

# **KENT HEALTH OVERVIEW AND SCRUTINY COMMITTEE**

**THURSDAY 16<sup>TH</sup> SEPTEMBER 2021**

## **TRANSFORMING MENTAL HEALTH SERVICES IN KENT AND MEDWAY - ERADICATING DORMITORY WARDS**

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### **Summary**

The NHS in Kent and Medway is working in partnership to improve mental health services. This includes planning for a new inpatient facility for older adults with mental health issues. Providing high-quality and safe accommodation for patients is an integral part of the therapeutic process and has a significant bearing on the experience of patients, their families and loved ones.

Following a successful bid for £12.65m of government funding as part of the national drive to eradicate outdated dormitory wards, it is proposed to build a new facility for older adults including single ensuite bedrooms for 16 patients (rising from 14) at Kent and Medway Health and Social Care Partnership NHS Trust's (KPMT) Maidstone site. To access this government funding, work must begin towards the end of 2021 to be scheduled for completion in November 2022, to meet the national deadline for eradicating dormitory wards.

The new, purpose-built facility will be available to anyone who needs it wherever they live in Kent and Medway and will replace the single last remaining mental health dormitory ward, Ruby Ward, which is currently operating at Medway Maritime Hospital. It will offer greater privacy, access to outside space and improved infection control measures, which is an increasingly important concern in light of the COVID-19 pandemic. This proposal is part of local ambitions to provide high-quality and safe accommodation for patients who need it, within the context of a programme of wider mental health transformation and services delivered in the community as well as in a hospital setting.

At its meeting on 16<sup>th</sup> June 2021, Kent HOSC received an update on the Ruby Ward programme and agreed that it did not deem the proposed reprovision of services from Ruby Ward, Medway Maritime Hospital to a new location at the Maidstone Hospital site to be a substantial variation of service. As Medway HASC did decide the proposals were substantial variation, Kent and Medway Clinical Commissioning Group is now consulting with HASC, and staff and members of the public, on the proposal for the relocation of Ruby Ward. This report has been developed to give

HOSC members an update on the progress of the programme and accompanying consultation. This report covers:

- Updates on the programme timeline and an outline of the early stages of implementation planning with specific reference to the proposed transfer of staff and patients.
- An overview of the formal public consultation on the Ruby Ward proposals which began on 3<sup>rd</sup> August 2021 and will end on 21<sup>st</sup> September 2021.

## **Background**

Ruby Ward is an inpatient mental health ward for older adults with functional mental illness (for example, severe depression, schizophrenia, or bi-polar conditions). The last remaining dormitory style ward in Kent and Medway, Ruby Ward is currently based on the first floor of a building at Medway Maritime Hospital in a ward space originally designed for physical rather than mental health patients. It has 14 beds but only 10 can be used because of the layout of the ward. There is little space for therapeutic activity or to receive visitors and there is limited access to outside space and garden. Ruby Ward's dormitory style accommodation and shared bathroom facilities means that only female patients can be cared for on the ward at present.

The Government has a policy to eradicate dormitory wards for mental health patients as they do not provide an environment that offers the privacy, dignity, and safety mental health patients expect and deserve. Kent and Medway Clinical Commissioning Group (KMCCG), working in partnership with Kent and Medway NHS and Social Care Partnership Trust (KMPT), is therefore proposing to replace Ruby Ward with a purpose-built new facility with single ensuite rooms, dedicated therapeutic areas and garden space. To do this, the NHS has developed proposals to relocate Ruby Ward to KMPT's main site at Hermitage Lane in Maidstone. KMPT has been allocated £12.65 million government funding to build a new facility that would be able to accommodate men as well as women within national same sex accommodation guidelines. While inpatient care accounts for a small proportion of all mental health services, it is important that when people need to go into hospital the environment where they are cared for supports their rehabilitation and recovery.

KMPT takes a needs-led approach to inpatient admissions, meaning that the trust provides inpatient beds on a Kent and Medway-wide basis, with different specialist facilities and different specialist teams caring for patients in different places. There is not a concept of 'local' specialist inpatient beds designated for particular communities – all inpatient services are provided for all Kent and Medway residents.

Patients requiring admission to hospital for mental health care may not be admitted to a unit closest to their home, but they will be admitted to the most appropriate facility to meet their needs. Whilst Ruby Ward is located in the former Medway CCG catchment area, it takes patients from across Kent and Medway.

A robust process to identify possible sites for the new build has been undertaken, including looking extensively at potential sites in Medway. However, only one site, in Maidstone, met the criteria – adequate space; availability of the site for work to begin to meet a November 2022 deadline for the build; ownership of the land for the building to be a KMPT asset; co-location with general acute hospital services; and

co-location with other inpatient mental health services. Therefore, the preferred option is for Ruby Ward to be relocated to the Maidstone site. This process was set out in more detail in papers discussed and considered at the June 2021 HOSC meeting. It is also described in the consultation document and pre-consultation business case which can be seen at [www.kentandmedwayccg.nhs.uk/get-involved/ruby-ward](http://www.kentandmedwayccg.nhs.uk/get-involved/ruby-ward).

This proposal and option is currently the subject of a public consultation, and consultation directly with the Medway Health and Adult Social Care Overview and Scrutiny Committee (HASC), led by KMCCG. A final decision on the proposed relocation of Ruby Ward will be taken by KMCCG’s Governing Body in late November 2021.

## Programme timeline

The diagram below shows where the programme currently is in the overall programme timeline.

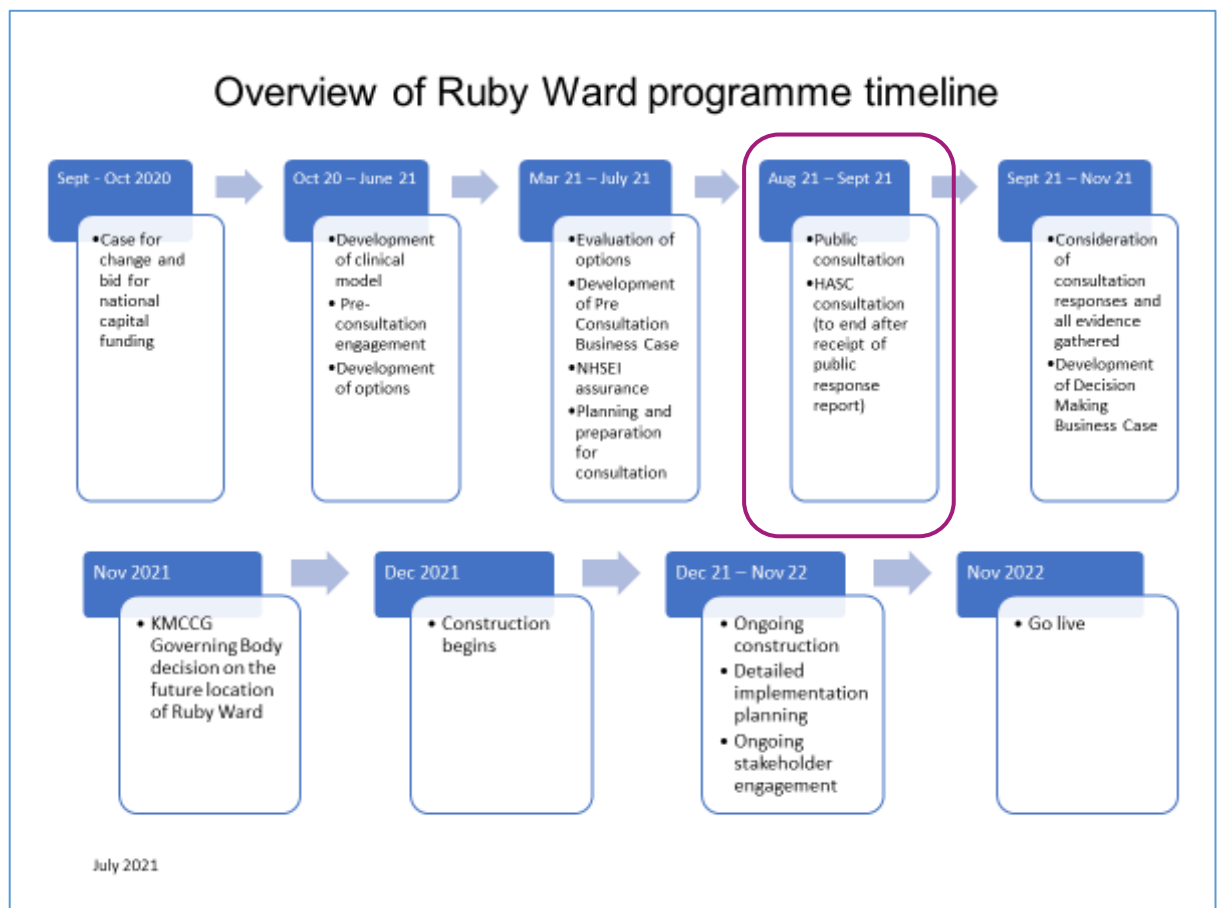


Fig 1: An overview of the Ruby Ward programme timeline

## Planning for implementation

Much of the programme team's current focus is on delivering the public consultation and beginning to scope the plan for the decision-making business case (DMBC) for KMCCG Governing Body to consider at their meeting on 25 November 2021. A brief overview of the current implementation planning for the programme is set out below.

### ***Clinical and organisational leadership***

A multi-disciplinary project group has been established, led by KMPT's Head of Service for Older Adults, to plan the operational requirements of the proposed new ward. This includes the necessary workforce planning, recruitment (as required), equipping the new facility and planning the relocation of patients and staff. They are also looking closely at how to enhance hospital-to-community links to ensure best admission and discharge practice as part of the patient care pathway.

### ***Transition and workforce planning***

Significant focus is being given not just to planning the building and fitting out of a new facility, but also how it would get up and running and how the transition would be managed from the current Ruby Ward to the proposed new one. The KMPT older adults' service lead and HR business partners are working closely with the programme leadership to plan and deliver staff engagement, and, if the proposal to relocate Ruby Ward is agreed, the necessary formal HR consultation with all staff who would be impacted by the move.

It is hoped that existing nursing and non-nursing staff on Ruby Ward will want to move to the proposed new unit, especially as it would provide a modern therapeutic environment that will be a much improved place to work. However, it is recognised that due to personal circumstances, some staff members may not wish to travel further or move to the proposed new location in Maidstone. Through working with Medway NHS Foundation Trust and colleagues at Medway Maritime Hospital and assessing opportunities at other KMPT facilities on the Medway site, it is anticipated that all staff who do not wish to move, can be redeployed.

The table below sets out the milestone points in the planned engagement and consultation process with Ruby Ward staff. As any move to a new facility would not be until November 2022, this engagement process will take place over a number of months.

<b>Staff engagement stage</b>	<b>Date</b>
Informal engagement meeting with ward staff to discuss options and what preferences they have were the proposed move to go ahead	August to September 2021
Outcome of KMCCG decision making on the future location of Ruby Ward	November 2021

Liaise with Medway NHS Foundation Trust Deputy Chief Operating Officer to open dialogue about opportunities for staff at Medway Maritime Hospital	September 2021 – April 2022
Work with other Heads of Service to identify opportunities in the Medway area e.g. Liaison, rehab, specialist services	September 2021 – April 2022
Ongoing group and one-to-one conversations about staff preferences	October 2021 – April 2022
Formal staff consultation paper presented to Joint Negotiation Forum	April 2022
30 day formal HR consultation period (including group and individual consultation meetings)	May 2022
Implement change (notice given to staff, formal redeployment process etc)	Summer 2022
New unit open	November 2022

### ***Patient referral and admissions to the proposed new unit***

The same referral and admission process for patients as now would continue. Currently patients are supported in the community by primary care and specialist community mental health teams. Where a patient's needs change and they become acutely unwell they will be assessed by urgent and emergency care services such as A&E, psychiatric liaison, or crisis resolution home treatment teams. If a patient's needs cannot be met in the community and an admission is required, an appropriate bed will be identified by the KMPT patient flow clinical team.

KMPT ensures patients are admitted for inpatient care based on the most appropriate bed for their needs, rather than just the closest available bed.

If the proposed relocation of Ruby Ward is approved, there would be a transition period where patients receiving care on the current Ruby Ward would be prepared either for discharge back home with the right onward care package in place when they are considered clinically well enough to leave hospital – as now, or, in close discussion and detailed planning with patients and their loved ones, they would be transferred using patient transport and settled into the new ward.

### **Consultation update**

HOSC members received an update at the meeting on 10<sup>th</sup> June 2021 which included an overview of plans for a six week formal public consultation on the Ruby Ward proposals. Members were asked about appropriate and proportionate

engagement on the proposed change and agreed that they did not deem the proposal to be a substantial variation of service.

KMCCG has decided to run a seven week consultation, adding an additional week to the six weeks initially suggested by HASC in March 2021. This is to allow an extra week in September, after the summer holidays, for people to have their say. The consultation started on Tuesday 3<sup>rd</sup> August and will run until midnight on 21<sup>st</sup> September. KMCCG is committed to ensuring that HOSC members are engaged and involved with the development of the proposals and welcome the Committee's formal response to the public consultation before the end of the consultation on 21<sup>st</sup> September.

Consultation activity is a mix of online and face-to-face engagement (working in a covid-safe way and within government guidelines), exploiting digital means to reach people, but also recognising that not everyone can or wants to engage digitally. Public consultation activity over seven weeks includes a series of drop-in exhibitions, online listening events, focus groups and telephone polling. It also includes outreach to existing patient and community groups and forums. There is a consultation document, and summary, and an online and printed questionnaire. Web pages at [www.kentandmedwayccg.nhs.uk/get-involved/ruby-ward](http://www.kentandmedwayccg.nhs.uk/get-involved/ruby-ward) provide more detailed background information. Anyone who does not have access to the internet can write to or telephone the CCG and information can be sent to them.

We are engaging with those who live in the areas most likely to be impacted by the proposal, and with those particularly who may not have access to private transport and who rely on public transport to visit loved ones in hospital. KMCCG can confirm that the proposed consultation activity addresses both these points.

The table below provides an overview of current and planned involvement and engagement activity during the consultation period. In addition to this activity, we are working hard with our stakeholders and partner organisations to promote the consultation across multiple channels.

### Engaging with HOSC

We welcome HOSC members support for, and involvement in, our consultation activity and would be happy to offer additional or ad hoc briefing sessions to members as required. We look forward to receiving HOSC's formal response to the consultation by midnight on **Tuesday 21<sup>st</sup> September 2021**.

Consultation phase	Activity summary
<b>Weeks 1-7</b> (3 August – 21 September 2021)	<b>Advertising (local papers, local radio and online) and social media advertising to promote consultation (weeks 1-7)</b> <ul style="list-style-type: none"> <li>• Print advertising in five KM Media Group print publications including: Medway Messenger, Sheerness Times Guardian, Sittingbourne News, Gravesend &amp; Dartford Messenger – 20 appearances between 11th August 2021 and 16<sup>th</sup> September</li> </ul>

2021.

- Accompanying online/digital adverts between 10<sup>th</sup> Aug 2021 and 21<sup>st</sup> September 2021.
- 148 Radio advertising spots on local radio station KMFM across Medway, West Kent and Maidstone will start w/c 23<sup>rd</sup> August and will run for 30 days.
- Targeted social media advertising using Facebook and Twitter as primary mechanisms is underway to raise awareness.

#### **Information at NHS/community sites (weeks 1-7)**

- We are providing hard copies of posters in A4 and A3 sizes along with a digital poster which is being used through 'escreens' across partner organisation sites and facilities.

#### **10 focus groups with patients, service users, carers, including those specifically impacted by the proposals, seldom heard, and protected characteristic groups (weeks 6-7)**

- We are recruiting focus group attendees via an independent agency to ensure we get a representative mix of attendees to reflect the groups outlined above. Focus groups will be held during September to maximise the opportunity for people to attend after the summer holiday period.

#### **Online public listening events x4**

We have planned to host four online public listening events on the following dates and are promoting these via our website and through stakeholder groups and networks. Promotional information includes signposting to register with login details for the events sent to those registered two days before the date:

- Wednesday 25 August 2021 – 6:30pm to 8:30pm - **delivered**
- Tuesday 7 September 2021 - 6.30pm to 8.30pm
- Wednesday 15 September 2021 – 6:30pm to 8:30pm.
- **Additional date to be agreed.**

#### **Exhibition drop-in events x3 across geographies**

- We are planning three drop-in events at locations in Sittingbourne, Gillingham and Maidstone and are in the process of booking venues at central locations with high footfall rates. Our first exhibition will take place on Saturday 11 September 2021 – 10.30am to 3.30pm: Sunlight Centre, Gillingham.
- The exhibitions will include programme representatives to listen to the views of attendees. Finalised date and venues will be added to the consultation page of the KMCCG website and promoted through our channels and networks.

### **Telephone interviews**

A specialist independent research agency is undertaking telephone interviews with 750 residents across the Kent and Medway area with a specific focus on Medway and Swale and north and west Kent (catchment areas with the largest number of patients using the current Ruby Ward). Interviews started the week of 23<sup>rd</sup> August and will run until the interview quota has been filled or until the end of the consultation period on 21<sup>st</sup> September. At time of writing, over 300 interviews have been successfully completed.

### **Attendance at existing meetings of stakeholder groups (virtual and face-to-face weeks 1-7)**

- We are presenting at patient and public involvement meetings across Kent and Medway during August and September. As some groups will not be holding meetings over the summer, we are arranging for updates and opportunities to complete the consultation questionnaire to reach them through newsletters, bulletins and virtual briefing sessions.
- Programme representatives presented the proposals to the KMCCG patient and public involvement meeting which includes the CCG's lay representatives on Wednesday 18<sup>th</sup> August 2021.
- The proposals were discussed at the Medway and Swale Integrated Care Partnership (ICP) Board meeting on 19<sup>th</sup> August 2021 and the West Kent ICP Board at its meeting on 26<sup>th</sup> August 2021.
- KMPT's 'Keeping Connected' engagement pool received a presentation on Thursday 2<sup>nd</sup> September with attendees representing volunteers and carers with an interest in mental health services. Follow-up information was sent out via the engagement pool to over 100 contacts.
- A dedicated briefing session has been arranged for representatives from Local Mental Health Network Groups on Wednesday 8<sup>th</sup> September.

### **Staff listening events x 3**

- An independently facilitated event with KMPT Ruby Ward staff was undertaken on Monday 16<sup>th</sup> August and an event with the wider staff of KMPT was conducted on Friday 3<sup>rd</sup> September. Staff discussed a range of issues around the proposals, including opportunities the new build would create, desired design features, and the transition and relocation process for patients. Staff will be offered 1:1 discussions to address their individual concerns and circumstances around the proposed move and will take part in a HR consultation process which is separate to this consultation.
- A further session for the wider KMPT staff is planned for 16<sup>th</sup> September.

### **E-bulletin to full stakeholder list with reminder of public events (both virtual and face-to-face) and encouraging responses to**



	<p><b>formal questionnaire</b></p> <ul style="list-style-type: none"> <li>Information and updates about the consultation will be included in all scheduled KMCCG stakeholder and community bulletins.</li> </ul> <p><b>Medway HASC update and mid-point review (week 3/4)</b></p> <ul style="list-style-type: none"> <li>HASC received an update at its meeting on Tuesday 17<sup>th</sup> August and follow-up information in response to specific questions about the consultation. We continue to work with HASC members to ensure they have opportunities for informal briefing and information sharing as part of our consultation activity.</li> </ul> <p><b>Update to Kent HOSC</b></p> <ul style="list-style-type: none"> <li>This written update has been submitted to the Kent Health Overview and Scrutiny Committee (HOSC) for its meeting on 16<sup>th</sup> September 2021. HOSC members were part of the communications cascade notifying them of the consultation launch on 3<sup>rd</sup> August and we are in regular contact with the Democratic Services team to ensure that any questions are answered with the ongoing offer of informal and ad hoc briefing as required.</li> </ul> <p><b>Proactive and reactive media relations to encourage further editorial coverage of the consultation (in addition to paid advertising)</b></p> <ul style="list-style-type: none"> <li>We are working with local media outlets to identify opportunities for additional editorial coverage of the consultation.</li> </ul> <p><b>Other mid-point activity</b></p> <ul style="list-style-type: none"> <li>We will update the CCG governing body and KMPT's board during the consultation period. We are reviewing responses and feedback to confirm if further targeted work is required. A regular communications cascade of information via established channels and networks is in place to ensure information about the consultation remains high on the agenda for our partners and stakeholders.</li> </ul>
<p><b>Post public consultation</b>  (Late September – end November 2021)</p>	<ul style="list-style-type: none"> <li>Independent analysis of consultation feedback and drafting of reports.</li> <li>Public consultation response report shared with KMCCG GB and with Medway HASC.</li> <li>KMCCG receives HASC response to the consultation.</li> <li>Development of Decision-Making Business Case.</li> <li>Consultation responses report to feed into decision-making business case for CCG GB decision on proposed change.</li> </ul>

## Recommendations

Members are asked to:

- Note the update on the programme timeline provided in this report.
- Note the early stages of implementation planning – particularly regarding the proposed transfer of staff and patients.
- Note the formal consultation activity that is underway and consider any additional engagement or briefing opportunities that may be required by HOSC members.
- Continue to work with the CCG during the consultation and note the date for providing a response to KMCCG on its consultation on the proposed relocation of Ruby Ward.

### Lead officer contacts

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### Appendices

None

### Background Papers:

None