



**NHS Great Yarmouth and Waveney Clinical Commissioning Group  
Norfolk and Suffolk NHS Foundation Trust**

**22 January 2016 - Great Yarmouth and Waveney Joint Health Scrutiny  
Committee**

**Implementation of the Changes to Adult and Dementia Mental  
Health Services in Great Yarmouth and Waveney**

**1. Introduction**

1.1 This paper provides an update for the Great Yarmouth and Waveney Joint Health Scrutiny Committee on implementation following public consultation on local mental health services in 2014. This includes:

- changes to adult and dementia mental health services
- establishment of the children's service at Carlton Court
- placement/location of Resource Information Centres
- results of Norfolk and Suffolk NHS Foundation Trust (NSFT) staff survey, if available.
- Plans for a future visit by the Joint Committee to the new facilities at Northgate hospital

**2. Background**

2.1 Mental health services are provided to the population of Great Yarmouth and Waveney by Norfolk and Suffolk NHS Foundation Trust (NSFT).

2.2 The NSFT Service Strategy 2012-16 presented a number of proposals to change the service provision in the Great Yarmouth and Waveney area. In the spring of 2014, NHS Great Yarmouth and Waveney Clinical Commissioning Group and NSFT carried out a public consultation to assess the views of service users and carers, health and social care professionals and the wider public about these proposals.

2.3 In June 2014, Great Yarmouth and Waveney CCG received feedback from the public consultation with 1,055 responses from staff, patients, clinicians, local health, social care and voluntary agencies, and the wider public. In July 2014, the CCG published its response to the public consultation, answering the major issues raised by the respondents to the consultation.

2.4 A structured and robust process was completed with opinion from a wide range of local stakeholders and an Options Appraisal Workshop to appraise the options for future service provision in:

- Adult Acute Services
- Dementia and Complexity in Later Life Services
- Information and Resource Centres

2.5 On the 25th September 2014 the CCG's Governing Body approved the final decisions on next steps and agreed the implementation process. A project structure was agreed with NSFT supported by representatives from health, social care and police across both counties across the integrated care system. The Implementation Group for the project has met monthly to monitor the progress of the project plan and reports to the NSFT Implementation Steering Group which has met quarterly to oversee the outcomes and project governance.

2.6 This report provides an update on progress so far against the specific elements described during the consultation. The CCG's Governing body received a full update on progress on 17<sup>th</sup> December 2015.

### **3. Changes to adult and dementia mental health services**

#### **3.1 Background for adult mental health services**

3.1.1 Prior the consultation, 28 beds were provided for Adult Acute Mental Health Services by NSFT in two locations – Waveney Acute Services (WAS) at Carlton Court and Great Yarmouth Acute Services (GYAS) at Northgate Hospital, Great Yarmouth.

3.1.2 Also prior to the consultation, the Crisis Resolution and Home Treatment (CRHT) teams were provided in two locations - Waveney Acute Services at Carlton Court and Great Yarmouth Acute Services.

3.1.3 After the consultation, the decision was taken to reduce the number of adult acute beds from 28 across two sites (Northgate Hospital and Carlton Court) to 20 beds on one site and to develop one enhanced CRHT team to cover the whole Great Yarmouth and Waveney area.

3.1.4 To deliver 20 beds on one site, it was agreed to consolidate on the Northgate Hospital site in Great Yarmouth. This would be developed as a local centre of excellence for acute mental health services, including the estates work to build five further bedrooms.

3.1.5 The 15 beds on the Carlton Court site would not be used as part of the adult acute pathway, and would be redeveloped to house the Tier 4 Child and Adolescent Mental Health Unit currently located at 5 Airey Close, Lothingland.

3.1.6 One staffed Section 136 suite will be provided on the Northgate Hospital site as part of this facility which will meet the needs of the local whole Great Yarmouth and Waveney area.

3.1.7 Following the consultation outcome, the NSFT Implementation Steering Group approved a project plan which scoped out the individual pathway work and identified priorities and time frames. A phased implementation of these new services was necessary in order to take account of the necessary building works and to maintain patient safety during staff moves. This would allow time for all supporting services to be in place and functional before the change was made

## **3.2 Implementation for adult mental health services**

3.2.1 Building work started at Great Yarmouth Acute Services on the Northgate site in May 2015 with three extra bedrooms being ready on 8<sup>th</sup> January and the remaining two extra bedrooms to be completed by the 22<sup>nd</sup> January 2016. The 15 beds have continued to be operational throughout the building project.

3.2.2 The section 136 suite at Great Yarmouth Acute Services has remained operational but will move to its new location in the ward by the end of January 2016.

3.2.3 Operational staffing issues lead to the decision to suspend the use of the beds at Waveney Acute Services slightly earlier than planned on the 18<sup>th</sup> September 2015.

3.2.4 The staff from the unit transferred to their new positions from this date, most transferring to Great Yarmouth Acute Services at Northgate Hospital or continuing in the CRHT based at Carlton Court.

3.2.5 The consequence of this earlier suspension of operations at Waveney Acute Service was that the total number of adult acute beds available between 18<sup>th</sup> October to 22<sup>nd</sup> December 2015 was 15 rather than the 20. 20 beds will be available once the building work on the bedrooms is complete.

3.2.6 The CRHT team at Waveney Acute Services at Carlton Court transferred to become part of the enhanced combined CRHT at Great Yarmouth Acute Services (GYAS) at Northgate Hospital, Great Yarmouth in October 2015.

3.2.7 Hot desks are available at Carlton Court for CRHT staff to use when working in the Waveney area.

3.2.8 The implication of maintaining the 136 Suite operational at WAS was considered by the 136 Suite Pathway Group led by Suffolk County Council which reports to the NSFT Implementation Group. A decision was taken in October 2015 to move as planned to one 136 Suite at GYAS at Northgate hospital. The CCG and NSFT continue to work closely with the police and county council to optimise the design of working procedures.

## **3.3 Bed use in adult acute care**

3.3.1 From October 2014 to October 2015, GYW CCG patients occupied 77% of the available beds. Non GYW residents used 17% of the beds. This trend has continued from October when 15 beds were available.

3.3.2 This usage is consistent with the expected number of beds required for the GYW system which was proposed in the public consultation.

3.3.3 No out of trust placements have been made by NSFT for adult patients for this period which again suggests that consistent occupancy is in line with expectations.

## **4. Dementia and Complexity in Later Life**

### **4.1 Background for dementia and complexity in later life**

4.1.1 Prior to October 2013, 12 beds on Laurel Ward at Carlton Court had been provided by NSFT for assessment of patients over the age of 65 with functional (non-dementia) mental health problems such as depression, bi polar disorder and psychosis. A

further 12 beds on Larkspur Ward had been provided for patients over the age of 65 with Dementia.

4.1.2 After October 2013, NSFT implemented an 'all age pathway' for people with Dementia and Complexity in Later Life and provided seven assessment beds at the Julian Hospital in Norwich for patients with dementia (Blickling / Beach Ward) and functional mental health problems and complexity associated with later life (Sandringham Ward).

4.1.3 A pilot Dementia Intensive Support Team (DIST) was introduced to undertake assessments and treatment in patients own home in line with evidence based guidelines and a successful pilot in central Norfolk.

4.1.4 NSFT also implemented a central bed management and reporting system with local gate keeping by the Dementia Intensive Support Team (DIST) which remit also included a Discharge Co-ordinator role.

4.1.5 One of these decisions announced in September 2014 following the public consultation was to use Laurel Ward at Carlton Court for up to 10 beds, for people with mental health needs relating to Complexity in Later Life e.g. depression, bi polar disorder and psychosis for a temporary period to allow further development of the CLL pathway.

4.1.6 Following the consultation outcome, the NSFT Implementation Steering Group approved a project plan which scoped out the individual pathway work and identified priorities and time frames in order to take account of further development of the nursing home beds with care and the CLL pathway, including its interaction with social care.

## **4.2 Implementation of dementia and complexity in later life**

4.2.1 In December 2014 a paper was presented to the Great Yarmouth and Waveney CCG Clinical Executive Meeting by NSFT outlining options to re-open Laurel Ward at Carlton Court. This has continued to be reviewed throughout 2015, most recently in December 2015. Throughout the year, it has become clear that there may not be a requirement to re-open these beds on Laurel Ward even for a temporary period because the development of community based treatment alternatives closer to people's homes is working well. The option not to re-open Laurel Ward was considered by the CCG's Governing Body in December 2015, and will be considered again in July 2016 once more patient activity information is available.

4.2.2 Currently, there are low numbers of patients requiring assessment out of hours and it is considered that the current DIST service is sufficient, supported by the Crisis Resolution Home Treatment Team (CRHT), as necessary and working as part of the new integrated out of hospital teams.

4.2.3 In terms of provision of DIST on a 24/7 basis, NSFT are working on their pathway development with all other providers involved in the care of these patients, including both statutory and voluntary sector. This will provide a clearly defined 24/7 clinical pathway for these patients. This will be completed by the end of March 2016. There is also shared learning between the DIST and the CHRT in terms of additional training for DIST staff.

4.2.4 The alternative to admission nursing home beds with care were reinstated for the pathway in February 2015 (at the Old Coach House in Great Yarmouth). NSFT is developing further integration of out of hospital services to enable more of these patients being supported at home also.

### **4.3 Bed use in dementia and complexity in later life**

4.3.1 One of the conclusions reached at CEC on 14<sup>th</sup> May 2015 was that overall bed usage at the Julian Hospital was close to the number expected but that the clinical split needed to be redefined. That is, fewer beds for dementia assessment and more for CLL with the overall number remaining the same. This trend has been reflected in the period 1<sup>st</sup> October 2014 to 31<sup>st</sup> October 2015.

4.3.2 On Beach / Blickling Ward at the Julian Hospital (dementia assessment), 23 GYW CCG patients were admitted and used 40% of total available bed days. This is significantly below the available bed days and demonstrates that the DIST is providing assessment and treatment in non-hospital settings, as always intended.

4.3.3 In the period, there were 7 occasions when the ability to access a bed on Beach ward was impacted by higher usage by other CCG areas. NSFT are working with all CCGs and social care to improve consistent access to these beds.

4.3.4 From October 2014 to October 2015, three GYW CCG patients were admitted out of NSFT instead of Sandringham Ward for functional assessment (just 6% of the total bed days used by Great Yarmouth and Waveney patients). These patients had combined occupied bed days of 104. Of the three patients one was admitted to the Priory Hospital, St Neots, one was admitted to the Priory Hospital, Hemel Hemstead and one was admitted to the Priory Hospital, Chelmsford. These patients were brought back into the area as soon as a bed was available. These out of area patients are funded by NSFT.

## **5. Establishment of the children's service at Carlton Court**

5.1 On the 25th September 2014, the CCGs Governing Body approved the proposal to relocate the NHS England commissioned Tier 4 CAMHS Unit currently situated at 5 Airey Close, Lothingland to the vacated Waveney Acute Services at Carlton Court.

5.2 This will provide modern appropriate accommodation for this patient group and will enable NSFT to increase the number of beds from seven to 12.

5.3 NSFT accepted a tender in November 2015 and building work to convert the unit will start in January 2016 with the planned work, taking 20 weeks to complete.

5.4 The Committee should note that these services are commissioned by NHS England, and not by the CCG.

## **6. Placement/location of Resource Information Centres**

### **6.1 Background**

6.1.1 This proposal in the public consultation was to develop an Information and Resource Centre to provide information, advice and support to people with dementia and mental health problems.

6.1.2 The original concept was to potentially consider The Poppies in Carlton Court as a venue. This would be developed in partnership with other statutory and third sector organisations.

6.1.3 The decision was also taken to develop a second information and resource centre in Great Yarmouth.

## **6.2 Implementation progress**

6.2.1 A stakeholder event was held by local service user organisation 'Feedback' in December 2014. This was designed to hear from people with mental health problems and carers about what they would find helpful to be included in an Information and Resource Centre and where they would want them situated.

6.2.2 The conclusion from this group was that they would want to access this information in a non-hospital setting in an accessible community place.

6.2.3 A pathway group was formed chaired by Feedback and involving stakeholders including patient groups and voluntary sector providers.

6.2.4 The proposal put to the NSFT Implementation Group in September 2015 is for three Mental Health information zones across Suffolk that would complement services that are in the heart of the community. These would be supported by a range of organisations who would have an awareness of all services involved in the pilot on in those different locations, including NSFT, Great Yarmouth and Waveney Mind, Suffolk Family Carers; Stonham and Suffolk Libraries who have agreed to support a trial in three locations.

6.2.5 The three pilot sites across Waveney identified are the Navigator Centre at Lowestoft Library, Beccles Library and Bungay Medical practice.

6.2.6 The 'Leading Lives' manager is keen to offer the space at the Navigator Centre as a natural fit, due to its central location and their experience of hosting other groups. The existing client base is a mixture of Learning disability/ Mental Health.

6.2.7 In Great Yarmouth NSFT have established links with Great Yarmouth Borough Council's Early Help Hubs. These are in three locations in the Great Yarmouth area – Greyfriars, Shrublands and the Kings Centre.

6.2.8 NSFT are attending these sites to provide information and advice on mental health and are attending the hub meeting weekly.

6.2.9 NSFT will report outcomes to the GYW CCG in March 2016.

## **7. Results of Norfolk and Suffolk NHS Foundation Trust (NSFT) staff survey,**

7.1 NSFT takes part in the national NHS staff survey. The latest national staff survey closed at the start of December 2015. The results will be analysed nationally, and will be shared with the Joint Committee when available, expected to be around February/March 2016.

## **8. Plans for a future visit by the Joint Committee to the new facilities at Northgate hospital**

8.1 The Joint Committee would be most welcome to visit the new facilities at Northgate hospital. This can be arranged directly through the NSFT Locality Manager Gill Morshead.

9. **Recommendations**

9.1 The meeting is asked to note the progress of the implementation of the changes to adult and dementia mental health services in Great Yarmouth and Waveney, following the public consultation.

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