
**REPORT FOR: HEALTH & SOCIAL
CARE SCRUTINY SUB-
COMMITTEE**

Date of Meeting:	26 October 2015
Subject:	Denham Intermediate Care Unit – Transfer of Service to Central Middlesex Hospital Site
Responsible Officer:	Mary Jamal, Community Services Director for Brent and Harrow, LNWHT
Scrutiny Lead Member area:	Councillor Michael Borio, Policy Lead Member & Councillor Mrs Vina Mithani, Performance Lead Member
Exempt:	No
Wards affected:	All
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out London North West Healthcare Trust's (LNWHT) plans for the re-location of the Denham Intermediate Care Unit on a medium-term basis (approximately 18 months) to Central Middlesex Hospital (CMH), Roundwood Unit, whilst an alternative suitable long-term location for the service is sought within the borough of Harrow. It also sets out the relocation intentions and actions that are being implemented to ensure that the needs of the Denham Unit patients and key stakeholders are met during this relocation period.

Recommendations:

The Health and Social Care Sub Committee is asked to consider and endorse LNWHT's plans to re-locate the Denham Unit.

Section 2 – Report**Introduction**

The need to review the location of the Denham Unit at Rowanweald Care Home has arisen from a strategic options appraisal on the provision of intermediate care provided by the Denham Unit in July 2015. This options appraisal identified a number of clinical care, patient experience, infrastructure, efficiency and financial issues from continuing to provide the service from the existing site.

As a result LNWHT advised Harrow Clinical Commissioning Group (CCG) that the current facility is no longer able to meet the needs of current service provision and NHS quality standards in relation to the environment. Harrow CCG has confirmed its support for LNWHT to serve notice on the lease on the Denham Unit following the Trust's advice.

LNWHT's occupation of the Denham Unit at Rowanweald Care Home will cease in January 2016 with a view to the temporary relocation of the service to Central Middlesex Hospital (CMH). Further work will be undertaken to identify an alternative long term location for this service, ideally in the borough of Harrow. LNWHT proposes to undertake the relocation of the Denham Unit to CMH by January 2016 when the existing contract ceases.

LNWHT seeks to give assurance to stakeholders that the proposed move will not compromise patient quality & safety, available bed capacity and financial stability. On this basis a project team has been established to ensure the safe relocation of patients with input and engagement from stakeholder groups including the London Borough of Harrow.

Background

The Denham Unit is a 29 bedded Intermediate Care Unit, with an additional single continuing care bed, managed under LNWHT's Community Services. The Denham Unit is situated on the first floor of Rowanweald Nursing Home, which is owned by a private care home provider. LNWHT leases this space from the care home provider with a contract that incorporates managed facilities services for patients, such as patient meals, cleaning and building maintenance.

The Denham Unit was initially established in October 1998 to accommodate 30 continuing care patients for long term care following the closure of Harrow Hospital and Anmer Lodge Unit in Stanmore in 1998. A Service Level Agreement (SLA) for the unit was subsequently agreed between former NHS Harrow and the care home provider. An operational policy was devised which included the provision of care to a continuing care patient group.

In 2007 the Denham Unit's function evolved to include delivering a service for short-stay intermediate care patients with a higher level of care acuity. The unit now accommodates 29 intermediate care patients and 1 continuing care patient. The original service level agreement was not revised and updated to accommodate the changing requirements of the evolving service where there was an increased

throughput of patients. There was a consequential impact in that additional resourcing of the unit, particularly for estates and facilities needs, was not increased to meet this change in service provision. As a result nursing staff took on more housekeeping duties, for example, to ensure rooms were clean for new patients being admitted on the same day.

The Denham Unit has a key role in supporting Harrow patients to remain in their own homes, which is also a key priority for the Local Authority. As such opportunities for enhanced joint working with Social Care should also be considered by the Health and Social Care Scrutiny Sub-Committee as part of the recommended relocation.

Current situation

A review of current service requirements was undertaken and found that the existing Denham Unit facility based in Rowanweald Nursing Home has limitations in respect of meeting the minimum NHS standards to deliver high quality care.

The proposal for relocation of the Denham Unit was introduced on the basis of improving clinical care, patient experience feedback, infrastructure issues and financial efficiencies identified from an options appraisal as detailed in the 'why a change is needed' section below.

An initial project plan with milestones and key risks has been developed and a project group has been set up lead on the relocation of the Denham Unit to ensure the safe transfer of patients and service provision to CMH.

LNWHT recognises that engagement of our key stakeholders is essential in this process to ensure the safe and effective transfer of service provision, particularly for the local community and patients currently at the Denham Unit.

With this in mind the project group has a key responsibility to communicate to patients and local authority representatives on the aims of the proposed change. LNWHT also aims to give assurance through our mobilisation plan that the needs of this vulnerable group of patients will be effectively met during the transfer and in future service provision.

Specific separate consideration is also being given, with leadership from Harrow CCG, in relation to the remaining continuing care patient currently residing at the Denham Unit.

Why a change is needed

The case for change outlined in the LNWHT options appraisal consisted of three elements; Clinical care, infrastructure issues and financial/efficiency considerations.

Clinical care / Patient Experience

There are a range of issues in respect of the delivery of clinical care within the unit. These have been identified as follows:

- There is an overall lack of onsite storage facilities
- Patient facing time is being eroded as nursing staff are inappropriately being deployed to undertake housekeeping duties due to the lack of compliance against the housekeeping provisions made within the facilities provider contract.
- There is an overall lack of showering facilities within the 30 bedded unit, which compromises privacy and dignity for patients.
- The standard of routine cleaning is not consistent with NHS standards

- Items requiring repair, such as lights, are often deferred in the absence of an on-site handyman

Infrastructure

Infrastructure issues identified are as follows:

- Maintenance and upkeep of the facility and urgent support to business continuity in the event of unexpected crises, for example power failures, is not robustly provided at the current location
- There is a significant lack of showering facilities – one operational shower facility exists for 30 patients which is inadequate
- Access to and from the first floor is difficult when the single lift available is not working
- The general up-keep and infrastructure of the facility is not in line with NHS standards, for example, there is lack of mechanical ventilation in the sluice room
- Non-compliance of the environment with NHS infection control requirements, for example, the lack of clinical hand washing facilities for staff and in the communal areas and visitors

Efficiency/Finance

- The cost of occupying the existing unit represents 28% of the overall budget for the unit, which is higher than the usual ratio of costs for an inpatient unit run from an NHS site
- There is identified vacant inpatient space at CMH that could be utilised at marginal cost

Implications of the Recommendation

Considerations relating to the relocation of the Denham Unit to Central Middlesex Hospital include:

Resources: Costs

LNWHT anticipate a more efficient use of resources with the Denham Unit relocating to the CMH site through:

- The utilisation of currently vacant inpatient bedded space at CMH for the relocated Denham Unit Service
- Accessing existing facilities and estates services currently commissioned onsite at CMH

Staffing / Workforce

A staff engagement and then formal consultation process will be undertaken in line with LNWHT contractual employment obligations.

It is anticipated that for the period of the relocation of the service to CMH there will be a positive impact on staff recruitment with the service being relocated to an existing rust acute hospital site providing a high quality service delivery and learning environment.

Longer term, recruitment and retention of staff will be a key consideration in the identification of a permanent relocation of the Denham Unit within the borough of Harrow.

Equalities Impact

The specification for the Denham Unit will remain unchanged and as such the Denham Unit will remain accessible to patients with intermediate care needs that have a Harrow GP.

Community Safety

In line with Trust and Local Authority priorities the Denham Unit plays a role in supporting adults to be safe and independent in the community through positive risk assessment and management, physical rehabilitation, use of adaptive aids and the recommendation and facilitation of supported care in the community in collaboration with formal or informal carers.

Financial Implications

All NHS Service providers are required to continually review their services to ensure they meet the requirements of the NHS programme to support Quality, Innovation Productivity and Prevention (QIPP).

The key financial implications of the proposed decision include the planned efficiency in the overhead cost for estates and facilities for the Denham Unit from 28% of total budget to 10% of total budget in line with Trust standards.

Performance Issues

1. Impact on Council Priorities

The key Council priority that is impacted on by the performance of the Denham Unit relates to making a difference for the vulnerable. The delivery of intermediate care provided by the Denham Unit at CMH will enable the more effective prevention of unnecessary admissions to acute care of vulnerable patients through an improved environment, thus better supporting the higher level acuity and dependency patients that the service now sees more frequently. In addition, the CMH site will support the improved facilitation of discharge of patients to be supported to be independent in the community.

2. Performance Indicators

Local or national performance indicators in relation to the Denham Unit that will be positively impacted upon through this proposal include:

- a. Less than 2% of total number of occupied bed days due to delayed transfers of care attributable to NHS (Current performance 5%)
- b. Occupancy of greater than 90% of total number of bed days in the Denham Unit (Current performance 96%)

3. Current performance against indicators

Current performance against the above targets is bracketed above. LNWHT forecasts that with the relocation of the Denham Unit on to the CMH site that performance against delayed transfers of care attributable to NHS will be in line with performance requirements from the month immediately after the move.

4. Will the proposal require the performance target(s) to be changed? If that is not yet possible, when will the new target(s) be set?

The move of the Denham Unit will not require performance targets to be changed and is likely to support improvement in performance as outlined above.

5. What impact, positive or negative, will the proposal have on assessments of the Council by external regulators (such as Ofsted, Care Quality Commission, Audit Commission)?

The proposal above will not have a direct impact on assessments of the Council by external regulators.

6. What aspects of the Comprehensive Area Assessment Organisational Assessment will be affected

N/A

7. What impact is there on resident outcomes that are delivered either by partners or by joint working with partners?

The primary impact on resident outcomes will be to:

- Better support residents to remain in their preferred place of care
- To maintain residents' independence in the community
- To avoid unnecessary admission to acute care

8. What would the effect be, in relation to all of the above, if the proposal did not go ahead?

If the recommendations were not to be adopted the effect would be that service targets and quality indicators would not be met and that patient care and quality of life would suffer as a result due to the increasing limitations of the physical environment and changing needs of patients.

Environmental Impact

The relocation of the Denham Unit includes measures that support the delivery of the Council's climate change strategy. The main environmental impact aspects to consider in relation to the Denham Unit relocation proposal include:

- **Energy:** Reduction of the number of community bases will realise efficiencies in energy consumption. More efficient use of resources in terms of energy consumption
- **Traffic and transport:** The recommended transfer to CMH will utilise existing efficient public transport routes to and from CMH to promote access and encourage use of public transport.

A formal Environmental Impact Assessment has not been considered necessary for this proposal.

Risk Management Implications

Risk included on Directorate risk register? Yes – risk assessments have been undertaken particularly with respect to infection control and these are reflected in the LNWH Community Services Risk Register.

Key risks of existing location include:

- Potential infection control issues leading to patients having to be readmitted to acute care due to infection
- Denham Unit not being responsive to whole system demand for winter 2015/16 by not being able to maintain contracted levels of bed occupancy
- Financial risk to service through inefficient use of resources and high cost of occupancy and site thereby not offering best value for tax payers.

The key current controls in place to mitigate the risks above include:

- Planned relocation of the Denham Unit to the CMH site
- Regular hand hygiene and infection control audits
- Working with the current landlord to support meeting NHS quality standards.

Opportunities associated with the proposal include:

- Better utilisation of LNWHT resources to deliver the service from an existing site with available bed space
- Enhanced transfer of patients to community care through provision of the service on an existing hospital site
- Better utilisation of onsite estates and facilities resources and infrastructure at CMH
- Well-developed infrastructure at CMH site, e.g. ICT, power, heating systems.
- On-site back-up medical support, diagnostic, laboratory and pharmacy services

Equalities implications

Was an Equality Impact Assessment carried out? No

If no, state why an EqlA was not carried out below:

An Equalities Impact Assessment will be undertaken as part of the staff consultation process.

Council Priorities

The proposal incorporates and addresses the administration's priorities through:

- **Making a difference for the vulnerable:** By ensuring that the care provided by LNWHT is provided from a location that best supports the most vulnerable patients that are most in need through addressing the identified service quality and infrastructure issues to enable patients to remain independent in the community
- **Making a difference for communities:** Through ensuring that the long term plan for the location of the Denham Unit in Harrow is considered in relation to the best possible facilities available
- **Making a difference for families:** The Denham Unit relocation considers the plan for meeting the needs of Harrow patients, relatives and carers accessing the Denham Unit service.

Section 3 - Statutory Officer Clearance

Not Required

Ward Councillors notified:

NO

Section 4 - Contact Details and Background Papers

Contact: Mary Jamal, Community Services Director for Brent and Harrow, LNWHT
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Background Papers: Nil