

# Step Down Services

## Relocation of services at Wainwright Crescent

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Date 7 June 2022

# Section 1 – Executive Summary

## 1.1 Introduction

- 1.1.1 Wainwright Crescent is a 11-bedded unit providing step-down care for adults who have been discharged from SHSC mental health inpatient wards who need alternative support as part of their community care discharge plan. It is used by c60-65 people each year.
- 1.1.2 It is registered by the Care Quality Commission as a social care support service.
- 1.1.3 This paper recommends that the current service is relocated from Wainwright Crescent to Lightwood House to provide significantly improved facilities that are safe, dignified, fit for purpose, and suited to the delivery of modern care and support in shared facilities.

## 1.2 Case for change

- 1.2.1 The current step-down service is well established and generally well regarded by service users and staff working across the crisis care pathway.
- 1.2.2 However, the current environment is very poor and does not fully support the provision of dignified, respectful of modern community-based care and support. There are significant limitations on opportunities to deliver meaningful improvements within the current building layout – and costs would be prohibitive for the current owner of the premises (Sheffield City Council) or the SHSC NHS Trust.
- 1.2.3 SHSC priorities are to deliver our Clinical and Social Care Strategy, ensure effective services are in place across the crisis care pathway and deliver services in environments that actively support the delivery of therapeutic care.
- 1.2.4 The Trust has an empty facility (Beech) based on the Woodland View site at Lightwood House. This has already been re-furbished and furnished to a high standard. The design and layout actively supports safety, (to include same sex facilities), privacy and dignity and would meet the needs of the step-down service and the client group. This facility would be a significant improvement on the current Wainwright Crescent facility which as a 40-year-old building has also had limited improvements over the years. Relocating the service to Beech would provide and enable
  - Therapeutic care and support in a modern facility
  - Dignity and privacy with 100 % of bedrooms providing en-suite facilities and able to provide separated sleeping, ensuring sexual safety
  - Meaningful activities through more and flexible private and communal space

## 1.3 Engagement and collaboration (see section 3.1)

- 1.3.1 In developing this proposal engagement and collaboration has been undertaken with:
  - 20 current and 10 future service users through individual and group meetings (this would equate to c50% of the number of people using the service each year)
  - staff currently working in the step-down service through team and individual meetings
  - clinical leaders from across the crisis care pathway in a development workshop
  - Healthwatch in respect of the proposed changes and the broader support that people in the community be need more generally.
  - service commissioners through designated meetings to discuss and review proposed changes

No adverse impacts were identified by service users. Key messages from service users highlighted the frustrations with the current environment, privacy and dignity from a gender perspective, and some concerns regarding broader community safety in respect of the current location of Wainwright Crescent. The better environmental offer of en-suite and better communal facilities was also welcomed.

## **1.4 Options, impacts and recommendations**

- 1.4.1 The current facility cannot be meaningfully improved through structural work. At the same time the option of 'not moving' wasn't considered to be viable. The current service needs to move to better premises.
- 1.4.2 Active consideration was given to the suitability of the vacant facility at Beech on the Lightwood house site. This was the preferred and only option given meaningful consideration. This location would also address concerns raised by current service users regarding neighbourhood and community safety and facilities at the current Wainwright Crescent location. Other options weren't considered as there were no other options from the Trusts estate or elsewhere that wouldn't incur significant new costs, and Beech was considered to be a viable option.
- 1.4.3 In appraising Beech as an option, the following were undertaken
- a) Full Quality and Equality Impact Assessment, approved by Medical and Nursing Directors
  - b) Environmental risk assessment appropriate to the needs of the client group
  - c) Re-registration appraisal of the service and proposed move with the Care Quality Commission who have visited the proposed new location and approved registration.
  - d) Engagement and consultation with stakeholders (current and future service users, staff, commissioning leads, Healthwatch)
- 1.4.4 The outcomes from the appraisal are summarised as
- a) Impacts on the care of service users, as highlighted through the QEIA, were very low and manageable. This is summarised in Section, and the full QEIA is attached at Appendix 3.
  - b) Following a full risk assessment of the Beech facility the environment is suitable to the needs of the client group. The environment is of a higher standard and quality, provides for en-suite accommodation as opposed to the current shared bathroom/toileting facilities, delivers on infection prevention and control standards, provides improved communal facilities and private space for visitors and activities. This is critical for maintaining privacy and dignity in relation to gender and sexual safety.
  - c) The impact of a reduction to 10 beds (from the current 11 beds) was low and current improvements in flow will mitigate the reduced bed numbers. This is summarised in Section 2.5.3 (b), with supporting information at Appendix B.
  - d) Service user and staff views regarding a proposed move have been positive with the improved environment and facilities considered a clear benefit and gain.
  - e) The change in location will impact on increased travelling times for some visitors. As a city-wide service any change in location will result in some people being closer, and others being further away, as is the current position at Wainwright Crescent. The impact of this is minimal, with comparative information on travelling times suggesting an increase in travelling of 1-2 miles or 5-10 minutes travelling time on public transport. This is summarised in Section 3.2 (d) and at Appendix A

## 1.5 Recommendations and next steps

Following the above appraisal, the recommendation is that the current step-down service at Wainwright Crescent is relocated to Beech on the Trust's Lightwood House site.

This will

- a) Deliver on the vision and aims of improving the environment of care for clients and staff in step-down services, leading to improved experiences and outcomes.
- b) Deliver the investment objectives of providing an affordable, fit for purpose facility that meets the needs of the client group and making effective use of the Trust estate and capital funds.
- c) Provide a better step down from inpatient care back into a community discharge pathway.

## Section 2 – Case for Change

### 2.1 Background

- 2.1.1 Wainwright Crescent is a 11-bedded unit providing step-down care for adults discharged from SHSC mental health inpatient wards who need alternative support as part of their community care discharge plan.
- 2.1.2 The main aim of the service is to provide a safe place where individuals can continue to focus on themselves and their recovery and rebuild their confidence. Through building on strengths and offering practical support with daily living skills such as shopping, medication, budgeting, cooking and self-care, the service supports individuals to make a transition back to the community as smooth as possible
- 2.1.3 Since 2017 the service has existed as a step-down facility from acute mental health inpatient care solely commissioned by Sheffield CCG. However, historically some people may remember Wainwright Crescent in its former role as a jointly commissioned respite care service. Sheffield City Council withdrew their block funding at this site for use as a respite care service as part of a decommissioning and re-procurement approach under their Mental Health Recovery Framework and an 'any willing provider approach', in line with their desire to create more choice in the market, and to encourage more flexible self-directed approaches to funding individuals' social care support needs. SHSC did not continue as a provider of respite services at Wainwright at this time, as they could not remain competitive in the respite market under the new commissioning framework.
- 2.1.4 Sheffield CCG subsequently worked with SHSC to continue to use the site as a commissioned step-down service to establish alternative models of support to people in the community. Since 2017 therefore, the service has existed as a step-down service from acute mental health care and not as a respite unit.
- 2.1.5 The service reduced from 12 beds to 11 beds in response to Covid as one of the bedrooms was no longer suitable. (Note: the proposed service relocation would result in a further reduction to 10 beds. This is reviewed in Section 2.5.3)

### 2.2 Services – summary of service

Information	Details
Location	48 Wainwright Crescent, Richmond, Sheffield, S13 8EN

Information	Details						
<b>Premises status</b>	Sheffield City Council property Services delivered under a Tenancy at Will, with no formal notice period.						
<b>Commissioned by</b>	Sheffield CCG						
<b>To provide</b>	Step-down care for adults discharged from SHSC mental health inpatient wards before they are fully discharged into the community  Service for clients who no longer need inpatient care, but do need further support before they are ready to return home or to their future home.						
<b>Registration</b>	Wainwright Crescent is registered with the CQC as a Care Home without Nursing  It is registered to provide accommodation for persons who require nursing or personal care, mental health conditions, caring for adults under 65 yrs						
<b>Costs</b>	£619, 848 Staffing costs £570,312 Estate related costs £49, 536 (includes payments to Council for re-charge) Lease costs Nil – no leases costs are charged by the Council						
<b>Support services and contracts</b>	The service reimburses Sheffield City Council for <ul style="list-style-type: none"> <li>• Cleaning services</li> <li>• Some utility related costs</li> </ul>						
<b>Capacity</b>	The service currently has 11 beds.						
<b>Staffing establishment</b>	The funded staffing establishment is 16.26 wte The staff team at Wainwright Crescent comprises of the <ul style="list-style-type: none"> <li>• Unit Manager/ Deputy Manager – 2.00</li> <li>• Supervisors – 2.00</li> <li>• Discharge co-ordinators – 1.00</li> <li>• support workers – 11.24</li> </ul>						
<b>Activity 2021/22</b>	<table border="1"> <tr> <td>Admissions per annum</td> <td>64 (c5.3 per month)</td> </tr> <tr> <td>Average length of stay</td> <td>100 days for those on unit each month 67.6 days rolling 12 months @ March 22</td> </tr> <tr> <td>Bed occupied</td> <td>10 beds (2021/22) 9.3 beds (six month period Oct-Mar 22)</td> </tr> </table> <p>Further information on activity is outlined in Section 2.5.2 and appraisal of future capacity plan</p>	Admissions per annum	64 (c5.3 per month)	Average length of stay	100 days for those on unit each month 67.6 days rolling 12 months @ March 22	Bed occupied	10 beds (2021/22) 9.3 beds (six month period Oct-Mar 22)
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Bed occupied	10 beds (2021/22) 9.3 beds (six month period Oct-Mar 22)						

## 2.3 Wainwright Crescent - Building Appraisal

The building is owned by Sheffield City Council with the Trust using the facility through a Tenancy at Will; there is no notice period should notice be served to reclaim the building.

Extensive renovation work is required to the building if the service is to remain on current site for which capital investment would be required.

Areas requiring renovation at Wainwright Crescent:

- Insufficient toilet facilities. There is currently 3 for 11 service users (1 female, 1 male, 1 mixed disabled) and 1 toilet for 17 staff.
- Insufficient bathroom facilities for service users. There is currently 2 (1 female, 1 male). Due to low water pressure, the pumps are very load and people are limited to time they can shower in evenings and mornings.
- No shower facility for staff
- No permanent staff changing room or break room – one of the bedrooms has been converted into a scrub changing area during COVID and will remain so, as the room itself would require soundproofing to be suitable for a service user to use again
- Bedrooms are small and there's insufficient space for belongings. This is particularly problematic for service users who have all their belongings with them
- General lack of storage space for service user belongings and equipment such as cleaning products
- Larger kitchen – lack of storage facilities for service user food items and general kitchen utensils
- Laundry room – houses the boiler, insufficient space to iron
- Lounge – 1 room only and limited space
- Lack of meeting rooms for visitors or meetings
- No separate clinic room – medication cupboard and fridge, first aid are all stored in main office
- Larger activity space required – no sink in current one so washing up is done in the kitchen

In addition to this, carpets and flooring need changing. A recent Infection Prevention and Control inspection identified areas of change that require investment to existing facilities and will have to be completed in the interest of maintaining Infection Control standards

There is limited scope for a building extension and on-site parking would also be compromised. It is certain that the number of beds would need to be reduced if renovation were to take place at current site

## 2.4 Service user experience of the building

The physical environment requires renovation to meet standards of quality and safety. We have insufficient storage space, limited private/prayer facilities, and a very small visitors room.

We also do not have en-suite facilities, and there is limited scope to extend the current building. As mixed sex accommodation, the environmental and sexual safety requires significant improvement.

The location of the service has also caused concern for some service user's who are abstaining from substances or alcohol due to access to drugs in the immediate surroundings.

## 2.5 Strategic Context – our strategy and challenges across the crisis care pathway

### 2.5.1 Our Clinical and Social Care Strategy: The care we want to deliver

Our Clinical and Social Care Strategy defines the care we want to deliver. It is based on the values of SHSC and the recovery principle, delivering care that is person-centred, trauma-informed, evidence-led and strengths-based.

To create environments in which excellence can be delivered, our Clinical and Social Care Strategy is clear. As part of SHSC's commitment to creating environments for excellence and having therapeutic environments that support care, we will develop environments that are safe, therapeutic, compassionate, enable best practice and provide the best for service users. These will be environments where people feel valued and listened to, and staff enjoy coming to work because they are supported to learn and develop together.

#### **b) Effectiveness of the current step-down offer and service**

A summary of admissions, discharges and analysis of lengths of stay and occupancy levels is provided at Appendix B.

Key messages are:

##### Numbers admitted are up 10% last year

- An increase in the number of admissions from 2020/21 of 58 to 64 in 2021/22, reflected in a similar increase in numbers of discharges.

##### Some clients experience longer stays

- A small number of clients experienced longer than expected lengths of stay.
- This is reflected in 2020/21 figures showing a 12-month rolling length of stay on discharge at between 51 and 67 days
- Yet each month, on average people at WWC had been there for over 100 days on average

##### This has changed this year, freeing up existing capacity

- In Quarter 3 of 2021/22 people who had been at WWC for a long time were finally discharged.
- Clients at WWC since October 2021 are sending less time on average in need of step down support

##### Projections suggest improved utilisation

- Due to the above changes throughput has improved
- For the Q3-Q4 period in 2021/22
  - Numbers of admissions was slightly higher for the second half of the year compared to the first half of the year. Q3-Q4 admissions were c13% higher than Q1-Q2, and 25% higher than for the previous year 2020/21.
  - Lengths of stay for people in the unit each month has reduced from 139 days on average between April-October 2021 to 46 days on average between Nov-March 2022
  - Because of these changes bed occupancy between Oct-March 2022 has been below 10 beds at 9.3 days

##### Implications for move to Beech with 10 beds

- **We are projecting to admit more people with 10 beds than we previously admitted with 11 beds.**

## 2.6 Estate strategy

Our Estate Strategy confirms seven investment priorities (not in priority order) which are

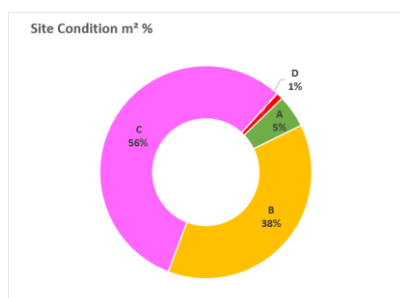
- 1) Ligature anchor points, de-escalation rooms and dormitory eradication.
- 2) New headquarters facilities
- 3) Inpatient accommodation
- 4) Improved accommodation for community services
- 5) Increase access to ensuite facilities
- 6) Modular decant ward
- 7) Statutory compliance, risk management and backlog maintenance

### a) Investment priority (4): Improved accommodation for community services

We need to improve the condition of our community-based estate whilst considering any further estate rationalisation opportunities, the planned expansion of staff numbers in some community services and potential new community models for mental health.

### b) Estate condition

Substantial improvements in the condition of our Trust estate will be required to achieve the strategic aim of having all SHSC building at 'physical condition grade' B, or above. Our community estate is in poor condition with 56% of our estate in condition C.



### Trust wide position

- Estimated Backlog Maintenance - £14.50m
- Annual Occupational Costs - £7.20m
- Occupational Costs Equivalent to - £133/m²

## 2.7 Opportunity - other available Trust estate

SHSC has a newly refurbished 10-bedded unit at Beech Cottage. This is located at 1 Lightwood Lane, Sheffield, S8 8BG

Beech Cottage is empty with no other plans currently for its use.

Moving to Beech Cottage will address all the areas requiring renovation. The unit has ensuite bathrooms, kitchens, meeting rooms and visitor rooms, staff only areas, lounge areas for residents, laundry room, prayer room/quiet room and a clinic room. There are no concerns for Infection Control standards.

Beech Cottage is co-located on site with other SHSC services namely Woodland View. There is free parking on site for staff, visitors and people using the service.

The distance between Wainwright Crescent and Beech Cottage is 3.7 miles. Should a move be considered the impact of this would be

- a) For individual clients – impact would be considered very low as clients would be based at Beech Cottage and would not be 'travelling' to the site every day. There will be some differences in travelling times for any planned trips clients may wish to plan.



- b) For visitors to service users – for some visitors the changed site will be closer, for some further.
- c) For staff members will be dependent on their personal circumstances including home address and travel arrangements to get to/from work

### 2.7.1 Guiding principles

Our Estate Strategy (2021-2026) sets clear guiding principles for our estate and community facilities. SHSC aims to operate from an estate which is:

Principles	Does WWC meet the principles?	Does Beech meet the principles?
1. Fit for purpose and enables delivery of high quality and safe clinical and social care services.	No	Yes
2. In a good condition, is functionally suitable and offers “healing environments”.	No	Yes
3. Environmentally sustainable, accessible by public transport and affordable.	No	Yes
4. Accessible to local people and designed around changing service models and demographic needs.	No	Part (city wide service)
5. Shared with other services or organisations to maximise space utilisation and efficiency	No	Yes
6. Therapeutic, providing sufficient high quality external spaces in support of 24/7 facilities	No	Yes
7. Reception areas should be fresh, modern and inviting and have an uplifting ‘wow’ factor (e.g. SCH entrance)	No	Yes
8. Non stigmatising and inclusive	No	Yes

## 2.8 Conclusion, Vision and Aims

### 2.8.1 Conclusion: Wainwright Crescent.

- The current step-down service is well established and generally well regarded by service users and staff working across the crisis care pathway.
- The current environment is very poor and does not support the provision of dignified, respectful of modern community-based care and support. There are significant limitations on opportunities to deliver meaningful improvements within the current footprint – and costs would be prohibitive for the current owner of the premises (Sheffield City Council) or the Trust.
- Key aspects of SHSC strategy are to deliver our Clinical and Social Care Strategy,

ensure effective services are in place across the crisis care pathway and deliver services through an improved estate and built environment that actively supports the delivery of therapeutic care.

- The Trust has an empty facility (Beech) based on the Woodland View site at Lightwood House. This has already been re-furnished and furnished to a high standard. The design and layout actively supports privacy and dignity and would meet the needs of the step-down service.

### 2.8.2 Vision and Aims

To improve the environment of care for clients and staff in step-down services, leading to improved experiences and outcomes.

The investment objectives are to provide:

- To provide an affordable, fit for purpose facility that meets the needs of the client group
- Make effective use of the Trust estate and capital funds

## 2.9 Benefits

The following lists out the likely benefits from moving the services to new/ different accommodation, along with the type of benefit and how it could be (or is currently) measured.

### 2.9.1 High level benefits

Ref	Benefits	Type	Measure
B1	<b>Service user experience</b> There will be improvements in the environment for service users and visitor – improving the experience and satisfaction with care provided	Quality	Service user feedback/ surveys
B2	<b>Staff experience</b> There will be improvements in the environment for staff – improving the experience and satisfaction with care provided	Quality	Staff feedback/ surveys
B3	<b>Staff wellbeing</b> The accommodation will be aligned to service needs, supporting effective ways of working – improving wellbeing and reducing stress	Quality	Staff feedback/ surveys
B4	<b>Service Outcomes</b> Fit for purpose accommodation will support the effective delivery of high-quality care – improving client and service outcomes	Quality	Service user feedback/ surveys Outcome measures
B5	<b>Better use of resources</b> Space utilisation will reflect service needs and agile ways of working and the trust will make better use of its financial resources	Efficiency	Space utilisation Maintenance costs

### 2.9.1 Dis-Benefits

The following lists out the likely dis-benefits from moving the services to new/ different accommodation, along with the type of benefit and how it could be (or is currently) measured.

Ref	Benefits	Type	Measure
DB1	<b>Work/ life balance</b> Some staff travel could be longer depending upon the location of future services and this may create barriers to continuing in the service	Workforce	Number of staff who move service  Extra travelling time

## Section 3 - Options, impacts, and recommendations

### 3.1 Engagement and consultation

In developing this proposal engagement and collaboration has been undertaken with:

- current and past service users through group meetings and forums
- staff currently working in the step-down service through team and individual meetings
- clinical leaders from across the crisis care pathway through a development workshop
- Healthwatch in respect of the proposed changes and the broader support that people in the community be need more generally.
- service commissioners through designated meetings to discuss and review proposed changes

#### Service user engagement

The focus of the change is the proposed service location. The service offer is not changing. The engagement and consultation with service users focussed on the proposed change in location and improvement to the environment – and if this would have any adverse impacts on individuals who use the service or are considering using the service.

How did we engage	<p>Directly with current and future service users over a 3-month period</p> <p>For current service users this was done through</p> <ul style="list-style-type: none"> <li>• Individual discussions led by members of staff which explored the proposed changes and reviewed what the impact may be for each person</li> <li>• Community meetings held in n the service which facilitated group discussion about the proposed changes</li> </ul> <p>For future service users</p> <ul style="list-style-type: none"> <li>• All clients referred to the service were reviewed as part of the referral process. The proposed change in location was reviewed with them to review and identify if this would have any impact in the individual’s choice or ability to access the service</li> </ul>
How many people did we engage with	<ul style="list-style-type: none"> <li>• 20 service users who have used the service over a 3-month period</li> </ul>

	<ul style="list-style-type: none"> <li>• 10 service users who have been referred to the service</li> </ul>
Outcomes and key messages	<ul style="list-style-type: none"> <li>• No adverse impacts were identified through the above discussions</li> <li>• No client expressed a view that the proposed change in location would have an adverse impact on their ability or choice to access the service</li> <li>• The improvements in the environment were welcomed by current service users and this was considered an important improvement (en-suite, more private space, more communal space, better garden areas)</li> <li>• The change in location was also welcomed by some service users who had a history of substance misuse as the Lightwood House area was a safer area than the Wainwright Crescent area.</li> </ul>

Key messages from service users highlighted the frustrations with the current environment, issues about privacy and dignity from a gender perspective, and some concerns regarding broader community safety in respect of the current location of Wainwright Crescent. The better environmental offer of en-suite and better communal facilities was also welcomed.

Broader stakeholder engagement highlighted strengths in the current services provided along with areas for continued focus in respect of support for people in crisis and in need of support post discharge. These were not considered relevant to the proposed re-location but will be incorporated into on-going service plans and improvement work.

### 3.2 Beech at Lightwood House – the preferred option

The current facility at Wainwright cannot be meaningfully improved through structural work. At the same time the option of ‘not moving’ wasn’t considered to be viable.

Active consideration was given to the suitability of the vacant facility at Beech on the Lightwood house site. This was the preferred and only option given meaningful consideration. Other options weren’t considered as there were no other options from the Trusts estate or elsewhere that wouldn’t incur significant new additional costs beyond the available funding envelope.

In appraising Beech as an option, the following were undertaken

- Full Quality and Equality Impact Assessment, approved by Medical and Nursing Directors
- Environmental risk assessment appropriate to the needs of the client group
- Re-registration appraisal of the service and proposed move with the Care Quality Commission
- Engagement and consultation with stakeholders (summarised through Section 2)

### 3.2 Impacts

#### a) Impact on patient care

Impacts on patient care, as highlighted through the QEIA, were very low and manageable. The full QEIA is attached at Appendix 3 and is summarised in the table below

Domain	Impact rating (High / Medium / Low / Very Low)
Patient Safety	Score of 4 - Very Low Impact
Clinical Effectiveness	Score of 9 – Medium Impact
Patient and Carer Experience	Score of 6 - Low Impact
Operational Effectiveness	Score of 6 - Low Impact
Criticality to delivering the Trusts strategic objectives	Score of 4 - Very Low Impact
Financial implications	Score of 6 - Low Impact
Reputation	Score of 4 - Very Low Impact
Workforce	Score of 4 - Very Low Impact
Discrimination	Score of 1 – Very Low Impact

b) The proposed environment

Following a full risk assessment of the Beech facility the environment is suitable to the needs of the client group. The environment is of a much better standard and quality, provides for en-suite accommodation as opposed to the current shared bathroom/ toileting facilities, delivers on infection control standards, provides improved communal facilities and private space for visitors and activities. It also is within a 5 minute duration bus ride from Graves Sports and Leisure facility, which has a swimming pool, gym and various exercise classes, and also, the St James Retail Park which has supermarkets, shops and cafés. There are considerable added benefits from people using the service from also having access to open countryside, for exercise such as walking and running, and the mental health benefits of green space, as Beech Cottage is located on the edge of farmland at Lightwood, despite being in an urban area.

c) Impact on access due to a reduction to 10 beds

The impact of a reduction to 10 beds was low and current improvements in flow will mitigate the reduced bed numbers. This is summarised in Section 3, with supporting information at Appendix B.

We are projecting to admit more people with 10 beds than previously admitted with 11.

d) Impact on access/transport due to change in location

The change in location will impact on increased travelling times for some visitors, but will improve it for others, given this is a city wide facility. This is minimal, with comparative information on travelling times suggesting an increase in travelling of 1-2 miles or 5-10 minutes travelling time on public transport. This is summarised in below.

Trust bases	Wainwright Crescent			Lightwood House			Changes
	Miles	Travel time (car)	Public transport	Miles	Travel time (car)	Public transport	
City centre	4.2m	12 mins	23-28 mins	5.6m	14-16 mins	33-38 mins	<b>+1.4m</b> (car) <b>+5 mins</b> (car) <b>+10 mins</b> (public)
Northern General	5.5m	15-25	50-55	7.2m	20-30	56 mins	<b>+1.7m</b> (car) <b>+5 min</b> (car)

hospital site		mins	mins		mins		<b>+5 mins</b> (public)
<b>Northlands community centre</b>	6m	15-25 mins	53 mins	7.9m	20-30 mins	60 mins	<b>+1.9m</b> (car) <b>+5 min</b> (car) <b>+5-7 mins</b> (public)
<b>Michael Carlisle Centre hospital site</b>	5m	15-30 mins	1 hr	4m	10 mins	55-60 mins	<b>-1m</b> (car) <b>-10-20 min</b> (car) <b>-5 mins</b> (public)
<b>Eastglade community centre</b>	2.4m	6-12 mins	34-38 mins	3.1m	10-15 mins	29-33 mins	<b>+0.7m</b> (car) <b>+5 min</b> (car) <b>-5 mins</b> (public)

Public transport arrangements are comparable. Wainwright Crescent is serviced by 3 bus routes that travel to the city centre, as is Lightwood House. Travel times are comparable with car journeys taking an extra five minutes and public transport taking an extra ten minutes from Lightwood House to the city centre compared to Wainwright Crescent.

Local amenities are accessible at both locations. The step-down service is self-catering, meaning clients make their own arrangements for food and cooking. Both areas are serviced by local supermarkets with a local Co-Op store within 13 minutes walking distance from Wainwright and 12 minutes walking distance from Lightwood House. As stated, Beech Cottage has a positive benefit of being a five minute bus ride to the new the high quality retail facilities at Norton, which is further along the main road, providing a choice of 2 further supermarkets, cafés and leisure facilities.

### 3.3 Recommendation

Following the above appraisal, the recommendation is that the current step-down service at Wainwright Crescent is relocated to Beech on the Trust's Lightwood House site.

This will:

- a.) Deliver on the vision and aims of improving the environment of care for clients and staff in step-down services, leading to improved experiences and outcomes.
- b.) Assist with the discharge of people back into a community setting as part of their reintegration after treatment in hospital
- c.) Deliver the investment objectives of providing an affordable, fit for purpose facility that meets the needs of the client group and making effective use of the Trust estate and capital funds

## Section 4 – Next steps and arrangements for a move

A weekly project meeting has been mobilised involving service leads and representatives from departments who will be needed to support the change. The following provides an overview of the arrangements in place / being finalised to support a proposed relocation

**HR Consultation:** A Case for Change, in line with HR process has been developed and agreed and staff consultation has been undertaken.

**Estates:** To confirm future use for a vacated Wainwright Crescent with Council. Wainwright Crescent is on a Tenancy at Will contract which means there isn't a notice period to serve. A skip will also need to be hired for the month before move to support decluttering of current premises.

**Communication with service users regarding move.** An internal and external communication strategy is in place and ready to be mobilised. All service users who are likely to be affected by the move at the point of move, will need to be consulted and details discussed with themselves as well as their family, carers and/or advocates.

**Review of Purpose of the Service and Staffing Structure.** Beech accommodates 10 service users compared with the original 12 at Wainwright Crescent. Therefore, the staffing model will be reviewed. There is a cost-pressure associated with the current staffing model, which may no longer be warranted due to reduction in bed base.

**Service users – registration with GP and Pharmacy:** All service users will need to register with a new GP and Pharmacy closer to Beech to ensure there is continuity in care on move. This will be led by Wainwright Crescent service lead.

**Ligature Anchor Point Assessment and Environmental Risk Assessments at Beech Cottage:** Both are required for all services operated by SHSC. LAP and Environmental Risk assessments have been completed with inclusion from clinical, operational and estates colleagues.

**Staff induction:** There will be an induction plan and visit devised for all substantive staff working at Wainwright Crescent, prior to relocation. This is anticipated to take 2 weeks to capture all staff.

**Business Continuity Plans and Operational Plans:** All business continuity plans and operational plans, including emergency response, will be updated prior to move. This will be led by service operational leads.

**Corporate services: IT, IMST, Procurement, Switchboard:** All corporate services will need to be notified of move date to ensure transfer and continuity of service

**Governance:** Risk Registers: all risk registers will be updated for current risks at Beech (and location). Risk Department has been notified of move and update systems for recording incidents accordingly

**CQC registration:** Registration of step-down services at Beech has been reviewed

**PMO support: is in place** to support the administration of meetings and action points

**On the day move:** The project group will mobilise a detailed 'on the day' plan for moving service users and their belongings to Beech Cottage. It is anticipated that the move is completed within one day.



Location  
Wainwright Crescent and Lightwood House

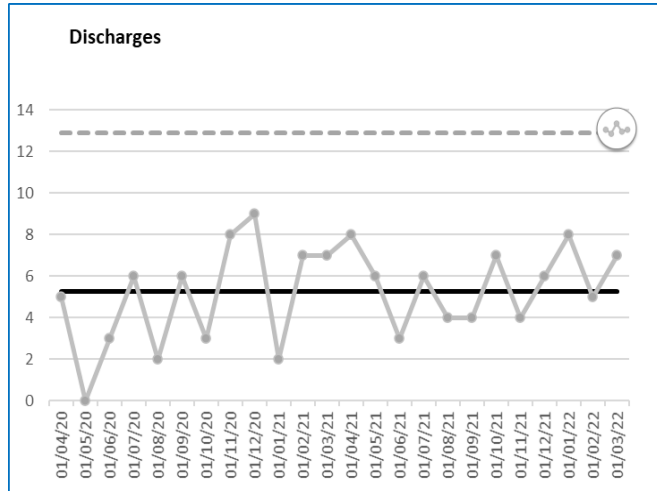
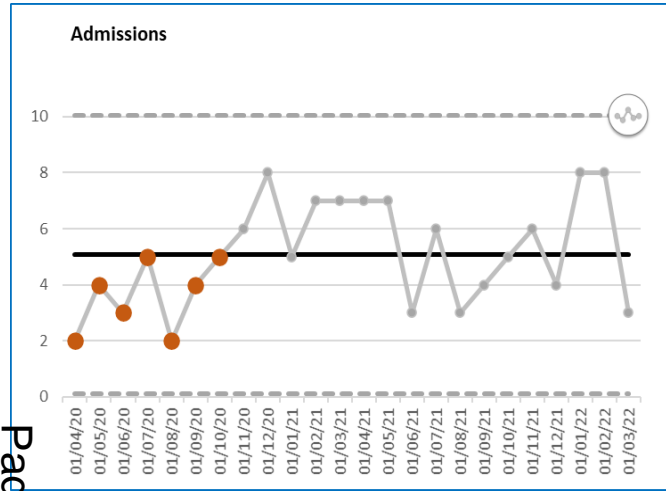


**Wainwright Crescent**  
Car: 4.2 miles to city centre (12 mins)  
Bus: No's 30a, 25 7 24 (23-28 mins)  
Co-op: 13 mins walk (Richmond Rd)

**Lightwood**  
Car: 5.6 miles to city centre (16 mins)  
Bus: No's 1, 1a, & 20 (33-36 mins)  
Co-op: 12 mins walk (Constable Rd)

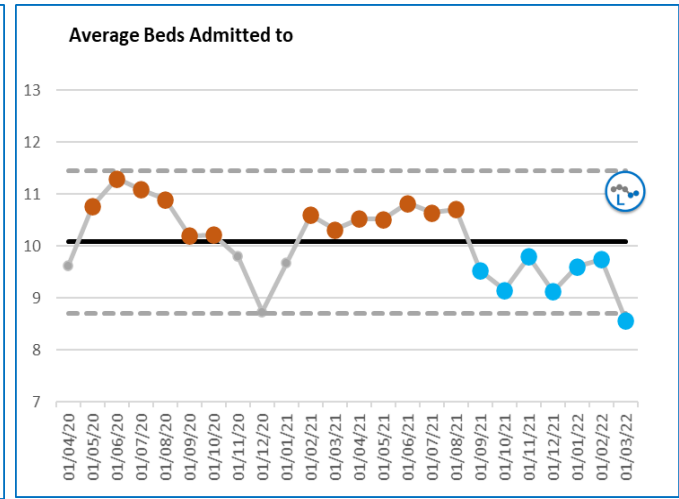
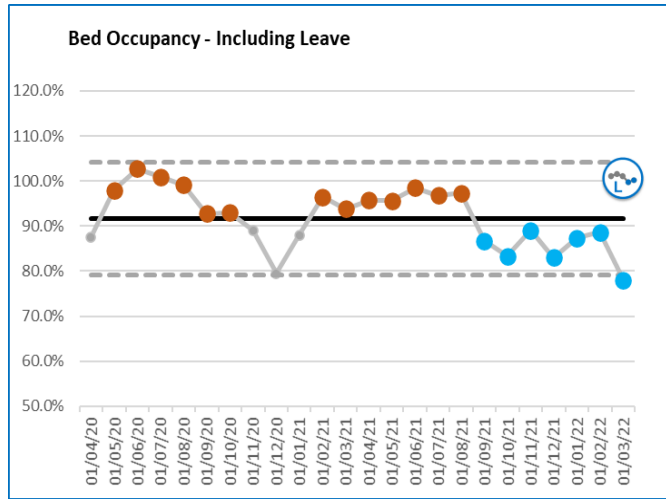
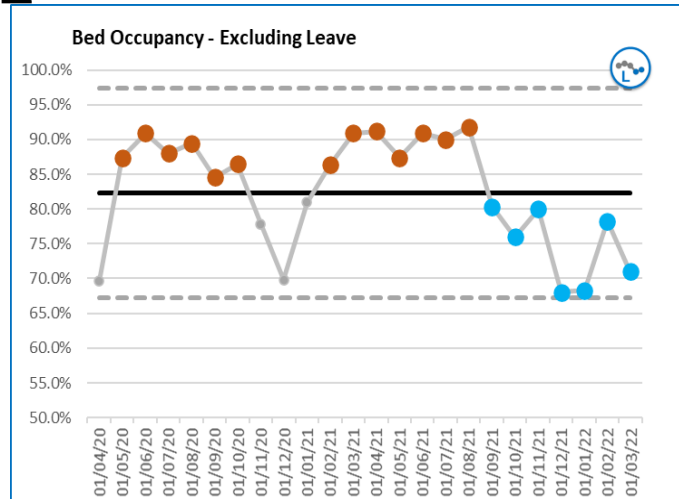


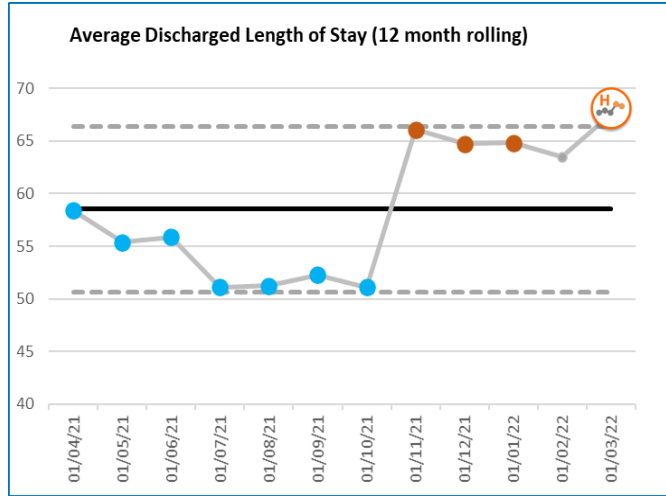
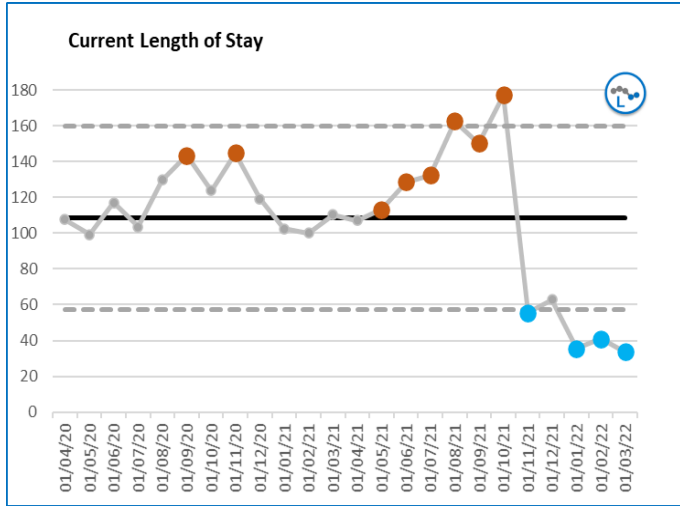
Wainwright Crescent utilisation – summary information



The bottom three graphs show reduced occupancy and a much decreased length of stay (graph on the next page) due to improved throughput and discharge of previous long-stay clients.

This supports the view that the service can see the same number of people with one less bed in the proposed new location.





QEIA – see separate paper

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