest quality and fully compliant with these standards and other codes of practice. It would be our intention to provide single bedrooms throughout any future facility, as well as appropriate therapeutic and day care facilities.
- 2) To provide a specialist inpatient unit of sufficient size, with highly trained and well motivated staff, to ensure consistent high standards of nursing and medical care - and to ensure that there are sufficient numbers of staff on site at all times to ensure a safe service. This includes the removal of the need for staff, in particular junior doctors, to travel between sites.
- 3) To enable service modernisation which will see a greater emphasis on clinically effective models of community based care.
- 4) To develop a plan to meet the requirement to vacate the Mental Health unit at Leighton Hospital. Mid Cheshire Hospitals NHS Foundation Trust, which owns the unit, have informed CWP that this site is required for its own developments and has served notice for CWP to vacate the premises.
- 5) To enable the most efficient and clinically effective model of care within the available funding.

A more detailed statement of why we believe we need to make these changes entitled 'The Case for Change' is available on CWP's website www.cwp.nhs.uk or by ringing the freephone number 0800 195 4462.

Our proposals for changes to clinical services have been assessed in an independent review undertaken by the National Clinical Advisory Team. This report is also available via the website or freephone.

We are consulting now as reprovision of inpatient services takes time, and to have suitable facilities available in 2012 requires obtaining public views now. This will ensure that they can feed into the whole health economy planning, that the right decisions are made and that there is then enough time to deliver them. Failure to make a decision at the end of the consultation process would make it very unlikely that suitable facilities could be available in 2012. Your views are therefore very important and we ask you to respond so that decisions are made on the most informed basis possible.

Proposals for change

The recent review of how services should be provided in future indicates that these can be provided from four inpatient wards (two older persons and two adult acute). At the commencement of the project in March 2009 there were six wards and now, following the temporary closure of one ward, there are currently five. This proposal is based on the understanding that further investment is made in community services and that the implementation of new ways of working continues, which have seen effective reductions in admissions and length of stay elsewhere in the Trust.

Within the service review, revised care pathways were developed. An analysis was undertaken of each part of the services to identify when patients could have been treated in less restrictive community services if these had been available. The review identified that an enhanced crisis resolution home treatment service, which operates 24 hours each day, could reduce admissions. In addition CWP has recently implemented the 'Acute Care Approach' in central and eastern Cheshire, which has already proved to be effective in delivering care outside hospital in both Wirral and west Cheshire.

The options

Three options have been considered for how these services can be delivered:

Option 1- Continue to provide services as at present from the Mental Health Units at Leighton Hospital and Macclesfield Hospital.

Option 2- Provide the service at Leighton Hospital elsewhere, but continue to provide services from two main inpatient sites.

Option 3- Provide all adult and older persons' acute mental health inpatient services from a single site.

Options discussion

Option 1: The option to remain as we are at present is not achievable, as CWP has been given notice to vacate the Mental Health Unit at Leighton Hospital. Even if this were not the case, the reduction in ward numbers set out in the revised service proposals would create clinical risk issues by stretching limited resources across two sites. In addition, existing wards are not capable of being redesigned to provide the environmental improvements that are required.

Option 2: The option to continue services from two sites would create clinical risk issues because each site would only have two wards. There would not be enough staff on duty at certain times to ensure clinical safety. This option would also be financially less efficient than option 3 and would not free up funding for community service developments.

Option 3: This option is our preferred option and it would see all inpatient services located on a single site. Capital investment would be made to maximise the number of single rooms and to ensure the provision of adequate therapeutic and day care facilities. The efficiencies of having all services together would also allow funding to be released to further develop community services.

A full economic analysis after the consultation exercise would determine how a single site would be provided. This would take into account the financial position of the local and national health economies, and is one of the key decisions in the Central and Eastern Cheshire PCT led work on making best use of available resources. The critical factor would be whether the health economy was in a position to commit to immediate investment in a new building or whether there would need to be an exploration of alternative approaches. It is for this reason that the options referred to above have not been costed until public views are clear through this consultation.



A working group has been established to look at the criteria we would use when selecting a preferred location for an inpatient mental health unit. A wide range of people contributed to this working group and all service user, carer and public members of the Foundation Trust were given the opportunity to say what was important to them in choosing a location. As part of this consultation the public are being given an opportunity to add their comments to deciding these criteria.

The site selection criteria developed by the working group are attached to the 'Case for Change' document which is available on the CWP website at www.cwp.nhs.uk or by contacting the freephone number 0800 109 4462. It is recognised that the issue of access to a single site may cause concern for some service users and carers. In the event that the location does present transport or other access difficulties this would be addressed in partnership with the Local Authority.

Next steps

The consultation period runs from the start of December 2009 to the 9th March 2010. At the end of this period an independent report² on the views expressed during the consultation will be produced and published on our website. Copies will also be available via the freephone number. Following the outcome of that report we will then communicate what will happen next in terms of the development of detailed proposals and the continued involvement of service users, carers, staff and partners.

Making your views known

The deadline for responses is the 9th March 2010. You can make your views known in a wide variety of ways.

- By completing the consultation response form on the back page of this document
- By completing the e-version on our website www.cwp.nhs.uk and e-mailing it to t.mason@chester.ac.uk
- By attending one of our public meetings in January and February at the following venues:

22 January,

1pm - 2.30pm Congleton Town Hall,
CW12 1BN

27 January,

5pm - 6.30pm Winsford Lifestyle Centre,
CW7 1AD

2 February,

1pm - 2.30pm Macclesfield Masonic Hall,
SK10 1BW

3 February,

10am - 11.30am Crewe Alexandra Football Club,
CW2 6EB

If you would like to contact a member of CWP staff to discuss any of these issues please call the freephone helpline: 0800 195 4462

If you would like to become a foundation trust member of CWP and get more involved in Trust activities please contact the membership team on 01244 364404, membership@cwp.nhs.uk or visit the website at www.cwp.nhs.uk – where a simple application form can be completed online.

Redesigning adult and older people's mental health services in Central and Eastern Cheshire

Making your views known – consultation response form

Before you answer the questions below we would be grateful if you could tell us a bit about yourself
(you can tick more than one box):

About you

- a) I am a CWP service user ☐
I am a carer for a person who receives CWP services ☐
I am from a mental health forum/voluntary organisation ☐
I am a foundation trust member of CWP ☐
I am a governor ☐
I am a member of staff ☐
I am a staffside representative ☐
Other (please specify)

Questions b and c are for staff only

b) Please select which of the following areas you work in:

- Inpatient ☐
Community ☐
Other (please specify)

c) Please select which of the following areas you work in:

- Adult mental health (incorporating older people's) ☐
Child and adolescent mental health ☐
Learning disabilities ☐
Drug and alcohol ☐
Other (please specify)

d) Please select where you are based:

- Wirral ☐
West Cheshire ☐
Central/Eastern Cheshire ☐
Other (please specify) ☐

e) Please indicate which consultation material you have been able to consider:

- This consultation document ☐
Website ☐
Frequently asked questions ☐
Public meetings ☐
Freephone helpline ☐

f) Please provide your name and address for validation purposes only (this information will not be provided to CWP by the independent reviewer of responses, Chester University. Chester University will treat your personal data in accordance with the data protection act and will not use the information for any other purpose).

Title: Name:

Address:

Postcode:

Your views

We are consulting on the following questions in respect of the redesign of adult and older people’s acute mental health services in central and eastern Cheshire:

Question 1

Do you agree with the proposal to continue to introduce new ways of working which will see community based services further strengthened and as a consequence a reduced requirement for inpatient beds?

☐ Yes

If yes, please indicate what safeguards you would like to see put in place to ensure that this has been done effectively.

☐ No

If no, please say what alternative policy you think should be adopted.

Question 2

Do you agree with option 3 (page 5) that all adult and older people’s inpatient services be provided from a single site?

☐ Yes

If yes, please state what you think should be included within a single site to ensure it meets your expectations of a modern mental health service.

☐ No

If no, please say what alternative approach you think the Trust should adopt.

Question 3

What issues matter to you regarding the location of inpatient services? We believe that access is one issue. Is this correct? What other issues matter to you?

Question 4

Do you have any other suggestions about how we can further improve our mental health services?

Once you have completed the above fields, please:

1. Save this document to your computer
2. [Click here](#) to create an email addressed to t.mason@chester.ac.uk with the subject line ‘Redesigning adult and older people’s mental health services in Central and Eastern Cheshire’
3. Attach your completed consultation document to the email and send.

Thank you for taking the time to share your views.