

SUMMARY 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



# Our future vision for mental health in Lambeth

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.

We want our communities to receive world class mental health services, getting **the right care, in the right place, at the right time**.

In the last few years, a great deal of work has been done to provide care closer to home, increase people's connections with their communities and use inpatient care for those who really need it.

We have developed the **Lambeth Living Well Network Alliance (LWNA)**, which is made up of NHS Lambeth CCG, Lambeth Council, the Trust, Certitude and Thames Reach, to join up services around the needs of those who use them. The Alliance's vision is to shift the focus from overlong and sometimes inappropriate stays in hospital to community and home-based services that are joined up, easier to access and more cost effective.

## 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. A Single Point of Access and a Crisis Outreach Service have also been developed.
- + The small number of community services that are currently based on the Lambeth Hospital site are moving to community settings in Lambeth.

## Inpatient services

- + A few people need to be admitted to hospital and we want them to be treated in safe, modern and therapeutic accommodation. The current buildings in Lambeth cannot offer this.

# Inpatient wards at Lambeth Hospital

The wards at Lambeth Hospital no longer meet acknowledged modern standards and are not fit for purpose. The way in which some wards are arranged does not support the privacy, dignity and safety that our service users should expect. In turn this impacts on people's recovery and the experience of the care they receive and impacts on team morale, staff recruitment and retention.

This has been raised as an issue by our service users (patients), families and organisations which monitor the quality of our services. Some service users have described one of the wards as *"feeling like a prison"*.



Pictures of the current inpatient wards at Lambeth Hospital.

## 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 ensuite 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.

# Developing the options

During the last few years, the Trust has been carefully thinking about how it can improve its out-of-date hospital wards.

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

**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.

Our preferred option

## Our preferred option is Option Two

We looked at a number of other options including refurbishing the existing site, rebuilding on the existing site and rebuilding elsewhere in Lambeth. These were not taken forward to public consultation because they were unrealistic and unsustainable.

Demolition of the current, old building on the Maudsley Hospital site, has already begun as it was costing the Trust money in rates and security. Construction of the new building will only start if the proposed move of inpatient services from Lambeth Hospital is agreed.

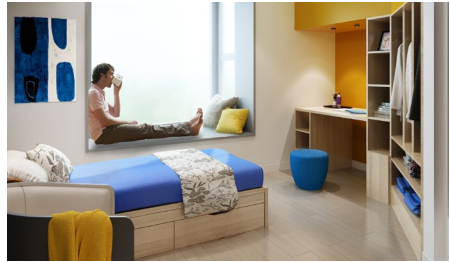
# Our preferred option: A new high-quality inpatient facility at the Maudsley Hospital

Given the poor condition of inpatient wards across our boroughs the redevelopment of Douglas Bennett House, on the Maudsley Hospital site, has been under discussion and development for several years.

A new building has been designed by specialist architects working closely with service users and carers, clinicians and non-clinical staff from several boroughs.



CGI of new inpatient facility at Maudsley Hospital.







Indicative image of an inpatient's bedroom.

## The new building will provide:

- + Individual, ensuite 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.
- + 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 energy efficient, sustainable and need less maintenance.

# A table comparing the two options

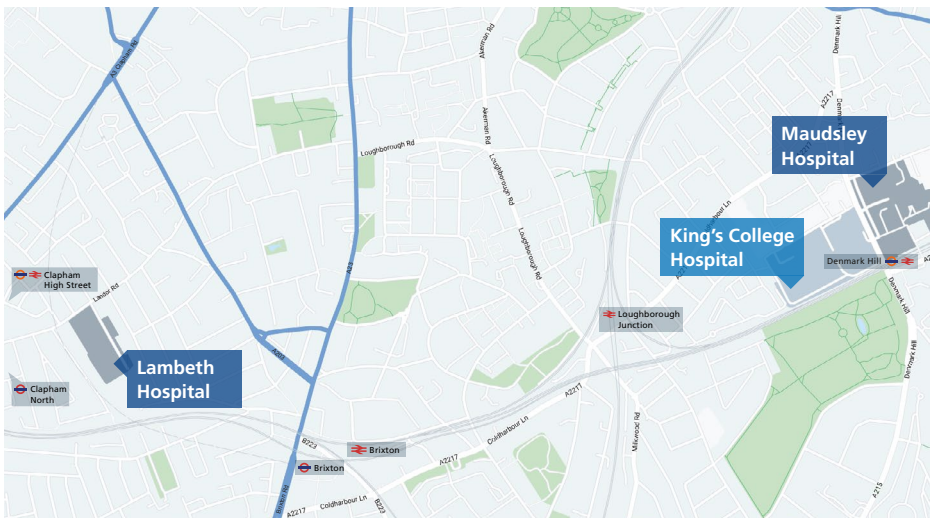
	<b>Benefit</b>	<b>OPTION 1</b> Don't move	<b>OPTION 2</b> Move to Maudsley
<p>The wards</p> 	The wards are purpose-built, with a modern, safe and therapeutic environment for service users.	✗	✓
	The wards are fit for purpose and meet the requirements of our regulator, the Care Quality Commission (CQC), 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 ensuite 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.	✗	✓
	No disruption for services users and staff as a result of moving the wards.	✓	✗

	<b>Benefit</b>	<b>OPTION 1</b> Don't move	<b>OPTION 2</b> Move to Maudsley
<b>Staff</b> 	Staff morale, recruitment and retention is improved by working in a modern, safe and therapeutic environment.	✗	✓
	Access on one site to a larger pool of staff reducing the use of bank and agency staff.	✗	✓
<b>Journeys</b> 	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.	✓	✗
	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.	✗	✓
<b>The buildings</b> 	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.	✗	✓

# Developing the preferred option

To develop our preferred option, we considered the following factors:

- ✦ There is a relationship between the quality of the physical environment and mental health outcomes. Research shows that access to outdoor space, single-sex environments or single rooms can prevent suicide, reduce violence, and help recovery and discharge<sup>1</sup>.
- ✦ 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 being housed on this site.
- ✦ Maudsley Hospital is opposite King's College Hospital, giving service users easy access to physical health care.
- ✦ The proposed move of Lambeth inpatient services, would allow the Trust to release value from the Lambeth Hospital site, enabling the Trust to start improving facilities across its boroughs in south London.



<sup>1</sup> Royal College of Psychiatrists' Research Unit and Healthcare Commission 2005; Marshall et al 2004.



# 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.

This early engagement has informed our understanding of 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.
- + The new site has access to Ruskin Park, which service users would be able to use accompanied and unaccompanied.
- + Staff across the Maudsley Hospital site can share their expertise across the wards, improving staff efficiency, recruitment and retention.
- + By improving recruitment and retention the move will reduce the need for using agency staff.

## 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.

# What will happen to the Lambeth Hospital site?

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

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.



# How can I learn more and have my say?

The public consultation will run from 4 March until 31 May 2020.

We are asking for your views on the proposed move of the adult inpatient wards from Lambeth Hospital to the Maudsley Hospital site. We want to know whether you agree with the move, what benefits you think the proposal could have 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.

You can download a copy of our survey and the full consultation document from our website. Alternatively, complete the survey online:

[www.surveymonkey.co.uk/r/lambethhospitalconsultation](http://www.surveymonkey.co.uk/r/lambethhospitalconsultation)

## Come to one of our public meetings

### 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

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

Once the consultation has closed the responses will be collated and analysed independently by NEL Commissioning Support Unit. We will produce a decision-making business case, which brings together all the information needed to make a decision, including the feedback from the consultation. 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.



## Get in touch

If you would like to request a copy of the full consultation document and survey, or you would like any other materials or information, then please get in touch with us.



Telephone: **0800 307 7650**



Email: [lamccg.hospitalconsultation@nhs.net](mailto:lamccg.hospitalconsultation@nhs.net)



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



Website: [lambethtogether.net/lambethhospital](http://lambethtogether.net/lambethhospital)

### Social media (using the hashtag #lambethconsultation)



@MaudsleyNHS



/slamnhs



@NHS\_Maudsley

This document is also available in an easy-read format, and in Spanish, Portuguese and Somali on our website.

#### Spanish

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