

Agenda Item 6

		THE HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE	
Boston Borough Council	East Lindsey District Council	City of Lincoln Council	Lincolnshire County Council
North Kesteven District Council	South Holland District Council	South Kesteven District Council	West Lindsey District Council

Open Report on behalf of Lincolnshire Partnership NHS Foundation Trust

Report to	Health Scrutiny Committee for Lincolnshire
Date:	21 July 2021
Subject:	Older Adult Mental Health Services – Home Treatment Team

Summary:

The Older Adult Services Home Treatment Team was established in October 2018 as a county-wide pilot providing a community facing service to older adult patients with functional mental illness, who would otherwise have been admitted to Brant Ward, Lincoln, which at that time was being refurbished. Subsequently, when Brant Ward was re-opened, the Home Treatment Team continued, with the service funded by the temporary closure of Rochford Ward at Pilgrim Hospital, which was not fit for purpose and would require capital investment for improvement.

This report provides the Committee with information on the Home Treatment Team, as well as engagement and consultation responses on the permanent closure of Rochford Ward.

Actions Requested:

To consider the information presented on the Older Adult Services Home treatment Team and the engagement and consultation responses on the proposed closure of Rochford Ward at Pilgrim Hospital, Boston.

1. Background

Older Adult Services – Functional Mental Health

Typically the term Older Adult Services refers to those services provided to patients over 65 years of age. Traditionally, these services have been divided into functional mental health (for example, depression and anxiety) and organic mental health services (for example, dementia). Prior to October 2018, there were two inpatient wards for functional mental health provided by Lincolnshire Partnership NHS Foundation Trust (LPFT). These wards were Brant Ward, Witham Court, Lincoln, and Rochford Ward, Pilgrim Hospital.

Refurbishment of Brant Ward, Witham Court, Lincoln

In October 2018 a project began to upgrade Brant Ward at Witham Court in Lincoln, to create single en-suite bedrooms and improve the ward living spaces. Witham Court is the main centre for older adult mental health in Lincolnshire and has a firm place within the Trust's future strategy. The work on Brant Ward was considered to be a good investment in order to meet Care Quality Commission standards and to future-proof this valuable service.

The Home Treatment Team was established in October 2018 as a county-wide pilot providing a community facing service to older adult patients with functional mental illness, who would otherwise have been admitted to Brant Ward. Brant Ward was re-opened in February 2020, providing 18 single en-suite bedrooms in a modern, accessible and therapeutic space.

Rochford Ward, Pilgrim Hospital

In February 2020, when Brant Ward was re-opened, the Home Treatment Team continued, with the service funded by the temporary closure of Rochford Ward at Pilgrim Hospital. The reason for this was that Rochford Ward was not fit for purpose, it was on the first floor, which restricted patients access to fresh air. Rochford Ward also had beds in dormitories, which was not conducive to mental health recovery and did not meet the Care Quality Commission standards for care environments, for example it was difficult to protect the privacy and dignity of patients in this setting. Re-provision of Rochford Ward would have required require capital investment and a move to a ward on the ground floor.

The closure of Rochford Ward meant that patients who needed an inpatient bed would need to travel to Lincoln, instead of travelling to Boston. However, the Home treatment Team would continue to work to reduce hospital admissions.

Previous Committee Consideration

All the above developments were reported to this Committee, with details available at the links listed:

- 17 April 2019
<https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=137&MIId=5365&Ver=4>
- 22 January 2020
<https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=137&MIId=5530&Ver=4>
- 22 July 2020
<https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=137&MIId=5536&Ver=4>

2. Home Treatment Team Service and Consultation

Over the last three years Lincolnshire Partnership NHS Foundation Trust (LPFT) has carried out several engagement events working with patients, staff, governors, public, partner organisations and clinicians to consider and develop its Older People and Frailty Mental Health Services. This has included activities ranging from the co-production of a Carers Pathway for Older People; and their families using our services to the setting up of an Older People Advisory Group to work with staff and help shape services.

Events have taken place at a variety of locations across Lincolnshire and more lately online due to Covid-19 restrictions. (For a full list of engagement events see Appendix A)

People told us:

- They need to have services that work after 5.00pm and weekends.
- They prefer to be treated in their own home.
- They wanted us to involve carers and family in pathways of care.
- They wanted to avoid out of area admissions.
- They wanted us to get on with doing it!

What did we consult on?

We specifically asked for views on the plans for the Home Treatment service to provide a permanent county wide service. This means that Rochford Ward at Pilgrim Hospital will no longer be required. All patients will be cared for in accordance with needs but will have the option of home treatment team support if risks can be managed within a community setting but people will still have access to an inpatient bed if required.

What is the Home Treatment Team?

The team provides an alternative to hospital for older people with complex and severe mental health needs who can be managed safely in the community setting with enhanced and intensive bespoke support; available seven days a week. It is made up of a psychiatrist, mental health nurses, occupational therapy, physiotherapist and support workers, who provide practical assistance for people in our care.

What do they do?

They work closely with the patient, their family or carer and other professionals (such as the existing Older Peoples Community Mental Health Teams (CMHTs) to provide intensive support, assessment and treatment during periods of increased need; when the care of the CMHTs alone is not enough. The Home Treatment Team works with and supplements the existing community support to provide more intensive and frequent support, to work with the patient and family in their own home and community; to draw on their strengths and skills to improve and maintain their mental health and independence.

While under their care, patients can access the team seven days a week 8.00am – 8.00pm Monday to Friday and 10.00am – 6.00pm Saturday and Sunday.

The care they provide is short term, intensive and flexible to meet individual needs. The length of time will be agreed with the patient, their family, carers and the community mental health team.

The Home Treatment Teams Aims

The team will help patients manage and resolve this stage of their illness through assessment and treatment in their home as an alternative to hospital admission. They also support people being discharged from psychiatric hospital, helping them to continue their recovery at home.

The Home Treatment Service provides:

- An alternative to hospital for older people with severe and complex mental health needs.
- Close monitoring of patient's mental health.
- Support, education and advice for patients and their family/carer.
- Help with managing medication management.
- Help with personal care if this has been impacted on by the patient's mental health.
- Assessment of activities of daily living.
- Support with effective coping strategies.
- If the patient has a care team, the Home Treatment Team will work closely with them to make sure the patient has the best possible care.
- Where someone is not currently receiving Trust services but requires longer term support, the team will refer them to the most appropriate service(s) to meet their needs.

How did the Home Treatment Team begin?

A major refurbishment of one of our older adult mental health wards in Lincoln (Brant Ward), presented the opportunity to pilot a new home treatment model during October 2018 which delivers increased community support, enabling service users to stay at home safely. This has greatly reduced the need for people to be admitted to hospital and the number of beds required; enabling the provision of the enhanced community offer over seven days and extended hours of access. The service has received positive feedback from service users, carers, our partners and clinical staff.

The Home Treatment Team has evidenced that fewer people need to be admitted to hospital and thus we need fewer inpatient beds. For those people where home treatment has not proved effective, we are able to use the best of our inpatient wards for our patients.

Why do we need to make these changes?

Like many NHS organisations up and down the country, we are working hard to transform services so that they are better for patients, deliver the right care, in the right place, first time and improve value for money.

This is a difficult balancing act, especially in a large area such as Lincolnshire where many people's homes are spread across the countryside and in small villages. The development of increased community support aligns with national, regional and county priorities to provide greater support direct to people's own homes and communities and reduce the number of people unnecessarily admitted to hospital.

Why do we want to make the Home Treatment Service permanent?

The home treatment service has clearly demonstrated that there is no longer a need for the number of in-patient beds previously provided without the extended community support offered by the home treatment team. This means that the beds previously provided by Rochford Ward are no longer required. Furthermore, Rochford Ward does not meet essential quality standards for mental health wards, because it is based on the first floor and has no access to safe outside space. The ward has dormitory style bedrooms with issues of privacy, dignity and safety for patients. This is something which has also been identified by the Care Quality Commission in various national reports and during their inspection of Trust premises.

Given these outcomes and factors, Lincolnshire Partnership NHS Foundation Trust is proposing that Rochford Ward would no longer be used and instead we would only use the recently refurbished modern, accessible and therapeutic space at Brant Ward as the main older adult mental health unit for those fewer patients who do still need to be admitted to a hospital bed. This consultation gathered public, service user, staff and stakeholder views on this proposal.

3. Supporting Information:

Admission Avoidance

Since the commencement of the Older People Home Treatment Team, of the 394 referrals to the team only 28 (7%) of these patients required progression to in-patient admission. This represents a potential 93% of patients being able to be treated in the comfort and familiar surroundings of their own home and family.

Reduction in Out of Area Patients

For the six months prior to the introduction of the Home Treatment Team (April to September 2018) nine patients had to go out of area (an average of 1.3 per month). This compares with the 19-month period following the introduction of the team when only ten patients required access to out of area beds (an average of 0.5 per month).

Before the creation of the Home Treatment Team the average days out of area for older people was 23 days, compared to an average of 14.5 days whilst the team has been operating.

Patient Experience

The patient experience of the Older People Home Treatment Team has been consistently high. Based on the nationally utilised patient experience Friends and Family Test (FFT); the recommendation rate for the team has remained above 95%, within which the recommendations have been either extremely likely or likely to recommend the service (based on 203 responses). There has also been a reduction in the amount of medications required and used and a significant reduction in the number of patient incidents and improved clinical outcomes for patients and carers accessing Older Adult Home Treatment Service.

Consultation feedback from events held online on the 14, 18 and 20 January 2021 captured in common themes.

Carers Support

- *Carers need support with signposting – often carers don't know they are a carer; support with form filling and community groups.*
- *The HTT can support carers alongside the patient - carers interaction is not often enough; carers need intervention as much as the patients.*
- *Support carers to navigate inpatient elements – what happens on the ward and why? Support for carers when visiting the ward; more information.*
- *Carers involvement in care planning and discharges and MDT's.*
- *Technology support for carers.*
- *Developments in OP services for carers including Carers Leads, Leaflets, Accreditation, Triangle of Care, Co-produced Carers Pathway.*

Advanced Care Planning & Pathways

- *Patients to have a choice of home or hospital treatment.*
- *Receiving home treatment gives continued connections with the community for both patients and carers.*
- *Person centred care.*
- *Patients treated with dignity and respect.*
- *Carers to be involved in care and discharge planning.*
- *Joined up working is key so that patients and carers don't have to keep retelling their story.*

Communication of Services

- *There needs to be some mapping to bring all the services together across the county to model what works well to support patients and carers.*
- *Work needs to be done with GP's, so they are aware of the services in the county.*
- *Carer shared they weren't aware of Admiral Nurse service or their support.*
- *Within LPFT we now have the Dementia Support Service which is a signposting service to support carers.*
- *Having access about information of who carers can contact and even have support with a call.*

Development of a Dementia Home Treatment Team

- *DHTT has commenced for a 6-month pilot.*
- *Dementia patients do not recognise the time of day so could effectively need support 24 hours of the day.*
- *For elderly patients the thought of leaving their home and loved ones is very distressing. To be able to stay at home with support and keeping their independence and control through the support of OT's and physiotherapists helping to adapt to their environments, keeping routines the same through support and taking patients to appointments.*
- *A patient with dementia feels safer at home but unfortunately some carers don't always feel safe at home.*

LPFT working with community partnerships

- *Ensuring we are working with our community links and knowing what networks are in the county and how to signpost to them, this will help us to broaden our treatment plans.*
- *Links with community partnerships have improved since the introduction of the HTT.*
- *The ability to still relate to the external world, to continue to pursue things that have meaning and interest.*
- *There needs to be some mapping to bring all the service together across the county to model what works well to support carers.*

Transport and Technology

- *Challenges for rural areas with transport.*
- *People struggle with transport and having to use technology to organise transport for appointments.*
- *Difficult for people with a visual impairment.*
- *Can inhibit people accessing services?*
- *Better connectivity between different transport options to help patients to get to a range of appointments.*

PROPOSAL: To extend the Home Treatment service to provide a county wide service. This means that Rochford Ward at Pilgrim Hospital will no longer be required. All patients who would have been admitted here will in future be cared for in their own homes.

Agreement from the majority – no objections.

Feedback positive that people would like the HTT service to continue. No comments received regarding Rochford ward.

Ideally you would find a new space to replace Rochford Ward given the number of older people increasing to replace the unit but keep the HTT going as they are delivering fabulous work. I don't think it is tenable given the increasing aging population in Lincolnshire not to replace the ward eventually and you don't want the HTT to become a "sticking plaster".

HTT amazing service – huge well done with all the work you do!!

Online Survey 10 February – 31 March feedback report

Extract from full survey response on the proposal question.

9a - 9a. Proposal: For the home treatment service to provide a permanent countywide service. This means that Rochford Ward at Pilgrim Hospital will no longer be required. All patients will be cared for in accordance with their needs but will have the option to be cared for by the home treatment team if their care can be managed within a community setting. People will still have access to an inpatient bed if required.

Strongly Agree	50.00%
Agree	42.11%
Disagree	0.00%
Strongly Disagree	2.63%
Don't Know	5.26%

9b - 9b. Please tell us why you agreed or disagreed with the proposal and if you have any other suggested proposals. Word Cloud detects common themes from the open text.



9c - 9c. Please indicate below the impact that the proposal may have on you

Positive Impact	36.11%
No Impact	30.56%
Negative Impact	5.56%
Don't Know	27.78%

9d – 9d Please tell us the reason for your answer. Word cloud detects common themes from the open text.



4. Conclusion

The Committee is required to consider the information presented on the Older Adult Services Home treatment Team and the engagement and consultation responses on the proposed closure of Rochford Ward at Pilgrim Hospital, Boston.

5. Appendices

These are listed below and attached at the back of the report	
Appendix A	Older People and Frailty Services Engagement Work Plan

6. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Jane Marshall, Director of Strategy, People and Partnerships, Lincolnshire Partnership NHS Foundation Trust, who can be contacted via Jane.Marshall3@nhs.net

Older People and Frailty Services Engagement Work Plan

Date	Delivery Method	Audience	Activity
Engagement Events			
12 th December 2017	Focus Group Having a Conversation	Service users, carers, families, providers and interested people in Grantham	Starting a conversation about how to improve services
14 th December 2017	Focus Group Having a Conversation	Service users, carers, families, providers and interested people in Skegness	Starting a conversation about how to improve services
19 th December 2017	Workshop	Staff	To engage with staff about the potential changes
3 rd January 2018	Focus Group Having a Conversation	Service users, carers, families, providers and interested people in Spalding	Starting a conversation about how to improve services
8 th February 2018	Focus Group Having a Conversation	Service users, carers, families, providers and interested people in Lincoln	Starting a conversation about how to improve services
14 th March 2018	Focus Group Having a Conversation	Service users, carers, families, providers and interested people in Boston	Starting a conversation about how to improve services
12 th April 2018	Focus Group Follow up – requesting a conversation about next steps and support for a cross county service.	Service users, carers, families, providers and interested people in Lincoln	Starting to shape feedback

Date	Delivery Method	Audience	Activity
Engagement Events			
8 th May 2018	Focus Group Follow up – requesting a conversation about next steps and support for a cross county service.	Service users, carers, families, providers and interested people in Grantham	Starting to shape feedback
15 th May 2018	Focus Group Follow up – requesting a conversation about next steps and support for a cross county service.	Service users, carers, families, providers and interested people in Spalding	Starting to shape feedback
3 rd October 2018	Staff Carers Pathway	Staff	Looking at the Clinical Pathway
19 th October 2018	3 rd Sector Event	Providers/Groups	Feedback and information sharing
Summer 2018	Questionnaire	Carers	To develop the carers pathway
September – December 2018	Newsletters	Stakeholders	To update
21 st November 2018	Carers Pathway	Carers, patients, providers, staff	Making the clinical pathway more user friendly

Date	Delivery Method	Audience	Activity
Conversations about the Home Treatment Team			
1 st July 2019	Focus Group Having a Conversation	Service users, carers, families, providers, staff, third sector and interested people in Grantham	Feedback and information sharing
2 nd July 2019	Focus Group Having a Conversation	Service users, carers, families, providers, staff, third sector and interested people in Skegness	Feedback and information sharing

Date	Delivery Method	Audience	Activity
Conversations about the Home Treatment Team			
30 th July 2019	Focus Group Having a Conversation	Service users, carers, families, providers, staff, third sector and interested people in Louth	Feedback and information sharing
31 st July 2019	Focus Group Having a Conversation	Service users, carers, families, providers, staff, third sector and interested people in Lincoln	Feedback and information sharing
8 th August 2019	Focus Group Having a Conversation	Service users, carers, families, providers, staff, third sector and interested people in Boston	Feedback and information sharing
14 th August 2019	Focus Group Having a Conversation	Service users, carers, families, providers, staff, third sector and interested people in Spalding	Feedback and information sharing

Date	Delivery Method	Audience	Activity
Consultation Events			
14 th January 2021	Consultation Event	Service users, carers, families, providers, staff, third sector and interested people in Older People & Frailty Services	Feedback on proposal and information sharing
18 th January 2021	Consultation Event	Service users, carers, families, providers, staff, third sector and interested people in Older People & Frailty Services	Feedback on proposal and information sharing
20 th January 2021	Consultation Event	Service users, carers, families, providers, staff, third sector and interested people in Older People & Frailty Services	Feedback on proposal and information sharing

Date	Delivery Method	Audience	Activity
Older Adult Advisory Group Meetings			
11 th September 2019	Older People Advisory Group	Service users, carers, staff and third sector	To act as a critical friend to the Older Adult Service
6 th November 2019	Older People Advisory Group	Service users, carers, staff and third sector	To act as a critical friend to the Older Adult Service
22 nd January 2020	Older People Advisory Group	Service users, carers, staff and third sector	To act as a critical friend to the Older Adult Service

The Older Adult Advisory Group meetings were postponed in March 2020 due to COVID-19 restrictions. These will commence again when restrictions have been lifted.