

Step Down Services

Relocation of service to Beech Progress report



28 November 2022

1. Introduction

- 1.1 A report was provided to the Health Scrutiny Sub Committee in June 2022 regarding the plan to relocate the Step-Down service from Wainwright Crescent to Beech, on the Trusts Lightwood Lane site in July 2022.
- 1.2 The planned relocation was supported by the Committee.
- 1.3 The Committee requested a follow up report regarding progress and the impact of the relocation.

2. Background

- 2.1 The purpose of the move was 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.
- 2.2 The main aim of the Step-Down 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 from hospital as smooth as possible
- 2.3 The previous environment was very poor and did not support the provision of dignified, respectful of modern community-based care and support. This did not support SHSC priorities which are to ensure effective services are in place across the crisis care pathway and to deliver services in environments that actively support the delivery of therapeutic care.
- 2.4 The Trust had an empty facility (Beech) based on the Woodland View site at Lightwood House. This had already been re-furbished and furnished to a high standard. The design and layout actively supporting 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 Wainwright Crescent facility. 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

3. The relocated service – impact and benefits

3.1 The service successfully relocated on 5th July 2022.

3.2 **Overall, the change has been positively received.**

Some areas to note:

- a) **Positive feedback from service users on the environment** – all rooms are ensuite, two separate kitchens, enclosed garden, plenty of spaces to relax and receive visitors with privacy
- b) **Positive feedback from staff of being in an improved environment** – this service change had been discussed for many years prior to a commitment to make the changes require. There are better staff facilities including a shower and staff room.
- c) **No adverse impact on waiting times** - due to operational model of the unit, despite reduction of beds from 11 to 10, service users are not experiencing waits to access the service.
- d) **Infection control concerns that existed at Wainwright Crescent have been addressed** – new flooring, separate clinic room and safe storage of medication, en-suite bedrooms, which allows for better isolation of service users with an infection and minimise risk of infection spread
- e) **Co-location with other services** means staff and service users at Beech are not as isolated as they were
- f) **CQC registered the new facilities and there was positive feedback** from this process
- g) **Opportunity to offer more to service users** – access to minibus service at Lightwood to facilitate trips and greater opportunity for therapeutic work and in-reach
- h) **Changes to housekeeping contract is improving quality** – previously this was subcontracted to the council. This is now fully in-house, providing greater assurance on quality and availability.

3.3 **Access**

The service relocated on 5th July 2022. It is too early to provide an overview of changes and impacts. However, information for the first three-month period following the change would indicate that the relocation has not had any adverse impact on access to the service.

- The same number of people are accessing the service as before
- Bed utilisation is in line with before
- Length of stay has been shorter for those people discharged over the three-month period since the relocation

Criteria	2021-22	August – October 2022
Number of beds	11	10
Number of Admissions	5.3 per month 64 in 2021-22	5
Occupancy/ utilisation	9.3 beds on average October 21- March 22	9.1 beds used on average
Length of stay	67.6 days rolling 12 month average 100 days for those on the unit at the end of each month	64 days rolling 12 month average 37 days for those on the unit at the end of each month

3.4 Service user feedback

A small group of service users moved from Wainwright Crescent to Beech at Lightwood and have therefore experienced receiving support at both facilities.

Feedback surveys were requested when they were subsequently discharged from Beech regarding the comparisons between the two facilities.

Overall the feedback, from the small group of service users, was positive regarding Beech, and the comments are summarised below.

Consideration	Feedback
Accommodation	Positive feedback Bedroom/ bathrooms more spacious and of higher standard. Not having to share bedrooms and ensuite facilities gives more privacy and dignity.
Facilities	Positive feedback Kitchen more spacious, better décor, modern design and equipment Lounge much more spacious, improved décor, more relaxing More communal areas, more rooms for private time with visitors, more choices Range and choice of activities has improved, supported by better facilities
Outdoor space	Positive feedback Outside area described as pretty and appealing

Consideration	Feedback
Location and surrounding area	Benefits of Trust Pharmacy delivering to Beech/Lightwood House as it makes things more convenient. Neighbouring area described as nice and tidier than the Wainwright Crescent area, with lots of places to walk around. Some feedback reflected on the need to walk to the local facilities.

3.5 **Staff feedback**

Feedback from staff working in the service was gathered following the move.

Consideration	Feedback
Care environment	Positive comments and experiences of the new environment and how it supported improved service user experiences
Meaningful activities and interactions	Positive comments and experiences of the new facilities and how it supported provision of improved range of activities for service users
Office and administration facilities	Furnishings and feel of the new offices were a clear improvement on previous arrangements Smaller offices have led to changes in working routines re using bookable rooms and needing to do more tasks 'outside of the office'
Outdoor space	Positive feedback along with a range of ideas for how further improvements can be made (soft furnishings, more planting etc)

2.6 **Areas for further development, action and monitoring**

New environmental concerns have arisen that need rectifying. This includes need for a second accessible bathroom for use by visitors and in event of an en-suite or staff facilities not working, continuity of access to essential facilities.

2.7 **Impacts arising from the proposed relocation**

The proposal to relocate the service to Beech identified four key areas of potential impact. These are summarised below. There have been no adverse impacts arising from the service relocation generally over the first three-month period post move.

More recently changes to bus routes have been made that is resulting in a change in travel arrangements for service users and the impact of this will be reviewed and monitored over the coming months.

Expectation pre-move	Progress Update
Impact on care: The Quality and Equality Impact Assessment concluded the impact on care would be very low and manageable.	Feedback over the first 3-4 months supports the assessment and no adverse impacts on care have been highlighted.
Standard of accommodation: The environment is of a higher standard and quality and suitable to the needs of the client group	The improved accommodation has been well received by service users and staff.
Reduction of one bed: The new accommodation had one bed less. We projected to admit more people with 10 beds than we previously admitted with 11 beds.	Throughput and length of stay has improved, and the reduced bed hasn't had an adverse impact.
New location and access: There will be increased travelling times for some visitors, but reduced times for others, given this is a city-wide facility. This general impact was considered to be minimal.	<p>There have been no noticeable or reported problems arising from the re-location to the Lightwood House site and impact on travel arrangements or visiting arrangements.</p> <p>While its still relatively early days, over the 3 months since the relocation admission numbers have remained the same – suggesting that the new location is not a deterrent for individuals needing to access the service.</p> <p>Generally there have been no adverse feedback has been received regarding any negative consequences or impacts upon individual travel arrangements arising from the new location.</p> <p>More recently we have had some recent comments from service users about transport as the bus service/route has been changed and no longer comes on the top road, so people have to cross the busy dual carriageway and walk further for another bus</p>

4. Lessons learnt review

As part of the review of the service re-location a lessons learnt review has been undertaken. This highlights the benefits of some of the actions taken and areas where improvements can be made.

Theme	Description of Lesson
Staff consultation	Timely follow up on relocation allowance forms, which required re-dating due to move date being rescheduled, to minimise delays
Engagement with staff	<ol style="list-style-type: none"> 1. Engage with existing services that will be impacted with relocation 2. Be mindful of impact on staff morale if planned service change does not progress as anticipated 3. Evaluation surveys are important to learn what has gone well/could have gone better
Engagement with service users	<ol style="list-style-type: none"> 1. Evaluation surveys are important to learn what has gone well/could have gone better 2. Seek input from service users – improvements can be identified and made in a timely manner
Commissioner expectations	Scope need for external consultation(s) as part of planning service change
Involvement of corporate services	Designated leads to be identified for each supporting corporate function
Financial appraisal	No budget allocated for contingency works
Project Mobilisation Group	Ensure full representation at meeting regularly to support service change
Legislative – CQC Registration	Ensure CQC registration is accurate
Communications	Working with Communications team throughout service changes is paramount

5. Assurance of the management of the re-location

For information and reference the following were in place to support the planned service relocation

- 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)

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