

Cabinet – 19 June 2013

Commissioning Mental Health Services – Broadway North Resource Centre.

Portfolio: Councillor McCracken- Social Care

Related portfolios: Councillor Ali – Public Health and Protection
Councillor I. Shires – Community Engagement and Voluntary Sector

Service: Broadway North Residential Services

Wards: All

Key decision: No

Forward plan: Yes

1. Summary

- 1.1 A review has been completed by the Mental Health Commissioning Team (part of the Joint Commissioning Unit) to evaluate the Mental Health Services located at Broadway North. Broadway North has been operating as a specialist facility to support those recovering from mental ill health with both day and residential care services available on the site.
- 1.2 The review has considered value for money and the models of service that are currently offered on the site. The review has examined day services; and residential respite and crisis bed services.
- 1.3 The review recommends that the Council consider the closure of the residential element of Broadway North Centre and that alternative equivalent provision is purchased from the independent sector.
- 1.4 The closure of the bedded facilities will save money to the Council whilst increasing the opportunity to develop the community resources on the site.

2. Recommendations

- 2.1 That the Interim Executive Director of Social Care and Inclusion be authorised to undertake formal consultation with Staff and the Trade Unions and with key stakeholders to consider the closure of the residential services at Broadway North. That a further report is brought back to cabinet on the results of these consultations in September 2013.

- 2.2 That Broadway North continues to evolve as a place where day based activities will be offered for people recovering from mental ill health, alongside community based activities run by local community organisations.

3. Report detail

- 3.1 Broadway North, which had been formerly built and run as an elderly persons care home became a Mental Health Resource Centre in 1994 and currently has 10 residential beds for crisis and respite care as well as a day service which operates from Mondays to Fridays each week.

3.2 Residential facilities

- 3.2.1 The residential care beds have offered both the opportunity for those who need some respite (usually to give carers a break and maintain an individual's mental wellbeing) and some crisis response beds for those who need help but where this does not require an admission to a psychiatric hospital.
- 3.2.2 Evidence informs us that some patients will get much better results if they can remain close to their own homes within a non-medical setting when they have a crisis which is precipitated by their poor mental health. The focus of the work of the crisis beds is to support and help people recover and return home as quickly as is possible.
- 3.2.3 Currently the crisis/respite unit comprises single bedrooms with additional shared facilities including a lounge, kitchen, bathrooms. None of the rooms have en-suite facilities however lack of en-suite rooms has never been raised as a concern by service users or by CQC inspectors as people's stays are always short term. Most recent CQC inspections have been positive about the quality of care and provision at Broadway North. This has also been evidenced by patient/service user feedback where they have reported positive outcomes and rated the service and staff very highly.
- 3.2.4 The following figures reflect the level and type of activity for the residential unit for the year -12/13.

Table 1 – Admissions to Broadway North 2012/13

Type	quantity	Comment
Referrals	287	
Crisis admissions	126	Bed based Crisis Intervention to prevent hospital admission for those whose mental health does not require a hospital stay
Respite admissions	24	This offers a break for those who are carers and also to maintain users mental wellbeing in times of need
Short stay/step downs	35	Step down beds from hospital aims to prevent delayed discharged from hospital.
Detoxifications	56	These are funded by the Drug and Alcohol Team (DAAT)

Table 2 – Bed usage at Broadway North (% bed nights used of total bed nights available) – 2012/13

Type of residential stay	Available bed nights	Bed nights utilised	% used
Crisis – Mental health	2,190	1,238	56.5%
Crisis - Detox		228	10.4%
Sub total	2,190	1,466	66.9%
Respite Stays	1,460	142	9.7%
Short stay/step downs		685	46.9%
Sub total	1,460	827	56.6%
Grand total	3,650	2,293	62.8%

The average occupancy across the whole unit for the financial year is 62.8% or just over 6 beds of the 10 available.

- 3.2.5 To provide a model that is value for money for Walsall MBC, this is discussed later in the report under the financial section. It is recognised that if the available occupancy of unit was utilised 100% of the time this would indeed provide a case for the continued investment in this area however as it has been demonstrated in the body of this report the number of beds required is less than 6 and with the current complement of staff this would not provide value for money by continuing to provide this support from Broadway North.
- 3.2.6 Commissioners have explored alternative options and they can secure crisis and respite bed provision with a trusted local independent sector provider at a cost of £620 per week with a total yearly cost of £32,240 per bed. This service can be flexed up if required and has the benefit of having experienced staff on duty 24 hours per day. Home Treatment team will be called upon if required as is currently the case at Broadway North; this has been discussed and agreed with the local NHS provider Dudley and Walsall Mental Health Trust who are commissioned to provide this support in Walsall.
- 3.2.7 This provider already provides step down provision in line with the mental health recovery pathway to enable users who have had an acute hospital episode to have their discharge back to the local community facilitated in a timely way. Those users who have utilised the resource for detox will be considered when commissioning any alternative provision to meet their needs in partnership with the Drug and Alcohol commissioners

3.3 Day services

- 3.3.1 The day service works in partnership with Walsall College, Manor Farm Association, Links to Work, DWMH Health Services, Mencap and a Carers Service. Park Hall Community Association is the most recent addition to the provision that is based at Broadway North. This service offers a range of educational and therapeutic, timetabled activities which complement the existing day opportunities on offer.

- 3.3.2 Assessments are person centred and interventions are outcome focused aiming to support an individual to enter volunteer work or employment. Day service staff work closely with employment support workers and have achieved good outcomes for clients with severe mental ill health.
- 3.3.3 The day service has received 352 referrals for 2012/13 for the range of therapies provided whilst the social care educational courses have attracted 102 enrolments and Health Services have an average 100 attendees per week.
- 3.3.4 It is the aim to enhance this model further by evolving into a 'wellbeing hub' supported by partners in Social Care, Primary Care (GPs) and Public Health to provide a spectrum of advice, preventative support and recovery opportunities for those people who experience mental ill health in Walsall.
- 3.3.5 Commissioners will be working with health, social care and public health colleagues to ensure the local needs of the population can be addressed in the wellbeing hub model, this will be the focus of the development of a joint business case that will be presented to all parties to jointly finance this facility.

4 Council priorities

- 4.1 This proposal is in line with the overall Council objective to improve the health and well being of the people of Walsall and is in accordance with the priorities established by the Joint Strategic needs Assessment, the Health and Well Being Strategy and the Sustainable Community Strategy.

5 Risk management

- 5.1 Some service users will undoubtedly find change uncomfortable. They may feel that their mental health needs have not been fully considered and may wish to challenge the council. Alternative services are available to meet need as outlined in this paper.
- 5.2 Staff side representatives may wish to offer alternatives to the council to ensure their members employment continues
- 5.3 It must be noted that previous consultations that have taken place may not reflect the current users at Broadway North due to the natural progression of recovery for this client group. To mitigate the risks to the council and to ensure full consultation will take place officers aim to undertake further consultation on the proposals.

6. Financial implications

- 6.1 The total bed weeks required based on the average occupancy 2012/13 would indicate a need for just over 6 beds per week for all types of support. The budget for the Broadway North Residential unit for 2013/14 is currently £294,444 (excluding CSS recharges).
- 6.2 Commissioners have found that there is capacity in the local market to meet the number of both crisis and respite beds required. Costs for a private sector organisation would be £620 per bed per week for both types of service

Table 3 – Unit cost comparisons

Resource:	Cost per bed per week (£)
Broadway North (100% of beds used)	566
Broadway North (current usage 62%)	913
Private sector comparison	620

- 6.3 **Table 3** indicates the relevant unit costs of the service. If the unit was to be fully utilised then the unit cost for each bed would be £566 per week compared to the private sector comparison of £620 per week. However, due to current 62% occupancy levels the real cost per bed is actually £913 per week.
- 6.4 On the basis of commissioning 6 beds from the private sector it is possible to estimate the total cost would be £193,440. The proposals would therefore produce a full year saving against the budget of £101,004 based on the principle that we require only 6 beds and not the current 10 available at Broadway North. This assumes no other additional costs of closing the residential facility are incurred elsewhere.
- 6.5 Potentially greater savings may be achieved for respite support if provision can be offered as an alternative such as supported living accommodation.
- 6.6 Should any redundancy costs be incurred as a result of this decision, then funding that has been identified as part of a previous year's budget exercise will be available.

7. Legal implications

- 7.1 The Council and the NHS are committed to ensuring the delivery of care and support with due regard to equality legislation. Failure to do so could result in legal challenge.
- 7.2 The guidance places a duty on the council to ensure each service user who accesses the Broadway North Resource Centre has the right to an assessment of needs and if they are eligible under the FACs criteria, to provide a service to meet those needs accordingly. Alternative residential provision will need to be available as outlined in the report.

8. Property implications

- 8.1 This site and premises has been used by Adult Social Care for many years and as such is an existing use. The Resource Centre will continue to make full use of the building; therefore any decision in relation to Residential Services is not expected to achieve any reduction in buildings costs.

9 Health and Wellbeing implications

- 9.1 The aim of the evolving mental health and wellbeing hub is to support mental wellbeing and resilience; to advise on lifestyle choices and the implications on

mental ill health; to support and maintain good mental health for those who have experienced episodes of ill health; and to work towards recovery for those who have experienced an acute episode of mental ill health.

10. Staffing implications

- 10.1 Decommissioning of the residential unit will result in staff jobs being placed at risk – normal Walsall redeployment policy will apply. Consultation with Trade Union representatives will take place and there would be a need to comply with the statutory consultation process before closure is recommended to take place.

11. Equality implications

- 11.1 An equality impact assessment was completed in February 2012 and this will be updated as part of the forthcoming consultation but no immediate implications have been identified.

12. Consultation

- 12.1 Consultation will be undertaken for the recommended period following the outcomes of this report to ensure that service users, carers, staff and trade unions and other stakeholders view are fully considered.

Background papers

None.

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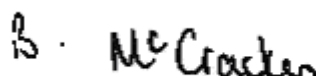
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Signatures



John Bolton
Executive Director

10 June 2013



Councillor McCracken
Portfolio holder

10 June 2013