



Croydon

Clinical Commissioning Group

Longer, healthier lives for
all the people in Croydon

Foxley Lane Women's Service

Have your say



Foreword

We want to improve mental health services for local people and make sure we are making the best use of NHS funding in Croydon and we want your help to do this.

In this document you will read about our proposal to close the services currently provided at Foxley Lane, a women's mental health ward in Purley. We propose that in future women will be supported by community mental health services and where it is safe to do so in their own homes.

Foxley Lane began providing inpatient mental health services in 2010. Mental health services in primary care and the community are now much better equipped to treat service users with the level of care that Foxley Lane provides than they were six years ago. Our proposal is for a range of community mental health services including Croydon Home Treatment Team to provide the services currently delivered at Foxley Lane.

This proposal is about making sure people in Croydon will receive the right care, in the right place for the money that is available. We need to make sure every pound of NHS money is spent in the best way possible. You may have heard that the NHS in Croydon has to find savings of millions of pounds over the next few years. This has meant that local GPs have had to assess every service the local NHS provides and the benefits of them to our service users. We know that by treating patients in the community rather than at Foxley Lane the local NHS could save over £500,000 a year and deliver better care for patients.

Foxley Lane is valued by the women who have been treated there and always receives very positive patient feedback. However, because of the relatively small number of women who are treated there it is no longer sustainable or value for money for the NHS given the limited resources we have for local healthcare.

Over the last two years, the CCG has invested

more than £9 million to improve access to mental health services and develop community care services so that we can support patients to be treated in their own homes and communities. Mental health specialists and patients agree that supporting people at home or near to where they live is the most effective way of helping people to get better quicker.

We know that people that stay connected to their home life and local communities recover faster. We believe that by moving treatment from Foxley Lane to community teams including the Home Treatment Team, women will be better supported to manage their mental health in their own homes.

Foxley Lane serves a relatively small number of women each year, just 55 women last year. We believe that this service no longer meets the needs of our community. We want to engage with our patients and public about this proposal so that we know this is the right decision, informed by the people who use the service and their carers and families.

We hope you will take the time to consider the proposal set out in this document and let us know what you think. Please have your say by completing the questionnaire at the end of this document and posting it to our freepost address. You can also complete the questionnaire online at www.croydonccg.nhs.uk

Thank you for considering our proposal.

Dr Tony Brzezicki
Clinical Chair,
NHS Croydon Clinical Commissioning Group



If you would like this document in an alternative format please contact:

- ▶ getinvolved@croydonccg.nhs.uk
- ▶ 020 3668 1384

NHS Croydon Clinical Commissioning Group (CCG) plans and pays for most health services in Croydon. South London and Maudsley NHS Foundation Trust (SLAM) is the main provider of hospital based mental health services for patients in Lambeth, Southwark, Lewisham and Croydon. They also provide some mental health services in the community, alongside some voluntary sector organisations.

Engagement period:

Tuesday 1 November 2016 to
Friday 6 January 2017

Introduction

In 2014 the local NHS and Croydon Council reviewed mental health services in Croydon and found that many people suffering from mental health problems were being treated in hospital when they would be better supported at home by their GP and local community services.

We talked to over 150 local people, our health and social care partners and stakeholders about mental health services in the borough. Following this review we published our Croydon Integrated Mental Health Strategy for Adults 2014 to 2019 which set out our plans to invest and improve community and GP care for people suffering mental health problems so that fewer people need to stay in mental health hospitals.

Local people agreed that we should invest more NHS money so that mental health services can:

- ▶ help prevent people developing mental health problems in the first place
- ▶ support people in the early stages of a mental health problem before it interferes with their quality of life
- ▶ support people at the point their mental health problem reaches crisis to prevent them needing to be admitted into hospital

We want to help support people to be able to stay at home, rather than go into hospital unless their condition makes this absolutely necessary.

We also have a responsibility to spend NHS money wisely and to live within the resources available to provide health services for the people of Croydon.

What are we proposing?

We are proposing that the service provided at Foxley Lane is closed and patients are supported in the community by mental health services including the Home Treatment Team.

We believe this is the best value for money and the best for patients because:

- ▶ the demographics of mental health patients in Croydon have changed and Foxley Lane is no longer best placed to provide this type of service - this is reflected in the reduction in the number of patients that are referred to the unit
- ▶ there is increasing demand on services, as more people are detained under the Mental Health Act, there has been an increase in general referrals and increasing demand for acute inpatient beds
- ▶ the mental health triage model of care is able to rapidly assess people prior to treating them in their homes
- ▶ there are now a range of services in the community listed on page 8 which could better meet the needs of these patients including the Home Treatment Team
- ▶ this would be more cost effective for the NHS, and would save over £500,000 each year

What is Foxley Lane Women's Mental Health Unit?

Foxley Lane is an eight bed inpatient unit for women who have mental health conditions and who have voluntarily agreed to be admitted. It is not for women who have been detained under the Mental Health Act.

Foxley Lane treats women aged 18 to 65 who have an ongoing mental health illness at points in their lives when they reach crisis and need a high level of support from mental health professionals. The service takes direct admissions and acts as a 'step down' for women after an acute inpatient ward stay, and prior to returning home.

The service is used by women from a broad range of ethnicities. The largest group is White British at 54%, which is similar to the Croydon population as a whole.

Foxley Lane treated 55 patients in 2015/16, and 84 patients the year before.

Foxley Lane is a unique service, there is no similar service for men, and none of our neighbouring boroughs have a service of this kind.

Foxley Lane has very positive feedback and those women who are treated there value the service and benefit from the care they receive there. The majority of patients who participate in the NHS Friends and Family Test say they would recommend Foxley Lane to family and friends. However, because of the relatively small number of women who are treated there and the changing needs of local people it is no longer sustainable or value for money for the NHS given the limited resources we have for local healthcare.

What staff run the Foxley Lane service?

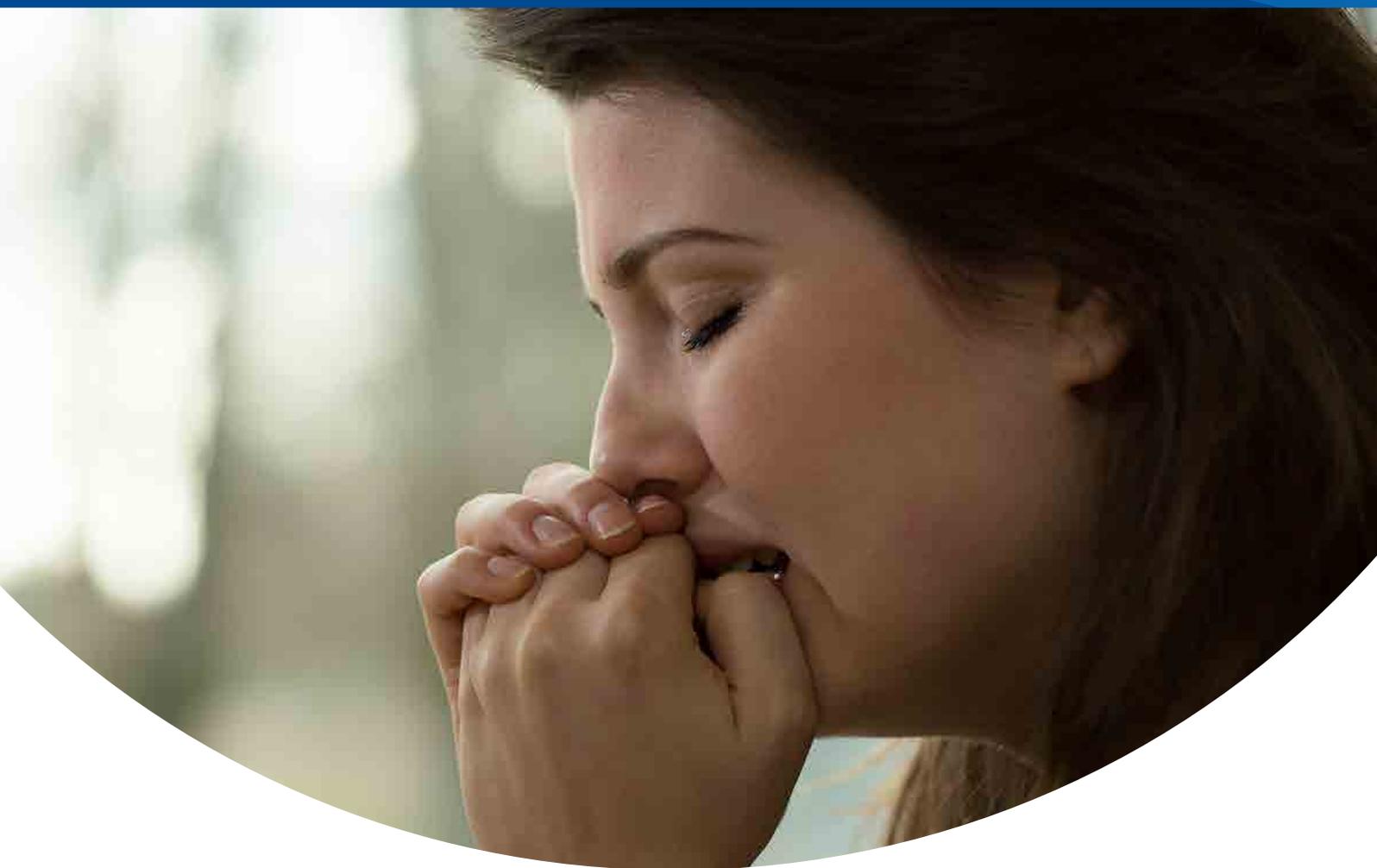
The unit is run by women for women, with a male consultant who visits for clinical review meetings.

There are 18 members of staff who work at Foxley Lane, many of whom are part time. Around half of these members of staff are qualified nurses and the other half are care assistants and administrative staff. This is different from acute inpatient mental health wards where they have more staff per bed. For example, an inpatient acute ward of 18 beds would have more qualified nurses, a full time consultant, and three junior doctors.

Foxley Lane is a referral service. Admissions are requested by other mental health professionals from community teams, the Home Treatment Team, psychiatric liaison and inpatient wards. These admission requests go through the acute referral centre.

If this proposal goes ahead, the Trust believes that they would be able to redeploy the staff at Foxley Lane to other roles. They will follow the job protection policy to make sure staff are fully supported. The Trust will support the Foxley Lane team in this process.





Why has the need for the services at Foxley Lane changed?

In the last few years the demand on inpatient services has increased, with growing numbers of women requiring admission under the Mental Health Act. Foxley Lane is unable to accept women who have been admitted under the Mental Health Act, this means that it is not a flexible enough service to meet the changing needs of enough local women.

Foxley Lane began providing this service in 2010 when services within the community were not as well developed or resourced as they now are. Since 2010, the CCG and the Trust have invested money and training to develop effective community mental health services. Mental health services in primary care and

the community are now much stronger and better equipped to treat service users who do not necessarily need inpatient care, but do need extra support which can be identified and provided in the community.

Doctors, mental health professionals and patients now believe that treating people in their home environments leads to better health outcomes for patients and means they recover more quickly.

If Foxley Lane is no longer used in this way, the building would be reassessed for other uses as part of the Trust's wider review of its estates.



How would these patients be treated in the future?

In the six years since Foxley Lane first started providing this service, a number of services have been developed which provide high quality care for women with mental health needs. These are outlined on page 8.

A number of service users currently admitted to Foxley Lane could have their care managed at home by the Home Treatment Team. Best practice shows that treating patients at home, where safe to do so can improve outcomes and experience. We believe that the improved community services are one of the reasons why there are now fewer admissions to Foxley Lane than in the past.

Foxley Lane admissions

Admissions	Annual total	Monthly average
2014/15	84	7
2015/16	55	4.6

The acute referral centre triages patients before they are admitted to an acute ward. This approach has been successful in Southwark and has managed acute admissions more effectively, so that people are not admitted to hospital unnecessarily, and those who are admitted have a shorter length of stay in hospital. Patients who don't need treatment in hospital are directed to the right community service.

Over the last few years, Foxley Lane has been used more and more as a 'step down' facility. This is for patients who may no longer need the high level of support of an acute ward, but are not ready to be unsupported at home. Foxley Lane is not very well designed for this purpose and in the future, patients would use more appropriate services. Although some patients may need to stay in acute inpatient wards, others could be better-treated at or closer to home by the Home Treatment Team. Foxley Lane is in Purley, south Croydon and the highest level of need is from service users in the north of the borough.

This change in use of the service has contributed to the amount of time each patient stays at Foxley Lane as the service is not designed in this way. Patients staying for a longer period in hospital is the main reason that there is pressure on inpatient beds, and has a greater impact than an increase in patients.

The NHS will also need to make sure service users who are homeless or require specialist placements like supported housing or rehabilitation are cared for in the best way.

There are some patients who would not be able to be treated in Foxley Lane because of the severity of their mental health condition. These women may need treatment in acute inpatient wards.



What is Croydon Home Treatment Team?

Croydon Home Treatment Team is a multi-disciplinary team of both health and social care professionals who provide support for people who are experiencing a mental health crisis in their homes. The service works seven days a week from 8am to 10pm. Outside of these hours there is a central triage service to make sure that patients can be given an initial assessment if this is urgently required.

The team provide intensive support for service users to prevent their mental health deteriorating and needing to be admitted to hospital.

Service users are visited by the Home Treatment Team twice a day in the initial stages of treatment, and from that point on the treatment will be centred around the patient's individual needs.

The Home Treatment Team is made up of over 30 members of staff including consultants, registrars, nurses, psychologists and support workers. The Home Treatment Team has a maximum caseload of 36 patients at any one time, and treated 606 patients in 2015/16. They have the capacity, along with the other services listed below to accommodate the patients currently treated at Foxley Lane.

Other services in Croydon that are available to support service users in the community include:

- ▶ **Promoting Recovery and MAP treatment services** who provide longer term treatment and support to patients with psychosis, affective disorders, anxiety and personality disorder.
- ▶ **Touchstone Personality Disorder Service** – a day service for people with personality disorder.
- ▶ **East and West Assessment and Liaison Community Services** – a GP referral service for rapid assessment who provide advice on the best treatment and care options available to people who have moderate to severe mental illness, such as anxiety, depression or personality disorder.
- ▶ **Early Intervention Service** who help people when they first begin to develop the symptoms of mental illness. They provide prompt assessment, treatment and advice to help people to maintain their health and to prevent them reaching a crisis point.

What are the benefits of our proposals for patients?

We believe female patients who would currently be admitted to Foxley Lane would be better treated by community services because they would:

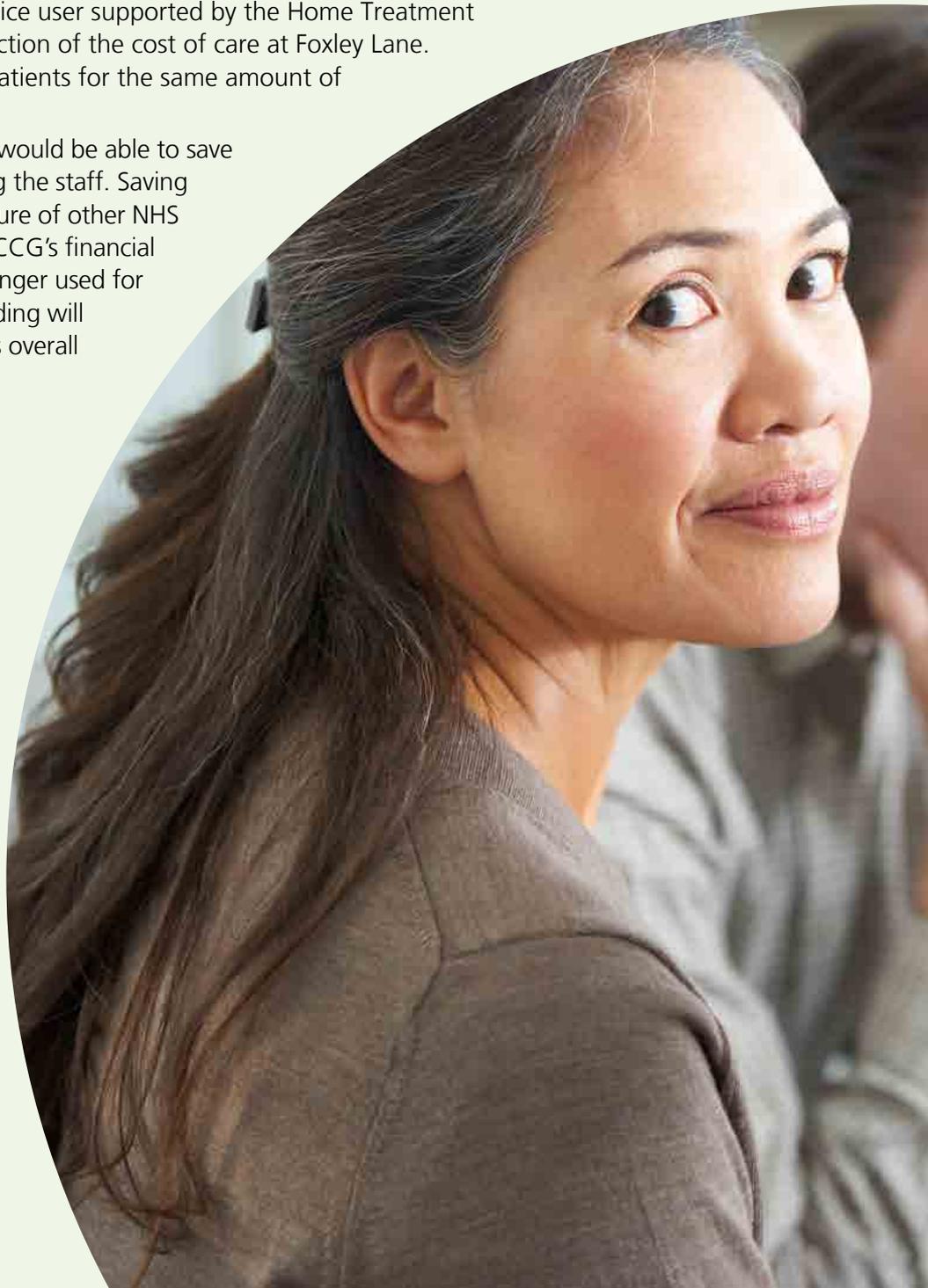
- ▶ have 24/7 access to treatment at home
- ▶ avoid a lengthy stay in hospital

How much does each of these services cost the NHS?

As well as being a more appropriate service for patients, providing care for patients at home rather than unnecessarily admitting them to a mental health ward is also much better value for money for the NHS's limited resources.

- ▶ every day a patient is treated at Foxley Lane it costs the NHS £295 - less than the cost of an acute bed which is £342
- ▶ the average length of stay for an inpatient in Foxley Lane is 36 days
- ▶ the average cost for every service user supported by the Home Treatment Team is £2,431, which is a fraction of the cost of care at Foxley Lane. Meaning we could treat five patients for the same amount of money.

If Foxley Lane was closed the NHS would be able to save £576,000 each year by redeploying the staff. Saving this money will help secure the future of other NHS services in Croydon as part of the CCG's financial savings plan. If Foxley Lane is no longer used for this service, other uses for the building will be considered as part of the Trust's overall estates strategy.



How will we engage with local people?

We know that the proposals in this document will be very important to past and current patients and carers of this and other mental health services as well as local community and voluntary organisations that support Croydon residents experiencing mental health issues.

We will work with the following groups, and are keen to make sure as many people as possible can have their say:

- ▶ current and past patients and carers of Foxley Lane
- ▶ patient forums and patient representatives of SLAM and the CCG
- ▶ Croydon Voluntary Action
- ▶ Hear Us - a group of users, providers and community and voluntary staff
- ▶ Off the Record and Mind Croydon
- ▶ Healthwatch Croydon as a key source of local patient intelligence on mental health services

Information and the questionnaire will also be available on our websites at www.croydonccg.nhs.uk and www.slam.nhs.uk

We are holding a public meeting to ask local people their views:

Wednesday 30 November 2016, 6pm - 8pm

The Community Rooms, Bernard Weatherill House, 8 Mint Walk, Croydon CR0 1EA

Please register for the event on our website at

www.croydonccg.nhs.uk

What will happen with your views?

Croydon CCG will consider all the views raised with us at a Governing Body meeting held in public.

If you let us know your contact details in the form at the back of this document or through our website we will write to you to inform you of the decision and next steps.



Questionnaire

About our proposals

Having read the document, I understand the reasons the local NHS is proposing to close the service provided at Foxley Lane.

Strongly agree Agree Don't know Disagree Strongly disagree

How much do you agree that the range of services in the community, including the Home Treatment Team, could meet the needs of patients better than Foxley Lane?

Strongly agree Agree Don't know Disagree Strongly disagree

How much do you agree that patients should receive care at home or as close to home as possible when it is safe to do so?

Strongly agree Agree Don't know Disagree Strongly disagree

Treating people in their own homes is a fifth of the cost of treating them in Foxley Lane. How much do you agree that, given its limited resources the NHS should plan for services that provide the best value for the most people?

Strongly agree Agree Don't know Disagree Strongly disagree

Are there specific, valuable elements of the service at Foxley Lane you are concerned would not be provided by other mental health services?

Yes No

Is there anything else you would like to tell us about these proposals?

Have you, or anyone you are close to, ever had experience of the Foxley Lane mental health service in Croydon?

Yes, me Yes, someone I care for Yes, someone I do not care for No

(please continue overleaf)

About you

Are you responding as:

- A local resident A representative of an organisation (please specify)
 A clinician, commissioner or other healthcare professional (please specify)

Would you like to hear about future developments in health services in Croydon?

- Yes No

If you would like to be notified of the outcome of this proposal or kept up to date about future developments in Croydon health services please leave us your email or postal address.

We would be grateful if you could complete the following information about yourself. Please be assured that this information will not be linked to your answers and health professionals will not receive any information that identifies you personally. These questions are optional and if you would prefer not to answer, then please leave them blank or tick the "prefer not to answer" option.

Please write in the name of your GP Practice:

Which of the following age groups do you fall into?

- 16- 24 35- 44 55- 64 75+
 25- 34 45- 54 65- 74 Prefer not to say

Are you...

- Male Female Prefer not to say

Please indicate your ethnic origin, are you:

- White – British or Irish
 White – other white background
 Black or Black British
 Asian or Asian British
 Mixed
 Chinese
 Prefer not to answer
 Any other (please write in below)

Have your say

Please take some time to fill in the survey on our website or complete the questions in this document, and post in an envelope addressed to:

FREEPOST ENGAGEMENT CROYDON CCG

You can read more about Foxley Lane and these proposals on our website at www.croydonccg.nhs.uk