

## **ORGANISATIONAL CHANGE PAPER**

### **Proposal to Permanently relocate Columbia Ward from Mile End Hospital to Cazaubon Ward in East ham Care Centre.**

#### **1. Introduction**

- 1.1. The Trust wishes to enter into formal consultation with staff and their Trade Unions in line with its agreed policy set out in 'Management of Staff Affected by Change Policy and Procedure' (version number 11, May 2021). The Trade Unions and affected staff are invited to raise questions and comments which can be taken into account before the proposals are finalised.
- 1.2. The purpose of this consultation document is to outline the proposal to permanently relocate Columbia Ward from Mile End Hospital to Cazaubon Ward in East Ham Care Centre. The paper is intended for all the staff who work on Columbia/Cazaubon Ward and will outline the operational and business case for proposing the change including all contractual and service changes affecting staff.
- 1.3. The process of consultation is to ensure all staff are informed of the proposal and is also intended to allow the affected employees the opportunity to respond and take an active role in this process.

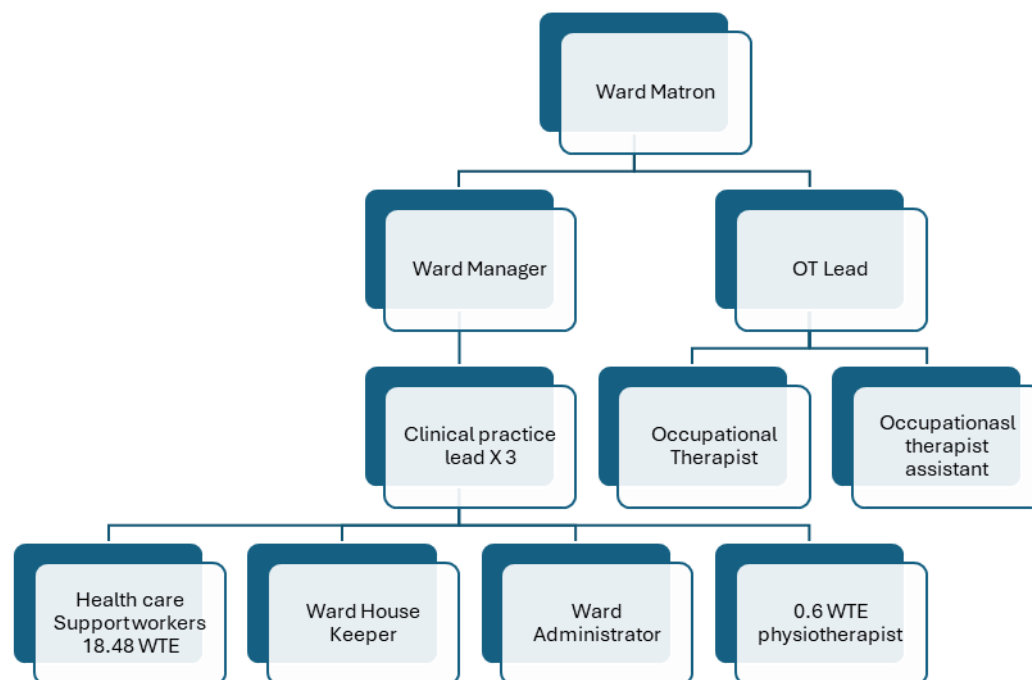
#### **2. Background**

- 2.1. Columbia ward was a 21 bedded dementia assessment ward on the Bancroft Unit at Mile End Hospital. The ward cared for patients from Tower Hamlets, Newham and City & Hackney with dementia. In June 2020, the trust proposed to move Columbia ward to Cazaubon Ward in East Ham Care Centre (EHCC) following Bart's Health NHS Trust being required to transform a proportion of the Mile End Hospital site into a "green site," meaning a number of services were required to move. This was to be able to provide outpatient services again to at risk groups (to Covid 19) in a risk managed area and to work through a large backlog of patients that has resulted from the pandemic.
- 2.2. The move occurred in August 2020 and this change was a direct result of the pandemic emergency response and was therefore initially done on a temporary basis, therefore no changes to the terms and conditions of employment were made to any of the staff impacted. Staff were informed should the move become permanent in the future a formal consultation would take place in line with the Trust Management of Staff Affected by Change Policy.
- 2.3. Cazaubon ward is a vacant 23 bedded ward based at EHCC. EHCC was opened in 2006 as a specialist elderly care unit with single en-suite rooms, access to gardens and a ward environment that was designed for the needs of elderly patients. Due to falling demand for in-patient care for this cohort the ward had been vacant since November 2016.
- 2.4. The temporary move to Cazaubon Ward has been successful in that the flow of patients has continued as it did previously and there have been no complaints from patients or relatives about the ward change. Cazaubon ward has proved to be a good environment for the patient group. However some issues have been identified such as ligature points and therapy spaces that need to be remedied and plans are in place regarding this.

- 2.5. There have been ongoing reviews in the Trust regarding the use of the East Ham Care Centre site and the location of the wards based there. Barts Health have also decided to utilise the Columbia ward space for the services they provide so the ward returning there is now no longer an option and we therefore needed to explore alternative options.

### 3. Current Structure

- 3.1. The Ward establishment (inclusive of occupational therapy and administration) is currently 34.04 WTE and there are 31.6 WTE in post and 2.44 WTE vacancies.
- 3.2. The current Nursing and team structure is below: Note the Occupational Therapy (OT) part of the team is managed through a separate OT structure. The ward administrator is managed via the administration team.



### 4. Proposal

- 4.1. It is proposed that the relocation of Columbia Ward to Cazaubon Ward at East Ham Care Centre is made permanent.
- 4.2. It is proposed that Cazaubon Ward will remain serving as an organic ward for the 3 London Boroughs (Newham, City and Hackney and Tower hamlets) and will remain Consultant Led with a Multi-disciplinary team.
- 4.3. The current temporary arrangement is that the Matron for Leadenhall ward covers Cazaubon ward, it is proposed that this will continue on a permanent basis.
- 4.4. Remote Cover for Junior Doctors out of hours for Cazabourn ward has been provided by Newham Mental Health Services since transfer and this has been raised as a concern in particular for out of hour's admissions. Due to this, admissions are not accepted out of normal working hours. This is working well and it is proposed that this arrangement continues.

- 4.5. Currently the ward is managed by the Tower hamlets Directorate, it is proposed that this will continue with supervisory links to professional leads for nursing, psychology and Occupational Therapy.
- 4.6. The ward will continue to have the current ward based team model in line with NICE guidance and other guidance for caring for dementia patients.
- 4.7. Cazaubon will officially sit under the Tower Hamlets DMT governance structures with support of Older Adults Clinical Leads in line with current arrangements.

## 5. Impact on Staff

- 5.1. The staff directly affected by this proposal are shown below:

Job Title	Band	WTE	Number of Staff
Health Support Worker	3	11.5	13
House Keeper	4	1	1
Health Care Support Worker	4	1	1
Clinical Practice Lead	6	3	3
Staff Nurse	5	7.92	8
Clinical Nurse Manager	7	1	1
Administrator	4	1	1
Occupational Therapist	7	1	1
Occupational Therapist	6	1	1
OT Technician	4	1	1
Assistant Psychologist	4	0.5	1
Physiotherapist	7	0.6	1
<b>Totals</b>		<b>30.52</b>	<b>33</b>

- 5.2. All staff who currently work on the ward receive Inner London High Cost Area Supplement. As Cazaubon Ward is based in EHCC which is in Newham, Outer London High Cost Area Supplement will apply.
- 5.3. High Cost Area Supplement will be protected in line with the Trusts Policy on the Protection of Pay and Conditions of Service (Appendix 5 of Management of Staff Affected by Change Policy and Procedure)
- 5.4. It is not anticipated that the permanent relocation will increase workload or have a major impact on travel time and if there is an increase in travel costs to and from work, staff will continue to be re-imbursed their daily travelling expenses in accordance with the Trust's Expenses Policy for a period of four years from the date of transfer or until the member of staff moves voluntarily to a new post within the Trust.
- 5.5. No staff will be at risk as a result of this proposal.

## 6. Financial, staffing and workload implications

- 6.1. There will be a yearly saving produced as a result of the change from Inner to Outer London HCAS of roughly £45,287 based on the budgeted whole time equivalent staffing levels at different grades.

## 7. Service User Impact Assessment

- 7.1. The ward is a short stay environment and because the change has been in place for the previous four years we do not anticipate any impact to Service Users.

## 8. Timetable & Proposed Implementation

- 8.1. The Proposals for organisational change to Columbia/Cazaubon Ward will be managed in line with the Trusts "Management of Staff Affected by Change Policy and Procedure" (Appendix A).
- 8.2. There will be a formal consultation period of **30** days commencing on 12<sup>th</sup> May 2025
- 8.3. The Trust is committed to achieving meaningful consultation and therefore welcomes feedback and comments on the proposed organisation change proposals. Any comments should be made in writing either via e mail or by letter and directed to Alan Clarke, Deputy Borough Lead Nurse, [alan.clarke1@nhs.net](mailto:alan.clarke1@nhs.net)
- 8.4. On completion of the 30 day consultation timeframe all comments received will be considered and a final decision will be made and communicated to affected staff.
- 8.5. The timetable summarises the full implementation plan and is attached as Appendix B.

## 9. Equality Analysis

- 9.1. Under equality legislation, public authorities have legal duties to pay 'due regard' to the need to eliminate discrimination and promote equality with regard to race, disability and gender, including gender reassignment, religion age as well as to promote good race relations.
- 9.2. The law requires that this duty to pay 'due regard' be demonstrated in the decision making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show 'due regard'. The Template is attached as Appendix C.

## Appendix B

### Implementation Timetable

Date	Action
07/05/2025	Consultation document shared with Staff Side and TU reps
12/05/2025	Start of consultation. Consultation document given to affected staff
15/05/2025	Group meeting to discuss proposals.
30/05/2025 and 03/06/2025	Consultation meetings with individuals, as required
12/05/2025 – 10/06/2025	Responses to consultation from Staffside, individual TUs or staff submitted to management (it is a matter for those responding to decide who should be copied into their response)
10/06/2025	End of consultation period
11/06/2025 – 18/06/2025	Management consider all responses and discuss their response with Staffside and try to reach agreement when views are conflicting. At this stage any need for further consultation or an extension can be considered
19/06/2025	Written notification of decision following consultation, including timetable for implementation of changes
N/A	Selection activities – e.g. interviews
01/07/2025	Implementation Date
January 2026	Impact assessment of major change to be undertaken 6 months after implementation