

FULL PUBLIC CONSULTATION DOCUMENT

Improving Inpatient Mental Health Services for Lambeth

Public consultation on proposals to improve inpatient (hospital)
mental health services for adults in Lambeth

Consultation runs from 4 March 2020 until 31 May 2020



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About this consultation

This document outlines proposals for improving adult inpatient mental health care in Lambeth. This consultation is being led by NHS Lambeth Clinical Commissioning Group (CCG). NHS Lambeth CCG is part of the Lambeth Living Well Network Alliance (LWNA) which supports people in Lambeth who are experiencing mental illness or distress. LWNA partners are NHS Lambeth CCG, South London and Maudsley NHS Foundation Trust, Lambeth Council, Certitude and Thames Reach.

Our aim is to provide the best possible mental health care to the people who use our services. To help us to achieve our ambition we are looking at how we can transform the mental health inpatient wards for adults in Lambeth Hospital. We would like your views on our proposals before we make a decision.

NHS Lambeth Clinical Commissioning Group (NHS Lambeth CCG) buys mental health services from South London and Maudsley NHS Foundation Trust (the Trust), on behalf of local people in Lambeth.

The Trust provides mental health care to people in their homes, in the community, and in hospitals.

At Lambeth Hospital the wards are in a poor condition. The poor-quality environment impacts on people's recovery and the experience of the care they receive. Service users (patients), families and organisations which monitor the quality of our services have raised this as an issue. To ensure the safety and quality of our services for service users in Lambeth, there is an urgent need to improve the inpatient accommodation.

Together, NHS Lambeth CCG and the Trust have developed options to improve the quality of inpatient services for Lambeth residents.

Our preferred option

Option 2

Move inpatient services for adults from Lambeth Hospital to new high-quality facilities on the Maudsley Hospital site, in Denmark Hill:

This means four inpatient wards and a Psychiatric Intensive Care Unit (PICU) would be moved. If the move took place, the number of beds would stay the same.

Option 1

Don't move inpatient wards (Do nothing):

This means we would not move the adult inpatient wards off the Lambeth Hospital site and service users would continue to use the existing wards and buildings. We would continue to maintain the existing wards while we consider what to do.



An option to develop a new high-quality facility on the Lambeth Hospital site was also looked at. However, as this would have meant relocating services during its construction, causing major disruption for many years and would have needed additional funding of around £30m, it was unrealistic, financially unsustainable, and therefore not taken forward to consultation. (For more details see page 12).

What we are asking from you

The purpose of this document is to give you enough information to be able to give your views on the proposal as part of a public consultation process. A separate booklet contains a set of questions for your views and comments.

We would like to know your views on the proposed move of the adult inpatient wards from Lambeth Hospital to the Maudsley Hospital site. We would like to hear what benefits you think there are and what concerns you have. Do you have any other solutions or alternative options that you think we should consider? We are also keen to understand your views on whether the proposal might affect some individuals and groups more than others.

The consultation will run for 12 weeks from 4 March 2020 to 31 May 2020.

No decision will be made until the public consultation period is complete and all the responses have been considered.

There are several ways that you can give us your views:

A Come to one of our public meetings being held in Lambeth and Southwark

Mon 30 March 6pm - 8pm	Thurs 2 April 6pm - 8pm	Thurs 23 April 6pm - 8pm	Mon 27 April 6.30pm - 8.30pm
Chatsworth Baptist Church Chatsworth Way West Norwood London SE27 9HN	ORTUS Conferencing & Events Venue 82-96 Grove Lane, London SE5 8SN	336 Brixton Rd Ferndale London SW9 7AA <small>This event will be hosted by Black Thrive.</small>	The Foundry 17 Oval Way London SE11 5RR

B Complete a survey

The information in this document and the survey are on our website. You can complete and return the survey online by going to www.surveymonkey.co.uk/r/lambethhospitalconsultation

Or you can send your completed survey by freepost to **NHS MENTAL HEALTH CONSULTATION**. (This must be written exactly as it is shown above, including capital letters, and you will not need a stamp.)

If you would like a hardcopy to be sent to you call **0800 307 7650** (24-hour answer machine), email us at lamccg.hospitalconsultation@nhs.net or write to us at: **NHS MENTAL HEALTH CONSULTATION** and give us your postal address.

C Email us

Email us at lamccg.hospitalconsultation@nhs.net

D Write to us

Write to us for free at: **NHS MENTAL HEALTH CONSULTATION**

About this consultation

We will also be attending user groups for those accessing our services in Lambeth and Southwark.

This document and a shorter version has been widely distributed and is available on our website at lambethtogether.net/lambethhospital

It is also in an easy-read format.

We must receive your completed survey no later than **midnight on 31 May 2020**.

If you would like this document in a different format or another language, call us for free on **0800 307 7650** (24-hour answer machine) or email us at lamccg.hospitalconsultation@nhs.net

Spanish

Si desea esta información en otro idioma o formato, llame al **0800 307 7650** o envíe un correo electrónico lamccg.hospitalconsultation@nhs.net

Portuguese

Se desejar estas informações noutro idioma ou formato, ligue para **0800 307 7650** ou envie um e-mail para lamccg.hospitalconsultation@nhs.net

Somali

Haddii aad macluumaadkan qaab kale ku rabto ama luuqaad kale fadlan wac **0800 307 7650** ama email ku soo dir lamccg.hospitalconsultation@nhs.net

You can contact us in the following ways:



Telephone: **0800 307 7650**



Email: lamccg.hospitalconsultation@nhs.net



Write to us for free at: **NHS MENTAL HEALTH CONSULTATION**.
(This must be written exactly as it is here, including capital letters where indicated. You don't need a stamp.)



Website:
lambethtogether.net/lambethhospital

Social media (using the hashtag #lambethconsultation)



@MaudsleyNHS



/slamnhs



@NHS_Maudsley



Thank you for your interest in this consultation.



OUR
VOICE
OUR
feedback

1 Why we need to make changes

We want our services users and the communities we serve to receive world class mental health services. We want them to get the right care, in the right place, at the right time.

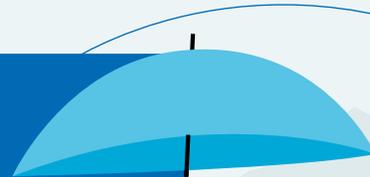
With our partners, we want to provide care closer to home, increase people's connections with their communities and use inpatient care for those who really need it. We call this our clinical vision.

In South East London there is a plan to provide care closer to where people live, helping them to live healthy lives and stay well as long as possible. This plan is called Our Healthier South East London (OHSEL) Sustainability and Transformation Plan. This fits well with our clinical vision.

To make this happen adult mental health services need to be more joined up and easier to use. They need to focus on keeping people well and supporting people to get help before they reach a crisis point.

The needs of the Lambeth population

Lambeth has one of the **highest levels** of mental illness in England.



The estimated prevalence of common mental disorders for those aged 16 and over is **22.1%** of the population, which is higher than the England average rate of **16.9%** and the South East London (OHSEL) Sustainability and Transformation Partnership rate of **19.7%**.¹





The mental health need in the borough is demonstrated by the Improving Access to Psychological Therapies (IAPT) referral rate which shows that in Lambeth **1,333 people were referred** in Quarter 4 of 2018/2019, which is significantly higher than either England or the STP rate of 1,010 and 1,069 people respectively.²

In 2013/14
1.3% of all patients
in GP practices in
Lambeth were on the
serious mental illness
register.
The average in England is 0.85%.

¹ Public Health England: Mental Health and Wellbeing JSNA <https://fingertips.phe.org.uk/profile-group/mental-health/profile/mh-jsna/data#page/0/gid/1938132922/pat/46/par/E39000018/ati/165/are/E38000092>

² Public Health England: Mental Health and Wellbeing JSNA

1 Why we need to make changes

Our future vision for mental health in Lambeth

In the last few years, a great deal of work has been done to transform mental health services in the borough. We have developed the **Lambeth Living Well Network Alliance (LWNA)** to join up services around the needs of those who use them, provide easier access to better services closer to home, reduce the inequalities for those receiving mental health services, experienced by certain communities and make the best use of the money available. This approach is designed around the people who need services, not the organisations that provide them.

The Alliance is made up of NHS Lambeth Clinical Commissioning Group, Lambeth Council, South London and Maudsley NHS Foundation Trust, Certitude and Thames Reach.

Services are made up of community services and inpatient services.

Community services

Three new Living Well Centres have been developed in the Borough to bring services together in one place for local people to get the help they need. The centres are hubs for mental health nurses, occupational therapists, psychiatrists, voluntary sector staff, psychologists, social workers and people with lived experience (peer supporters).

Broader partnerships with other local groups and organisations allow people to access and receive care as close to home as possible making the most of their local networks.

In order to get the right help at the right time a Single Point of Access and a Crisis Outreach Service have also been developed.

In the future we want to ensure that people get the right help from the right part of the system by making the best use of the resources across the borough.

The small number of community services that are currently based on the Lambeth Hospital site are moving to community settings in Lambeth.

The Alliance's vision is to shift the focus from long and sometimes inappropriate stays in hospital to community and home-based services that are joined up, easier to access and more cost effective. Over time this will reduce our reliance on inpatient beds because more people will be able to recover from serious illness in their own homes.

Inpatient services

Some people, due to the severity of their mental health needs, require admission to hospital at times to receive specialist support. When this happens, we want them to be treated in safe, modern and therapeutic accommodation.

The current inpatient provision at Lambeth Hospital

In contrast to some other NHS Trusts most of the Trust's hospital buildings are old and in poor condition. Around 60 per cent were built over 30 years ago. This was before modern mental health building design guidance was released which recommends en-suite bathrooms, social and family space and direct access to outside space.

Some of the wards were originally designed as offices and the way that they are arranged does not support the privacy, dignity and safety of our service users. Some service users have described one of the wards as 'feeling like a prison'. This poor-quality environment impacts on people's recovery and the experience of the care they receive. For our staff, it makes their role more difficult and this in turn impacts on team morale, recruitment and retention.

Service users, families, staff and organisations including the Care Quality Commission, which monitors the quality of our services, have raised this as an issue. To ensure the safety and quality of our services for service users in Lambeth, there is therefore an urgent need to improve the inpatient accommodation.

The key issues with the wards include:

- + The current structural design of the buildings mean that they are not as safe as they should be for treating people with a mental illness and who may be at risk of harming themselves.
- + Most bedrooms do not have their own en-suite bathrooms and there are not enough bathroom facilities available.
- + The lines of sight for staff looking after service users are poor – this is particularly important to keep service users safe.
- + There are no purpose-designed facilities for therapeutic activities.
- + A poor-quality working environment for our staff.
- + Only one ward has unsupervised access to an outdoor area and fresh air.
- + The environment is very cramped for service users and staff.
- + Toilets and showers often become blocked due to structural problems with the drainage system.

This is why our preferred option is to move the wards rather than remain on the Lambeth Hospital site.



Images of the current wards at Lambeth Hospital.

2 Developing the options

The Trust strategy

During the last few years, the Trust has been carefully thinking about how it can improve its out-of-date hospital wards including those at Lambeth Hospital in Stockwell, Maudsley Hospital in Denmark Hill, the Ladywell Unit in Lewisham Hospital and the Bethlem Royal Hospital in Bromley. There have been detailed discussions with the local authorities and the organisations that check the quality and safety of our services.

With little money available to make the improvements needed the Trust recognises that only by releasing value from some of the land it owns can it start the process of modernising its inpatient facilities for service users in Lambeth, Southwark, Lewisham and Croydon. This has been agreed as the most practical and economically sustainable thing to do.

Options for Lambeth mental health inpatient services

We looked at a number of different ways to improve the inpatient provision for Lambeth service users, which could have been developed into options for this consultation.

This included refurbishing the existing site, rebuilding on the existing site, rebuilding elsewhere in Lambeth and rebuilding on the Maudsley Hospital site.

These were all assessed in detail and we have concluded that there are two viable, realistic and sustainable options which we are now consulting you on:

Option 1

Don't move inpatient wards (Do nothing):

This means we would not move the adult inpatient wards off the Lambeth Hospital site and service users would continue to use the existing wards and buildings. We would continue to maintain the existing wards while we consider what to do.

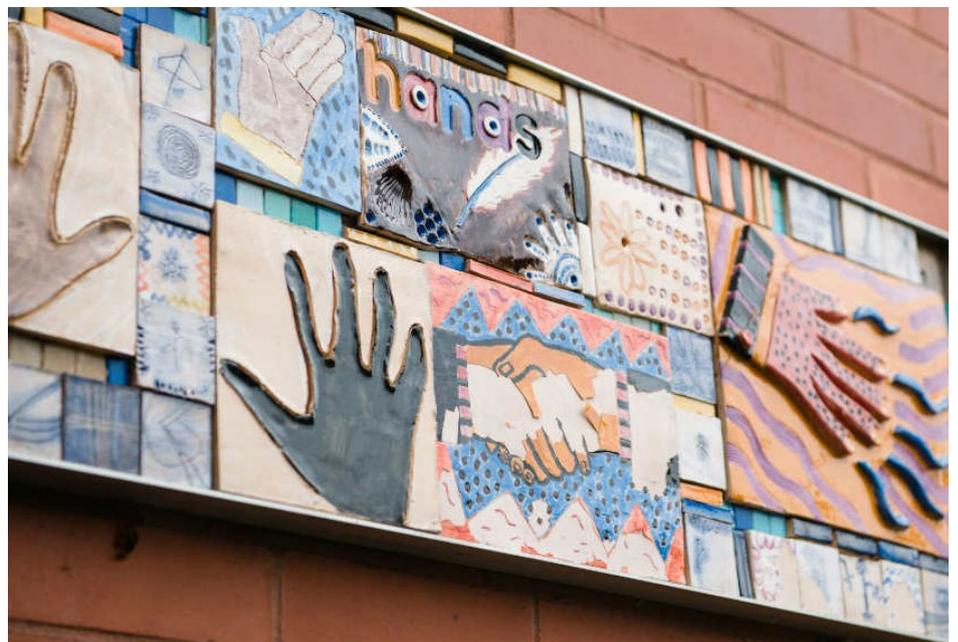
Option 2

Move inpatient services for adults from Lambeth Hospital to new high-quality facilities on the Maudsley Hospital site, in Denmark Hill:

This means four inpatient wards and a Psychiatric Intensive Care Unit (PICU) would be moved. If the move took place, the number of beds would stay the same.

NHS Lambeth CCG and the Trust have identified Option 2 as the preferred option and this is the proposal we want your views on.

The other potential options which were explored, were discounted and not taken forward to public consultation because they were unrealistic and unsustainable.



What made the other options unrealistic?

To rebuild or refurbish the Lambeth Hospital site would have required temporarily moving the wards to the Bethlem Royal Hospital, in Bromley and the Maudsley Hospital, in Denmark Hill, to create space for a new building or while refurbishment work was taking place. This would have caused major disruption for service users and staff and potentially added risk for service users using the services. The temporary wards and infrastructure needed would also have meant that additional funding of between £30m and £35m would have been needed. These options would also have meant that the Trust would not have been able to release value from the Lambeth Hospital site to fund wider improvements for service users in south London. The disruption, additional costs and level of risk made these options unrealistic and therefore not suitable to take forward to consultation.



What made the other options unsustainable?

When NHS Trusts invest in buildings there are fees that they must pay each year for having used that money, which needs to come from their existing annual budgets. The higher costs associated with rebuilding or refurbishing the Lambeth Hospital site, or through purchasing an alternative site in the borough, would therefore have meant that the Trust would have needed to make even further efficiency savings. These additional efficiency savings made these options unsustainable in the longer term, and therefore also not suitable to take forward to consultation.

What makes the preferred option different?

By building a new facility, on available space on the Maudsley Hospital site we can avoid the disruption and costs involved in creating temporary wards which would have been needed if we continued to use the Lambeth Hospital site. The preferred option enables us to provide the same fit for purpose, safe and clinically effective facility for Lambeth service users by incurring less costs and with the least risk for service users, which makes the proposal much more realistic to deliver and the organisation more sustainable going forwards.

For more information about how the options were developed please read Chapter 7 in our Pre-consultation Business Case on our website at lambethtogether.net/lambethhospital

Equality Impact Assessment

We have used an Equality Impact Assessment (EIA) to help us to understand how the proposed changes might affect different groups of people. The EIA has so far shown that the preferred option could help promote equality by improving access, experience and the health outcomes of our service users. The EIA has also identified potential issues that need to be explored further through our public consultation. This includes improving our understanding of the travel implications of the proposed move and how we can address the social isolation that people admitted to inpatient services can experience.

Currently male service users and Black service users make up a high proportion of Lambeth adult inpatient service users. So it is important that our consultation helps improve understanding of how the proposals will be perceived and affect these service users, their family members, carers, supporters and community members and how we can work in partnership to maximise the positive equality impacts of the proposals.

As part of the consultation we will reach out to the groups which have been identified to ensure they can find out about and understand the proposals and provide their feedback to the consultation. You can read the full Equality Impact Assessment on our website at lambethtogether.net/lambethhospital.

This is an ongoing piece of work and views from the public consultation will contribute to our understanding.

Our preferred option

3 A new high-quality inpatient facility at the Maudsley Hospital

The redevelopment of Douglas Bennett House, on the Maudsley Hospital site, has been under discussion and development for several years.

The Trust's estates strategy identified that given the poor condition of inpatient wards across its boroughs a new purpose-built facility would be needed, and designs should be progressed as it takes several years to move from the design stage to construction.

The architects of the new building, who are specialists in designing mental health facilities, held workshops with service users and carers, clinicians and non-clinical staff from several boroughs, to help shape the design.

If the proposed move of adult inpatient services from Lambeth Hospital is agreed, 72 acute beds for Lambeth service users across four 18-bed wards and a Psychiatric Intensive Care Unit (PICU), would move to the Maudsley Hospital site, where there is already an existing Lambeth ward.

Alongside this, a rehabilitation ward currently on the Lambeth site but is not covered by this consultation and two specialist wards, a 17-bed neuropsychiatry ward and an 18-bed ward, which is for service users with eating disorders, both currently at Bethlem Royal Hospital, would also move into the new building. Separate engagement processes are taking place about these proposed moves, overseen by the relevant commissioners.

In November 2019, the Trust received planning permission to build the new Douglas Bennett House. Demolition of the current old building on the Maudsley site has already begun as it was costing the Trust money in rates and security to keep it standing and it will need to come down at some stage. Construction of the new building will only start if the proposed move of inpatient services from Lambeth Hospital is agreed. If the proposed move is not agreed, then construction of the new building will be paused while the Trust reviews its plans and considers how to improve facilities in the future.

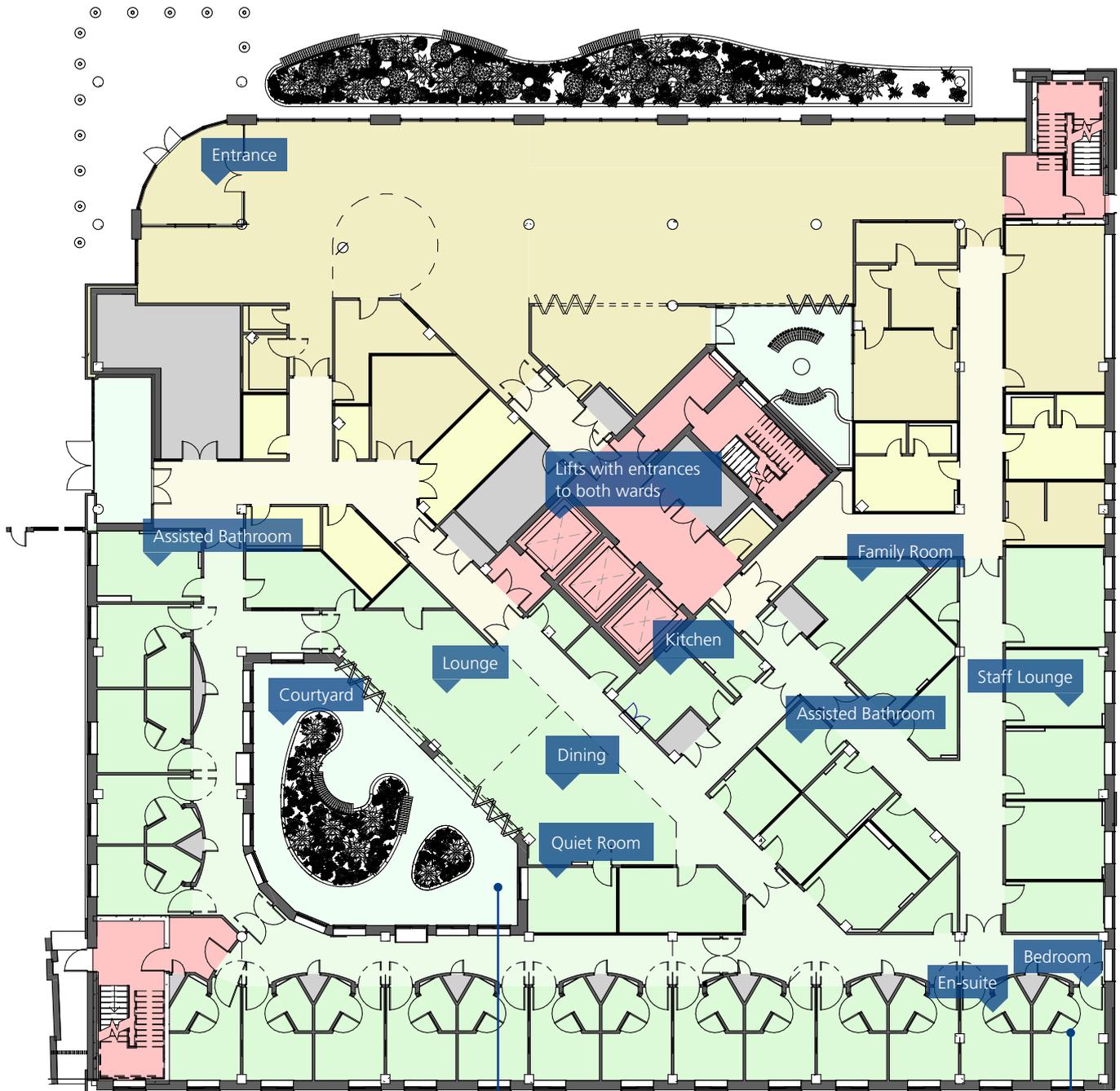
The new building will provide:

- + Individual, en-suite bathrooms, for all bedrooms
- + Adaptable wards to provide single-sex accommodation.
- + Wards designed around a triangular shaped lightwell so that internal corridors and central areas will get natural daylight and staff will have good lines of sight.
- + Direct views across the wards for staff.
- + A more therapeutic environment with access to therapy and treatment rooms.
- + Quiet rooms, family rooms and a multi-faith space.
- + Direct, unsupervised access from every ward to large, outdoor balconies with trees, planting and fresh air.
- + Private office space for staff.
- + Buildings which are more energy efficient and need less maintenance.

We want to understand whether you agree with the proposed move of inpatient wards from Lambeth Hospital to the Maudsley Hospital site, what you believe are the benefits and if you have any concerns. Do you have any other solutions or alternative options that you think we should consider?



Indicative image of the internal space.



Ground floor plan of the new Douglas Bennett House



Indicative image of the courtyard with planting.



Indicative image of an inpatient's bedroom.

4 Travel to the Maudsley Hospital site

The proposed move to the Maudsley Hospital will mean that some service users and their families will have to travel further to reach it and some will be closer, depending on where in Lambeth they are travelling from.

Lambeth Hospital can be reached from Clapham North Underground, Clapham High Street Overground station and Brixton Underground.

The Maudsley Hospital is next to Denmark Hill Station, which is serviced by direct trains to central London, south east London and Kent. It is well located with a good pedestrian routes, cycle network and access to a range of public transport options.

While both sites are well located with good public transport options, a transport study has been carried out which has found that the Maudsley Hospital is more accessible for Lambeth service users and their families due to the strong bus network and Overground rail services.

The Maudsley Hospital site has excellent public transport connections



By Bus

Denmark Hill

- 42** East Dulwich – Herne Hill – Tower Bridge – Liverpool Street Station – Appold Street
- 68** West Norwood Station – Waterloo Station – Holborn Station – Euston Bus Station
- 468** Coombe Road – Clifton Road – Elephant & Castle – Borough Road
- N68** Old Coulsdon – Tulse Hill – Camberwell Green – Holborn Station – Drury Lane

Denmark Hill Station

- 40** Dulwich – Denmark Hill – Southwark Station – Blackfriars – Farringdon Station
- 176** Penge – Sydenham Station – Heber Road – Charing Cross – Tottenham Court Road
- 185** Lewisham Station – Dulwich – Oval Station – Vauxhall – Victoria Station
- 484** Lewisham Station – Brockley Station – Rye Hill Park – Denmark Hill Station



By Rail

The nearest station is Denmark Hill and is served by Thameslink trains, Southeastern, and London Overground. It is in Travelcard Zone 2.

Dalston Junction: Denmark Hill – Surrey Quays – Rotherhithe – Hoxton – Dalston Junction

London Victoria: Denmark Hill – London Victoria

Gravesend: Denmark Hill – Peckham Rye – Blackheath – Dartford – Greenhithe – Gravesend

London Blackfriars: Denmark Hill – Elephant & Castle – London Blackfriars

Clapham Junction: Denmark Hill – Clapham High Street – Wandsworth Road – Clapham Junction

Sevenoaks: Denmark Hill – Catford – Shortlands – Shoreham – Otford – Sevenoaks

Kentish Town: Denmark Hill – City Thameslink – London St Pancras – Kentish Town

Orpington: Denmark Hill – Nunhead – Bellingham – Bromley South – Petts Wood – Orpington

Dover Priory: Denmark Hill – Swanley – Longfield – Chatham – Faversham – Dover Priory



The catchment area for staff to access the Maudsley Hospital within 45 minutes by public transport is larger than for Lambeth Hospital, particularly from east London and Kent.

We have analysed the postcodes of our service users and found that most service users in Lambeth are within a 45-minute journey time of both the Lambeth and Maudsley Hospital sites.

82 per cent of inpatient postcodes are within a 45-minute journey of Lambeth Hospital and 90 per cent of inpatient postcodes of service users in Lambeth are within a 45-minute journey time of the Maudsley Hospital site.

5 Considerations from a Southwark perspective

As the preferred option might mean inpatient facilities for Lambeth service users are moving to a different borough (Southwark) it is important to consider if there is any impact on the London Borough of Southwark and its residents.

For decades there have been Lambeth wards based at the Maudsley Hospital. This history goes back to the 1990's when the Maudsley's catchment area included East Lambeth. Eileen Skellern Two (ES2) at the Maudsley Hospital, is an existing 20-bed inpatient ward mainly serving male service users from Lambeth. It discharges service users back to Lambeth routinely.

Investment in wards for service users from Southwark

There is a need to invest in all the Trust's inpatient sites. The Trust has an estates strategy that looks to improve all its hospitals across south London in a phased programme of improvement. The timing of this programme, which includes improving the wards in Southwark, is linked both to the ability to release value from vacated estate and investment in each borough into community services, to fully support service users and their needs.

Potential overcrowding of the Maudsley Hospital site

This is an area we have carefully considered. The proposed new inpatient facility would make use of a building on the Maudsley Hospital site which has been vacant for a number of years and is in a state of disrepair. It has also previously been occupied by squatters. Demolishing the building and redeveloping the site would have a very positive effect by rejuvenating the heart of the Maudsley site.

As part of its future estates strategy the Trust is planning to make the Maudsley Hospital site more open and accessible. There are plans to introduce a 'green walkway' which will run from Denmark Hill to Grove Lane to improve the pedestrian and cycling environment through the site and to help improve connectivity. The Trust also wants to open up the public spaces, specifically around the entrance to the site from the train station and Denmark Hill and create a more inviting campus for service users, staff and the public. The hospital is also across the road from Ruskin Park.

We know that reconnecting with nature can have a huge impact on mental health. As part of these proposals, and for the Maudsley Hospital site as a whole, we want to see the hospital become a much more green, inclusive and accessible site. This proposal would contribute to this.

Impact on King's College Hospital NHS Foundation Trust

It is expected that there will be no additional pressure on King's College Hospital as a result of Lambeth service users being at the Maudsley Hospital.

Data from the Trust regarding ambulance journeys of Lambeth inpatients to A&E showed that there were only 20 cases in 2018 and all of these service users were taken to King's College Hospital Emergency Department.

By being closer to each other working relationships between staff from Lambeth Hospital and King's College Hospital would also be improved.

Implications for local infrastructure

In October 2019 Network Rail secured funding from the Department for Transport to continue with design work for improvements to Denmark Hill station. Network Rail and Govia Thameslink Railway (GTR) is now drawing up detailed proposals for enhancements at Denmark Hill, including a new station entrance on Windsor Walk.

The station improvements aim to reduce congestion and provide easier access for service users and staff to King's College Hospital and Maudsley Hospital, as well supporting the growth of both the Denmark Hill and Camberwell areas. This could be a material improvement for those using this important local amenity and is complemented by the fact that the majority of staff who work in clinical environments, travel to work out of rush hour, due to the shift system.



6 What people have told us so far



Before starting this consultation, we spoke with service users, their families and carers, staff, governors, GPs, Lambeth Living Well Network Alliance partners, local authority officers and councillors, Lambeth and Southwark Healthwatch, CCG members and other key stakeholders.

We attended the Lambeth and Southwark Joint Health Overview and Scrutiny Committee.

We presented our proposals to the London Clinical Senate, an independent group of healthcare professionals from across the NHS, who assess whether they believe the proposals will improve patient care and the quality of care.

A report of their findings and recommendations, which we have used to further shape our proposals, can be found on our website: lambethtogether.net/lambethhospital

In addition, in December 2019 and January 2020, Lambeth Healthwatch, asked service users, their families and carers and staff about their views on the proposals. Healthwatch is an independent body which aims to find out what matters to people who use health and social care services.

What we have heard

This early engagement has informed our understanding of the proposals. People's feedback has highlighted the following on the preferred option:

Positive comments

The new purpose-built facility would improve the quality and safety of the wards for service users, including better therapeutic spaces.

Staff across the Maudsley Hospital site can share their expertise across the wards, improving staff efficiency, recruitment and retention.

The move will reduce the need for using agency staff.

The new site has access to Ruskin Park, which service users would be able to use accompanied and unaccompanied.

Transfer time between Place of Safety (136 suite) and Lambeth inpatient wards would be reduced as they would be on the same site.

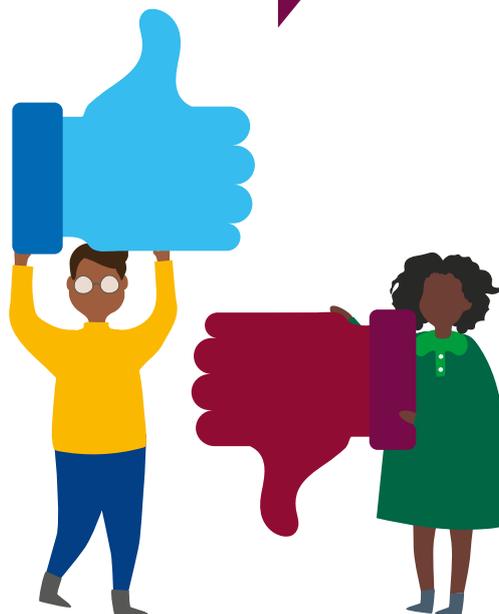
Concerns raised

Leaving the familiar setting of the Lambeth Hospital site, which some service users have been using for years, may be unsettling or difficult.

Moving inpatient services may result in less service user interaction with familiar surroundings and their local community.

Concerns about the Maudsley Hospital site itself, the availability of parking spaces and limited facilities as the site is already quite built up.

The proposed move may make it more difficult for staff from community facilities, outreach workers and volunteers to visit the inpatient services.



We would like to hear your views on the preferred option and will look at all the feedback we receive before we make a decision.

7 The Options

Option 1

Don't move inpatient wards (Do nothing):

This means we would not move the adult inpatient wards off the Lambeth Hospital site and service users would continue to use the existing wards and buildings. We would continue to maintain the existing wards while we consider what to do.

Option 2

Move inpatient services:

Our preferred option is to move inpatient services for adults from Lambeth Hospital to new, high-quality facilities on the Maudsley Hospital site, in Denmark Hill.

In developing our preferred option, we considered the following factors:

- + There is a clear relationship between the quality of the physical environment and mental health outcomes of our service users. Environmental features which have been shown to produce positive mental health outcomes include corridors with a homely feel, lots of natural light, access to outdoor space and single rooms with their own bathrooms. Research shows that access to outdoor space, single-sex environments or single rooms can prevent suicide, reduce violence, and help recovery and discharge.¹
- + The Maudsley Hospital site is on the border of Lambeth and Southwark, is close to Lambeth Hospital (around three miles away) and there is space available to develop new purpose-built wards.
- + There is already one ward for male Lambeth residents on the Maudsley site, and there is a long history of Lambeth wards on this site.
- + Maudsley Hospital is opposite King's College Hospital, giving service users easy access to physical health care. We know that nearly half (46 per cent) of people with a serious mental illness have a long-term physical health condition and are at risk of losing on average 10-20 years of their lifespan due to physical ill-health.
- + The proposed move of Lambeth inpatient services would allow the Trust to release value from the Lambeth Hospital site, enabling it to start the process of modernising facilities across its boroughs.

Our preferred option

¹Royal College of Psychiatrists' Research Unit and Healthcare Commission 2005; Marshall et al 2004

A table comparing the two options

	Benefit	Option 1: Don't move inpatient wards (do nothing)	Option 2: Move inpatient wards from Lambeth to Maudsley
The wards 	The wards are purpose-built, with a modern, safe and therapeutic environment for service users.	✗	✓
	The wards are fit for purpose and meet the requirements of our regulator, the Care Quality Commission (CQC), which monitors the quality of our services.	✗	✓
	Wards are light, bright and are safer, with good lines for sight for staff.	✗	✓
	All bedrooms have their own en-suite bathrooms giving service users more dignity.	✗	✓
	All wards have direct, unsupervised access to large outdoor balconies and fresh air.	✗	✓
	All wards have access to supervised outdoor, garden space.	✓	✗
	Wards are adaptable to provide single sex accommodation.	✗	✓
	Private areas are available for staff.	✗	✓
Staff 	No disruption for services users and staff as a result of moving the wards.	✓	✗
	Staff morale, recruitment and retention is improved by working in a modern, safe and therapeutic environment.	✗	✓
Journeys 	Access on one site to a larger pool of staff reducing the use of bank and agency staff.	✗	✓
	Journeys to and from the inpatient wards remain familiar for service users, families, carers and staff as there is no change in the location of the wards.	✓	✗
The buildings 	Journey times and access via public transport to and from the inpatient wards is better for the majority of service users, families, carers and staff.	✗	✓
	Buildings are more energy efficient and need less maintenance.	✗	✓
	Value can be released from the Lambeth Hospital site, providing funds to modernise other wards and clinical environments for service users in Croydon, Lewisham, Lambeth and Southwark.	✗	✓

8 Other NHS services on the Lambeth Hospital site

There are three other wards on the Lambeth Hospital site which will be affected by these proposals.

These wards are used by service users from several boroughs and/or nationally and are commissioned by different clinical commissioning groups under different arrangements.

These wards are:

- + Ward in the Community which provides rehabilitation support for service users across a number of boroughs.
- + Tony Hillis Unit which provides rehabilitation inpatient care for service users across the country.
- + Bridge House, which is a medium secure forensic inpatient ward run by the South London Partnership (SLP).

They are not covered by this consultation and will have separate engagement processes.



9 What will happen to the Lambeth Hospital site?

The Trust's clinical and estates strategies have shown that only by releasing the value from its land can the Trust start the process of modernising and improving the inpatient facilities for service users across its boroughs in south London.

The Trust is exploring various options for the future of the Lambeth Hospital site, if the proposals go ahead:

One option is to sell the site, with planning permission for a residential development by a third party. This would enable the Trust to deliver its wider estates strategy.

Another option is to sell part of the site to a third party for a residential development and keep the rest, to develop itself with a greater focus on key worker homes and other forms of accommodation to support recruitment and retention of staff. This would provide a higher return for the NHS and keep some of the land within the NHS' ownership. This does increase the risks for the Trust and needs to be looked at in more detail before a decision is made.

We understand that the site could accommodate approximately 450 homes, 50 per cent of which would be affordable homes, with private gardens and public open and play spaces and other amenities for the local community.

The Trust is working closely with Lambeth Council to explore what could be delivered on the Lambeth Hospital site.

A separate planning consultation about the future use of the site will take place later this year when more detail will be shared with interested groups and the local community and to hear people's views.

A final plan for the site will only be progressed if the proposed move of inpatient beds from Lambeth Hospital is agreed.

10 Next steps and decision making



The consultation runs from 4 March 2020 to 31 May 2020.

Once the consultation has closed the responses will be collated and analysed independently by NEL Commissioning Support Unit (CSU).

NEL CSU will produce a consultation report, which we will consider fully. We will publish the report on our website lambethtogether.net/lambethhospital and share it as widely as possible. The report will cover the major themes from the consultation, a summary of the responses we received about the proposals, and a summary of the consultation process.

This will be shared with the Lambeth Living Well Network Alliance and the Lambeth and Southwark Joint Health Overview and Scrutiny Committee, so they can give their comments.

We will produce a decision-making business case, which brings together all the information needed to make a decision. This will go to the Lambeth Together Strategic Board with the recommendations of the board going to the NHS South East London CCG Governing Body in July 2020 who will make a final decision about which option should go ahead.

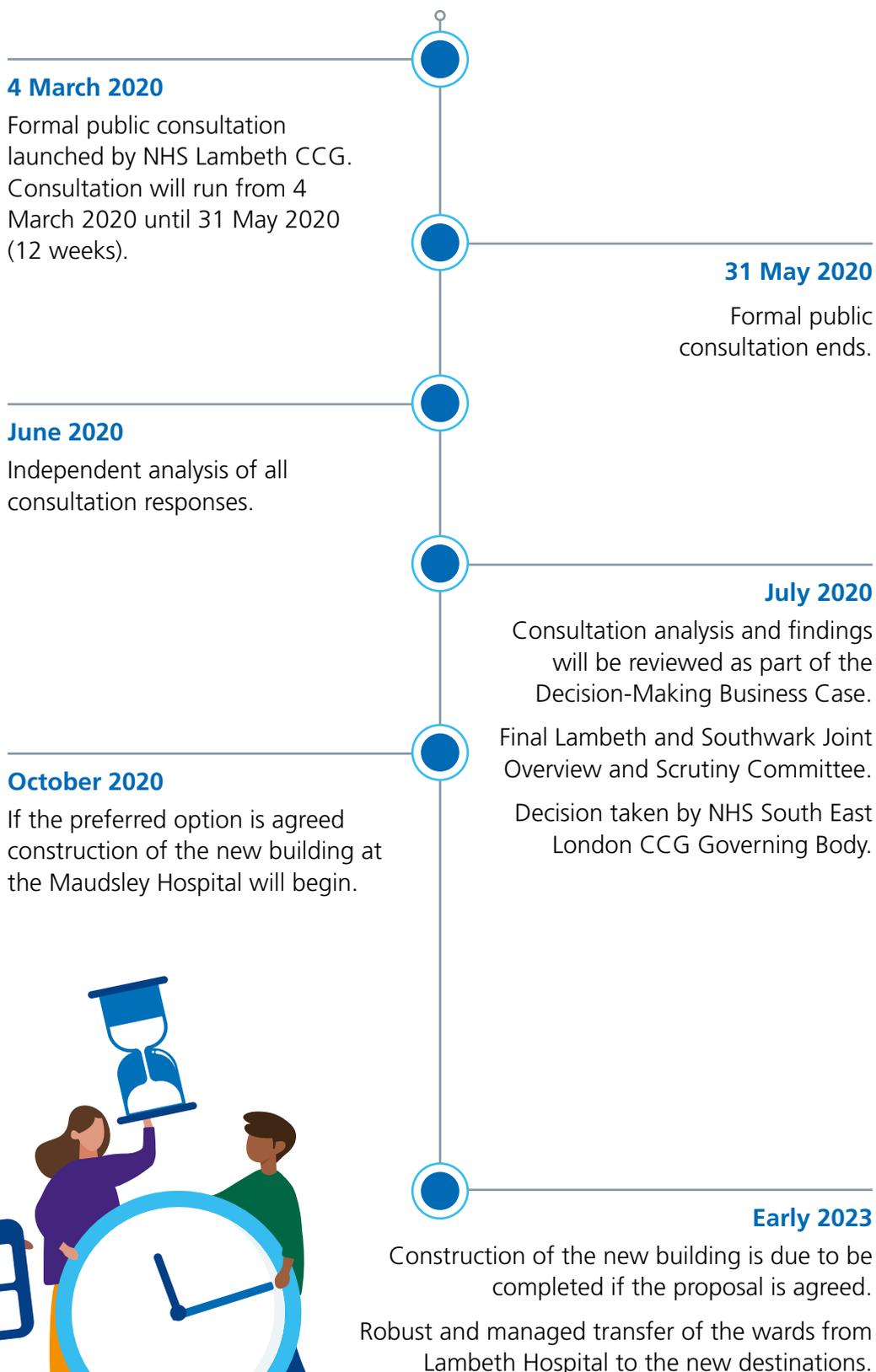
NHS Lambeth CCG will be part of the new NHS South East London CCG from 1 April 2020.

They must decide which option is:

- + in the interests of the health of our populations, both locally and nationally.
- + in line with our long term plans to improve health and care.
- + an effective use of public money.

We will publish the final decision on our website and share it widely: lambethtogether.net/lambethhospital

Timeline of consultation process and final decision making:



11 Consultation details

We are keen to hear your views on our proposals and to listen to any suggestions about how we can improve our services in future.

There are several ways that you can give us your views:

A



Come to one of our public meetings being held in Lambeth and Southwark

Mon 30 March
6pm - 8pm

Chatsworth
Baptist Church
Chatsworth Way
West Norwood
London SE27 9HN

Thurs 2 April
6pm - 8pm

ORTUS
Conferencing &
Events Venue
82-96 Grove Lane,
London SE5 8SN

Thurs 23 April
6pm - 8pm

336 Brixton Rd
Ferndale London
SW9 7AA
This event will
be hosted by
Black Thrive.

Mon 27 April
6.30pm - 8.30pm

The Foundry
17 Oval Way
London
SE11 5RR

B



Complete
a survey

The information in this document and the survey are on our website.

You can complete and return the survey online by going to:

www.surveymonkey.co.uk/r/lambethhospitalconsultation

Or you can send your completed survey by freepost to **NHS MENTAL HEALTH CONSULTATION**. (This must be written exactly as it is shown above, including capital letters, and you will not need a stamp.)

If you would like a hardcopy to be sent to you call **0800 307 7650**

(24-hour answer machine), email us at lamccg.hospitalconsultation@nhs.net or write to us at: **NHS MENTAL HEALTH CONSULTATION** and give us your postal address.

C



Email us

Email us at lamccg.hospitalconsultation@nhs.net

D



Write to us

Write to us for free at: **NHS MENTAL HEALTH CONSULTATION**

If you would like this document in a different format or another language, call us for free on **0800 307 7650** (24-hour answer machine) or email us at lamccg.hospitalconsultation@nhs.net

Spanish

Si desea esta información en otro idioma o formato, llame al **0800 307 7650** o envíe un correo electrónico lamccg.hospitalconsultation@nhs.net

Portuguese

Se desejar estas informações noutro idioma ou formato, ligue para **0800 307 7650** ou envie um e-mail para lamccg.hospitalconsultation@nhs.net

Somali

Haddii aad macluumaadkan qaab kale ku rabto ama luuqaad kale fadlan wac **0800 307 7650** ama email ku soo dir lamccg.hospitalconsultation@nhs.net

This document and a shorter version has been widely distributed and is available on our website at lambethtogether.net/lambethhospital

It is also available in an easy-read format.

Data protection

We will protect the information we receive and store it securely in line with data-protection rules.

Your information may be shared with NEL Commissioning Support Unit and London Communications Agency who are supporting us with this consultation.

NEL Commissioning Support Unit has been commissioned to independently process all the feedback we receive.

All data will be held securely and the information you have provided will be treated as confidential and only used for the purposes of this consultation.

This document includes some medical and technical words. We define these words in the glossary at the end of this document (page 30).

Please contact us if you would like us to explain any part of this document.

Thank you for your interest in this consultation.

You can contact us in the following ways:



Telephone: **0800 307 7650**



Email: lamccg.hospitalconsultation@nhs.net



Write to us for free at: **NHS MENTAL HEALTH CONSULTATION**. (This must be written exactly as it is here, including capital letters where indicated. You don't need a stamp.)



Website: lambethtogether.net/lambethhospital

Social media (using the hashtag #lambethconsultation)



@MaudsleyNHS



/slamnhs



@NHS_Maudsley



12 Glossary

Acute care

Acute care refers to short-term treatment, usually in a hospital, for service users with any kind of illness or injury.

Clinical Commissioning Group (CCG)

These are the health commissioning organisations which replaced primary care trusts (PCTs). CCGs are led by GPs and represent a group of GP practices in a certain area. They are responsible for implementing the commissioning roles as set out in the Health and Social Care Act, they commission local health services.

Community services

Locally-based health or social care services provided to service users in buildings which are in the community or at their own home.

Care Quality Commission (CQC)

This is an organisation funded by the Government to check all hospitals in England to make sure they are meeting government standards and to share their findings with the public.

Healthwatch

An independent national champion for people who use health and social care services. It ensures local people's voices count when it comes to shaping and improving local health and care services. Healthwatch was set up as a requirement of the Government's Health and Social Care Act 2012 and are part of a national network of local Healthwatches supported by Healthwatch England.

Inpatient

A patient who is admitted to a hospital for treatment.

Joint Health Overview and Scrutiny Committee

The joint committee which has been formed by Lambeth Council and Southwark Council, made up of local councillors, to carry out an independent check on the proposals.

Our Healthier South East London (OHSEL)

A partnership of local NHS organisations, councils and other groups interested in healthcare. OHSEL was first established in 2013 by local NHS commissioners with the main aim of developing more integrated, out-of-hospital and preventative care. Since 2015, and the creation of STPs, OHSEL includes local managers and clinicians from NHS trusts, local council representatives and others, all working together to ensure good quality and access to NHS services in south east London in the years ahead.

Lambeth Living Well Network Alliance

The Living Well Network Alliance supports people in Lambeth who are experiencing mental illness or distress. The Living Well Alliance partners are Lambeth Council, NHS Lambeth Clinical Commissioning Group and South London and Maudsley NHS Foundation Trust, Thames Reach and Certitude.

Service user

Someone who is receiving or using (or has received or used) primary or secondary mental health care services.

Specialist wards

A ward which provides specialist care for particular conditions for example eating disorders.

Sustainability and Transformation Plan

NHS organisations and local authorities in different parts of England have come together to develop 'place-based plans' for the future of health and care services in their area. Draft plans were produced by June 2016 and 'final' plans were submitted in October 2016.

Psychiatric Intensive Care Unit (PICU)

These are inpatient psychiatric wards that provide mental health care and treatment of patients with acute and enduring mental health issues.

Neuropsychiatry ward

This offers assessment, diagnosis and treatment for the full range of neuropsychiatric disorders such as Parkinson's disease.



Contact us

Telephone: 0800 307 7650 **Email:** lamccg.hospitalconsultation@nhs.net

Write: NHS MENTAL HEALTH CONSULTATION (no stamp required)