

## Step Down Services

### Relocation of service to Beech

### Closing Paper



29 February 2024

# 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 closing report regarding an update 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 was to provide a safe place where individuals could 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 is a significant improvement on the Wainwright Crescent facility. Relocating the service to Beech provided and enabled.
  - 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 review

3.1 The service successfully relocated on 5<sup>th</sup> July 2022 and this paper will review the impacts and benefits up until February 2024.

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

With the feedback of 15 staff members and 21 service users we have collated the below review.

- a) **Positive feedback from service users on the environment** – There was enough room to take visitors, kitchen facilities were suitable, ensuite facilities were suitable and good outdoor space.
- b) **Positive feedback from staff of being in an improved environment** – Staff feel the position and accessibility is excellent and there is an excellent overall feel to the improved environment. There was positive feedback around communal areas and visitors.
- 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) **Reduced length of stay** – since the previous report there has been a reduced length of stay.
- e) **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.
- f) **Co-location with other services** this is reported as a positive change in the feedback we received, and the outdoor space was regarded as excellent for both staff and service users.
- g) **CQC registered the new facilities and there was positive feedback** from this process.
- h) **Opportunity to offer more to service users** – Access to minibus service at Lightwood remains in place and continues to facilitate trips and greater opportunity for therapeutic work and in-reach.
- i) **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 to service**

The service relocated on 5<sup>th</sup> July 2022. The same number of people are accessing the service as before

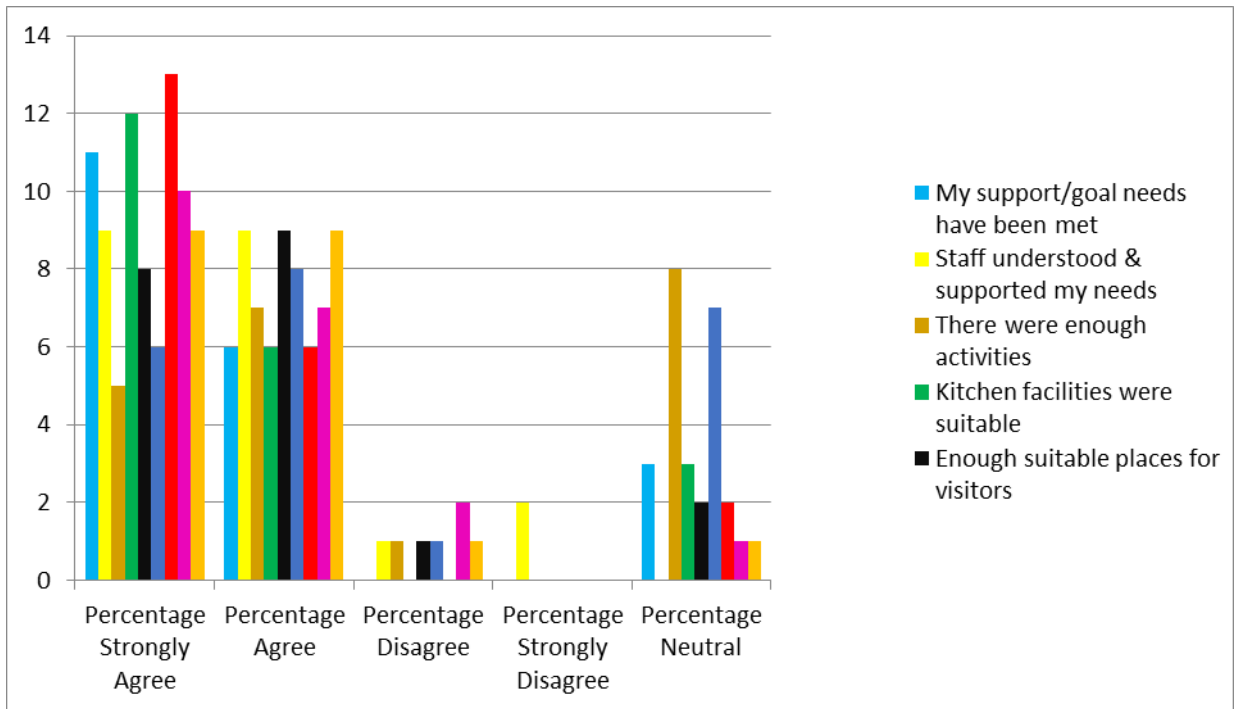
- Bed utilisation is in line with before.
- Length of stay has been shorter for those people discharged over the three-month period since the relocation and has subsequently remained lower than 21-22 figures.

- There have been 127 discharges from Beech since 1st January 2022, and only 22 of those (17%) were readmitted to an acute bed (including OOA) within 12 months of discharge. This demonstrates the significance of the impact Beech has on acute services and flow through the system.
- There are no reported delays on Beech, if there are delays they are reported through weekly Clinically Ready or Discharge (CRFD).

Criteria	2021-22	Aug – Oct 2022	Nov 22 - Mar 23	Apr 23 - Jan 24
Number of beds	11	10	10	10
Number of Admissions	5.3 per month 64 in 2021-22	5	4.6 per month avg. 23 total	4.6 per month avg. 46 total
Occupancy/ utilisation	9.3 beds on average October 21- March 22	9.1 beds used on average	8.8 beds used on average	8.9 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	47.1 days rolling 12-month average 48.9 days for those on the unit at the end of each month	58.5 days rolling 12-month average 59.4 days for those on the unit at the end of each month

### 3.4 Service user feedback

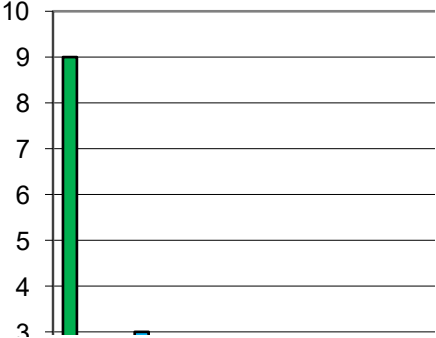
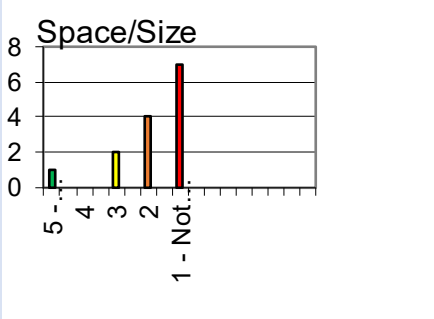
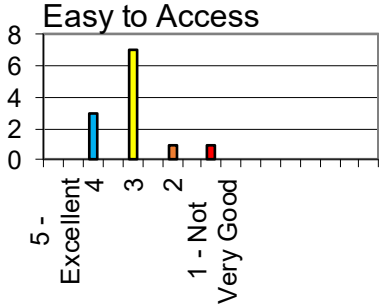
Quantitative feedback has been gathered, from 21 service users, and overall was positive regarding Beech, and the findings are summarised below.



### 3.5 Staff feedback

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

Consideration	Feedback												
Care environment	<p>Good feel, plenty of space, light comes in from the windows and conservatory.</p> <p>Lots of space to use, nice environment.</p> <p>Good sized lounges</p> <p>Plenty of room for visitors.</p> <div data-bbox="592 1406 1141 1778" data-label="Figure"> <table border="1"> <caption>Data for Figure 2: Variety of activities</caption> <thead> <tr> <th>Rating</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>5 - Excellent</td> <td>4</td> </tr> <tr> <td>4</td> <td>4</td> </tr> <tr> <td>3</td> <td>3</td> </tr> <tr> <td>2</td> <td>2</td> </tr> <tr> <td>1 - Not Very Good</td> <td>0</td> </tr> </tbody> </table> </div>	Rating	Count	5 - Excellent	4	4	4	3	3	2	2	1 - Not Very Good	0
Rating	Count												
5 - Excellent	4												
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Meaningful activities and interactions	<p>Rated as excellent.</p> <p>Lots of activities can be planned and we can now use the minibus.</p> <p>Ample space for activities.</p>												

	<p style="text-align: center;">Availability</p> 
<p>Office and administration facilities</p>	<p>The feedback was less positive around office space, stating it felt too small at times and was described as 'cramped'.</p> 
<p>Outdoor space</p>	<p>Peaceful grounds and trees and woodland area around are lovely.</p> 

**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. There have been no problems reported.

Expectation pre-move	Progress Update
<b>Impact on care:</b> The Quality and Equality Impact Assessment concluded the impact on care would be very low and manageable.	There continues to be no feedback gathered that would suggest there has been an impact on care as per the QEIA.
<b>Standard of accommodation:</b> 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 and remains the case in the review.
<b>Reduction of one bed:</b> 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, this remains the same for the review with a drop of a further bed night reduction.
<b>New location and access:</b> 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 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>There continues to be no adverse feedback received regarding any negative consequences or impacts upon individual travel arrangements arising from the new location.</p> <p>There is a minibus with allocated drivers which an support location and access. This was well received within the feedback.</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	Staff have been consulted as part of the most recent 2024

	review and asked to participate.
<b>Engagement with staff</b>	Engagement with staff has been prioritised as part of the review with questionnaires sent out with time to allow them to be completed and returned. 21 staff engaged with the feedback.
<b>Engagement with service users</b>	1. Evaluation surveys were used as part of the review in 2024. 2. Input from service users was sought and improvements identified and made in a timely manner.
<b>Involvement of corporate services</b>	There is now a Business and Performance Manager linked to Beech and other corporate services are now engaged with the service to align it to other SHSC services.
<b>Financial appraisal</b>	All financial requirements are factored into the yearly service objectives.
<b>Legislative – CQC Registration</b>	CQC Registration in place
<b>Communications</b>	Communications continue to be involved and provide regular updates on Beech to the wider trust.

## 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)
- e) Complaints process in place through SHSC, non-reported at present.