

11<sup>th</sup> February 2019

## **HOSP Update:**

### **Staffing issues within our Older People's Mental Health Services in Southampton**

This paper provides an updated position in regards to staffing levels across Older People's Mental Health Services. It will also update on the number of patients who have been admitted to Poppy and Elmwood wards, rather than to Beaulieu.

#### **Poppy Ward, Gosport War Memorial Hospital (GWMH)**

We're pleased to report that Poppy Ward continues to be open to admissions and is able to maintain consistent and improved staffing levels. Recruitment continues and currently only two whole time equivalent (wte) Health Care Support Worker (HCSW) posts remain vacant. 2.6 wte registered nurse posts have been recruited to. The service has been successful in recruiting an additional administrator to continue the ongoing focused work on our rosters to maintain the level of scrutiny this requires.

#### **Beaulieu Ward, Western Community Hospital**

Beaulieu ward currently remains temporarily closed with some necessary environmental works being completed alongside the recruitment campaign.

#### **Staff on Beaulieu Ward**

All staff had a one-to-one meeting with senior managers and HR representatives to discuss available placements and any individual requirements whilst Beaulieu ward was closed. Following this, all staff were allocated to appropriate placements as agreed with them. The staffing numbers shift by shift for Berrywood Ward have been temporarily increased to allow for the fact the ward, as an OPMH ward, stands alone at the Western Community Hospital (WCH). The increase in staffing numbers enabled a substantial number of HCSW to remain at the WCH. The registered nurses on Beaulieu Ward transferred temporarily to Berrywood ward. A small number of staff elected to develop their skills within other services for the duration of the closure. These include the Specialist Falls Team and secure mental health services.

#### **Patients on Beaulieu Ward**

All patients and their families were fully informed both verbally and in writing by senior staff of the plan to close Beaulieu ward on Friday 16<sup>th</sup> November. Patients requiring ongoing inpatient treatment were transferred to Poppy and Elmwood wards. Patients requiring an appropriate discharge destination were identified and, with support from Adult Services and the CCG, these were safely discharged as they were clinically optimised. On Friday the 16<sup>th</sup> November, two patients remained on the ward who, to reduce unnecessary distress, were transferred to Berrywood ward. One patient was subsequently discharged the following day on the 17<sup>th</sup> November to a planned placement. The other patient remains in our service. The staff that transferred to Berrywood from Beaulieu ward have been able to support these patients to ensure continuity of care.

## **OUR VALUES**



Since the temporary closure of Beaulieu ward there have been four patients who have required acute admission to a dementia bed. Two patients were admitted to Poppy ward in GWMH and two patients were admitted to Elmwood ward in Parklands Hospital. We continue to collate and monitor this to ensure all patients and their families are supported. We will consider alternatives to admission, including care home placement and additional support in the community. For those patients requiring admission to either Poppy ward or Elmwood ward, we will speak to individual families to offer support to cover additional transport needs they may have in order to visit loved ones. To enable capacity to admit, both Poppy and Elmwood ward teams have had increased support to manage Delayed Transfers of Care (DTC) and patient pathways. There are currently 9 DTCs across Poppy and Elmwood wards as agreed with our system partners.

### **Actions to ensure safe services across our Older People's Mental Health Services**

We continue to work with all patients and their families to keep people safe and to ensure timely discharge when clinically optimised. Focused work continues on pathway management including the referral process for admission to the inpatient service.

We continue to monitor patient and family feedback with the support of the Trust Patient Experience Lead. To date, no concerns have been identified in regard to the Beaulieu closure.

Safer Staffing calls occur three times per week managed by the OPMH Inpatient Matrons and Safer Staffing Team. The daily call requirement has reduced due to the temporary closure of Beaulieu ward. The Associate Director of Nursing for Mental Health has an operational overview to support the service.

The Trust Organisational Team are working closely with the Matron and Beaulieu ward manager to organise development sessions in preparation for reopening the ward. These have commenced and the team has also been involved in identifying a new model of Dementia Care.

### **Recruitment/Staffing Update**

Our Recruitment Specialist has supported the development of a recruitment plan to focus on staffing Beaulieu ward to enable reopening; and there will be a continued focus also to recruit to other vacancies across OPMH Services.

Recruitment days specific to Southampton are being organised for January, March and May, the first was held on the 22<sup>nd</sup> January 2019.

A social media campaign is being supported by our Communications team to include Snapchat, Twitter and Facebook. The campaign will work on showing the engagement and diversity of working within OPMH Services.

Workforce development plans are being formulated to reflect the skill mix required on the ward. We are working to develop new career pathways and roles and a new care model for Older People's Mental Health. This aims to deliver more effective care and make working in this service a more attractive proposition for clinicians.

Dual registered nurses are being encouraged to apply for posts and efforts are being explored re: how competencies can be maintained and whether rotational posts will benefit the service.

A continued focus will remain on OPMH staff attending University recruitment events.

**Current recruitment to Beaulieu ward is:**

- 1 x Band 6 Nurse relocating from Norfolk to commence post in May 2019. Ward Manager keeping in touch with member of staff to ensure we remain their choice of work.
- 2 x preceptor nurses qualifying in September 2019 have applied for and have expressed a wish to work on Beaulieu ward. They were successful when we interviewed them.
- Alongside the focused recruitment campaign we will be exploring the use of Long Term Placements from NHSP and/or agency.

**Current Recruitment to Poppy Ward is:**

- 2.6 x registered nurses offered posts at recent interviews.
- 1 x student nurse was interviewed on 3<sup>rd</sup> January 2019.
- 2 x HCSW – one started week commencing 7<sup>th</sup> January and one in recruitment process.

**Plans to reopen Beaulieu Ward**

A detailed project plan is in place to reopen Beaulieu Ward, with a target date of May (the plan is enclosed with this update). This period of temporary closure is being used to make improvements to the environment on the ward so that patients can benefit from single-sex accommodation. It is likely that, in order to make these changes, the total number of beds on Beaulieu ward will be slightly less compared to the pre-closure amount.

We have been carefully monitoring the availability of older people's mental health beds across Hampshire and, despite the closure of Beaulieu ward, there has been a surplus of beds. We therefore have a high level of confidence that a small reduction in beds at Beaulieu ward will not impact our ability to meet demand for hospital beds, whilst ensuring single-sex accommodation which represents best practice.