

Baytrees Detoxification Unit

Report for Portsmouth Health Overview and Scrutiny Committee

Solent NHS Trust, 12 February 2016

1 Purpose of this report

1.1 This report provides an update regarding the viability of the Baytrees detoxification unit in Portsmouth.

2 Introduction and background

2.1 The Baytrees inpatient unit in Portsmouth provides residential detoxification programmes for people with drug and/or alcohol issues. The unit, provided by Solent NHS Trust, comprises 23 beds and was historically funded through two block contracts: one with Portsmouth City Council (PCC) for 11 beds, the second with Hampshire County Council (HCC) for 11 beds. The remaining (accessible) bed was historically used flexibly.

2.2 PCC cancelled their block contract arrangement in April 2013 and entered into a framework agreement. Bed occupancy reduced further from July 2015, after the contract for Hampshire substance misuse services was transferred from Solent to a new provider, following a competitive tender process. The change in contracts and change in demand for inpatient detoxification services has resulted in the unit not receiving referrals to the levels previously experienced.

2.3 Over the past 6 months the Trust has been exploring a range of opportunities to secure the future viability of the Baytrees Detoxification Unit in Portsmouth, including:

- Increasing our marketing activity
- Adapting our offer
- Working with new partners
- Exploring the private market
- Seeking block booking/risk share agreements with existing commissioners

3 Summary outcome of increased commercial activity

3.1 Unfortunately the effort the Trust has invested in increased marketing and exploration of other opportunities has not had a sustained positive affect on occupancy rates. To a large extent this is because the drive from public sector commissioners has been away from inpatient detox and towards community-based programmes.

3.2 In order for Baytrees to be viable, 17 of the 23 beds need to be occupied consistently every day. During Q2 2015/16, the busiest quarter to date this year, 11 beds were occupied on average each day. Baytrees is forecast to be £450k in deficit by the end of this financial year.

4 Trust Board consideration

4.1 In January 2016, following careful consideration, Solent NHS Trust's Board reluctantly concluded that the Baytrees service does not have a sustainable future. The Trust cannot sustain the current position whereby other services need to make savings in order to cover a loss-making service.

5 Staff engagement

5.1 On 26 January, the day after Trust Board, Solent's Chief Operating Officer, Operations Director and Operations Manager met with the staffing team at Baytrees to inform them that sadly, despite all our efforts, the Trust is no longer in a position to continue to run the Baytrees service.

- 5.2 Staff were informed that the Trust intended to talk to commissioners about ceasing provision of the service and the team discussed next steps with regard to the impact of this decision for staff members, commissioners and our service users. A written summary of the meeting and consultation papers were subsequently circulated. All staff have now entered a formal consultation process regarding the closure of the unit, in line with the Trust's Organisational Change policy.
- 5.3 This consultation process began with a staff consultation event during the week of 08 February and will last for 30 days. During this time, each staff member will have a 1:1 session with either their line manager or another manager and, where possible, HR. The purpose of this session is to discuss the formal consultation process, discuss skills and qualifications, clarify staff members' views and preferences and confirm that every effort will be made to find suitable alternative employment for staff within the Trust or wider NHS services.

6 Commissioner engagement

- 6.1 On 27 January, the Trust wrote to local commissioners and providers who hold budgets for residential detoxification, including Hampshire City Council, Portsmouth City Council, Southampton City Council, Inclusion the Isle of Wight Recovery Integrated Services and CRI as well as commissioners from neighbouring counties who have purchased beds at the unit. The letter summarised the current position and asked commissioners to work in partnership with the Trust to carefully and safely decommission the service and agree a joint approach to manage the process, reduce the impact on clients and ensure full engagement with Overview and Scrutiny committees. This was followed up with a conference call with the main commissioners on 10 February. A further call is scheduled for 17 February.
- 6.2 The Trust will work with commissioners – as well as the Hampshire provider, Inclusion – to look at alternative ways in which we may be able to support people with drug and/or alcohol issues who require detoxification in the future.

7 Service user engagement

- 7.1 The Trust is working with commissioners and provider services in the community to identify the best way of communicating the proposed closure of the unit. This may involve posters, written information and visits from the senior manager team for our most frequent/local referrers.
- 7.2 Service users will begin to be informed once the decision has been discussed at Overview and Scrutiny Committees.

8 Next steps

- 8.1 The Trust has established a project team who will work with commissioners and other partners to safely decommission the service, ensuring full engagement with all stakeholders and service users.
- 8.2 The Trust has made a commitment not to close the unit prior to the end of the financial year 2015/16; however whilst the unit continues to operate at a loss, other Trust services are impacted. In addition, the value of the therapeutic environment and efficacy of group programmes is reduced while only a few of the 23 beds are in use. It is therefore the Trust's preferred position to close the unit from the beginning of the financial year 2016/17, whilst engaging with commissioners and ensuring all processes meet the requirements of local Overview and Scrutiny Committees.