

NORTH YORKSHIRE COUNTY COUNCIL

SCRUTINY OF HEALTH COMMITTEE

8 February 2013

Harrogate Dementia Collaborative

Purpose of Report

1. To brief the Committee on the development of a Dementia Collaborative in the Harrogate area.

Introduction

2. The Harrogate Dementia Collaborative is a partnership approach towards identifying innovative improvements to services for people with dementia across the locality.
3. A briefing paper on the Collaborate is attached as Appendix 1.
4. Adele Coulthard, Director of Operations, Tees, Esk and Wear Valleys NHS Foundation Trust, and Janet Probert, Director of Partnerships and Innovation, Harrogate and District NHS Foundation Trust, will be attending the meeting to provide more information and respond to members questions.

Recommendation

1. That Members note this report and support the development of the Harrogate Dementia Collaborative

Bryon Hunter
Scrutiny Team Leader
County Hall, NORTHALLERTON

28 January 2013

Background Documents: None

HARROGATE DEMENTIA COLLABORATIVE



Why do is there a need to focus on Dementia?

Dementia is a disease of the brain that causes loss of memory, confusion and problems with both speech and understanding. In Harrogate and District the Department of Health Public Health observatories predict there will a 40% increase in the number of people who will develop dementia by 2020. Although Dementia can strike in early life, the majority of cases affect older people and by 2020 over 7% of the older population are predicted to have Dementia. There is a need for the local services to able to address predicted increase in the numbers of people with Dementia and their needs but, within the current economic constraints.

Background to the collaborative

In February, 2012 the Harrogate Dementia Collaborative led by the Chief Executives from the providers and commissioners of health and social care was established creating a multi agency approach to improve the quality of dementia care in the Harrogate area. The collaborating partners are:

- Harrogate District Foundation Trust (HDFT)
- North Yorkshire County Council (NYCC)
- Harrogate and Rural District Clinical Commissioning Group (HaRD CCG)
- Tees, Esk and Wear Valleys NHS Foundation Trust (TEWV)

The organisations have all made a commitment to work together using the Quality Improvement System methodology to address the challenge presented by Dementia. Success for the collaborative means:

- Getting the right service to the right person at the right time
- Delivering improved Value for Money
- Increasing productivity
- Reducing hospital admission rate (both acute hospital and specialist mental health service admissions)
- For those people who do require admission to enable them to have as short a stay as possible in hospital commensurate with their needs
- That services in Harrogate are equal to, or better than, those described in the recent National Dementia Strategy.

The Collaborative aims to address priorities highlighted in the [local dementia strategy](#) ⁽¹⁾ using rapid process improvement workshops (RPIWs) to remove waste and increase quality. To ensure RPIWs make a difference to people living with Dementia, over 50 stakeholders have been involved to help steer them, including patient voice, carers, third sector agencies and other services. Each RPIW involves staff from every organization in the collaborative. Three RPIWs have now been delivered involving over 40 frontline staff from health, social care, mental health services and the local service commissioners.

Note 1: <http://democracy.york.gov.uk/documents/s53903/Annex%20A.pdf>

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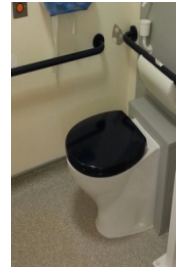


Progress of the Collaborative



In the summer of 2012 the first RPIW was run to improve care for people with dementia on Byland Ward, Harrogate and District Hospital's elderly care-focused ward. A review of progress has shown sustained improvement. According to the staff, the changes have made a positive impact on both patients and staff. The most obvious changes have been to the ward environment.

The improvement team used colour to identify bays, contrasting toilet seat colours, created calmer wall spaces, improved signs and created a dedicated social area. The result is that the ward is now easier for people with Dementia to navigate. Toilets and showers can be used more safely and effectively and patients have the opportunity for social activity.



The staff on Byland are very proud of how their workplace is now organized. They used lean principles to ensure they have everything they need where they need it so they can focus on delivering quality care. Not only does this reduce the amount of walking the nurses have to do, it has also reduced by 18% the amount spent on the ward's stock.

The team also improved processes to increase the value of multi disciplinary patient review. Using a technique called set-up-reduction, staff time is saved and the nursing, medical, therapy and social care teams all have the right information available to create clear and coordinated joint action plans to best meet a patient's needs and manages them safely home. This work is now being used in the HDFT as an example of good practice.

The initiatives to improve the environment for dementia patients have been shared with the Estate's team at Harrogate to inform how they improve other ward environments in the hospital. Excitingly, this work has also formed the foundation of a joint bid for almost £1.3m by North Yorkshire County Council and Harrogate and District Foundation Trust for monies from the Department of Health to improve environments used by people with Dementia. The bid aims to improve the environments at 54 sites along the dementia pathway including the Emergency Department, Byland Ward and a number of social care locations including independent providers of care. The Department of Health will announce if the proposal from the Collaborative was successful at the end of February.

The second RPIW focused on improving access to Community Mental Health Team's Memory Clinic. The RPIW team designed a continuous flow work cell to reduce waiting times. This work cell enables the timely allocation of the most appropriate resources to meet the patients' needs. After 90 days following implementation, the community mental health team report sustainable improvement across all their services for older people:

- The rapid response intermediate care team now respond in 24 hours to urgent referrals; an 85% improvement!
- The memory service now sees all its patients in no more than 28 days, a 62.1% improvement!
- The community mental health team has also reduced the time to appointment to just 10 days, a 28% improvement!

The team has made great strides but want to do more and now have a brief weekly meeting to take their ideas forward.

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Before Christmas 2012, an RPIW was held around the care pathway for people with Dementia who need to visit the Emergency Department. The team recognized better ways to identify a patient with Dementia was needed and with the help of lean tools, improved their processes. They also set up systems to alert other services and teams so they are aware of the individual's needs and can act more quickly. These processes are still being tested and further refined and the Collaborative is looking forward to hearing how far they get. The team has also been introducing lean workplace organization principles. This has enabled them for example, to reduce the number of blood –trolleys from three to one on clutter, money.



without service saving

BEFORE

**LESS
CLUTTER**

AFTER

The team is really excited about using lean tools to make further improvements for patients with Dementia and have planned in extra training sessions.

A key part of the Collaborative's strategy is to ensure sustainability and developing a continuous improvement culture. To do this, 12 staff from the different agencies are being trained in lean methods and to lead RPIWs.

The project outputs are being tracked against the National Dementia Strategy objectives identified as priorities within the Harrogate Area, these are:

- Good-quality early diagnosis and intervention for all
- Improved community personal support services
- Improved quality of care in general hospitals for people with dementia;
- Living well with dementia in care homes
- An informed and effective workforce for people with dementia

Future plans

The plans for the collaborative moving forward include:

- Delivering a further 6 improvement events including:
 - Improving the assessment by multi-agency community teams of a person with Dementia's complex needs
 - Reducing the number of preventable admissions of people with dementia from Care Homes Screening people for Dementia within primary care
 - Improving respite care
- Supporting the Harrogate and District hospital as they re - launch the Butterfly Scheme on February 26th

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- Hosting a 1 – day event focusing on living well with Dementia involving all sectors
- Publishing outcomes from the Harrogate Dementia Collaborative

If you want to find out more or be involved contact the project manager by email or phone.
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