

## **Seeking your views on Mental Health Acute Day Units in Camden Camden CCG Consultation Paper**

### **Seeking your views**

Camden Clinical Commissioning Group (CCG) is seeking your views on a potential change to the Mental Health Acute Day Units we fund in Camden. This consultation is running from 6 November 2017 – 10 January 2018.

You must be a Camden resident and aged over 16 to respond to this consultation. If you would like this consultation document in an alternative format please contact:

[Camccg.communications@nhs.net](mailto:Camccg.communications@nhs.net) or 020 3688 2093.

### **Camden CCG**

Camden CCG was created in 2013 to organise the delivery of healthcare in Camden. We are governed by the 34 general practices in Camden who make our membership. Our role is to buy ('commission') health and social care services to meet the needs of our local population. This includes acute hospital care (such as A&E), community care (such as physiotherapy and community nursing), primary care (such as GP surgeries), mental health and other services.

Our vision is to work with the people of Camden to achieve the best health for all. We work to ensure access to, and delivery of, safe and effective services that are responsive and reduce inequalities, meet identified needs and deliver the best outcomes with the resources available.

### **Quality of service**

We must focus our resources on the greatest health needs of our local population to deliver the best possible health outcomes. Where possible we will always look for opportunities to change services in ways that improve or maintain patient outcomes at less cost; for example, by investing in prevention or early intervention; using data more intelligently to target services; supporting people to reduce use of expensive and crisis services or ending services that are underused or ineffective.

With Mental Health Acute Day Units we believe there are opportunities to make it easier for patients to be referred sooner, to the most appropriate setting.

We are proposing to increase support available in the remaining settings so that patients receive a better more responsive service from there and we are also strengthening links between Acute Day Units and support in the community, such as the Wellbeing Hub; Healthy Minds and the Recovery College.

### **NHS funding pressures**

Throughout England, the rising cost of healthcare coupled with an increase in demand for services has put immense pressure on NHS budgets. Camden CCG has a statutory duty to balance our budget, to achieve this we need to ensure that all commissioned services can demonstrate value for money. In 2017-18 we must make savings of circa £18m to balance our budget, financial planning is currently indicating that the 2018-19 financial savings requirement will be higher. This is a substantial challenge and means that we are scrutinising all of our costs to ensure the most effective delivery of services within the money that is available.

This is a substantial challenge and means we cannot continue to pay for everything that has been provided in previous years.

The scale of the savings is a real challenge and means making difficult decisions about reducing our spending in some areas to ensure our health service is sustainable for the future. We want to make these decisions with local people so we prioritise the services that are most important to local people.

### **What are Mental Health Acute Day Units?**

Camden CCG currently commissions Camden & Islington Foundation Trust to run two Mental Health Acute Day Units; one at Jules Thorne Centre on the St Pancras Hospital site and one at Daleham Gardens in Belsize Park. The budget for these services is £377,353 (Daleham Gardens) and £448,407 (Jules Thorne) per year. We believe that Camden is the only London borough with 2 acute day units; some boroughs have 1 whereas some have none.

The units provide intensive structured day support over a period of around 6 weeks to patients experiencing an acute mental health crisis. Both units can support 30 patients at any one time. The support helps patients with acute mental health needs avoid being admitted to hospital (around two third of patients referred to the unit) and to leave hospital sooner (around one third of patient referrals).

The units offer therapeutic group support as well as a multidisciplinary assessment of needs, a review of mental state, a pharmacological review, administration of medicines, and other treatment for patients. Support is based on the recovery model and patients' long-term needs are discussed and planned for. The units promote social inclusion through strong links with community support and enabling people to improve social networks, including with carers, family and friends.

In addition to our Acute Day Units, in Camden we also have the Highgate Day Centre. This offers an alternative service for those with less acute care needs. This includes emotional and practical support through increasing peoples' engagement in meaningful activities, building social networks and promoting pathways to education, training and employment. It also enables people to develop insight into their own mental health, find sustainable solutions to their own challenges, build on their personal assets and improve self-management.

The Highgate Day Centre recently developed a new model of provision that includes two key elements: a mental health reabling service for up to 12-weeks to support people to address current mental health challenges and engage in meaningful activity; and a longer-term social care service of 1-2 years funded through personal budgets. The reabling service provides a vital option for people who may have previously not been accessing support; they are able to access the centre from wards or the community. It also provides a bridge between health and social care for people with longer term needs ahead of a formal social care assessment.

### **Why are changes to the Mental Health Acute Day Units being proposed?**

Camden CCG and Camden & Islington NHS Foundation Trust undertook a joint review of the acute day units and the link with Highgate Day Centre. In conducting the review we examined:

- Data around service usage, capacity and metrics
- Detailed analysis of referrals through case notes
- Feedback from service users and clinicians

- Staffing models and service spend
- Demographic data, including the completion of an Equalities Impact Assessment

This review found the following:

- The Daleham Gardens unit is only around half-full most of the time (generally around 15 patients with a capacity of 30). Jules Thorn is usually operating at full capacity.
- Some patients, around 30-40% of referrals) referred to the Acute Day Units do not have acute care needs, and could be better supported by other mental health services in Camden, such as the Highgate Day Centre.
- The Highgate Day Centre has additional capacity to support more residents with less urgent, longer-term needs through its newly developed reabling programme.
- Links between the Acute Day Units and community support in the Resilience Network, such as the Recovery College, Peer Mentoring and the Wellbeing Hub could be strengthened to strengthen discharge planning.
- Increasing clinical and managerial time at the day units would provide more timely care for patients on entry to the service.

Together these factors mean that local mental health funding is not currently being used as cost-effectively as possible. We explored options to change our Mental Health Day Units to deliver financial savings, without reducing the level of service or treatment available to this group of patients. We also believe there are opportunities to make it easier for patients to be referred sooner to the most appropriate setting.

### **Option to restructure provision of Mental Health Acute Day Units**

We want to explore local people's views on whether Camden CCG should reduce the number of Mental Health Acute Day Units to deliver financial savings. The next section outlines the possible changes we could make to our Mental Health Acute Day Units. We would like to hear your views about these two options:

Option One - Strengthen Acute Care at the Jules Thorn unit, support more people to access Highgate Day Centre and close the Daleham Garden Unit (this is Camden CCG and Camden & Islington NHS Foundation Trust's preferred option).

This option is to increase clinical and managerial time at Jules Thorn to ensure the service has the capacity to swiftly assess patient needs on entry to the service and to respond to changing needs. This will support the service to meet people's needs generally within 6 weeks or fewer. The service will work with the most complex clients with acute needs as it was intended. A focus of the increased managerial and clinical time will be to strengthen links with community support with the Resilience Network to improve discharge planning.

Patients with less acute needs (c. 30%-40% of current referrals) will be signposted to Highgate Day Centre to access the 12 week reabling service or other community alternatives. Patients with longer term social care needs will be supported to have a social care assessment, including for a longer term service at Highgate Day Centre, where this is appropriate. To support the development of the Reabling Service and increased numbers we will increase the support staff at Highgate Day Centre by 1 staff member.

As a result of this all Acute Day Unit referrals will be managed at Jules Thorn so the Daleham Gardens unit will close. We will be able to do this whilst ensuring we could continue to offer every patient an appropriate service.

This will contribute around £248,000 to the savings required.

Option Two – Strengthen Acute Care at the Daleham Gardens Unit, support more people to access Highgate Day Centre and close the Jules Thorn Unit.

This option is to increase clinical and managerial time at Daleham Gardens to ensure the service has the capacity to swiftly assess patient needs on entry to the service and to respond to changing needs. This will support the service to meet people's needs generally within 6 weeks or fewer. The service will work with the most complex clients with acute needs as it was intended. A focus of the increased managerial and clinical time will be to strengthen links with community support with the Resilience Network to improve discharge planning.

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### **Who would be affected and what would this mean for this group?**

We will ensure that no patient has their course of treatment disrupted. We will not transfer any patient from one unit to another due to this closure.

No patients will lose a service as a result of these changes. Analysis demonstrates one Acute Day Unit can meet the demand for this acute service and we will support those with less acute needs to access Highgate Day Centre.

Consolidating clinical and managerial time at one unit will mean that patients get an improved service, including quicker assessment on entry to the service; greater responsiveness and stronger links with community support for discharge planning.

Developing links between the Acute Day Units and Highgate Day Centre also should strengthen pathways for those that need a longer term social care service.

Closing one of the Acute Day Units would mean extra travel for some patients who live close to the closed centre. An analysis of the impact of travel shows that both travel time and costs would increase if Jules Thorn was closed. This is why our preferred option is to improve the service at Jules Thorn and close Daleham Gardens.

The Acute Day Units are linked to Camden's two crisis houses and provide support for patients in the crisis houses. We are committed to ensuring access to the remaining acute day unit for all the borough's crisis house patients that require this.

### Consultation activity

We recognise that any change could be unsettling for patients in Camden. We want to make sure that we have listened to Camden residents, and health professionals, in Camden, so that we can consider a broad range of views in our decision making process.

The feedback that we gather through this consultation will be gathered and analysed, and a finding report will be included with the other evidence that Camden CCG will consider to make a decision. Individuals who feed into the consultation can provide their contact details and can be informed about the outcome of the consultation and next steps.

The consultation is running from 6 November 2017 – 10 January 2018. To ensure we can reach the greatest number, and variety, of people in Camden we will be working with local voluntary and patient organisations in Camden. We will also be seeking the views of health professionals in Camden.

Residents and interested parties will be able to provide feedback to Camden CCG via a number of ways including:

- An online Citizens space survey that will be promoted across key services in the borough <https://feedback.camdenccg.nhs.uk/community-ownership/adu>
- Paper survey available for people without access to the internet
- Active requests of feedback from key stakeholder organisations within Camden
- Stakeholder organisations to promote the consultation to their patients
- 2 consultation meetings for people to come and ask questions and feedback with current patients that will take place at the two Acute Day Units
- 1 open consultation meeting for any interested party to come and ask questions and feedback at the Somers Town and St Pancras Living Centre
- Meetings available for organisations to feedback that request this.

## Camden CCG Mental Health Day Units Consultation Questionnaire

1. I have read the consultation paper and think the reasons why Camden CCG is exploring a reduction in the number of Mental Health Acute Day Units is clear:

- |   |                                     |  |
|---|-------------------------------------|--|
| <input type="checkbox"/> Strongly agree | <input type="checkbox"/> Don't know | <input type="checkbox"/> Strongly disagree |
| <input type="checkbox"/> Agree          | <input type="checkbox"/> Disagree   | <input type="checkbox"/> Don't know        |

2. I think the different options to reduce the number of Mental Health Day Units is clear in the consultation paper:

- |   |                                     |  |
|---|-------------------------------------|--|
| <input type="checkbox"/> Strongly agree | <input type="checkbox"/> Don't know | <input type="checkbox"/> Strongly disagree |
| <input type="checkbox"/> Agree          | <input type="checkbox"/> Disagree   | <input type="checkbox"/> Don't know        |

3. Do you have a preferred option? **Select one only** of the options below and please provide the reasons behind your decision in the space provided

- Option 1 Strengthen Acute Care at the Jules Thorn unit, support more people to access Highgate Day Centre and close the Daleham Garden Unit (this is Camden CCG and Camden & Islington NHS Foundation Trust's preferred option).
- Option 2 – Strengthen Acute Care at the Daleham Gardens Unit, support more people to access Highgate Day Centre and close the Jules Thorn Unit.
- Don't know
- Neither

4. Do you have an alternative idea as to how we could change the proposals to make them stronger and still deliver savings?

- Yes
- No
- Not able to say

If you said yes to the previous question. Please could you give your alternative idea as to how we could do this differently and make the required savings?

5. Do you have any ideas about how we could make other savings in mental health services that would protect patients?

- Yes
- No
- Not able to say

If you said yes, please give your alternative idea as to how we could do this differently and make the required savings?



**6. Do you have any suggestions as to what else we can do to support people affected by the proposed change?**

- Yes
- No
- Not able to say

If you said yes, please give your suggestions as to how we could support people affected by this change? (Free text)

**7. Do you have any other comments?**

Please give your suggestions below (free text)

**We would be grateful if you would provide some details about yourself. The details will not be linked with your answers or shared in any way that could identify you personally. You can chose to answer some and leave other sections blank.**

**1. Are you responding as:**

- A local resident
- A service user of acute day units
- A carer of someone who uses acute day services
- A relative of someone who uses acute day services
- A representative of an organisation (please specify) (voluntary or write/acts on behalf of service users)
- A clinician or other healthcare professional (please specify)
- A staff member of the acute day services
- Other
- Prefer not to say

**2. If you are a Camden resident, what is your postcode: (e.g. NW1 2PL)**

**3. Which of the following age groups do you fall into?**

- 16- 24
- 25- 34
- 35- 44
- 45- 54

- 55- 64
- 65- 74

- 75+
- Prefer not to say

4. What is your gender:

- Male
- Female

- Other
- Prefer not to say

5. Please indicate your sexuality, do you identify as:

- Heterosexual/ Straight
- Homosexual
- Bisexual

- Other
- Prefer not to say

6. Please indicate your ethnic origin, are you:

- Prefer not to say
- White – British or Irish
- White – other
- Black or Black British
- Asian or Asian British

- Mixed
- Chinese
- Any other (please write in below)
- 

If you would like to be informed of the outcome of this consultation please include your email address or address: \_\_\_\_\_

Your completed survey can be emailed back to [camccg.communications@nhs.net](mailto:camccg.communications@nhs.net)

or posted to:

Adults and Mental Health Integrated Commissioning Teams

8<sup>th</sup> Floor 5PS

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**The closing date is 10 January 2018.**