



South East London
Clinical Commissioning Group

ENGAGEMENT DOCUMENT: TONY HILLIS UNIT

Improving Inpatient Mental Health Services

Engagement runs from 4 May 2020 – 14 June 2020



Our future vision for mental health in Lambeth

South London and Maudsley NHS Foundation Trust (the Trust) currently provides the widest range of services in the United Kingdom (UK) for people with mental health problems or an addiction to drugs or alcohol, delivering specialist 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 only use inpatient care for those who really need it.

Recent Care Quality Commission reports on mental health services have highlighted a concern that many rehabilitation wards are over restrictive and risk institutionalising patients, rather than acting as a step on the road back to an independent life in the person's community. We want to see inpatient rehabilitation provision reduced to enable people to live more independently within supported housing/living settings with access to holistic support and care packages.

In Lambeth we have developed the Lambeth Living Well Network Alliance (LWNA), which is made up of NHS South East London Clinical Commissioning Group, Lambeth Council, the Trust, Certitude and Thames Reach, to bring an Integrated Care System around the needs of those who use them.

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 these improvements in community services in Lambeth will reduce the reliance on inpatient services because more people will be able to recover from the comfort of their own homes, with no compromise on quality.

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 small number of 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.

Tony Hillis Unit

The Tony Hillis Unit is a 15-bed high dependency rehabilitation unit for men. The patients we see have treatment-resistant psychosis. This includes challenging behaviour, substance misuse or other behaviour which often prevents the person from receiving adequate treatment.

The ward looks after men from across the South London Partnership Area.

We are an experienced and highly skilled team. We have a strong creative arts influence in our therapy, and our philosophy is to support individuals on their road to independence, working with them towards their self-defined goals to improve their quality of life.

Why do we want to make changes?

To ensure the safety and quality of our services for service users in Lambeth, there is an urgent need to improve the inpatient accommodation.

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, before modern mental health building design guidance was released which recommends en-suite bathrooms, social and family space and direct access to outside space. The Care Quality Commission, which monitors the quality of our services, have raised this as an issue.

A 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.



The current Tony Hillis Unit.

The key issues with the wards include:

- ✦ The current structural design of the buildings means 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.
- ✦ No bedrooms 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.
- ✦ The environment is very cramped for service users and staff.
- ✦ Toilets and showers often become blocked due to structural problems with the drainage system.



What are we proposing?

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

We are currently consulting on a proposal to develop new services on the Maudsley Hospital site in Southwark, in Denmark Hill, London, SE5 8AZ. This gives us a unique opportunity to include a new specially designed ward for the Tony Hillis Unit, using all of the latest principles of healthcare design.

We are proposing to move the Tony Hillis Unit from its current home at Lambeth Hospital into a new building just three miles away at the Maudsley Hospital site, in Southwark.

We are not proposing any changes to the number of beds provided for this specialist service, nor the way we provide care. We want to ensure that service users have their care in an environment that is welcoming, light and spacious, and provides the best opportunity for recovery.

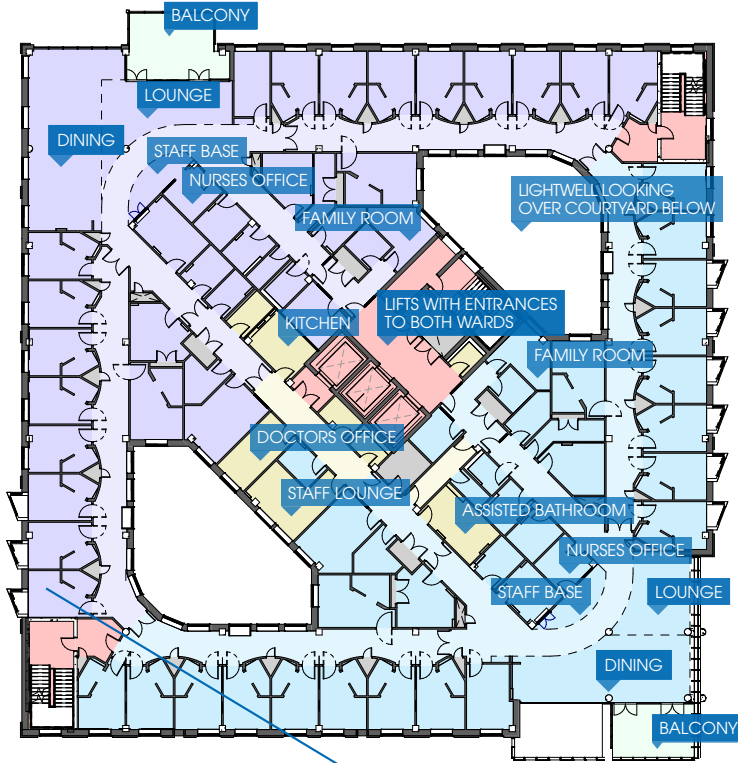
We looked at a number of other options including refurbishing the Lambeth site, rebuilding a new facility on the existing site and rebuilding elsewhere in Lambeth. However, as refurbishing or rebuilding would have meant relocating services during construction, causing major disruption for many years and would have needed additional funding of around £30m, it was unrealistic and financially unsustainable, and therefore not taken forward for consultation or engagement.

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 Douglas Bennett House will only start if the proposed move of the Tony Hillis Unit and other inpatient services from Lambeth Hospital into the new building, is agreed.

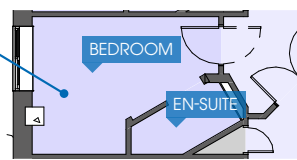
Following this engagement and if a wider consultation about proposals to move services to the Maudsley Hospital site is agreed, the relocation of the Unit would be expected to take place in 2022/23.

A new high-quality inpatient facility at the Maudsley Hospital

Specialist architects have worked closely with service users and carers, clinicians and non-clinical staff from several boroughs on the proposal for the new Tony Hillis Unit.



A virtual tour of the proposed new building is available by putting this link into your web browser: tinyurl.com/slam-video

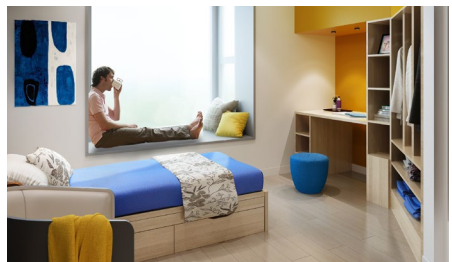


The new building will provide:

- + A specially configured ward, designed specifically for use by the Tony Hillis Unit and based on patient and staff feedback.
- + Adaptable wards to provide single-sex accommodation.
- + Individual, en-suite bathrooms for all bedrooms.
- + Each ward designed around a central light-well providing a huge amount of natural light.
- + Direct views across the wards for staff to observe service users for their safety.
- + A more therapeutic environment with a range of therapy and treatment rooms, quiet rooms, family rooms and a multi-faith space.
- + Direct, unsupervised access to outdoor space and balconies.
- + Specifically allocated private office and lounge space for staff.
- + The building is more energy efficient and needs less maintenance.
- + Staff morale, recruitment and retention is improved.
- + The new facility will be located close to the acute physical healthcare services at Kings College Hospital allowing for swift access to those services for patients.



CGI of new inpatient facility at Maudsley Hospital.



Indicative image of an inpatient's bedroom.

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.

The Trust is working closely with Lambeth Council to explore what could be delivered on the Lambeth Hospital site. We understand that the site could accommodate approximately 600 homes, targeting 50% affordable homes, with private gardens and public open and play spaces and other amenities for the local community.

A separate planning consultation about the future of the site will take place later this year where more detail will be shared to hear people's views. A final plan for the site will only be progressed if the proposed move of inpatient wards from Lambeth Hospital is agreed following the public consultation and engagement.

We're listening

We are asking for views on the proposed move of the Tony Hillis Unit from Lambeth Hospital to the new site at Maudsley Hospital, Southwark.

We are aware that the proposed move may present challenges to service users, families, carers and staff and we want to work with you to find the best solutions. Here is some of the feedback we've received so far, and our responses:

Q1: Will you expect staff currently working in Lambeth to travel to Southwark?

The Maudsley Hospital site is excellently located for public transport links, and just three miles away from the Lambeth site. Staff morale, recruitment and retention would be improved by working in a more modern, safe and therapeutic environment.

Q2: Won't this cause massive disruption to the service?

This is the least disruptive option for service users and staff, simply relocating the ward into its new home once fully completed. Refurbishing or rebuilding would have meant relocating services during construction, causing major disruption for many years.

Equality Impact Assessment

We have used an Equality Impact Assessment (EIA) to help us to understand how the proposed changes to the Tony Hillis Unit might affect different groups of people.

This has shown that the preferred option could help promote equality by improving experience and the health outcomes of our service users.

It has also identified potential issues that need to be explored further through our engagement. This includes how we can assist in people's discharge by developing and maintaining links with their local community, 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 when they receive inpatient care further away from their home.

As part of the engagement 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 engagement process.

You can read the full Equality Impact Assessment on our website at **lambethtogether.net/slam-ward-changes**

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

How can you learn more and give your feedback?

This engagement process will run for six weeks, **from 4 May 2020 – 14 June 2020**.

We want to know if you agree with the proposed move, what benefits you think the proposal has and what concerns you have. Do you have any 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 complete the survey online at surveymonkey.co.uk/r/THUengagement

Alternatively, the survey questions are listed at the back of this document. You can hand it in to a staff member or post it back to us at the freepost address provided.

If you have any questions about the proposed move or this engagement process please do not hesitate to contact us using the contact details below.



Call: **0800 307 7650**



Email: **thufeedback@londoncommunications.co.uk**



Online: **lambethtogether.net/slam-ward-changes**

Tony Hillis Unit engagement survey

Your views are important to us.

Please complete this survey and return it to a member of staff or use our freepost address:

FREEPOST

RUBB-ZCUZ-CCJR

London Communications Agency

8th Floor, 168-173 High Holborn

London WC1V 7AA

It is also available online at surveymonkey.co.uk/r/THUengagement

1. Having read our proposals as well as from your own knowledge and experience, how much do you agree or disagree that we need to make changes to the inpatient wards at Lambeth Hospital?

- | | | |
|---|--|---|
| <input type="checkbox"/> Strongly agree | <input type="checkbox"/> Agree | <input type="checkbox"/> Neither agree nor disagree |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Strongly disagree | |
| <input type="checkbox"/> Don't know | <input type="checkbox"/> Prefer not to say | |

2. Please give the reasons for your answer in the space below.

3. How much do you agree or disagree with the move of Tony Hillis Unit (15 inpatient beds) from the Lambeth Hospital site to the Maudsley Hospital site?

- Strongly agree Agree Neither agree nor disagree
 Disagree Strongly disagree
 Don't know Prefer not to say

4. Please give the reasons for your answer in the space below.

5. Would these proposals affect you, your family or other people you know, either positively or negatively?

Please tell us how using the space below.

6. Do you have any other solutions that you think we should consider?



Get in touch

If you would like any further information, then please get in touch with us.



Call: **0800 307 7650**



Email: thufeedback@londoncommunications.co.uk



Online: lambethtogether.net/slam-ward-changes

Social media (using the hashtag #THUproposal)



[@MaudsleyNHS](https://twitter.com/MaudsleyNHS)



[/slamnhs](https://www.facebook.com/slamnhs)



[@NHS_Maudsley](https://www.instagram.com/NHS_Maudsley)