



North Yorkshire and York

North Yorkshire and York Mental Health Services Redesign Acute Care Pathway in York

Including Closure of Ward 3 Bootham Park Hospital, York

December 2011

Introduction

Recent service developments and the opportunities offered by the creation of the new Leeds and York Partnership Foundation Trust have given us the opportunity to redesign the acute care pathway for the residents of York and Selby.

This paper outlines the plans to reconfigure the service whilst maintaining financial stability, achieving cost reduction and, most of all, maintaining high quality acute care in-patient services for York and Selby.

Ward 3 at Bootham Park Hospital is a four bed acute mental health ward that has been used to support the larger acute wards in treating those acute patients with greater nursing needs. Ward 3 has been successful in managing complex cases that have transferred from the other wards but it has never been commissioned nor resourced as an Intensive Care Unit.

Those who need Psychiatric Intensive Care have always been transferred to services outside of York as such services are not commissioned within the locality. The physical size of the ward makes the clinical and financial model prohibitive for this size of service to continue in terms of value for money. The intermediate function of Ward 3 is not a model which has been replicated elsewhere. The severity of illness and acute presentation currently transferred to Ward 3 is commonly managed on standard acute wards, albeit with different skill mixes.

The funding for ward 3 has been insufficient which has resulted in persistent overspends on budget and has created greater costs in the use of bank and agency staff. The two remaining wards have had financial pressures as they have also been required to use temporary bank and agency staff to maintain safe staff levels.

Current Configuration and Demand of Acute Services

Ward 1	13 Female
Ward 2	16 Male
Ward 3	4 Male or Female

The bed occupancy since opening male and female wards in February 2011

	Feb	Mar	Apr	May	June	July	August
Ward 1 (female)	92%	97%	99%	96%	95%	99%	94%
Ward 2 (male)	87%	91%	88%	75%	65%	64%	64%
Ward 3	100%	100%	100%	100%	100%	92%	94%

Additional Recent Developments

There have been a number of developments within mental health services in York and Selby that have enhanced the service and enabled us to think differently about capacity and we have expanded our community services to enable patients to be cared for at home more, as opposed to being admitted to hospital with the introduction of the Intensive Home Treatment Team (IHTT). Below illustrates some other development areas that have helped with the development of our acute care services.

- Wards 1 and 2 have undergone extensive refurbishment and became single sex wards in February 2011. Ward 2 became a 16 bed ward for men and ward 1 became a 13 bed ward for women.
- The refurbishment significantly upgraded both wards with single rooms, most of which are en-suite and the addition of a garden area for ward 1 and a de-escalation area, seclusion room and extra activity room for ward 2.
- We have developed a single consultant psychiatrist model which has improved the decision making process by the introduction of daily meetings reviewing patients with the consultants, ward staff and the IHTT to ensure that discharges are timely and keeping admissions to hospital as short as clinically appropriate.

- At the beginning of June the working age adult and recovery care groups were merged which created opportunities to redesign the pathway between these areas to ensure there are fewer delayed discharges from the acute wards.
- A regular forum has been set up to take the strategic lead in delivering acute care services involving, at a local level, managers and senior clinicians from each ward.
- We have introduced an additional clinical lead nurse and a Clinical Psychologist to both Wards 1 and 2, whose remit is to improve the quality of the interventions to our patients.

Consultation

- Service Users and carers

Consultation to date has included work with service users and carers, staff and other professionals within the mental health service. Meetings have taken place with existing service users of the changes. An additional meeting of the acute care forum will be arranged for January 2012 to involve service users and carers in further consultation.

- Staff and Trade Unions

Information on the proposals has been shared with staff to date. Formal consultation within NHS North Yorkshire and York Primary Care Trusts redeployment policy will commence on 20th December 2011 for a 30 day period. This work is being done in collaboration with the Human Resources team and staff side representatives from a number of trade unions.

- Wider Stakeholder

Further consultation is planned for January with the York Mental Health Forum to engage wider stakeholders.

This paper will be considered for information and recommendation of the overview and scrutiny committee at their January 2012 meeting.

Proposal

We propose to close Ward 3, redeploying staff into vacancies in Wards 1 and 2 and other mental health services. This will;

- ensure the remaining acute wards are staffed to a skill-mix and establishment benchmarked with similar services.
- Ensure staff on acute wards are equipped to manage the full range of acute presentations.
- Work with colleagues in Leeds to ensure that, when an out-of-area admission is required, admission will be to Leeds wherever possible. This will help reduce admissions to placements that are currently significantly further afield and will ensure that Leeds and York Partnership retains responsibility for care wherever possible.
- Achieve cost savings while maintaining high quality care.

For planning purposes we have assumed availability in Leeds as overspill if required. We believe that, through further development of community alternatives to admission, we can minimise unnecessary admissions.

The patient capacity will be absorbed into the arrangements within wards 1 and 2, IHTT and other community mental health services. As the York and Selby services merge to be part of Leeds and York Partnership Foundation Trust, the acute services across the patch will be available for all those residents in each of the Trust's localities depending on the clinical need. Those patients that require Intensive Care for their mental health problems will be transferred to a specialist unit outside of York and Selby, in the usual way, as no such service is currently available in York. Whenever possible, transfers will be to Leeds PICU, enabling robust clinical links to be developed.

Temporary Closure

As of Monday 30th January 2012 essential work to the roof has to be carried out on ward 3 at Bootham Park Hospital. The health and safety advice is that the ward cannot be used during this work which is expected to take approximately 3 months. This proposal will therefore include a temporary closure of ward 3 from Friday January 27th 2012.

Summary

The above plan outlines a proposal to redesign the acute care pathway closing Ward 3 at Bootham Park Hospital, supported by other developments in mental health across York and Selby and for the future within Leeds and York Partnership Foundation Trust. For those requiring Psychiatric Intensive care, the protocol remains unchanged. All staff

working within Ward 3 will be redeployed within the mental health services.

The ward will close as a temporary measure from Friday 27th January 2012 pending the outcome of further consultations.

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