


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:	17 May 2023
Subject:	Manthorpe Unit, Grantham and District Hospital - Extended Temporary Closure for Enhanced Dementia Home Treatment Pilot

Summary:

- Manthorpe Ward is an 18-bed ward in Grantham, caring for older people with complex dementia needs. This service is not location specific and is one of two dementia wards in the county, supporting people from across Lincolnshire. The other ward is based at Witham Court in Lincoln.
- Manthorpe Ward was temporarily closed in April 2020 as part of the Trust’s emergency response to managing the impact of Covid-19 on staffing levels. Staff from the ward were redeployed to support the remaining ward in Lincoln and enhance the community offer in the early stages of the pandemic to provide a seven-day service and reduce the need for admission to hospital.
- During this period United Lincolnshire Hospitals NHS Trust also designated the Grantham Hospital site, where Manthorpe is based, as a Covid-19 green site and (Lincolnshire Partnership NHS Foundation Trust (LPFT) services were asked to be located elsewhere during this period.
- Due to the ongoing impact of the pandemic on services, the ward remained temporarily closed throughout 2020 and in November 2020 the Trust started an alternative pilot of a dedicated Dementia Home Treatment Team (DHTT) to continue to minimise the need for hospital admissions for this vulnerable patient group. This model was based upon an already proven and successful Older People’s Mental Health Home Treatment Team (MH-HTT) in the county.
- This new way of working has already demonstrated consistent positive clinical outcomes, with significantly fewer patients admitted to hospital.

- During the temporary closure, people have continued to be admitted to Langworth Ward in Lincoln when they have still required hospital care. No one has travelled outside of Lincolnshire for dementia care as a consequence of the temporary reduction in beds.
- With the significant impact of Covid-19 on LPFT wards now starting to ease to more manageable levels and the wards having more sustainable staffing levels, the Trust and commissioners are proposing an extended and further enhanced pilot of the dementia home treatment model for a further 12 months to fully evaluate its impact and develop future options for how dementia care could be delivered in Lincolnshire in the future.
- To allow this to happen, it is further proposed to extend the temporary closure of Manthorpe ward for the pilot period (twelve months) to allow the staff and resources from this ward to be used in the enhanced dementia home treatment team pilot.
- Patient, carer, staff and stakeholder engagement around older people and frailty mental health and dementia care in the county has been taking place for five years, both prior to and during the pandemic and temporary ward closure. Feedback regarding the new 'hospital at home' model has been positive and there have been no worries identified regarding the temporary closure of the Grantham ward during this period. Further engagement work will take place prior to the next stage of launching and throughout the twelve month pilot period.

Actions requested:

1. The Committee is asked to note the report on the continued pilot of dementia home treatment and extended temporary closure of the Manthorpe unit in Grantham.
2. Taking into account the continuous public engagement and involvement carried out on the service developments to date, the committee is asked to endorse this continued engagement approach for the period of the extended pilot to help inform next steps.

1. Background

Manthorpe ward is an 18-bed unit in Grantham, providing assessment and treatment for older people with dementia whose needs are too complex to be safely managed within the community. It is one of two wards supporting people with dementia and admits patients from across the full breadth of the county, not just the Grantham area. It was temporarily closed in April 2020 as part of the Trust's emergency response to managing the impact of Covid-19 on staffing levels.

Staff from the ward were redeployed to support the remaining dementia ward in Lincoln (Langworth ward) as well as enhance the local older people community mental health teams to provide a seven-day service in the early stages of the pandemic, reducing the need for admission to hospital for this vulnerable patient group.

During this temporary closure United Lincolnshire Hospitals NHS Trust also designated Grantham Hospital site as a Covid-19 green site, and LPFT services were asked to be relocated elsewhere during this period (June 2020 – April 2021) and this meant the continued temporary closure of Manthorpe ward which was based on the hospital site.

As it became clear that the pandemic was going to continue to impact services for a longer duration than originally anticipated, the enhanced seven-day community mental health team offer was amended and in November 2020 the Trust started a pilot of a dedicated dementia home treatment team. This also allowed the community mental health teams to return to their core delivery model and tackle increasing waiting times that were developing.

Home treatment in older people and frailty services was already proving successful for those with mental health needs and was demonstrating positive clinical and patient experience outcomes, with significantly fewer patients admitted into hospital as a consequence.

The new Dementia Home Treatment Service provides a countywide, community-based 'hospital at home' service, with the support of a multi-disciplinary team, comprised of medical, nursing, and allied health professionals. It is delivered seven days a week for those patients whose needs are escalating beyond the care of the existing community mental health teams and prevents potential admissions to hospital.

The team provide intensive assessment and home support for a set period of time to provide safe care during a period of escalating needs. This allows a further stepping up of care from the current community offer, enabling more intensive support to be provided at home, rather than in hospital. It also allows for an earlier discharge, where additional intensive support can be provided as they step down from hospital care.

This 'hospital at home' approach allows the Trust to maintain sufficient inpatient capacity for anyone who needs admission despite the reduced bed numbers, and causes no additional delay in people being able to access community support. Furthermore, the addition of a community-based 'hospital at home' was flagged as a positive development in feedback received from patients, carers and staff and something identified as a previous gap in service.

During the pilot to date, the dementia home treatment team has been based in Boston, Grantham and Lincoln, but provide a full county-wide community offer to anyone with dementia that requires this level of additional support. A timeline is set out in Appendix A.

2. Impact to Date

- During the period of Manthorpe's temporary closure, no dementia patients have required an admission to hospital outside of Lincolnshire as a consequence of the reduction in beds.
- Occupancy on the Trust's remaining dementia ward in Lincoln has remained below 80%. In July to September 2022 NHS Benchmarking Network data set showed the Trust's occupancy rates at 73% compared to a national average of 89%.

- The introduction of dementia home treatment has seen fewer patients admitted to hospital. Fewer than 5% of patients seen by dementia home treatment team progress to an admission.
- Dementia patients' escalating care needs during this period have been successfully supported either in the dementia home treatment team or in Langworth Ward in Lincoln.
- Dementia related hospital admissions have reduced by 46% (between 2020-2023) when compared to the three-year period prior to the pandemic and introduction of dementia home treatment (2017-2020).
- Admission rates are one of the lowest nationally at 6.6 per 100,000 registered population*.
(*National benchmarking data: September 2022)
- Since the temporary closure of Manthorpe there has been 189 dementia related admissions to Langworth Ward. Ten of these admissions have been from the Grantham area. This is a reduction from 22 Grantham patients requiring and being admitted to hospital prior to the closure.
- Throughout the pandemic the Trust has been able to offer community-based support seven days a week, in line with national, regional and local strategic objectives for increased community-based access and care delivery. In addition, the home treatment model enables:
 - Increased support to care homes (from where a significant percentage of dementia admissions traditionally arise) to manage emerging complexity through education, support and treatment.
 - Step-down support for dementia patients in ULHT/acute care to care-homes to enable more timely discharge.
 - Support to other providers to prevent admission to the acute trust – for example, East Midlands Ambulance Service, Lincolnshire Community Health Services NHS Trust.
 - Links with wider Lincolnshire collaborative projects such as virtual wards, enhanced health in care homes and frailty agendas, end of Life care - developing joined-up supportive pathways.
- Due to significantly lower length of stay (compared to ward-based care) and greater flexibility of 'caseload' capacity, the dementia home treatment team can support more patients than the ward-based model and therefore is more flexible and adaptive to changing/fluctuating system demands.
- Better access, clinical outcomes and patient experience for those with dementia and their carers – hospital admission, even when required, can be distressing and can further escalate care needs.
- There has been positive patient, carer and professional feedback about the home treatment model throughout engagement sessions and service evaluation surveys.

- Hospital admissions are now reserved for those with very complex needs, who truly cannot be supported in the community, further reducing inappropriate admissions as a consequence of closing a previous gap in service.

3. Engagement to Date

A significant amount of engagement activity has already been carried out over the last five years around older adult services, more specifically around dementia services since 2021 (see Appendix B). Previous engagement and consultation supported the development of the older adult mental health home treatment team and eventual closure of Rochford ward in Boston, and has continued throughout the pandemic to understand the impact of the temporary closure of Manthorpe ward and the development of the dementia home treatment model to date.

These events have highlighted several themes including:

- Patients and carers prefer care within their own home where possible, to reduce the impact on the person with dementia from having to be removed to an unfamiliar environment.
- Patients and carers want to be able to access beds when needed in wards that are fit for purpose. They appreciate there is a need to travel for specialist support.
- Support for carers has been discussed in detail and has led to developments within the service (i.e., greater support at home, training and education, carers lead and peer support worker posts in model).
- There was disparity between access to mental health home treatment services and a lack of similar services for those experiencing a dementia diagnosis.
- Options for crisis support for older adults and its impact for carers and patients (whilst DHTT support crisis periods, it is not a crisis service).
- Changes needed within the Dementia Specialist Ward to enhance support for patients and carers.
- The importance of support for carers when caring for someone with dementia at home.
- Impact on carers having to travel to visit someone when in hospital and how the Trust could support this with digital technology. Identified carer link now in place on the wards and the Trust will support with travel costs where required.
- During engagement since the temporary closure of Manthorpe ward, there have been no complaints or concerns expressed about the impact of the temporary closure.
- Participants have been positive about the development of dementia home treatment as a resource. Their feedback has also helped formulate the model for the next phase of development with new roles and specialisms now proposed in the dementia home treatment model to support more complex needs in the community (i.e. dedicated pharmacy, additional clinical practitioners, social workers, occupational therapy psychologists, dietician and physiotherapist).

4. Next Steps

Due to the positive outcomes seen with the introduction of a dementia home treatment service, the Trust would like to further enhance the service model and continue its pilot for a further twelve months to fully evaluate its impact.

This expansion would provide greater clinical capacity, further supporting those at risk of being admitted within the community, and supporting some key system partners with clinical escalation and areas of pressure for people with dementia (e.g. care homes, delayed United Lincolnshire Hospitals NHS Trust (ULHT) discharge/step-down, ambulance support).

To allow the Trust to do this, it would need to use existing resources in its dementia care pathway. Most practically this will come from the extended temporary closure of Manthorpe ward for the period of the pilot, to allow the existing staffing resource and budget to be repurposed short term to fully pilot this model.

With the lessening impact of the pandemic on staffing levels and a more sustainable available workforce on the Trust's older people and frailty wards, the Trust feels more confident in redirecting the redeployed staffing resource from Manthorpe ward, which is currently being used on the remaining wards, to further enhance the dementia home treatment service, without a negative impact on patient's experience and safety on the wards.

In April 2023, both the Trust Board of Directors and NHS Lincolnshire Integrated Care Board Executive Team considered the proposals and supported the extended pilot of home treatment and temporary closure of Manthorpe ward for a further twelve months.

During this pilot, it has also been agreed that the Trust will further evaluate the impact of the hospital at home model and seek an independent review by the East Midlands Clinical Senate, before formulating proposals for the future care delivery of urgent and acute dementia care, including the future of Manthorpe ward and any continuation of the dementia home treatment model.

The Trust's engagement with patients, carers, staff and organisations that support people with dementia will also continue to ensure there is no unintended consequences from the continued temporary closure and help inform next steps.

There will be some initial update sessions held in May and June to update patients and their carers about the continued service changes and to discuss the impact of this, as well as further workshops throughout the next twelve months to support the continued development and evaluation of the dementia home treatment model. Details will be shared with the committee once finalised.

It is proposed that once this pre-engagement work has taken place that the formal twelve-month pilot will start in July 2023.

5. Consultation

This is not a formal consultation item. However, the Committee's views are being sought on continued engagement for the extended period of the pilot.

6. Conclusion

The Committee is asked to note the report on the continued pilot of dementia home treatment and extended temporary closure of Manthorpe unit in Grantham. Taking into account the continuous public engagement and involvement carried out on the service developments to date, the Committee is asked to endorse this continued engagement approach for the period of the extended pilot to help inform next steps.

7. Appendices

These are listed below and attached at the end of the report:

Appendix A	Timeline of Temporary Closure to Date
Appendix B	Engagement To Date
Appendix C	Patient Admission Data for Wards

8. Background Papers

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

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Timeline of Temporary Closure to Date

March 2020	Covid-19 formally escalates and England placed in first national lockdown.
April 2020	LPFT take emergency decision to temporarily close Manthorpe Ward, to support provision of safe staffing in a critical position (primarily qualified posts). Some staff redeployed to support remaining wards and others to enhance community mental health teams to provide a seven-day service, to address/reduce risk and need for admission.
June 2020 to April 2021	Grantham Hospital becomes designated Covid-19 Green Site. LPFT required to vacate the site. Manthorpe Ward becomes inaccessible and LPFT community teams relocated.
November 2020	Staffing reconfigured to create a new Dementia Home Treatment Team and allow older people community mental health teams to return to core delivery model and tackle increasing waiting times.
September 2021	Following favourable outcomes demonstrated by the dementia home treatment model (i.e. 95% admission avoidance and zero out of area) during the period of Green-Site closure. The Trust considers further piloting Dementia Home Treatment model, plus a reduced 8-bed offer at Manthorpe Ward. This however, was not progressed due to ongoing pandemic pressures and workforce availability on the remaining wards.
May 2022	Impact of pandemic on wards starts to ease to more manageable levels and workforce moves to a more sustainable footing. However, pressures still remain at points, necessitating continued enhanced staffing to ensure clinical safety.
August 2022	Based on continued positive outcomes (admission avoidance, zero out of area and reduced bed occupancy on remaining ward) The Trust's Strategic Delivery Team supports a revised proposal to pilot an expanded dementia home treatment service and extend the temporary closure of Manthorpe Ward in the pilot period. Occupancy remains below capacity and it was felt inappropriate to admit people to hospital if they can be effectively supported in less restrictive settings, therefore additional beds identified as not being required Increased hospital admissions identified as a risk if home treatment was removed/discontinued at this stage. Further modelling work undertaken.
April 2023	LPFT Board of Directors and NHS Lincolnshire Integrated Care Board support the continued but enhanced and formal pilot of Dementia home treatment for a further 12 months, and extended temporary closure of Manthorpe ward.

Engagement to Date

Date	Delivery Method	Audience	Activity
14/01/2021	Face to Face	12 people attended	Consultation for Rochford and expansion of mental health home treatment
18/01/2021	Face to Face	14 people attended	Expansion of home treatment
20/01/2021	Face to Face	5 people attended.	Consultation for Rochford and expansion of mental health home treatment
11/05/21	Virtual	10 people attended	Stakeholder Group service developments, impact of Covid-19. Dementia home treatment progress, Manthorpe Ward temp closure
13/07/21	Face to face	6 people attended Spalding	Older Adult advisory Group/Stakeholder Group Service developments, impact of Covid-19. Dementia home treatment progress, Manthorpe Ward temp closure
13/09/21	Virtual	8 stakeholders attended	Older Adult advisory Group/Stakeholder Group Service developments, impact of Covid-19. Dementia home treatment progress, Manthorpe Ward temp closure and poss alternative model
22/11/21	Face to Face	9 attended	Older Adult advisory Group/Stakeholder Group Service developments, impact of Covid-19. Dementia home treatment progress, Manthorpe Ward temp closure
13/01/22	Face to Face	20 people	Sutterton Men's shed
18/01/2022	Face to Face	13 people attended (4 patients/carers)	Engagement event on service development and delivery
19/01/22	Face to Face	24 patients, carers of people with dementia	Bourne Dementia Support Group

Date	Delivery Method	Audience	Activity
24/01/2022	Virtual	14 people attended (2 patients/carers)	Engagement event on service development and delivery
25/01/22	Face to Face	30 people	South Holland and District Health and Wellbeing Network
02/02/22	Face to Face	16 People (PWD and carers)	Alford Support Group
02/02/22	Face to Face	8 people	Alford GP surgery staff meeting-
03/02/22	Face to Face	40 people (People with Dementia and carers)	Buddies Dementia Support Group
07/03/22	Virtual	8 attended	Stakeholder meeting
May 2022	Virtual	20 members on the group	Older People and Frailty Stakeholder Meetings
16/05/22	Face to Face	40 people (community members/people with dementia and carers)	Stamford Art Centre Dementia Education event – presentation and Stand
March 2022	Face to Face	Older People & Frailty Stakeholder Visit to Manthorpe Ward 5 members for the Stakeholder group	visited Manthorpe ward to discuss the proposed plans for the unit.
10/06/22	Face to Face	30 people	For Ever Young Group - regarding latest developments in Older adults – dementia home treatment and ward developments
01/07/22	Face to Face	20 stakeholders and 37 people attended.	Discussion pathways, services and developments within older people and frailty division including Manthorpe and DHTT
11/07/22	Virtual	10 stakeholders attended	Discussion pathways, services and developments within older people and frailty division including Manthorpe and DHTT

Date	Delivery Method	Audience	Activity
04/10/22	Face to Face	20 members of the public	Stand at Lincoln Library for Dementia Awareness Week – talking about DHTT developments and people’s choices
13/10/22	Face to Face Sleaford	19 stakeholders and 19 members of the public	Cuppa and Conversation event
14/12/22	Face to Face	20 people	Lincoln Social Prescribers, Dementia Friends session and LPFT service chat regarding latest developments in older adults - DHTT
23/01/23	Face to Face	8 people attended	Update on service developments, including, DHTT, new posts within DHTT, model development,

Patient Admission Data for Wards

