

## Agenda Item No. 9

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| <b>Title of report:</b> | Proposals to move services from The Poplars to Brierley Hill Health and Social Care Centre |
| <b>For:</b>             | Dudley Health Select Committee   |
| <b>Date:</b>            | 31 July 2024   |
| <b>Delivered by:</b>    | Carolyn Green, Chief Nurse, Black Country Healthcare NHS Foundation Trust                  |

### Purpose

This paper is to provide an update to Dudley Health Select Committee on a proposal to move community mental health services from The Poplars to Brierley Hill Health and Social Care Centre.

### Introduction

Black Country Healthcare NHS Foundation Trust is the Lead Provider for mental health and learning disability and autism services across the Black Country. We also provide some family healthcare services in Dudley.

Our adult mental health service provides a range of support for people with severe and enduring mental illness, and we have a number of community teams across the four localities of the Black Country.

In Dudley, we have a Dudley South Community Mental Health Team based at Hill House (Stourbridge) and Halesview (Halesowen) and a Dudley North Community Mental Health Team based at The Poplars in Brierley Hill.

At The Poplars the following services are delivered from the site:

- Community Mental Health Services
- Outpatient appointments
- Psychology appointments

This move would affect approximately 1,200 patients.

### The proposals

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We are proposing to relocate services from The Poplars to approximately 340metres down the road to Brierley Hill Health and Social Care Centre (BHHSCC).

There will be no changes to service delivery, this is only a relocation of services.

We are currently negotiating the space options with Black Country Integrated Care Board who lease accommodation within BHHSCC.

We have not signed any contracts or have a moving date or timescale confirmed yet. We are hoping to be able to confirm that the moves will take place in autumn 2024.

### **Drivers for the proposal**

Our Estates Strategy sets out our ambition for delivering high quality community-based care from larger, modern, flexible primary care and community facilities, with the aim of reducing the number of small, isolated mental health-owned, historically inherited buildings, which tend to have poorer environments and lack of re-development opportunities.

Some of our clinical estate could be greatly improved and within the strategy we have set out a number of priorities over a three-year period that sets out what we will do to achieve our aims.

One of these priorities is The Poplars scheme which has a timescale for completion during 2024/25. We have reviewed patient feedback for the site and there has been some negative feedback received about the building environment, and how this has impacted on patient experience.

Another driver for the moves is the current building environment at The Poplars. The building is a council property with no formal lease arrangements. It is semi-maintained by NHS Property Services. The building has deteriorated and many of the critical infrastructure elements are failing, such as roofs and obsolete boilers as well as the building not being fit for purpose for modern healthcare standards. There is also accessibility issues for patients who have mobility requirements. Also, with the team being the only service on site it does create lone worker issues.

With the level of investment required, and constraints on finances, a move to a more modern building with other healthcare services was the

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preferred solution.

It supports BHHSC Centre becoming a hub for local health services with GP, community and mental health services located together.

## **Benefits of the proposal**

There are a number of benefits for staff, patients and the Trust with this proposal as detailed below.

For staff:

- Improved working environment
- Proposals are very close to current site so minimal disruption to travel
- Co-located with other services – improved safety (lone working)
- Promotes partnership working

For patients:

- Modern and more comfortable environment for appointments
- Accessible building with disabled parking, ramp access and lifts
- Proposals close to current site so minimal disruption to travel
- No change to service delivery – continuity of care

For Trust

- Supports wider estates strategy
- Offer of modern clinical environment for patients
- Investing in local health service infrastructure
- Offers additional bookable space for wider Trust colleagues
- Promotes partnership working

## **Move plan and timetable**

Once we have an agreed contract with Black Country ICB, we can be confident the moves will be taking place and we will be able to confirm the move plans and timetable.

Below is an indicative plan which includes key milestones for the move. These will need to be flexible to accommodate minimal disruption to

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services, space available at BHHSC, providing at least 6 weeks’ notice for patients.

Key milestones for the plan include:

- Agreement signed
- Space scoped with services
- Plans developed including move timetable
- Begin period of informing patients
- Service to develop plans to move equipment
- Equipment moves booked
- Moves take place

### Informing patients

Patients who attend appointments at the Poplars have severe and enduring mental illness so we need to be mindful of how we communicate this change to patients. Even though the change is minor in terms of distance, we appreciate that it could feel like a big change so we want to ensure it is handled sensitively.

One of the key messages we need to deliver is that services are not changing, and you will continue to see the same clinician as previous.

Once we have confirmation of the move logistics and the re-location date we will inform patients through a plan of activity. We have liaised with the Involvement team at Black Country Integrated Care System on our plans.

The approach we are proposing is detailed below and we can be flexible as to the needs of patients. For example, we could look to hold a patient meeting if required or provide more information on the moves if requested.

| Method/channel                   | Audience | Timescale   | Progress                             |
|----------------------------------|----------|---|--------------------------------------|
| Develop webpage for the moves    | Patients | TBC – to publish once we start informing patients | Page developed but hidden on website |
| Letter detailing moves and dates | Patients | TBC – to publish once we start informing patients | Letter drafted                       |

|                                       |                     |   |  |
|---------------------------------------|---------------------|---|--|
| Staff briefing                        | Staff               | Ongoing   | Regular updates through team meetings                          |
| Poster to display at The Poplars      | Patients            | TBC to print once move date confirmed             | Designed awaiting move date timescale                          |
| Leaflet                               | Patients            | TBC to print once move date confirmed             | Designed awaiting move date timescale                          |
| FAQs                                  | Patients            | TBC – to publish once we start informing patients | Incorporated as part of webpage but will be regularly reviewed |
| Social media posts highlighting moves | Patients and public | Schedule over a 6-week period                     | To schedule  |

Poster and leaflet examples



→ Poster to be displayed in Poplars (date to be updated)



→ Leaflet

We will feedback to the project group any comments/concerns around the moves and identify any themes that need addressing.

We have also engaged with Dudley Integrated Health and Care to take on board any learning from the High Oak Surgery moves to see if similar themes might come up. Most of the concerns were around parking, so we will include details on parking on site and nearby for patients in the communications.

### **Required actions**

Dudley Health Select Committee are asked to:

- a. **RECEIVE** this proposal for the relocation of community mental health services from The Poplars to Brierley Hill Health and Social Care Centre
  - b. **NOTE** the proposed relocation of services
  - c. **ENDORSE** the proposed moves and approach for informing patients.
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