**Update Report regarding Naseberry Court**

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**SUMMARY**

1.0 This report to Committee is to update Members regarding the provision of Acute Mental Health Services for the residents of Waltham Forest. Acute Mental Health Services are provided to people who require treatment as they are experiencing an acute mental health episode.

1.1 The acute inpatient service that was serving Waltham Forest was called Naseberry Court which is situated in North Chingford. There have been concerns regarding the operation of services on this site for some time and following an incident in December 2012, the NELFT Board took the decision to temporarily close the unit on the grounds of clinical safety.

1.2 This report describes the background to these concerns and why the decision to temporarily close the unit was made. It also references the closure and transfer process that is now being undertaken by Waltham Forest CCG.

**BACKGROUND**

2.0 Over the past ten years nationally there has been a change with more people in mental health crisis being treated in their own homes by Home Treatment Teams. This has seen a reduction in the numbers of people being admitted to hospital nationally for treatment, and a consequent reduction in the numbers of acute beds in usage.

2.1 Locally concern has been expressed about the operation of acute mental health inpatient services at Naseberry Court for some time. NELFT had been in consultation with Waltham Forest PCT and its successor organisations since October 2011, about a formal public consultation taking place regarding how acute mental health services are delivered to the residents across the whole of NELFT including Waltham Forest. NELFT’s intention is to deliver a model that would treat
more people at home and to close Naseberry Court and to transfer the inpatient service to Sunflowers Court on the Goodmayes hospital site.

2.2 In December 2012 an incident occurred at Naseberry Court that highlighted once again to the Trust the clinical concerns regarding operating an acute service from this site, given its isolated nature from other services. In January 2013 the NELFT Board took the decision to temporarily close the service on the grounds of clinical safety.

2.3 This report describes the process of the successful transfer of services which was completed by the beginning of May 2013.

IMPLICATIONS

3.1 An Equality Impact Assessment has been completed and is available for inspection on request. This highlighted some minor issues for attention and identified some additional travel time for people to access an inpatient service. This was offset however by the imperative to treat as many people as possible at home.

3.2 The staff at Naseberry Court were subject to a full staff consultation. All staff have been successfully re-deployed to new posts within services, with around 70% being able to be offered their first choice for redeployment.

CONCLUSION

4.1 Naseberry Court is now temporarily closed on the grounds of clinical safety, with the inpatient service being provided from within Sunflowers Court on the Goodmayes Hospital. A consultation regarding the change is currently under consideration by Waltham Forest CCG.

APPENDICES

5.1 None included.

BACKGROUND PAPERS

6.1 The draft pre-consultation business case prepared jointly between ONEL PCTs and NELFT is available to Members on request.

LIST OF ABBREVIATIONS

Waltham Forest CCG-Waltham Forest Clinical Commissioning Group
HTT-Home Treatment Team
NELFT-North East London NHS Foundation Trust
ONEL PCTs – Outer North East London Primary Care Trusts
REPORT REGARDING NASEBERRY COURT AND ACUTE MENTAL HEALTH SERVICES FOR THE RESIDENTS OF WALTHAM FOREST.

BACKGROUND

1.0 North East London NHS Foundation Trust (NELFT) provides a range of Mental Health Services within community and inpatient settings across the four North East London boroughs of Havering, Barking & Dagenham, Redbridge and Waltham Forest. Acute Mental Health Services are delivered to people who are experiencing an acute mental health crisis. These have historically, as with general medical services, been delivered on an inpatient basis. Over the past ten years nationally there has been a change with more people in crisis being treated in their own homes by Home Treatment Teams (HTT).

1.1 This has seen a reduction in the numbers of people being admitted to hospital nationally for treatment, and a consequent reduction in the numbers of acute beds in usage. Within NELFT we have evolved an acute care pathway with the HTT working closely with inpatient wards to ensure that if someone requires admission to a ward, a bed will be available, and that their stay will be timely with the majority of care being delivered in the home environment, in line with the principal of treating people in the least restrictive environment.

1.2 NELFT operates HTT’s in each of the four boroughs it serves. We also operated adult acute mental inpatient care from two sites, these being Naseberry Court in Waltham Forest, and Sunflowers Court in Redbridge on the Goodmayes Hospital site. Sunflowers Court is a new unit having opened in February 2011, providing a range of services, including adult acute inpatient care to the residents of Barking & Dagenham, Havering and Redbridge. This mass of services is both efficient and clinically safe for those people who are provided a service there.

1.3 Naseberry Court in contrast is a standalone acute mental health unit located in North Chingford, providing treatment for adult age people. It comprises of two wards only, a 25 bedded male ward and a 23 bedded female ward. Concerns have existed for some time regarding the safe operation of services from Naseberry Court, due to its isolated nature from other services.

1.4 In addition to its isolated nature the unit poses challenges in terms of its overall security. In relative terms to Sunflowers Court, which has many more beds, the unit has experienced higher levels of abscondion. This is despite significant investment in the unit by NELFT to improve physical security. The external fence has been made higher on several occasions, but patients have scaled it since work was completed. An internal courtyard can no longer be used by patients, as patients have absconded over the unit roof from this area.

1.5 At Sunflowers Court, we have a mass of inpatient services, with a total of eleven inpatient wards. This mass of services allows for the provision of a Psychiatric Emergency Team (PET). In practice this means that for each shift, staff on each
ward will be allocated to the PET, and can be summoned in the event of an alarm being raised if there is an incident, anywhere within Sunflowers Court.

This system works effectively within Sunflowers Court, and enables incidents to be managed quickly and safely. At Naseberry Court, as there are only two wards it is not possible to operate a full PET, although some support can be drawn from the each of the wards if necessary.

1.6 At Sunflowers Court there is the availability on site of a male Psychiatric Intensive Care Unit (PICU) in Titian Ward (Naseberry Court has no such facility). PICU is a low secure environment which treats the most ill subset of people we care for, who are challenging, sometimes exhibiting violent behaviour and often at a high risk of absconion.

1.7 In the event of an Acute Ward within Sunflowers Court having difficulty in managing an individual, an assessment and transfer to PICU can be quickly and easily facilitated, with the assistance of the PET team.

1.8 Naseberry Court can access a PICU bed within Titian Ward, as no PICU resource exists within Naseberry Court itself. In the event that an individual becomes challenging to manage within Naseberry Court, a referral will be made to the PICU and staff will travel to Naseberry Court to assess the patient and their suitability. This leads relatively to delay in assessment and treatment and further distress for the individual potentially during the transfer process to Sunflowers Court.

1.9 For these reasons NELFT has wished to close Naseberry Court for some time and transfer the service to Sunflowers Court where Waltham Forest residents would benefit from the higher quality environment and level of service. NELFT commenced discussions with the predecessor organisations to Waltham Forest CCG in October 2011, with a view to agreeing the consultation process for the service transfer.

2.0 In December 2012 an incident occurred at Naseberry Court following the admission of a patient during the evening. It soon became clear that this individual could not be managed by the staff team without support and the police were called who remained on the unit for a number of hours, to assist in managing the situation. Four members of staff were assaulted although none sustained serious injuries, before the incident was managed.

2.1 This re-highlighted to NELFT the concerns the Trust had in being able to provide an appropriate service within Naseberry Court. Subsequently the NELFT Board took a decision in January 2013 to temporarily close Naseberry Court on the grounds of clinical safety.

TRANSFER OF SERVICES FROM NASEBERRY TO SUNFLOWERS COURT

3.1 In partnership with ONEL PCTs, NELFT had jointly worked up a Pre-Consultation Business Case from November 2011 onwards, which was to form the basis of a public consultation regarding the future of Naseberry Court within Waltham Forest.
3.2 This document was however not used as the Board decision to temporarily close the unit superseded the planned consultation. The Waltham Forest CCG also wanted to take stock of its position in the light of developing a mental health strategy and undertake further stakeholder engagement. The document however articulated the model of care which was suggested at that time for people with acute mental health needs.

3.3 This model placed greater emphasis on treating the individual in their own home via the Home Treatment Teams. Through operating a more effective model of HTT, less people would require admission to hospital. It was already the case at this time that we were seeing significantly lower numbers of women compared to men being admitted to hospital. NELFT already had excess capacity within its inpatient units, particularly on the female wards.

3.4 In moving the inpatient services to Sunflowers Court the business case suggested that bed reductions were achievable. Specifically that we could reduce the number of adult female acute beds across North East London by eighteen and male beds by five. The number of beds pre and post Naseberry Court closure are detailed below.

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<th>Adult Male Acute beds</th>
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<td>Pre-closure</td>
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<td>Total</td>
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3.5 Capacity has been created within Sunflowers Court by re-opening a twenty bedded ward for acute males (Monet ward) and by increasing the bed numbers on an existing female acute ward (Kahlo ward) from 15-20. Generally speaking these are the two wards where Waltham Forest residents are now admitted for treatment.

3.6 The transfer of services was overseen by the Acute Care Pathway Steering group, which has already been established by Waltham Forest CCG and has representation from clinical and managerial staff, service users and other professionals. A project plan was developed and it was agreed that an orderly managed transfer of service from Naseberry Court to Sunflowers Court would take place, to be completed week commencing 29th April 2013.

3.7 During the interim period prior to the service transfer further staffing resources were made available to Naseberry Court to mitigate risk and to assist in the transfer.

3.8 During the period from February to the end of April 2013, NELFT communicated with service users and carers via established networks, regarding the changes to services. These included using the Service User Reference Groups within the Trust, who provided useful feedback regarding the changes. We also undertook a listening event in the Chingford area open to everyone in April 2013, which was attended by over 30 people who came to discuss their concerns about the move and hear what was planned.

3.9 An outcome of these events was that NELFT agreed to provide a shuttle bus service from Waltham Forest daily to coincide with the ward visiting times to enable relatives to visit their loved ones within Sunflowers Court. This was in response to
concerns raised about the additional distance that would need to be travelled by some Waltham Forest residents.

3.10 The staff team at Naseberry Court were also subject to consultation about the move of service. Staff in the main were positive about the prospect of a move to Sunflowers Court, but expressed concerns about their own future employment.

4.0 As planned, during the week commencing 29th April 2013, the patients who were being treated at Naseberry Court were transferred to Sunflowers Court. At the point of transfer we moved nine female and fourteen male patients between the units. The transfers took place safely and without incident.

4.1 Since transfer the services have operated well, with generally positive comments about the new environment being received by the Trust. We have comfortably managed with the number of adult acute beds that we now have available for the four London boroughs that NELFT serves, and there has at no point been a need to consider procuring a bed from another provider.

4.2 The shuttle bus has operated each day since the transfer of service was made, but to date has virtually not been used at all (one person only returning to Waltham Forest after escorting a relative to hospital in an ambulance).

4.3 Following the staff consultation regarding the move to Sunflowers Court, nearly 70% of staff were able to be offered their first choice for redeployment into their new roles. The move was achieved with no redundancies being made to staff from the Naseberry Court team.

CONTINUING CONSULTATION PROCESS

5.0 The decision to temporarily close Naseberry Court was taken by the NELFT Board on the grounds of clinical safety. Waltham Forest CCG have been clear that this is a decision NELFT were able to make separate to a public consultation.

5.1 Waltham Forest CCG is at the current time in the process of developing a consultation proposal for consideration by the CCG Board. It is likely that a consultation regarding the future of Naseberry will follow the release of the Waltham Forest Mental Health Strategy, which sets the direction of the future of acute mental health services in Waltham Forest. Waltham Forest CCG have confirmed that. Agreement of any permanent solution is planned to be in place by the start of next financial year – 1st April 2014/5.