

A proposal to permanently locate the inpatient dementia assessment services at East Ham Care Centre

Report for the City of London Health and Social Care Committee, East Ham Care Centre, Cazaubon ward

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Purpose of the Report

To provide the City of London Health and Social Care Committee, with a report on

- Our proposal - to permanently locate the inpatient dementia assessment services at East Ham Care Centre
- The experience of service users and carers over the last 12 months following the interim move of the Dementia Assessment Unit, formerly provided within Columbia Ward, Mile End Hospital (MEH).
- The COVID – 19 ‘green’ zone arrangements within Mile End Hospital
- The future plans and next steps for these sites/services and to receive feedback on these proposals.

Introduction

During 2020, in response to the Covid -19 pandemic a covid free 'green' zone was created on the MEH site, designed to keep patients, staff and family/carers safe, reducing the risk of cross infection.

Columbia ward, a 21 bed, Organic (Dementia) Assessment unit, located at MEH, had entry and exit routes accessed through the 'green' zone, it was therefore not possible for Columbia ward to remain insitu.

ELFT and partners reviewed the options available to relocate Columbia Ward, seeking a suitable ward environment, to provide, safe & effective care for patients with Dementia

Cazaubon, a vacant ward, situated within East Ham Care Centre (EHCC), was identified, it had the capacity and adequate space with an improved environment, it also provided greater clinical adjacencies, as all the wards for Dementia and frail elderly would now be located at EHCC.

Our proposal

The move of Columbia ward to East Ham Care Centre has provided the opportunity for more effective clinical adjacencies, achieved through the colocation of the dementia and frail elderly inpatients on one site.

This creates a critical mass of expertise, resources and support of the care of the elderly and frail at this location. Patients can transition from the day hospital to the continuing care ward and if required, transition to the end of life ward within the one site at East Ham Care Centre providing a seamless pathway of care for a patient group for whom change can be unsettling.

We are already seeing the benefit this environment has on patients' recovery meaning they are well enough to go home sooner. This is an important opportunity to improve the health and care of older adults to make a positive difference to the mental and physical health of residents.

We now wish to make this a permanent arrangement with all Dementia inpatient admission services to Cazaubon ward, East Ham Care Centre

About the previous service - Columbia ward, Mile End hospital

Columbia ward design and layout is no longer compliant with modern mental health building expectations. Whilst single rooms were available there was only 1 bedroom with en-suite facilities. Patients who require admission to hospital because of a mental health problem especially Dementia are extremely vulnerable, can be confused and dis-orientated and are typically admitted for several weeks, they need an environment that will offer privacy and dignity to support their recovery.

Further environmental issues

- Poor natural light leading to a very dark environment
- Space and capacity issues for patients and carers/ and families visiting
- No direct access to outdoor space (all patients required to be escorted into the garden area by staff, limiting access as the ward is based on the top floor,
- Exceptionally hot in the summer due to its top floor position with inadequate insulation

About East Ham Care Centre

East Ham Care Centre is a purpose-built environment, providing a dementia-friendly layout. Cazaubon ward provides an improved environment (a step up from Columbia Ward), with large en-suite bedrooms, throughout, offering natural light. There is a restaurant on site, free visitor parking and therapy space and private secluded gardens.

The vast majority of care we provide takes place in the community, in or near to people's homes. In some cases care needs to be in hospital, this maybe because a thorough assessment is required, or a crisis has occurred.

In terms of the primary care pathway (including G. P, medical cover) this is unaffected by admission, the arrangements previously in place (within the Borough of origin) resume at the point of hospital discharge.

We have two older adult mental health inpatient wards and one physical health inpatient ward located at the East Ham Care Centre, serving residents of City & Hackney, Tower Hamlets and Newham.

- Fothergill Ward – 32 beds, providing physical health and end of life care
- Sally Sherman Ward – beds, providing Dementia and complex/challenging behaviour
- Cazaubon Ward – 21 Beds, providing organic (Dementia) admission and assessment function (replaced Columbia ward)

The experience of the past 12 months of the Cazaubon ward provision

- Admissions profile
- Pt Length of Stay
- Incidents number and themes
- Friends & Family Test

Columbia and Cazaubon wards comparative admission data



The need for hospital based care, even for those people with severe mental illness and Dementia has reduced over time, with more care now being delivered in the community. There is still however a requirement for acute and crisis admissions of people with Dementia, especially where the individuals require a period of admission in a safe environment.

The respective admissions profile

Columbia Ward Admissions	2018	2019	Up to August 2020 closure
CITY AND HACKNEY	20	26	18
NEWHAM	15	16	6
TOWER HAMLETS	19	17	17
Total	54	59	41

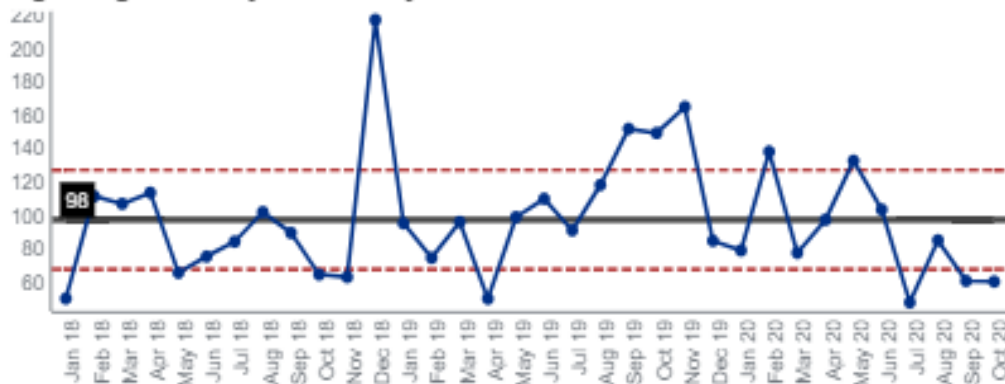
Cazaubon Ward Admissions/Transfers	Transfers following Columbia closure	Admissions August 2020 to date	Total patients cared for since opening
CITY AND HACKNEY	3	7	10
NEWHAM	2	6	8
TOWER HAMLETS	7	7	14
Total	12	20	32

Columbia and Cazaubon Wards – Length of Stay

Length of Stay (the number of inpatient days spent in hospital) is linked to service function, efficiency and quality. Reducing the length of stay in hospital, aims to provide patients with a better care experience and can reduce risk, especially for those who are frail or elderly. Risks can include; Infection - hospital acquired, and other, Falls - unfamiliar hospital surroundings, furniture and fittings, and Cognitive loss - hospital admission disorientation, sometimes not recoverable.

Columbia Ward – Average Length of Stay (No of days) Jan-18 to Oct 2020

Average length of Stay (No of Days) (C chart)



Cazaubon Ward – Average Length of Stay (No of days) from Nov 2020 to Aug 21

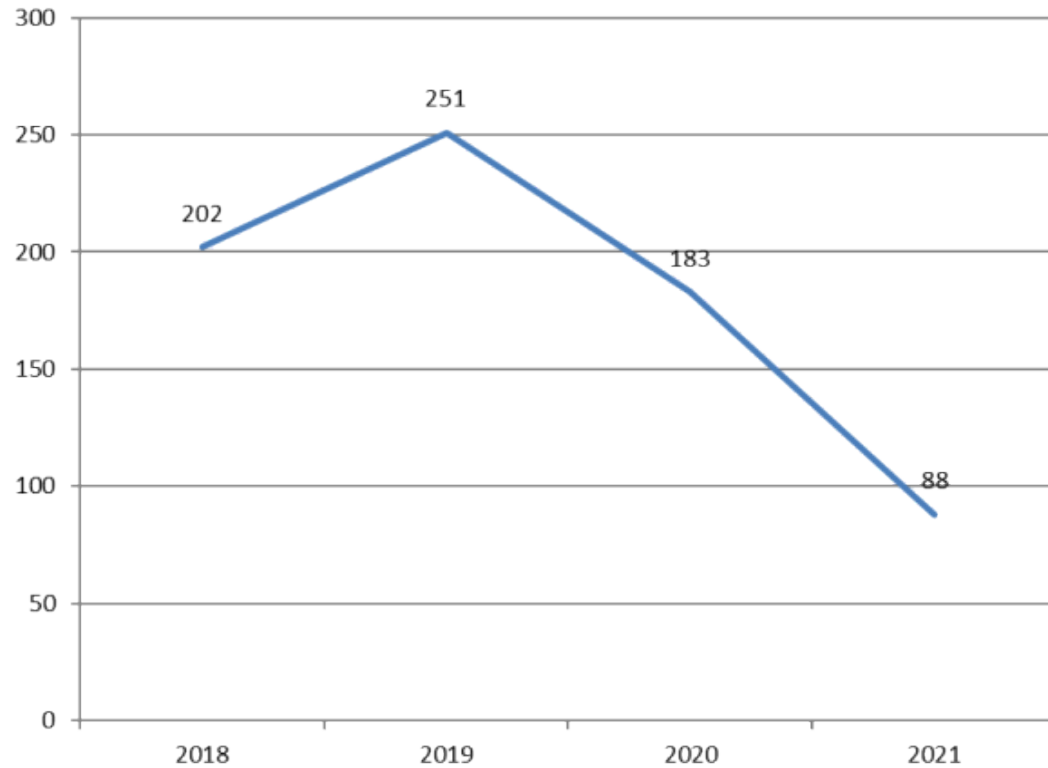
Average length of Stay (No of Days) (C chart)



Cazaubon ward Length of Stay – Average has reduced from 98 to 82 days

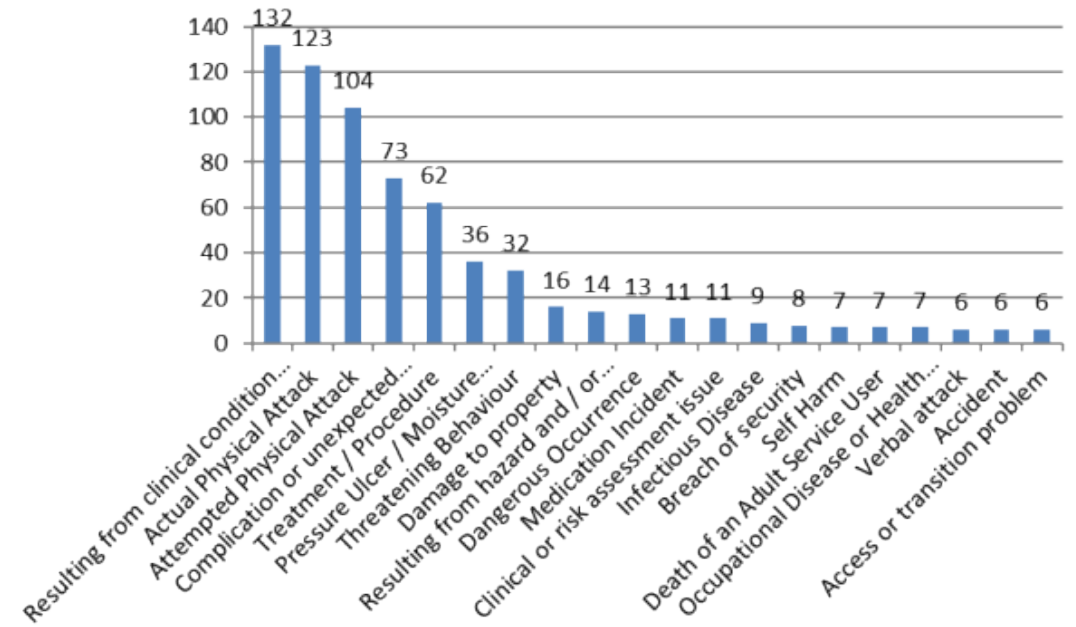
Columbia and Cazaubon Wards – Incidents and Themes

**Total Incidents Columbia Ward Jan-2018 to Oct 2020
Cazaubon Ward Nov 2020 to date**



Top 20 Themes Incident Categories Number of Incidents

**Columbia Ward 2018 to Oct 2020
Cazaubon Ward Nov 2020 to date**



Cazaubon ward has seen a reduction incidents 2020/21

Friends and Family Test results - Columbia and Cazaubon Wards

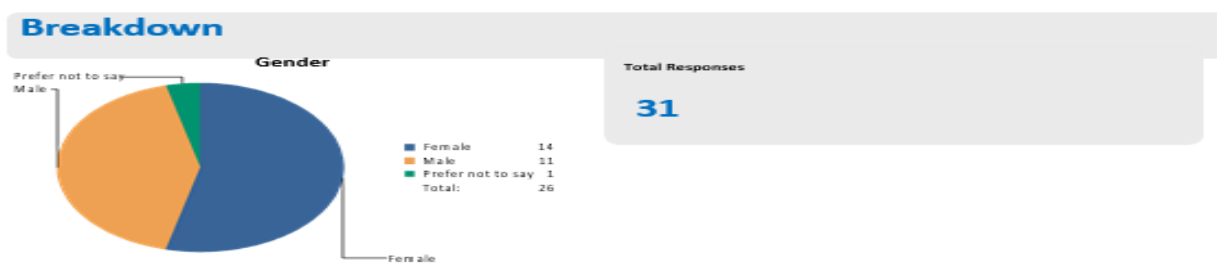
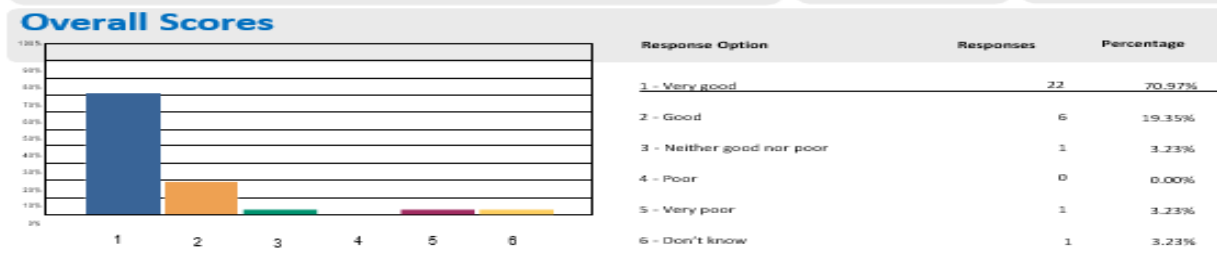
The Friends and Family Test (FFT) provides feedback from the people who use our services and their experience. This is used alongside other measures to provide a good overall understanding of what is working well, and what needs improving for service users and their families.

The Friends and Family Test
Service Report: Sep 2019 - Aug 2020

Service: **Columbia Ward**

Star Rating:

Positive: **90.32%** Negative: **3.23%**

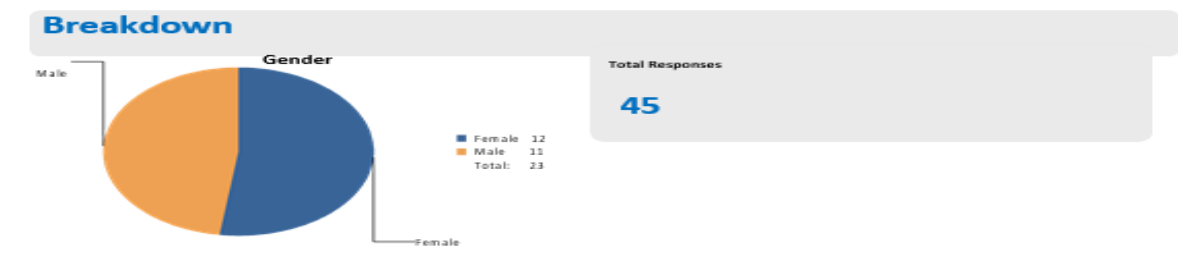
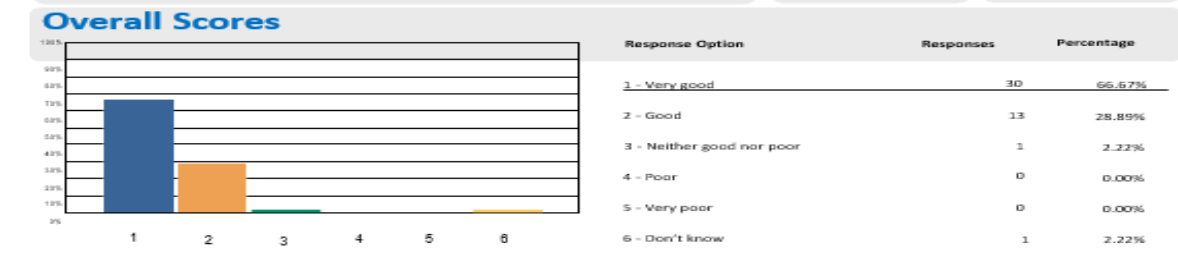


The Friends and Family Test
Service Report: Sept 2020 - Aug 2021

Service: **Cazaubon Ward**

Star Rating:

Positive: **95.56%** Negative: **0.00%**



Travel & Assistance

We appreciate that for residents and family members of Tower Hamlets and City & Hackney the move of services to EHCC will for some increase the travel distance.

We also understand that Carers and family members may themselves be elderly and/or frail and we wish to reduce the impact of travel for them.

There is free visitor car parking at EHCC, this is not available on the MEH site.

We also have available travel assistance to support carers friends and family with their journey to EHCC and we are working with Healthwatch and public representatives to develop a protocol, key principles that have been agreed

- Information will be prominently displayed within the ward/reception and available in the welcome pack
- It will be easy to access
- It is an informal process
- It will not be means tested, no additional paper work will be involved.

Travel Assistance - A carers story

Mrs A was admitted to Cazaubon ward in the summer of 2021, and was a resident from City & Hackney.

Shortly after the admission the ward matron saw Mrs. A with her husband, Mr. A, he appeared frailer and physically less able. He had arranged a taxi to return home that day and whilst waiting at the reception area it was obvious that Mrs. A was worried about him. She was encouraged to wait with him until the taxi arrived.

The following day the ward matron asked Mrs. A if her partner was due to visit. She said that he was only able to use taxi's to visit. A decision was made automatically to fund the cost of future taxi journeys. An agreement was made that Mrs A or her husband would inform the ward administrator when they wished to visit, and a taxi would be booked both ways, paid through the Cazaubon ward account.

They were advised that this service could be provided daily for as long as Mrs A was a patient on the ward. Happily Mrs A has now been discharged home with follow up support from the community health team.

There are no direct staffing financial savings expected as a result of this change, the staff team have moved from Columbia ward to Cazaubon ward, with an equivalent staffing model, which not only provides continuity of care, it has also reduced the need for recruitment and ensures a safe staffing model.

There is however a system benefit in terms of costs

- The vacant ward space within East Ham Care Centre placed a considerable revenue cost on the overall Health and Social Care system, who remained liable for the previously vacant (void costs) and unused ward space.

We intend to invest in the environment at Cazaubon ward, East Ham Care Centre to improve this even further with a focus on optimising the ward's full potential, to create the very best of ward environments, the capital cost for this has been estimated at £850,000.

Potential Impact of our proposals - we believe that the proposal has many more advantages than disadvantages.

Fantastic built environment - *The ward has been designed with the care of older persons and frailty in mind and is light, airy and spacious.*

Improved clinical care - *to help people recover faster and get home sooner. The length of stay has reduced already in Cazaubon ward by 16 days.*

Co-located wards and staff - *(not separate from other specialist older adult and frailty services) providing a critical mass of Cognitive Impairment, Specialist Dementia and Frailty inpatient care and treatment, supported by clinical experts.*

Staffing, Retention and Recruitment - *Enabling staff to do their best and provide the care to patients of a standard we know they strive for, of the highest standards.*

Making best use of Buildings and NHS estate - *The NHS Long Term Plan has called on all NHS trusts to make better use of clinical space and where possible consolidate services to gain benefits*

COVID 19 – Green Zone - *Continued safe service delivery at Mile End Hospital to support those who are clinically extremely vulnerable to COVID- 19 infection across the North East London CCG.*

Potential Impact of our proposals - we believe that the proposal has many more advantages than disadvantages.

Our proposal would mean longer journeys for some visitors, although for others, it will mean shorter journey times.

Actions in place to reduce impact of disadvantages

- ✓ Continue to improve care in a way that reduces the need for hospital admissions in the first place, enhancing care capacity in existing community mental health services.
- ✓ Provide information about transport and travel options for carers and family visitors and the financial support and assistance that is available
- ✓ Continue to support the use of technology and 'virtual visiting' in addition to face-to-face visits

Stakeholder and Public Engagement - Feedback and Sharing views

We are developing our case for change describing the proposed model and have developed a draft communications plan (See Appendix 1) in support of this. We will also conduct an **Equality Impact Assessment** as part of our case for change to help reviewers understand how these proposals impact- positively or negatively on certain protected groups, to estimate if the impacts disproportionately affect such groups.

We intend to begin the public consultation in early December 2021 for a period of 12 weeks. The 3 questions we are intending to have answered in the public consultation, are below, we would welcome feedback on our plans, approach and questions.

1. To what extent do you think the co-location of older persons physical and mental health inpatient services at East Ham Care Centre will provide an improvement to care and treatment for patients with Dementia?

Agree fully

Agree partly

Disagree partly

Disagree fully

2. To what extent do you agree or disagree that this proposal will enhance the overall care and support for patient's carers and their families?

Agree fully

Agree partly

Disagree partly

Disagree fully

3. Do you feel the transport support arrangements are sufficient?

Agree fully

Agree partly

Disagree partly

Disagree fully

We would value your feedback and specifically on our plan and proposals and the 3 questions we are proposing for the public consultation

Further opportunity to feedback on our proposals, via email please forward to Eugene.jones2@nhs.net.