

# Proposals for the Lambeth Hospital site



South London  
and Maudsley  
NHS Foundation Trust



# Aims of the session

To share information about the Trust's clinical vision and proposals for the long-term future of the Lambeth Hospital site.

To get your views on what is being proposed.

To explain what happens next.

# Our clinical vision

- The Trust's clinical vision is to prevent mental ill health and intervene early, providing treatment to support people to recover.
- The Trust's clinical and estates strategy is to move more care, where it is safe to do so, closer to home. This care will be delivered through community mental health teams in a variety of out of hospital community facilities.
- This strategy is aligned with the clinical priorities of the wider Lambeth Living Well Network Alliance.
- When in-patient admissions are needed we want to be able to provide treatment in modern, fit-for purpose therapeutic environments to help aid recovery.
- We want to support people to avoid them being admitted as an in-patient and, if they are admitted, it is as a specialist intervention.
- We also want to create more motivating places for staff to work in.
- To to deliver this vision we are working together with our Alliance partners to consider options that could see us move community services into better equipped local hubs with in-patient services consolidated in new, high quality facilities.

# Guiding principles

The following guiding principles underpin our future vision:

- A community care focus - moving away from reliance on bed based and in-patient care.
- Improving accessibility of services for patients - addressing barriers such as locality, timeliness, capacity and quality.
- Integration across care providers and partnerships/alliances - to deliver care more efficiently and effectively.
- Integration of physical and mental health for patients.
- Economically sustainable mental health services.
- High quality and therapeutic environments for patients and staff, to ensure a high quality workforce with low attrition rates.

# Feasible options

Together with Lambeth CCG, we are exploring two options for the long-term future of the Lambeth Hospital site.

These options have been developed because they are both deliverable and affordable.

**Option 1:** Stay as we are (do nothing).

**Option 2:** Transfer community services into existing and refurbished community locations and move in-patient services to a new, high quality building, called Douglas Bennett House, on the Maudsley site.

# Key points to consider

Below we have outlined some key points in regards to the proposals:

- There is a significant need for investment in new, high quality accommodation to replace outdated wards in poor condition.
- There is not going to be any loss of beds or of specific services as a result of these plans. This is about how we deliver our existing services in the most effective way possible for patients.
- Where we are able to deliver new, modern facilities, like those proposed in Douglas Bennett House (DBH), all wards will be single-sex and all rooms will have en-suite bathrooms.
- Community services will be provided in refurbished and improved accommodation across Lambeth borough.

# Engagement so far

Between January 2016 and May 2018, we held workshops with clinicians and staff in order to get feedback on what is important in a mental health in-patient environment. This included:

- The requirement for the wards to have private, en-suite bedrooms to meet current needs and viability, and ensure privacy and dignity.
- The need to have single side corridors, where possible, with good bedroom observation.
- The importance of natural light and open spaces.
- The need for a tribunal suite and administrative offices.
- The importance of having the neuropsychiatry ward on the ground floor, for easy access.
- The shape of the building and the shift from the H shaped existing building, to more of a bow-shape, with two internal courtyards.

We are proposing to hold further engagement session with staff and service users in early 2020 to focus on the detail of the internal spaces and interior design of the new building proposed for Windsor Walk.

## Option 2 – overview of possible moves

### Lambeth Hospital to Maudsley Hospital:

- Rosa Parkes (acute admission ward) – *into new DBH*
- Nelson (acute admission ward) – *into new DBH*
- Luther King (acute admission ward) – *into new DBH*
- Eden (PICU) – *into new DBH*
- Tony Hillis Unit (THU) (rehabilitation ward) – *into new DBH*
- Leo ward (early intervention inpatient ward) – *onto Maudsley campus (current ES2)*

### Lambeth Hospital to Bethlem Hospital

- Ward in the community / McKenzie ward (forensic rehab ward) – *likely to move to current Lishman Unit.*

### Bethlem Hospital to Maudsley Hospital

- Lishman ward (Neuropsychiatry unit) – *into new DBH*
- Eating disorders unit – *into new DBH*

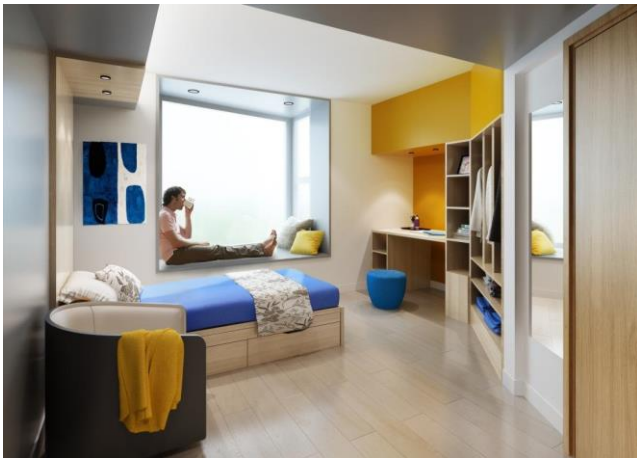


# New building on Windsor Walk



As part of Option 2 we are proposing that in-patient services will be moved to the new Douglas Bennett House building on the Maudsley campus. The building will provide 143 beds across eight wards:

- Six 18-bed adult acute mental health wards for adults who are severely mentally unwell will be based on the first, second and third floors.
- There will be one specialist 17-bed neuropsychiatry ward on the ground floor and one specialist 18-bed eating disorders ward on the upper floor.
- The modern wards will be adaptable to accommodate both male and female service users, in single-sex accommodation, with all rooms having en-suite bathrooms.



*Computer generated image of the proposed new DBH building and indicative image of an in-patient room*

# Community facilities



Our vision is for our community facilities to provide good quality outpatient environments in community settings with:

- Domestic style furnishings.
- Spacious rooms and high ceilings.
- Natural light.
- Use of colour and artwork.
- Calm environments.



We are taking inspiration for our community facilities from other world renowned mental health spaces such as Heart of Hounslow (top), Parkwood Institute, Canada (middle) and Old See House, Belfast (bottom).



# Decision making criteria

A range of criteria will be used to make a decision on which option is chosen.

Do you agree with this and are there others that should be included?

#	Criteria	Key points – how well the option...
1	<b>Strategic Fit</b>	How well the option supports the Trust’s clinical strategy to move more care into the community and reduce the number of sites with inpatient accommodation, to enable future models of care.
2	<b>Service User Centred</b>	How well the option meets the needs of our service users, including providing high quality and therapeutic accommodation, that maintains privacy and dignity and reduces variation in care.
3	<b>Workforce</b>	How well the option meets the needs of our staff including supporting retention and recruitment of the most talented and well trained staff to support our service users over the long term.
4	<b>Value</b>	How affordable and economically sustainable is the option, in the long term.
5	<b>Deliverability</b>	How well does the option minimise disruption to the Trust’s clinical services and operations during development and is deliverable.

# Your feedback

We are running workshops with staff and stakeholders as part of the Pre-Consultation Business Case to hear views on the current work/service user environment and the proposed options.

## Current environment:

- What makes a good environment to work in?
- What would you improve the current environment?
- What have you seen working well on particular wards that we should do everywhere?
- What do you think works well for service users on our existing wards/environments?
- What do you think is a detriment to service users on our existing wards/environments?

## The options:

- Do you have any thoughts about the two proposed options – what would be the benefits or challenges of each?
- How do you think we can manage or mitigate any of the challenges?
- What questions do you have about the two options?

# Your feedback

## Community model:

- What things do we need to consider if we were to relocate community services from the Lambeth Hospital site into a other sites?
- Do you have a view on the number of sites that would be required?
- Do you have a view on where they are distributed across the Borough?
- What are the main things you would like to see achieved by this move?

# Next steps

Your feedback today will be included in a Pre-Consultation Business Case (PCBC) which is currently being prepared. If you or your colleagues would like to provide any further comments feedback then they are invited to get in touch with the Trust Communications Team: [communications@slam.nhs.uk](mailto:communications@slam.nhs.uk)

We are continuing to hold workshops with staff teams and stakeholders across the Lambeth site to gather views to inform the PCBC.

We have established a communications and engagement steering group jointly with the CCG to design and support engagement with patients and carers, staff and stakeholders including local community groups across Lambeth.

We are planning to organise a public consultation on these service change proposals in early 2020, following an assurance process by NHS England. The outcome of this will be presented to Lambeth Council's Overview and Scrutiny Committee.

There may also be a consultation on the planning possibilities for the future of the Lambeth site.

Following the above, the intention is for a full business case to be submitted for approval to the Trust board in 2020. A planning application for the redevelopment of Douglas Bennett House has been submitted to Southwark Council and is subject to approval by the Council's planning committee.

Thank you