



Consolidation of mental health inpatient services at the Millbrook unit, Macclesfield

Summary of proposed changes

OSC briefing September 2010

1 Introduction

The Committee will be aware that the Trust carried out a public consultation at request of and on behalf of the Central and East Cheshire PCT. This was carried out between 1st December 2009 and 9th March 2010 to consolidate Adult and Older Peoples services from two sites to one in Central and Eastern Cheshire. The consultation exercise demonstrated that there was broad approval to centralise services onto a single site, to continue to develop new ways of working which will enable a reduction in inpatient beds and an expansion of community services and to make investment to improve the patient environment.

In April 2010 the Chief Executive commissioned a review of all inpatient beds across Cheshire and Wirral to ensure they were being utilised appropriately and efficiently in line with Trust strategic objectives and business plans. This paper summarises the changes that were proposed by that review which have been approved in principle by the Trust Board.

The proposed changes refer only to adult and older peoples' acute mental health services.

While these changes are based on best clinical practice they have been developed against the background of the overriding need to develop structural changes that deliver the cost efficiency requirements that the Trust has to make.

These proposals have been developed as part of a two stage process. The first stage is changes in clinical practice and developing new ways of working. The second is the restructuring of services to bring them in line with these new ways of working. As part of this second stage, the review provided a full analysis of past and present bed capacity and utilisation, admission rates and lengths of stay. A number of models were developed to determine the impact on bed occupancy of a range of different options.

The key themes which emerged from the review were;

- New ways of working, in particular the implementation of the acute care model have reduced both admission rates and lengths of stay.
- There is significant over-capacity in South East Cheshire. Two wards are temporarily closed and there has been no pressure due to shortages of beds to reopen them. Additional capacity has become available due to the transfer of eating disorder service to Wirral.
- The most efficient service model for South East Cheshire would be to operate all acute inpatient services from a single site.
- Additional bed capacity can be created in Bowmere Hospital to support changes in South East Cheshire.
- Where changes have been made in the past such as the move to single site working in Wirral and the changes in the use of wards in Bowmere, this has been successful because a phased approach was adopted and capacity remained available in other units to support the site undergoing change

2 Proposed changes

The proposed changes are;

- 2.1 The mental health inpatient at Leighton Hospital will close. Adult and older peoples' acute inpatient services based at Leighton will transfer to either Millbrook mental health unit in Macclesfield or, in the case of Vale Royal residents to Bowmere Hospital in Chester. There will be three acute inpatient wards in Millbrook, two for functional and one for organic services.
- 2.2 Adaptations will be made to wards in Bowmere to accommodate the Vale Royal patients
- 2.3 The overall impact on inpatient beds is a reduction of 4 from the current (September 2010) position of 70. This is accounted for as follows. There are currently 31 beds in Leighton Mental Health unit. 15 dementia beds will transfer to Millbrook with no change in bed numbers. 6 of the 16 adult mental health beds will transfer to the beds which have become vacant as a consequence of the transfer of Eating Disorder services to Wirral. A further 6 will transfer to Bowmere in respect of the Vale Royal population.
- 2.4 To ensure there is sufficient bed capacity across the Trust during the implementation of these plans, there will be no changes to bed numbers in Wirral at this time
- 2.5 The Trust will maintain its commitment to improving the patient environment in South East Cheshire and the reprovision project team will report on the options for delivering this in March 2011.

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