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1. Introduction

As part of a design brief healthcare planning commission, Aneurin Bevan University Health Board asked gbpartnerships to seek the opinions and perspectives of local service managers and the full range of local clinicians to understand their site preference from a non-financial benefit appraisal perspective.

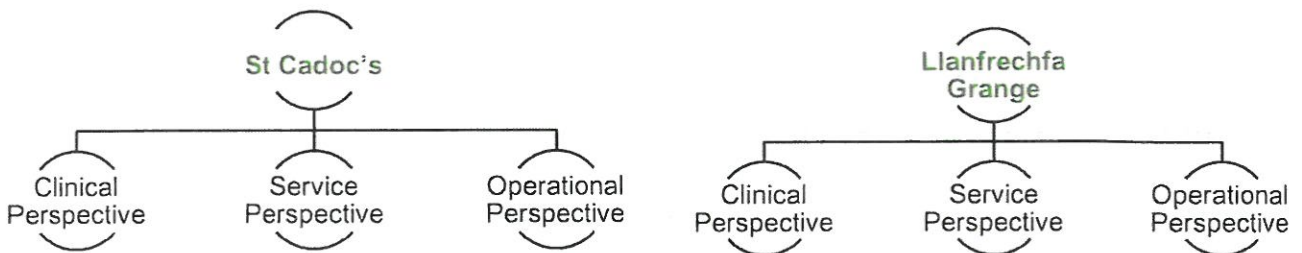
Managers and clinicians were asked for opinions and preferences through a survey monkey sent on 8th November 2020 to all staff who had been invited to attend 4 design brief workshops and in each subsequent workshop in November 2020. For a list of staff who attended the 4 workshops please see Appendix 1.

2. Aim of the Report

This short report will provide qualitative feedback from local service managers and clinicians that can be used as information by the Health Board’s Executive Team, alongside other information, to determine the preferred site for the new Specialist Inpatient Service Unit (SISU).

This information can also be used in the economic case section of the projects outline business case.

The two diagrams below illustrate the scope of the appraisal for the two site options, St Cadoc’s and Llanfrechfa Grange, and benefit appraisal from a clinical, service and operational perspective.



3. Site Options

There Are Two Potential Site Options:	
<h4>1. Llanfrechfa Grange</h4>	<h4>Summary Description</h4> <p>A new Specialist and Critical Care Centre provides a centre of excellence in Gwent to treat most seriously ill patients, or those with significant injuries, and is the designated trauma unit for Gwent. The hospital has 560 beds (including trollies and cots) and features a 24-hour Acute Assessment Unit, Emergency Department and Helicopter Pad. It provides a 24/7 Emergency Service for patients that need specialist and critical care.</p> <p>The current Learning Disability service is also located on the site</p> <p>The Torfaen County Borough Council Development Framework identifies the land as potential Medi-Park. ABUHB must decide whether to retain land for future expansion of the Grange University Hospital and/or for the provision of other health services.</p>
<h4>2. St. Cadoc's</h4>	<h4>Summary Description</h4> <p>The following mental health services are currently located on the site:</p> <ul style="list-style-type: none"> • Child and Adolescent Mental Health Services (CAMHS) • Adult Mental Health Services • Elderly Mental Health Services <p>Discussions have been held regarding planning issues and matters of traffic and air quality that will need to be considered in any enhanced use of the St Cadoc's site.</p>

4. Benefit Criteria

This first part of the appraisal involved agreeing a list of non-financial benefit criteria to assess the two sites against. From initial engagement conversations a draft list of benefit criteria was produced and then included in the survey monkey, along with draft benefit appraisal questions. For a copy of the survey monkey please see Appendix 2. Results from the survey monkey were presented at each workshop and a discussion took place to understand staff perspectives and preferences.

Table 1 below shows the agreed non-financial benefit criteria that managers and clinicians used in each workshop to assess each site option. The 9 criteria are ranked in order of importance i.e. 1 is the most important and 9 is the least important, although they are all important as they are all key benefit criteria. (This appraisal took the form of a discussion rather than a structured assessment process).

Table 1. Non-Financial Benefit Criteria Rankings

Site Appraisal: Key Benefit Criteria	
1	Is the site large enough to accommodate all the required services (including external landscape and gardens, maximum of two floors) and adequate public access spaces and car parking?
2	Will the option be able to accommodate future expansion?
3	Will the option deliver good service user, staff and visitor accessibility in terms of walking, public transport and cars?
4	Will the option provide a positive image of mental health and so help reduce stigma and put mental healthcare on an equal footing as physical healthcare?
5	Will the option support/improve the recruitment and retention of staff, i.e. accessible, quality and safe working environment that supports multi-disciplinary team (MDT) working?
6	Will the option improve the quality of care provided because of better integration, communication and liaison between services / teams / professions, due to proximity and shared environments, e.g., emergency support, quicker medical opinion?
7	Will the option improve connections and engagement with families, carers and the wider community?
8	Will the option improve service and team efficiency i.e. integrated workforce, management and processes?
9	How easy will the option be to deliver in terms of clinical and service operations, i.e. decant, disruption due to construction, etc?

5. Results of Benefit Appraisal

Using the following RAG rating definitions, table 2 below shows the result of the non-financial benefit appraisal from a service, clinical and operational staff perspective. The table shows the Llanfrechfa Grange site as the preferred site option.

Table 2. Result Non-Financial Benefits Appraisal

Fully delivers benefit
Partially delivers benefit
Does not deliver benefit

No.	9 KEY BENEFIT CRITERIA	SITE OPTIONS		
		1	2	3
		Business as usual	St. Cadoc's Site	Llanfrechfa Grange Site
1	Is the site large enough to accommodate all the required services (including external landscape and gardens, maximum of two floors) and adequate public access spaces and car parking?	not appraised at this stage		
2	Will the option be able to accommodate future expansion?	not appraised at this stage		
3	Will the option deliver good service user, staff and visitor accessibility in terms of walking, public transport and cars?			
4	Will the option provide a positive image of mental health and so help reduce stigma and put mental healthcare on an equal footing as physical healthcare?			
5	Will the option support/improve the recruitment and retention of staff; i.e. accessible, quality and safe working environment that supports multidisciplinary team (MDT) working?			
6	Will the option improve the quality of care provided because of better integration, communication and liaison between services / teams / professions, due to proximity and shared environments, e.g. emergency support, quicker medical opinion?			
7	Will the option improve connections and engagement with families, carers and the wider community?			
8	Will the option improve service and team efficiency i.e. integrated workforce, management and processes?			
9	How easy will the option be to deliver in terms of clinical and service operations, i.e. decant, disruption due to construction, etc?			

The next section of this report provides the rationale and supporting information for each benefit criteria scoring result.

would be situated next to and on an equal footing to physical healthcare services, i.e. The Grange University Hospital with its “centre of excellence” reputation. The St Cadoc’s site also has a long history, as it was opened in 1906 as the Newport Borough Asylum and this Asylum history is often associated with the past and mental health stigma. Staff felt the new facility would never escape the stigma of the past unless it was built on the Llanfrechfa Grange site.

The 5th criteria considered which site would support staff recruitment and retention. Discussion focused on accessibility as the quality, safety and integration of the working environment will be delivered through the design of the building and not the site option. For the same rationale as the 3rd criteria Llanfrechfa Grange site was preferred.

Both sites were equally rated for the 6th criteria, as again this benefit will be mostly delivered by the design of the new build and the way staff work in the new build and not the site option. There was consideration of how moving to the Llanfrechfa Grange site will impact on the mental health services remaining at the St Cadoc’s site and wider Health Board estates strategic planning. Staff also understood that there is not a strong requirement to connect with the new Grange Hospital as it cares for critically ill patients only and so mental health services would seldom refer to The Grange University Hospital.

Both sites were also equally rated for the 8th criteria which is about improving service and team efficiency i.e. integrated workforce, management and processes, as again this benefit will be mostly delivered by the design of the new build and the way staff work in the new build and not the site option.

The final and 9th benefit criteria is less straight forward to appraisal as this early project stage. As there is no project plan and no detail of how the new SISU will be constructed and timescales. If the new building is constructed on the St Cadoc’s site it is likely there will be disruption in relation to construction taking place next to existing services. If the new SISU is constructed on the Llanfrechfa Grange site existing services can move into the new build without any disruption but depending on other construction plans for the wider campus they may well experience disruption from other new build projects adjacent to the SISU longer term.

7. Summary

Local managers and clinicians prefer the Llanfrechfa Grange site for the new SISU build. Accessibility (criteria number 3, 5 and 7) and positive images of mental health/reducing stigma (criteria number 4) are the criteria that differentiate the two site options.

This qualitative feedback from local service managers and clinicians is an important part of the cost / benefit analysis that needs to be undertaken to determine which site is the best site for the new SISU. There are other key pieces of information that need to be considered equally including:

- Is the site big enough to accommodate requirements specified in the design brief?
- A risk appraisal for both sites, including planning permission issues and the train line and public footpaths on the St Cadoc’s site (all 3 issues were raised in the workshops)
- A financial appraisal for both sites
- Wider public engagement / consultation feedback

Appendix

Appendix 1.

SISU Workshop Stakeholder Attendees

The Following are invited to attend all 4 SISU Workshops
Programme Manager – Strategic Capital Estates
SCCC Project Director
Senior Programme Manager

Service – Learning Disabilities Acute Care – Learning Disabilities Directorate	
Role	Role/Input
Divisional Director MH&LD	Clinical & Managerial
Clinical Director Learning Disability	Clinical & Managerial
Consultant Psychiatrist	Psychiatry
Joint Head of Psychological Services Learning Disabilities	Psychology
Lead Nurse for LD	Nursing
Senior Nurse Learning Disabilities	Nursing
Directorate Manager, LD	Managerial
Occupational Therapist	Clinical
Head of Art Therapy	Clinical

Service – Crisis Assessment and Treatment – Adult Mental Health Directorate	
Role	Role/Input
Clinical Director Adult Services	Medic & Managerial
Consultant, Adult Services	Medic
Senior Nurse	Nursing
Clinical Lead/Nurse	Nursing
Clinical Psychologist	Psychology
Senior Nurse	Nursing
Consultant Psychiatrist	Medic
Senior Nurse Community Mental Health Team, Mon & BG	Nursing
Team Manager, HTTCR	Nursing
Clinical Lead, OT Lead MH	Clinical Lead/OT
Head of Occupational Therapies	OT

Service – Low Secure – Forensic Directorate	
Role	Role/Input
Consultant Psychiatrist,	Medic
Consultant Psychiatrist South Caerphilly	Medic
Clinical/Forensic Psychologists	Clinical Psychology
Clinical Lead, Psychologist, Forensic	Clinical Lead/Psychology
CHC Service Manager	Managerial
Senior Workforce Business Partner	Managerial
Clinical Director, Adult MH Service	Medic / Managerial
Senior Nurse	Nursing
Structure Clinical Management	Psychology
Ward Manager, Pillmawr	Nursing
Specialist OT	OT

Service – Psychiatric Intensive Care – Adult Mental Health Directorate	
Role	Role/Input
Clinical Director Adult Services	Clinical & Managerial
Consultant Psychiatrist	Medic
Divisional Nurse Mental Health & learning Disabilities	Nursing
Head of Adult Psychology	Psychology
Clinical Psychologist	Psychology
Directorate Manager, Adult Mental Health	Nursing
Senior Nurse, Adult Mental Health	Nursing
Ward Manager	Nursing
Professional Head Occupational Therapy	OT
Occupational Therapy	OT
Clinical Lead, Psychologist, Forensic	Clinical Lead/Psychology

Appendix 2. Survey Monkey

Aneurin Bevan Design Brief Stakeholder Feedback Survey

This short survey should take less than 15 minutes to complete and your responses will be used to inform our planning for the forthcoming design brief workshops.

Question Title

1. Overall, what do you hope to achieve from this SISU new build project for your service?
(please detail below, in 5 sentences or less)

Question Title

2. What are your top five priorities for this SISU new build project?

Question Title

3. Describe your existing unit/facility? *(please provide your thoughts below in 5 sentences or less)*

Question Title

4. **Thinking about your current physical environment**, what works well? *(please list the top 5 things that work well currently)*

Question Title

5. **Thinking about your current physical environment**, what doesn't work so well? *(please list the top 5 things that don't work well currently)*

Question Title

6. What elements of the physical environment could be improved to create a 'healing environment' and enhance patient recovery? *(Please provide the top five priorities below)*

Question Title

7. Is there anything else about the physical environment that could be improved to create a 'healing environment'?

Question Title

8. From a functional perspective, (practical / operational) what are the 5 most important design considerations that should be reflected in the design brief? *(please provide the top five most important elements in the boxes below)*

You will be aware that there are two potential site options for the new build; the St.Cadoc's site and the Llanfrechfa Grange site. From a clinical, service and operational perspective only, we need to determine which is the preferred site.

To evaluate each site, we need to agree a list of key benefit criteria to assess each site against.

From work you may be previously been involved in, a shortlist of the following 10 key benefit criteria has been drafted:

Question Title

9. Please rank the criteria from 1-10, with 10 being the highest priority. If you don't agree with the inclusion of any of the criteria, please tick the N/A box.

- 1) Is the site large enough to accommodate all the required services (including external landscape and gardens, maximum of two floors) and adequate public access spaces and car parking?
- 2) Will the option be able to accommodate future expansion?
- 3) Will the option deliver good user, staff and visitor accessibility in terms of walking, public transport and cars?
- 4) Will the option provide a positive image of mental health and so help reduce stigma?
- 5) Will the option support the recruitment and retention of staff; i.e. accessible, quality and safe working environment that supports MDT working, etc?
- 6) Will the option improve integration, communication and liaison with other services / teams, due to proximity?
- 7) Will the option improve the quality of care provided through improved access to wider and larger MDT e.g. medical opinion, emergency support?
- 8) Will the option improve connections and engagement with families, carers and the wider community?
- 9) Will the option improve service and team efficiency i.e. integrated workforce and processes; sharing spaces, etc
- 10) How easy will the option be to deliver in terms of clinical and service operations, i.e. decant, disruption due to construction, etc?

Question Title

10. Please note below if you believe there are any key criteria that we have missed:

Question Title

11. There is an option to alter the wording of the criteria. If you believe the concept would be better expressed otherwise, please re-word the criteria in the space allocated.

Thank you for taking the time to complete this survey.

