

Appendix C to Agenda item 5



**Kent and Medway**  
Clinical Commissioning Group

# **Improving inpatient mental health care: Proposal to relocate Ruby Ward**

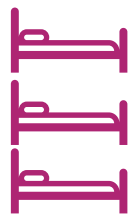
Consultation activity report: October 2021

# Contents

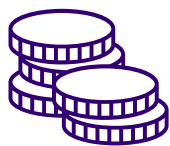
- Background and context
- Our consultation plan
- Consultation activity:
  - Raising awareness
  - Gathering views
  - Engaging with elected representatives
  - Mid-point review
- Delivery against aims and SMART objectives
- Post-consultation: Reviewing the feedback and next steps

# Background and context

# A national initiative to improve mental health inpatient wards



There is a Government initiative to **eradicate mental health dormitory wards** by 2024 – with funding provided to NHS organisations to deliver the initiative

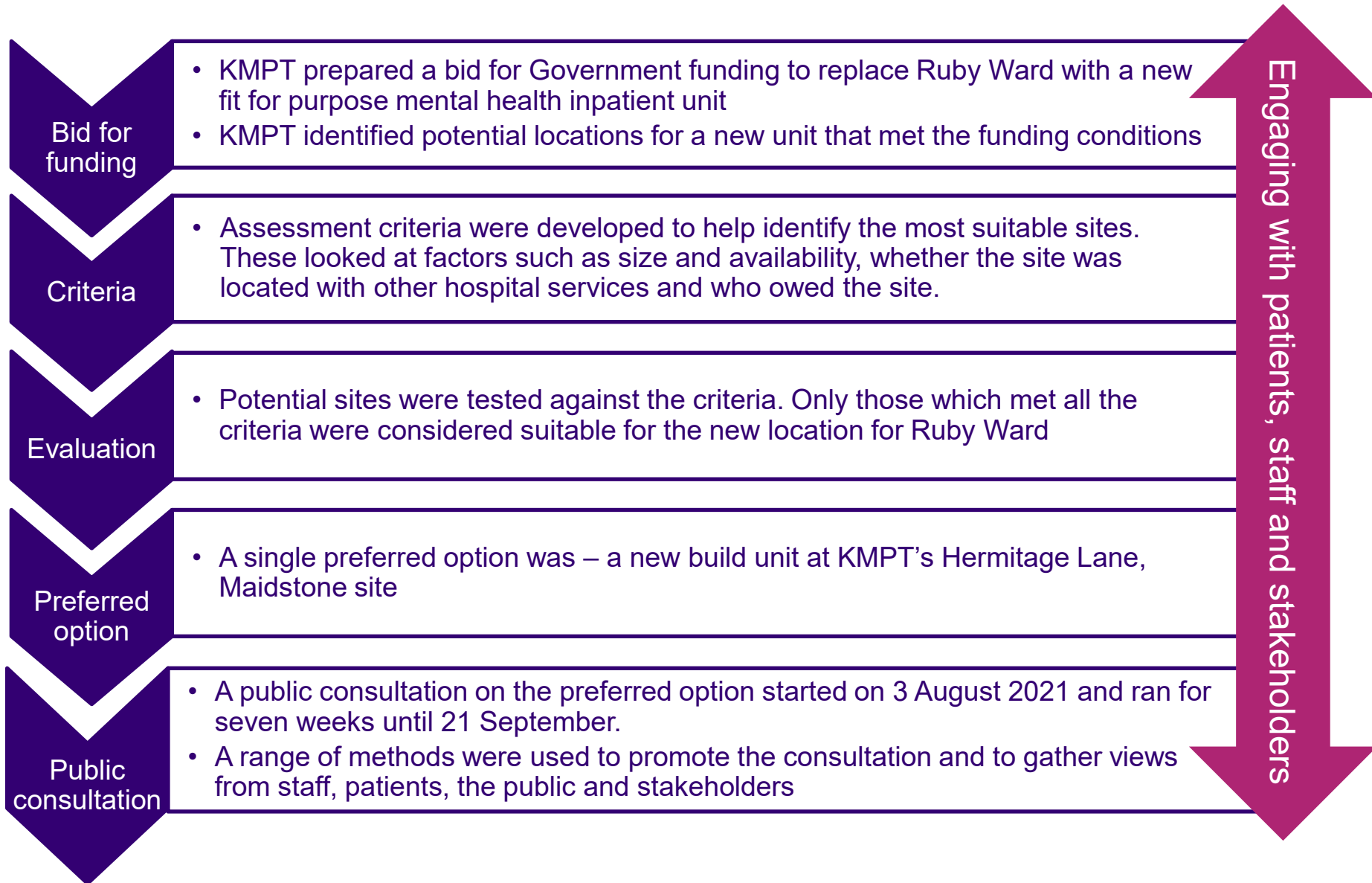


Kent and Medway NHS and Social Care Partnership Trust (KMPT) was allocated **£12.65 million to replace their last remaining dormitory ward** – Ruby Ward at Medway Maritime Hospital



Ruby Ward provides **care for older adults (65+)** with ‘functional mental illness’ (e.g. schizophrenia, bipolar disorder)

# The route to consultation



## The proposal we consulted on

**Our proposal is to build a new mental health unit for older people at Kent and Medway NHS and Social Care Partnership Trust's (KMPT) Maidstone site on Hermitage Lane, which is adjacent to Maidstone Hospital.**

**We are not proposing any significant changes to the way care is provided but we expect the new unit would enhance care.**



# An overview of our consultation plan

# About the consultation plan

- The consultation plan set out in detail the approach to consultation and the activities that were to be delivered during the consultation period
- It included:
  - Consultation principles
  - Aims and SMART objectives
  - Identification of stakeholders and audiences
  - Impacted protected characteristic groups
  - An activity plan
  - Approach to evaluating the consultation



# Our consultation principles

Our consultation plan set out the principles for our approach to the consultation.

These were to:

- consult with people who may be impacted by our proposals
- consult in an accessible and flexible way
- consult well through a robust process
- consult collaboratively
- consult cost-effectively
- ensure independent evaluation of feedback.

# Aims

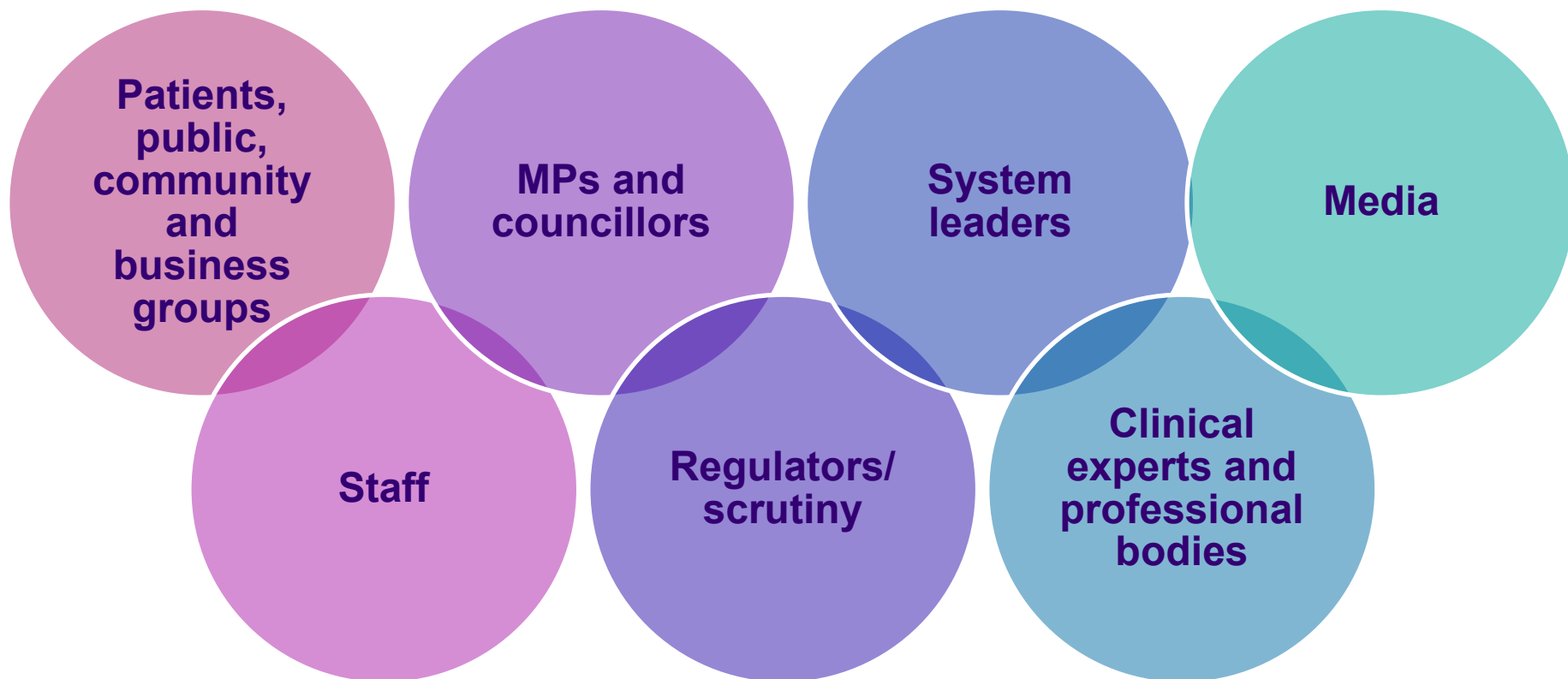
Our aims for the consultation were to:

- raise awareness of the public consultation and how to contribute across the affected geography
- collect views from the full spectrum of people who may be affected – including staff, patients, service users, carers, stakeholders, and the public
- ensure we use a range of methods to reach different audiences including activities that target specific groups with protected characteristics and seldom heard communities
- ensure those methods reflect changes to consultation and engagement as a result of the Covid-19 pandemic
- explain how the proposals have been developed and what they could mean in practice, so people can give informed responses to the consultation
- ensure that we preserve the integrity and legality of the consultation to the best of our ability should Covid-related circumstances threaten to undermine, or derail our plans
- meet or exceed our reach and response targets within the timeframe and budget
- ensure the CCG governing body consider fully the consultation responses and take them into account, in decision-making, with sufficient time for thorough consideration.

# SMART objectives

SMART objective	Measure/assessment
<b>Opportunities to see or hear about the consultation*:</b> 118,200 people (approximately 10 per cent of the core and target population)	Reach of consultation activity
<b>Target for active and direct engagements:</b> 2,955 people	Evaluation of consultation activity
<b>Target for responses:</b> 1,773 separate responses to the consultation	Number of responses received through consultation questionnaire, public events, focus groups, emails, phone calls, letters, social media interactions.
<b>Geographic ‘hot spots’ (areas that have a higher reliance on/likelihood of being impacted by proposed changes):</b> <ul style="list-style-type: none"> <li>• 60 people across 4x ‘drop-in’ exhibitions</li> <li>• 24 people across 4x focus groups</li> </ul>	Number of people attending events.
<b>Protected characteristics, seldom-heard/hard-to-reach and most impacted groups:</b> 7x focus groups including at least 36 people	Number of people attending the focus groups/interviews.
<b>Staff:</b> all affected staff have opportunity to access information about consultation, complete consultation questionnaire and/or join one of two staff workshops.	<ul style="list-style-type: none"> <li>• Evaluation of consultation activity: mailings to staff, staff-specific events, attendance at events.</li> <li>• Number of staff and/or their representatives responding to the consultation.</li> </ul>
<b>Patients, families, and carers:</b> <ul style="list-style-type: none"> <li>• All affected patients, families/carers have opportunity to access information and respond to consultation through a focus group, in-depth interview, the consultation questionnaire etc.</li> <li>• proactive outreach to at least 1x carer support group and at least 1x patient representative group.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of consultation activity: direct contact with families/carers, focus groups, events.</li> <li>• Number of patient/carers and/or patient carer organisations responding to the consultation.</li> </ul>
<b>Stakeholder attitudes:</b> <ul style="list-style-type: none"> <li>• At least 2x proactive engagement with elected representatives and patient representative groups</li> <li>• At least 3x positive feedback about the consultation process from stakeholder groups</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of proactive engagement with elected representatives and patient representatives.</li> <li>• Number of positive attitude feedback received from stakeholder groups.</li> </ul>
<b>Budget:</b> delivery of consultation activity within an agreed budget	Consultation budget is not overspent

# Our consultation audiences



# Equality and diversity (1)

Impacted groups	Planned engagement activity
<b>Age – older adults (over 65)</b>	<ul style="list-style-type: none"> <li>• Raise awareness through appropriate voluntary and patient community networks</li> <li>• Make information available on request in large print and audio formats to allow for age-related changes in vision</li> <li>• Provide both online and in-person engagement opportunities, and online and hard copy documents</li> <li>• Make sure sufficient older people, as well as a mix of other age groups are included in our focus groups and telephone interviews</li> </ul>
<b>People with disabilities or sensory needs</b>	<ul style="list-style-type: none"> <li>• Make consultation information available in an Easy Read format and on request in audio and large print</li> <li>• Promote consultation with local disability forums and provide appropriate feedback mechanisms</li> <li>• Offer a specific focus group for people with disabilities</li> </ul>
<b>Gender reassignment (trans)</b>	<ul style="list-style-type: none"> <li>• Liaise with local trans groups to promote the public consultation</li> <li>• Offer a specific focus group (or if difficult to recruit to, individual depth interviews) for trans people</li> </ul>
<b>Race</b>	<ul style="list-style-type: none"> <li>• Make consultation document and questionnaire available on request in the five most commonly spoken languages in Kent and Medway</li> <li>• Link in with local faith and cultural groups</li> <li>• Briefing provided to local interpreting services</li> <li>• Work in partnership with ‘Friends, Families and Travellers’</li> <li>• Offer a specific focus group for people from different ethnic minorities</li> </ul>
<b>Religion or belief</b>	<ul style="list-style-type: none"> <li>• Use existing relationships with religious leaders to promote public consultation and ask what materials/involvement activities would be appropriate for their communities</li> <li>• Establish links with the local interfaith forum</li> <li>• Ensure religion and beliefs can be discussed in the proposed focused groups</li> </ul>

# Equality and diversity (2)

Impacted groups	Planned engagement activity
<b>Sex</b>	<ul style="list-style-type: none"> <li>• Make sure there are appropriate images men and women can identify with in any design</li> <li>• Link with older men's and women's groups</li> <li>• Focus groups and telephone interviews will include both sexes</li> </ul>
<b>Sexual orientation</b>	<ul style="list-style-type: none"> <li>• Liaise with local LGBTQ+ groups to promote the public consultation</li> <li>• Offer a dedicated focus group</li> </ul>
<b>Other disadvantaged or inclusion groups – carers</b>	<ul style="list-style-type: none"> <li>• Work with local carers organisations to raise awareness of the consultation</li> <li>• Offer a range of engagement activities on different days and at different times so carers have the opportunity to participate around their caring schedule</li> <li>• Offer a specific focus group for carers</li> </ul>
<b>Other disadvantaged or inclusion groups – areas of socioeconomic deprivation</b>	<ul style="list-style-type: none"> <li>• Raise awareness with local community and voluntary groups that reach this audience for example, food banks, housing associations, homeless charities</li> <li>• Provide both online and in-person engagement opportunities, and online and hard copy documents</li> <li>• Produce information in a variety of formats using plain English to ensure it is accessible</li> <li>• Offer a range of ways to respond that are free e.g. freepost address, email and online</li> <li>• Offer a specific focus group for people in areas of socioeconomic deprivation</li> </ul>
<b>Other disadvantaged or inclusion groups – clinically extremely vulnerable who shielded during pandemic</b>	<ul style="list-style-type: none"> <li>• Raise awareness with local community and voluntary groups that reach this audience</li> <li>• Provide a range of online and Covid secure opportunities to find out about, engage and respond to the consultation</li> <li>• Offer a specific focus group for those who have shielded and are clinically extremely vulnerable</li> </ul>

# Planned approach (1)

Consultation method	Approach overview/description
<b>General publicity and information sharing</b>	<ul style="list-style-type: none"> <li>Promote information via physical and digital channels using advertising, video, posters, social media, as well as via NHS organisations and stakeholder/ community channels.</li> <li>Proactive and tailored information to be communicated or shared with specific communities or groups.</li> </ul>
<b>Website/ online media</b>	<ul style="list-style-type: none"> <li>Webpage with comprehensive guide to consultation, regularly updated, including information to help the public to understand the impact of the proposed changes on them individually.</li> <li>Consideration of online exhibition to interactively share information in an accessible and engaging way and to seek feedback.</li> <li>Video/ animation to explain the proposal in an accessible way.</li> </ul>
<b>Telephone and freepost</b>	<ul style="list-style-type: none"> <li>Consultation team accessible via telephone, post and online mechanisms to ensure opportunity to give feedback is available to those who may be digitally excluded or less digitally experienced.</li> </ul>
<b>Consultation questionnaire</b>	<ul style="list-style-type: none"> <li>Online and hard copy questionnaire available to be completed by people in response to general publicity, specific outreach or after attending events.</li> </ul>
<b>Residents' survey – telephone interviews</b>	<ul style="list-style-type: none"> <li>Interviews with a representative sample of the general public (age, gender, working status, district/area) including harder to reach residents, including those who don't have a car.</li> </ul>
<b>Public exhibitions x4</b>	<ul style="list-style-type: none"> <li>In-person drop-in sessions providing an opportunity for information giving and detailed conversations with local communities.</li> </ul>
<b>Public online listening events x4</b>	<ul style="list-style-type: none"> <li>Online events with panel-led plenary and facilitated 'table discussions' to ensure everyone has an opportunity to give feedback on the proposals, held during consultation weeks 2-6, two in the day and two in the evening.</li> </ul>
<b>Patient and voluntary group meetings</b>	<ul style="list-style-type: none"> <li>Attend existing meetings to raise awareness of our plans and to provide an opportunity for detailed conversations with patient and voluntary group representatives. Feedback from each meeting will feed into the consultation process.</li> </ul>

## Planned approach (2)

Consultation method	Approach overview/description
<b>Qualitative focus groups x11</b>	<p>Targeted focus groups to better understand the impact of our proposals on those identified in the inequalities impact assessment (IIA) as likely to be disproportionately impacted:</p> <ul style="list-style-type: none"> <li>• protected characteristic groups x4 – disability, trans, race, sexual orientation</li> <li>• groups potentially impacted x3 – carers, deprived, extremely clinically vulnerable (shielded)</li> <li>• specific geographies x4</li> </ul> <p>The groups will be set up to ensure we hear from older people, as well as a mix of other ages, and both sexes.</p>
<b>Staff engagement</b>	<p>Specific, focused staff engagement meetings for staff directly impacted by the proposals using in-person and digital engagement methods and including two staff workshops during the consultation period.</p> <p>NB: Any employer-led formal HR-led consultation with employees, on potential changes to individual job roles to support the implementation of proposed changes is outside the scope and remit of this consultation plan.</p>
<b>Stakeholder engagement</b>	<ul style="list-style-type: none"> <li>• Formal consultation with Medway HASC</li> <li>• Ongoing updates to Kent HOSC</li> <li>• A visit with Medway HASC councillors to demonstrate ‘modern mental health care in Medway’</li> <li>• Regular briefings to Kent and Medway MPs</li> <li>• Regular information flows with key stakeholders</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• Engage with media proactively and reactively throughout consultation</li> <li>• Use media to promote events and opportunities to engage</li> <li>• Provide clinical spokespeople wherever possible</li> </ul>



# Measuring our success

The success of the consultation will be measured against the aims and SMART objectives, with a focus on:

- the depth and breadth of responses/feedback on the proposals
- the targets for reach set out in this plan
- feedback from respondents on the process of the consultation, including their views on how the consultation has been conducted within the context of the pandemic
- feedback from Medway HASC, Kent HOSC, Medway and Kent Healthwatches, and NHS England and NHS Improvement post consultation
- whether we meet our statutory and legal duties associated with consultation.

# Consultation activity: raising awareness

# Raising awareness: print and digital advertising



**NHS**  
Kent and Medway  
Clinical Commissioning Group

## Tell us what you think...

The NHS in Kent and Medway is consulting on proposals to replace our last remaining 'dormitory' mental health ward at Medway Maritime Hospital with a new unit in Maidstone.

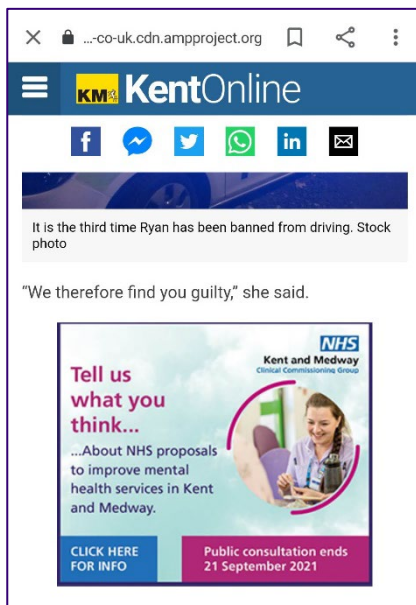
**Public consultation runs  
3 August to midnight 21 September 2021**

- Scan the QR code (below right) or visit:  
[www.kentandmedwayccg.nhs.uk/get-involved/ruby-ward](http://www.kentandmedwayccg.nhs.uk/get-involved/ruby-ward)
- Or call us on 01634 335095, option 2
- Or send your name and address to:  
Freepost, Kent and Medway NHS,  
Ruby Ward Consultation  
and we will send you the information you need.



We placed adverts in **five KM Media Group print publications** between 11th August 2021 and 16th September 2021:

- Kent Messenger, Medway Messenger, Sheerness Times Guardian, Sittingbourne News, Gravesend & Dartford Messenger which have a combined **readership** of almost **99,000 people**.
- Total of **20 advertisements** were published.



...co-uk.cdn.ampproject.org

**KM KentOnline**

It is the third time Ryan has been banned from driving. Stock photo

"We therefore find you guilty," she said.

**NHS**  
Kent and Medway  
Clinical Commissioning Group

## Tell us what you think...

...About NHS proposals to improve mental health services in Kent and Medway.

**CLICK HERE FOR INFO**

**Public consultation ends  
21 September 2021**

In addition, accompanying **online/digital adverts** appeared on **Kent Online** news website between 10th Aug 2021 and 21st September 2021:

- Booked: 600,000 page impressions
- Delivered: **694,073 page impressions**
- **381 clicks** (above average conversion rate for banner advertising).

## Raising awareness: radio advertising

We placed radio adverts on local radio station **KMFM** starting w/c 23rd August running for 30 days.



- KMFM have a weekly **audience** of **200,200 adults**
- **148 slots were booked** and additional free slots were given by the media company

Area	Booked slots	Free slots	Total number of times advert aired
Medway	148	40	188
Maidstone	148	135	283
West Kent	148	87	235

# Raising awareness: social media

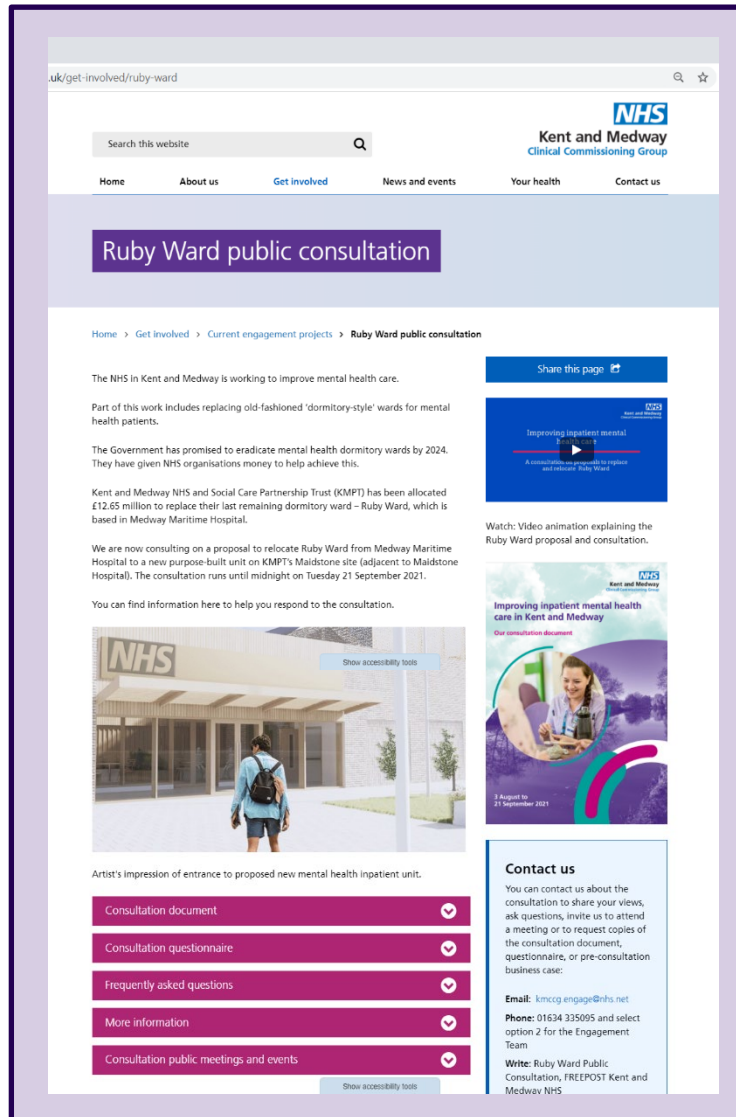
Regular social media posts, using a variety of messages and images to promote the consultation and attendance at events, across NHS accounts and via partners including Healthwatch.

- **14 posts** on **Kent and Medway CCG** social media channels across Facebook, Twitter, and Instagram:
  - Reach/impressions: **11,690**
  - Engagements (likes, comments, retweets etc): **125**
- **KMPT** published a total of **19 posts** across Facebook and Twitter during the consultation period.
- Social media content was sent to stakeholder organisations who were invited to share content through their own social media channels, including Healthwatch, local branches of Mind, the Sunlight Centre and Age UK



Examples of social media content used during consultation

# Raising awareness: dedicated webpages



Consultation page on Kent and Medway CCG website

Webpages were set up on the Kent and Medway CCG website:

- Signposted from the home page and under the ‘get involved’ banner
- Pages held links to all of the consultation documentation, including:
  - full consultation document, summary and EasyRead versions (with alternative languages on request),
  - frequently asked questions
  - details of public listening events and drop-in exhibitions
  - an animation explaining the proposals and why change is needed
  - the pre-consultation business case

## Website analytics: 3 August – 13 September

<b>Sessions</b>	939
<b>Page views</b>	1,310
<b>Unique page views</b>	1,080

- KMPT and other NHS partners signposted to the Ruby Ward consultation pages from their website and/or through bulletins and newsletters.

## Raising awareness: Communications cascade

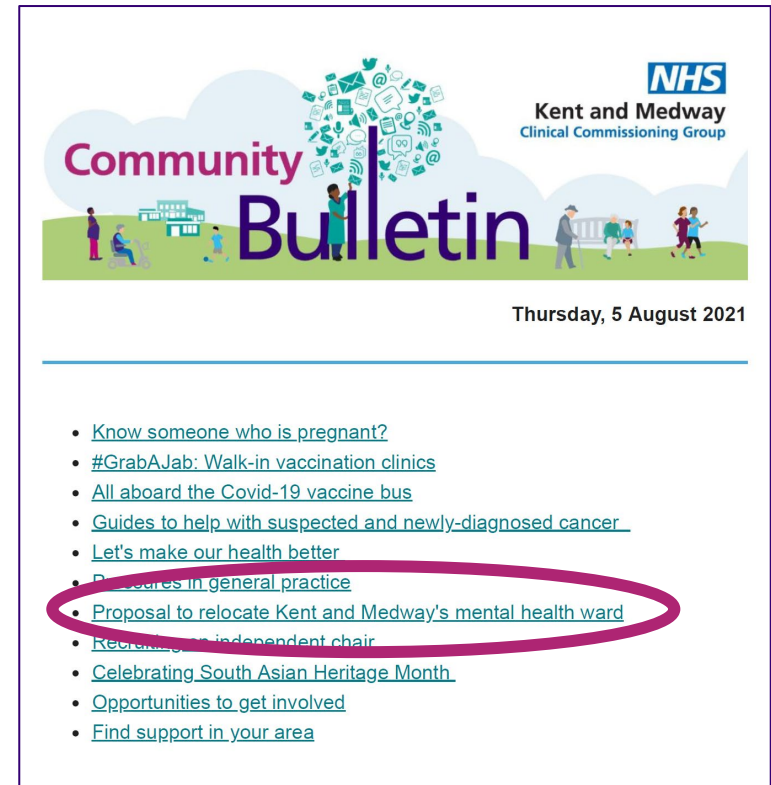
A comprehensive communications cascade by email to a wide range of staff and stakeholders was issued on 3 August 2021 to mark the launch of consultation, covering the following groups:

- Local MPs
- KMPT staff
- Medway HASC members
- KMPT patient /stakeholder groups
- Kent HOSC members
- KM CCG member practices, PCNs and local area teams
- NHSEI leads (including communications leads)
- CCG staff
- CCG and KMPT communications leads
- KM ICS Board, system partners and ICPs
- KM CCG Governing Body members
- Wider K&M communications leads (e.g. acute and community providers)
- KMPT Board
- Local health partners (i.e. LMCs, HWB, patient groups, voluntary sector etc)
- Kent and Medway Mental Health Improvement Board
- District/borough councils
- Ruby Ward staff and service leads and staff side/unions
- Patients, carers and public – via websites, social media and other existing communications channels (e.g. bulletins and newsletters)
- Healthwatch Kent and Healthwatch Medway
- Media

# Raising awareness: dissemination via existing bulletins

Information and updates about the consultation and opportunities to engage were included in all scheduled Kent and Medway CCG stakeholder and community bulletins

Community bulletin				
Date	Audience	Opened	Total clicks	Unique clicks
5 August	8,312	3,731	41	25
19 August	8,294	3,430	8	6
2 September	8,270	3,302	3	3



Example of Kent and Medway CCG Community Bulletin



# Raising awareness: information at NHS/community sites

Provided materials to partner and stakeholder organisations to promote the consultation:

- hard copies of posters in A4 and A3 sizes
- digital poster for 'e-screens'
- copies of the consultation document (full and summary versions)
- social media content
- copy for newsletters, websites and bulletins etc

**NHS**  
Kent and Medway  
Clinical Commissioning Group

## What do you think?

The NHS in Kent and Medway is consulting on a proposal to replace our last remaining 'dormitory' mental health ward at Medway Maritime Hospital with a new unit in Maidstone.

**Bedroom** **Garden** **Dining room**

**Public consultation**  
3 August to midnight 21 September 2021  
We'd love to hear your views. Tell us what you think.

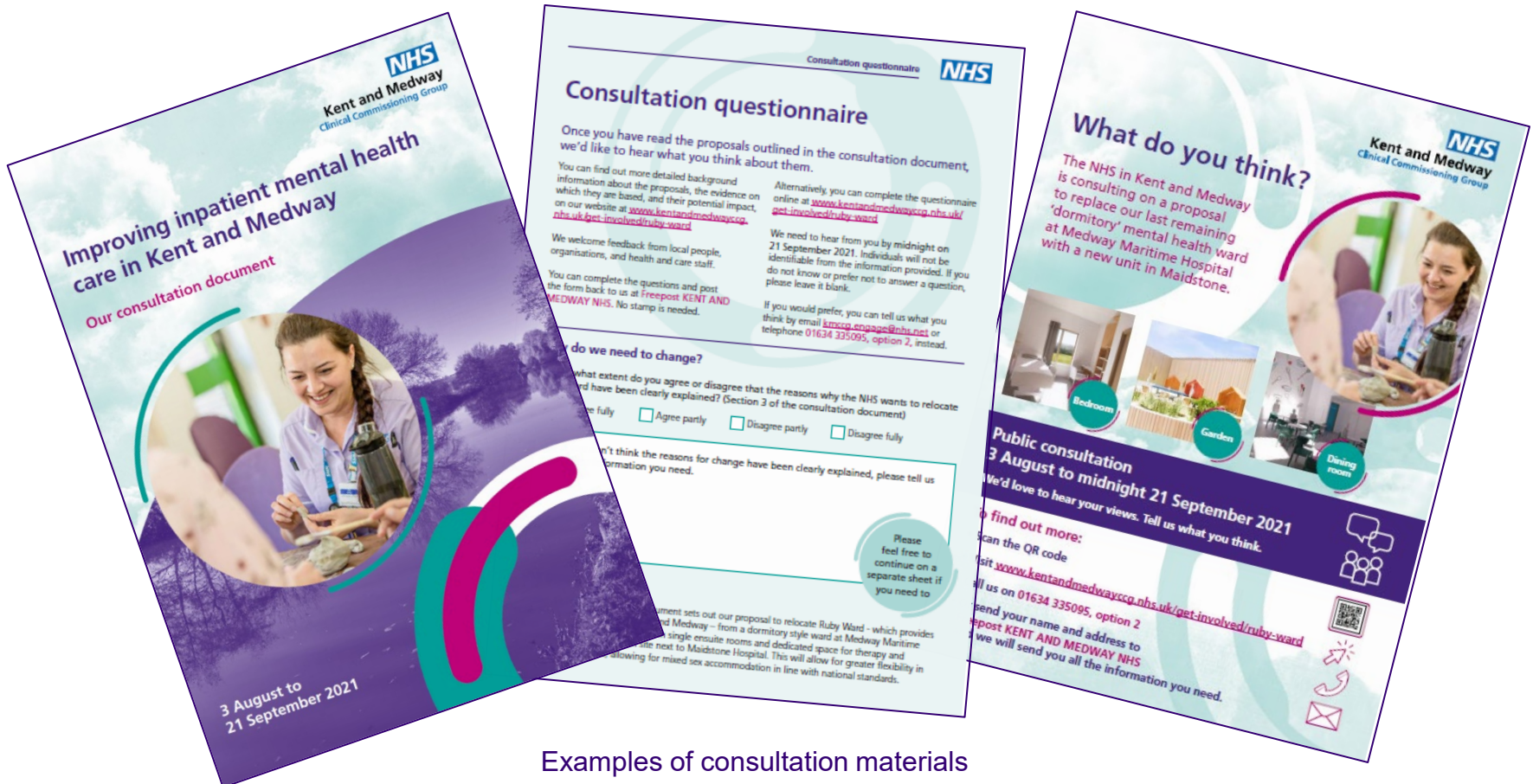
**To find out more:**

- Scan the QR code
- Visit [www.kentandmedwayccg.nhs.uk/get-involved/ruby-ward](http://www.kentandmedwayccg.nhs.uk/get-involved/ruby-ward)
- Call us on 01634 335095, option 2
- Or send your name and address to **Freepost KENT AND MEDWAY NHS** and we will send you all the information you need.

Poster produced in A4 and A3 format to promote the consultation

# Raising awareness: information sent by post

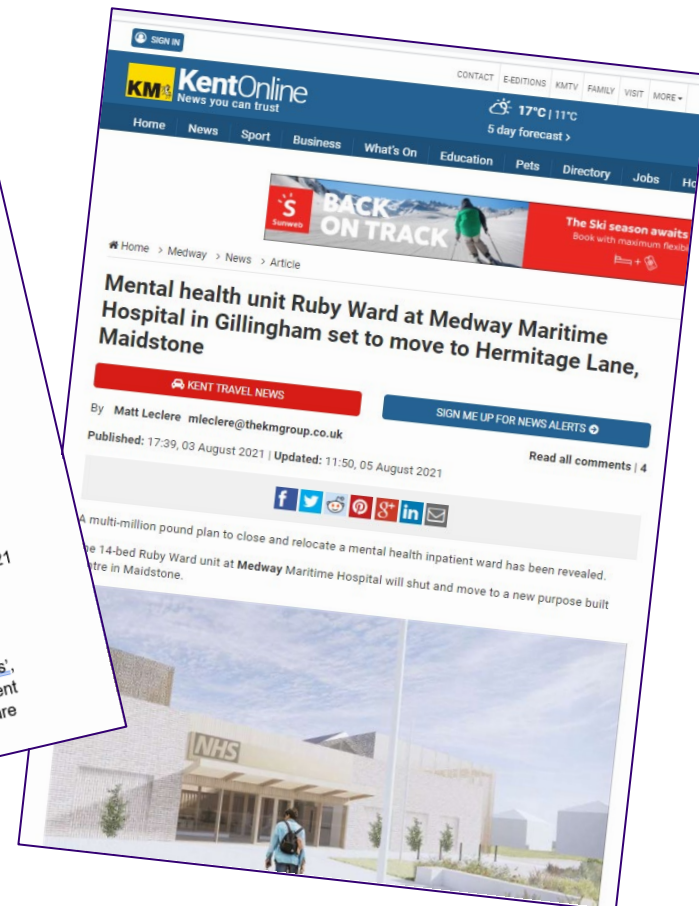
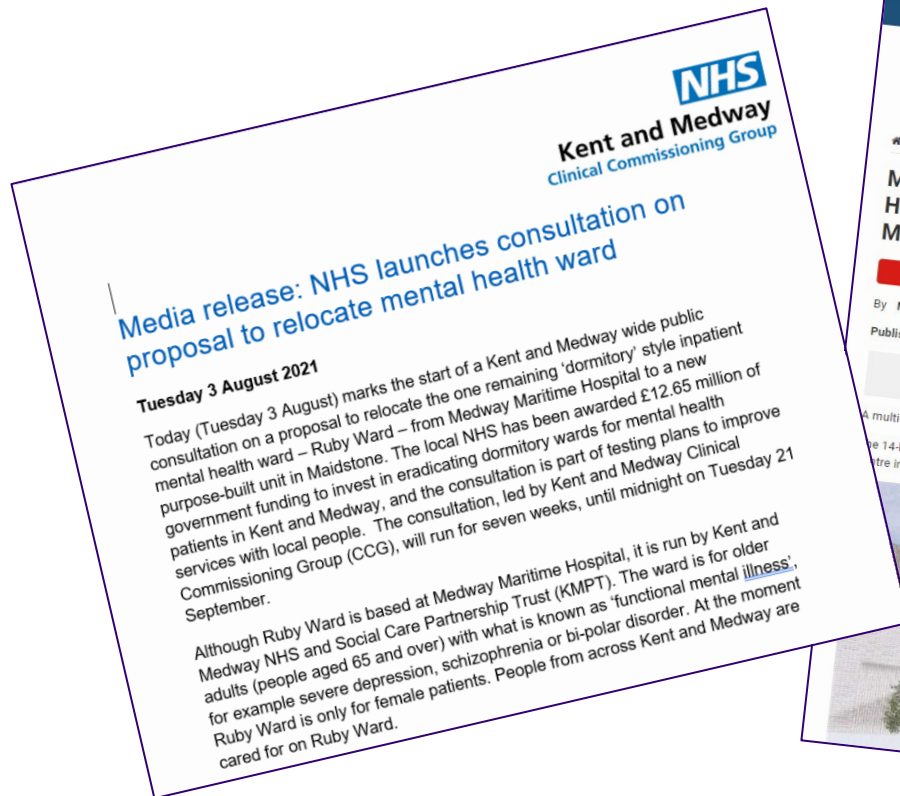
Copies of consultation materials including the summary documents and posters were sent to nine local libraries and five voluntary and community groups and networks who asked for materials.



Examples of consultation materials

# Raising awareness: media activity

Media releases were sent to local outlets to ensure they had information about the proposals, and the media were offered access to programme representatives via events and briefing sessions.



Media release and associated press coverage

# Consultation activity: gathering views

# Gathering views: consultation documents

A full consultation document, a summary version and an EasyRead version were developed to explain the consultation to audiences and help people form their views on the proposal.

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## Improving inpatient mental health care in Kent and Medway

Our consultation document

3 August to 21 September 2021

**NHS**  
Kent and Medway  
Clinical Commissioning Group

## Improving inpatient mental health care in Kent and Medway

Our summary consultation document

3 August to 21 September 2021

**NHS**  
Kent and Medway  
Clinical Commissioning Group

## Improving mental health services in Kent and Medway

What do you think?

Public consultation from Tuesday, 3 August to Tuesday, 21 September 2021

**easy read**

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**8 How to get involved and share your views**

We would like to know what you think about these proposals before we decide which solution to take forward. Our consultation runs from Tuesday 3 August 2021 for seven weeks, and you can share your views with us until midnight on Tuesday 21 September 2021. There are several different ways you can get involved and tell us what you think – we hope you will find a way that works for you.

**Attend a virtual meeting or an in-person exhibition**

We are organising a series of online virtual public meetings and three drop-in exhibitions where you can learn more, speak to the programme's clinical leaders and let us know what you think about our proposal. All events are listed on our website and will be publicised through local media. If you cannot access the internet, please call the consultation team for details on 01634 335095, [option 3](#).

**6 Our proposal**

Based on our assessment of the potential new locations for Ruby Ward against the agreed criteria, our preferred option, that forms the basis of this consultation, is to build a new unit at the KMPT Maidstone site.

As described in the introduction section of this document, we are not proposing any significant changes to the model of care for older adult mental health services in Kent and Medway, other than to enhance the care provided with therapeutic activities delivered in dedicated and purpose-built spaces on the ward.

**Location**

The maps below show the proposed location for the new unit.

**Location of KMPT Maidstone site and proposed new location for Ruby Ward**

The maps below show the proposed location for the new unit.

**Design, layout, and facilities**

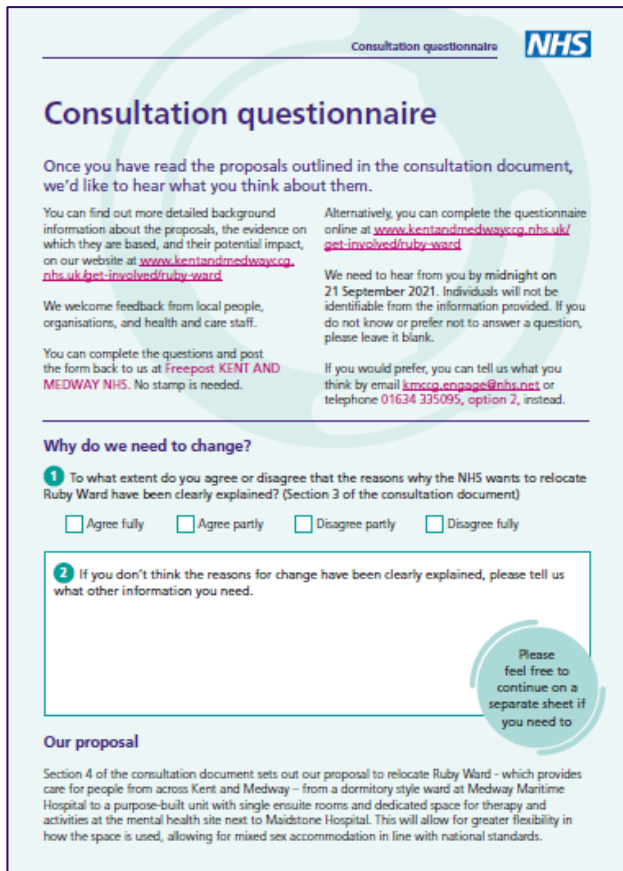
The new unit to house Ruby Ward would have 16 single ensuite rooms (as well as larger bathrooms to support patients with additional needs), all on the ground floor and with easy access to carefully designed outside spaces. In addition, there would be therapeutic areas and space for rehabilitation activities (for example practising daily living activities such as using a kitchen safely and dedicated space for visitors). There would be de-escalation areas where staff can safely support patients. Sufficient storage and utility areas are also built into the design.

**Proposed new location for Ruby Ward**

**Facilities:** Single ensuite bedrooms, Lounge, Activity rooms, Physiotherapy room, Treatment room.

Examples of the consultation documents and content

# Gathering views: consultation questionnaire



The consultation questionnaire contained 10 questions about the proposal, plus equalities monitoring questions. It was published online, linked from the consultation website and was available hard copy. We received 94 completed questionnaires, all submitted online.

Area	Number of responses
Medway and Swale	31
West Kent	29
East Kent	16
North Kent	5
No postcode	13
<b>TOTAL BY ACTIVITY</b>	<b>94</b>

The consultation questionnaire

# Gathering views: Focus groups

**10 focus groups** were held in September 2021. Four were for people from the general population and six for people with protected characteristics (we had planned to run a focus group for trans people but were not able to recruit attendees). **42 attendees** were recruited via an independent agency and a breakdown is shown in the table below. A full report on the focus groups is part of the consultation response report.

Focus group (total attendees)	Sex/ gender	Sexual orientation	Age	Area	Race/ ethnicity
<b>General population (22 across four sessions)</b>	Male – 11 Female - 11	Heterosexual/ straight – 21 Gay/Lesbian - 1	18-24 x4 25-40 - 4 41-64 x10 65-75 - 4	Dartford – 6 Sevenoaks - 5 Tonbridge & Malling - 4 Medway – 3 Swale – 3 Tunbridge Wells - 1	White British – 21 White Scottish - 1
<b>Deprivation (3)</b>	Female - 3	Heterosexual or straight - 3	25-40 - 1 41-64 - 2	Sevenoaks - 1 Swale - 1 Medway - 1	White British - 3
<b>Disabilities LTHC (3)</b>	Female – 2 Male - 1	Heterosexual or straight - 3	41-64 - 2 65-75 - 1	Dartford - 2 Maidstone - 1	White British - 3
<b>Carers (2)</b>	Male – 1 Female - 1	Heterosexual or straight - 2	25-40 - 1 41-64 - 1	Dartford – 1 Sevenoaks - 1	White British - 2
<b>Extremely clinically vulnerable (2)</b>	Male – 1 Female - 1	Heterosexual or straight - 2	41-64 - 2	Gravesham - 1 Medway - 1	West Indian White & Black African
<b>LGB (3)</b>	Female - 3	Gay/Lesbian – 1 Bisexual - 2	18-24 - 1 25-40 - 2	Dartford - 1 Gravesend - 1 Tunbridge Wells - 1	White British - 3
<b>BAME (7)</b>	Female – 6 Male - 1	Heterosexual or straight - 7	18-24 - 1 25-40 - 4 41-64 - 2	Dartford – 5 Medway – 1 Maidstone - 1	Black African – 3 White & Black African - 1 African - 1 Indian - 1 Other Asian background - 1

# Gathering views: Online public listening events

Four online public listening events were scheduled.

- Promoted via the CCG website, social media, and stakeholder groups/networks.
- Promotional information included signposting to register with login details for the events sent to those registered two days before the date
- One of the events did not attract any attendees so did not go ahead. One of the events had two people registered who cancelled on the day. The other two events were held on:
  - Wednesday 25 August 2021 – 6:30pm to 8:30pm
  - Wednesday 15 September 2021 – 6:30pm to 8:30pm
- Attendees were given a short presentation about the proposals, followed by the opportunity to ask questions and share their views
- Feedback from those who attended was positive.

**NHS**  
Kent and Medway  
Clinical Commissioning Group

**Improving inpatient mental health care:  
Proposal to relocate Ruby Ward**

Public consultation: 3 August to 21 September 2021

**NHS**  
Kent and Medway  
Clinical Commissioning Group

**A national initiative to improve mental health inpatient wards**

Government initiative to **eradicate mental health dormitory wards** by 2024 – with funding

Kent and Medway NHS and Social Care Partnership Trust (KMPT) was allocated **£12.65 million to replace last remaining dormitory ward** – Ruby Ward at Medway Maritime Hospital

**NHS**  
Kent and Medway  
Clinical Commissioning Group

**Potential advantages**

- ✓ 16 **single bedrooms**, providing **privacy and dignity**
- ✓ Able to admit both **men, women, transgender** and **non-binary** people
- ✓ Space for **wide range of therapeutic care**, helping people recover faster
- ✓ On the **ground floor** with **areas inside and out** for patients and visitors

**NHS**  
Kent and Medway  
Clinical Commissioning Group

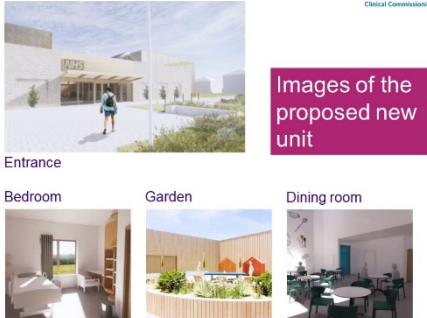
**Images of the proposed new unit**

Entrance

Bedroom

Garden

Dining room



Examples from public listening events presentation



# Gathering views: Exhibitions



Example of a pop up exhibition

Three 'pop up' exhibitions/information stalls were held during the consultation period:

- Saturday 11 September 2021 at the Sunlight Centre, Gillingham. We were grateful to the HASC members who came along to the exhibition
- Thursday 16th September at The Forum, Sittingbourne
- Friday 17th September at The Mall, Maidstone
- The exhibitions used large-scale exhibition panels to display key information about the proposals
- Copies of the summary consultation document and questionnaires were available
- Programme representatives were on hand to offer additional information, details of how to respond to the consultation and to gather ad hoc views and feedback from people
- In total over 70 people attended.

# Gathering views: Telephone interviews

A specialist independent research agency was commissioned to conduct a telephone survey that collected the views of a representative sample of residents across Medway and Kent during the consultation period.

- Fieldwork took place between 24th August and 21st September
- 851 interviews were completed

Area	Number of interviews
Medway and Swale	243
West Kent	248
East Kent	242
North Kent	118
<b>Total</b>	<b>851</b>

- 750 interviews originally commissioned with a further 100 commissioned to focus on gaining views from residents in areas of higher deprivation. Therefore there was an additional focus in parts of Medway, Maidstone and Swale
- The full report and analysis forms part of the consultation response report.

## Gathering views: Attendance at stakeholder group meetings

Ruby Ward programme representatives presented the proposals at **12 stakeholder group** meetings during August, September and October 2021 (11 during the formal consultation period) that were attended by over **90 people**.

<p>KMCCG's patient and public engagement group</p>	<p>KMPT's 'Keeping Connected' engagement pool</p>	<p>Medway and Swale Integrated Care Partnership (ICP) Board</p>	<p>West Kent Integrated ICP Board</p>	<p>Mental Health Network for Medway, Swale and DGS members</p>	<p>Medway and Swale ICP Patient Participation Group Chairs</p>
<p>Dartford Gravesham and Swanley Patient Participation Group</p>	<p>Thanet Patient and Public Involvement Local Area Group</p>	<p>South Kent Coast Health Reference Group</p>	<p>Ashford Health and Wellbeing Reference Group</p>	<p>Canterbury Public Reference Group</p>	<p>Medway Five Carers</p>

- Follow up information was sent to **over 100 contacts** after these meetings, including all members of the patient involvement/participation groups, the KMCCG engagement group and KMPTs 'Keeping Connected' group.
- Stakeholder groups were also provided with written information, consultation materials and social media content to disseminate through exiting newsletters, bulletins, and online channels.

# Gathering views: Staff listening events

- Two independently facilitated events with KMPT Ruby Ward staff were undertaken on Monday 16th August, scheduled to accommodate different shift patterns
- The sessions were attended by **11 Ruby Ward staff**, including nurses and therapists, one nursing ward manager and one locality manager for community mental health
- A further two events were held for wider KMPT staff on 3rd and 16th September.
- They were attended by **nine staff** from across KMPT (beyond Ruby Ward)

Kent and Medway  
Clinical Commissioning Group

**Improving inpatient mental health care:  
Proposal to relocate Ruby Ward**

KMPT staff listening event – 16 September

Kent and Medway  
Clinical Commissioning Group

**The process we followed**

Bid for funding

• KMPT prepared a bid for Government funding  
• Had to identify potential locations that met funding conditions

Criteria

• Assessment criteria developed to help identify potentially suitable sites

Engaging with patients, staff and stakeholders

• Potential sites were tested against the criteria

• Single preferred option was identified for the new location on Ruby Ward

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**Longer on Ruby Ward**

Ward	Average length of stay
Heather	~30
Jasmine	~35
Orchards	~45
Ruby	~48
Sevenscore*	~40
Woodchurch	~38

\*Sevenscore Ward cares for a different type of patient, mainly older people with dementia.

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**Mental health care for older adults in Kent and Medway**

- Aim is to help people stay **as well as possible** and remain **in their own home**
- Most care** takes place in the community
- There are **six older adult mental health inpatient wards** across Kent and Medway for those who need it
- Beds are provided on a **Kent and Medway-wide basis**. There are **no 'local' beds** allocated to particular communities
- People are admitted to the **most appropriate ward** with the right specialist team **to meet their individual needs**

Examples from the staff events presentation

# Consultation activity: Engaging with elected representatives

# Overview and scrutiny: Updates to Medway HASC

- Medway Health and Adult Social Care Overview and Scrutiny Committee (HASC) received an update at its meeting on Tuesday 17<sup>th</sup> August and follow-up information in response to specific questions about the consultation
- The programme team worked with the HASC officer to discuss opportunities for informal briefing and information sharing as part of our consultation activity.

**HEALTH AND ADULT SOCIAL CARE  
OVERVIEW AND SCRUTINY COMMITTEE**

**17 AUGUST 2021**

**TRANSFORMING MENTAL HEALTH SERVICES IN KENT  
AND MEDWAY - ERADICATING DORMITORY WARD**

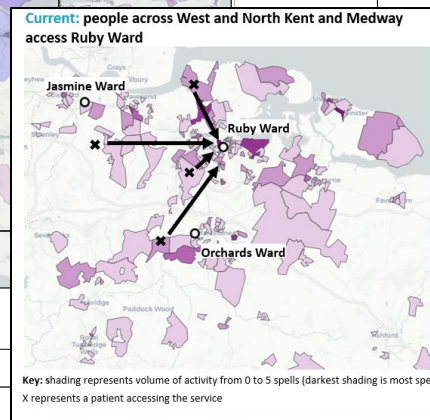
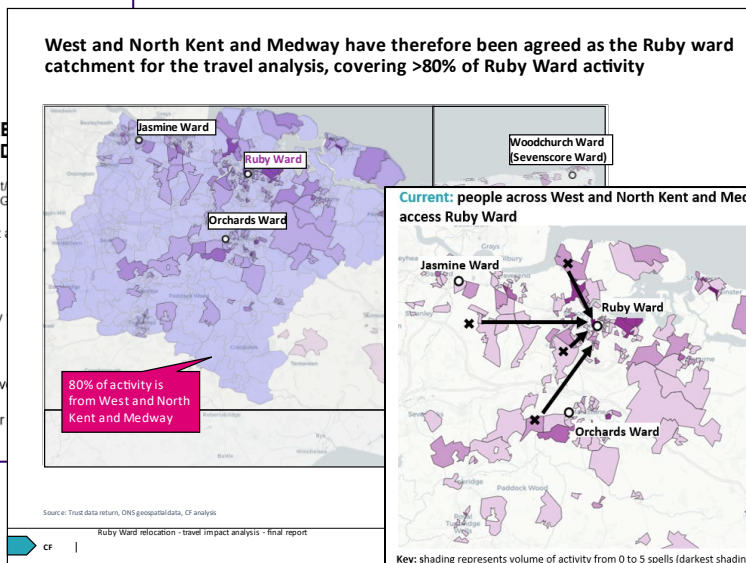
Report from: Caroline Selkirk, Executive Director for Health Improvement, Operating Officer, Kent and Medway Clinical Commissioning Group

Author: Karen Benbow, Director of System Commissioning, Kent and Medway Clinical Commissioning Group

**Summary**

Members have asked for a report on the 'Eradicating mental health dormitory in Kent and Medway' programme, specifically to include updates on:

- The programme timeline
- The integrated impact assessment, with particular reference to the travel analysis and any emerging mitigations for travel impact
- Implementation planning – particularly regarding the proposed transfer and patients
- The consultation plan and timeline



# Overview and scrutiny: Updates to Kent HOSC

- A written update was submitted to the Kent Health Overview and Scrutiny Committee (HOSC) for its meeting on 16th September 2021.
- HOSC members were part of the communications cascade notifying them of the consultation launch on 3rd August
- The programme team were in regular contact with the Democratic Services team to ensure questions were answered with the ongoing offer of informal and ad hoc briefing as required.
- As Kent HOSC had previously determined that the proposals did not amount to substantial variation of service, their input was sought as part of the public consultation and wider stakeholder engagement planned, instead of direct consultation with Kent County Council under section 244 duties.

## Engagement with MPs

- All Kent and Medway MPs were included in the initial communications cascade launching the consultation on 3<sup>rd</sup> August 2021
- Offers of dedicated briefing for MPs from the CCG's Accountable Officer were made during the consultation period



# Consultation activity: Mid-point review

## Mid-point review during consultation

- Responses and feedback were reviewed at the consultation mid-point by the programme team to confirm if further targeted work was required. As a result an additional 100 telephone interviews were commissioned (see '[Gathering responses: Telephone interviews](#)')
- Updates on activity and numbers of responses were provided by the programme team to the CCG governing body and KMPT's board during the consultation period

# Delivery against aims and SMART objectives

# Response to the consultation

- Information about the consultation was widely and effectively shared across existing CCG and KMPT networks, reaching hundreds of people already involved, engaged or interested in the CCG, mental health services or the wider NHS
- Engagement from patient and stakeholder groups and representatives was good and constructive
- The consultation was widely promoted to the general public, giving hundreds of thousands of people the opportunity to see or hear about the proposals
- However, there were lower levels of active engagement from the general public in opportunities to respond and share views
- A combination of the Covid pandemic and the relatively small numbers of patients impacted by the proposal are likely to be the key factors in this
- Despite this the proactive outreach through telephone interviews and focus groups allowed us to gather views from a representative sample of the population, as well as from individuals from protected characteristic groups and deprived communities
- On balance, the responses received are likely to be representative of the views of the wider impacted population in Medway and north and west Kent.

# SMART objectives evaluation (1)

SMART objective	Assessment
<p><b>Opportunities to see or hear about the consultation*:</b> 118,200 people (approximately 10 per cent of the core and target population)</p>	<p><b>Approximate total opportunities to see/hear: 320,000</b> Achieved advertising, social media, websites and sharing information with stakeholders directly and via third parties</p>
<p><b>Target for active and direct engagements:</b> 2,955 people</p>	<p><b>Approximate total direct engagements: 4500</b> Achieved through meetings, exhibitions, focus groups, phone polling, dissemination to stakeholders and questionnaire responses</p>
<p><b>Target for responses:</b> 1,773 separate responses to the consultation</p>	<p>We received a <b>total of 987 responses</b> across the questionnaire, telephone interviews, focus groups and listening events</p>
<p><b>Geographic ‘hot spots’ (areas that have a higher reliance on/likelihood of being impacted by proposed changes):</b></p> <ul style="list-style-type: none"> <li>• 60 people across 4x ‘drop-in’ exhibitions</li> <li>• 24 people across 4x focus groups</li> </ul>	<ul style="list-style-type: none"> <li>• <b>70+ people</b> across 3x exhibitions</li> <li>• <b>22 people</b> across 4x focus groups</li> </ul>
<p><b>Protected characteristics, seldom-heard/hard-to-reach and most impacted groups:</b> 7x focus groups including at least 36 people</p>	<p><b>20 people</b> across 7x focus groups</p>
<p><b>Staff:</b> all affected staff have opportunity to access information about consultation, complete consultation questionnaire and/or join one of two staff workshops.</p>	<ul style="list-style-type: none"> <li>• <b>All Ruby Ward staff</b> received information about the consultation</li> <li>• <b>11 impacted staff</b> joined a workshop session</li> <li>• <b>9 further staff</b> joined a listening event</li> <li>• 19 staff from NHS or local authority organisations submitted a questionnaire response</li> </ul>

# SMART objectives evaluation

SMART objective	Assessment
<p><b>Patients, families, and carers:</b></p> <ul style="list-style-type: none"> <li>All affected patients, families/carers have opportunity to access information and respond to consultation through a focus group, in-depth interview, the consultation questionnaire etc.</li> <li>proactive outreach to at least 1x carer support group and at least 1x patient representative group.</li> </ul>	<ul style="list-style-type: none"> <li>Information was provided on Ruby Ward for current patients, families and carers to access</li> <li>Information was shared by KMPT through patient facing channels</li> <li>Meeting with KMPT's 'Keeping Connected' engagement pool, with follow up information shared to full membership</li> <li>Proactive contact with and dissemination of materials to wide range of patient and carer groups (Mind, Age UK, Carers First, Medway Carers etc)</li> <li>Meetings with <b>six patient and public</b> participation groups</li> </ul>
<p><b>Stakeholder attitudes:</b></p> <ul style="list-style-type: none"> <li>At least 2x proactive engagement with elected representatives and patient representative groups</li> <li>At least 3x positive feedback about the consultation process from stakeholder groups</li> </ul>	<ul style="list-style-type: none"> <li>Attended <b>12 stakeholder/patient group meetings</b></li> <li>Attended <b>1x HASC meeting</b></li> <li>Provided written updates to all elected representatives</li> <li>Positive feedback received from stakeholders about the proposals and from meeting participants about the quality of the materials provided</li> </ul>
<p><b>Budget:</b> delivery of consultation activity within an agreed budget</p>	<p>Achieved</p>

# Post-consultation: Reviewing the feedback and next steps

# Reviewing feedback and consultation reports

- This report is one of two developed post-consultation.
- An independent analysis of the consultation feedback has been carried out and a consultation response report developed
- This report and the consultation response report will be published on the Kent and Medway CCG website at [www.kentandmedwayccg.nhs.uk/get-involved/ruby-ward](http://www.kentandmedwayccg.nhs.uk/get-involved/ruby-ward)



## Next steps

- 
- Public consultation response report and activity shared with Kent and Medway CCG governing body and with Medway HASC

- Kent and Medway CCG receives HASC response to the consultation

- Development of decision-making business case
- Consultation responses report feeds into decision-making business case

- CCG governing body decision on proposed change