



**2<sup>nd</sup> July 2012**

**Agenda Item: 8**

**REPORT OF THE SERVICE DIRECTOR FOR PERSONAL CARE AND  
SUPPORT, OLDER ADULTS**

**AIMING FOR EXCELLENCE – RETAINED HOMES**

**Purpose of the Report**

1. The purpose of the report is to:
  - a. advise the Committee in relation to outline proposals for the 6 retained Council owned residential care homes
  - b. seek approval to develop further the options identified to make best use of the buildings whilst still providing a home for the existing long-term residents
  - c. Seek approval for the costs identified for the decoration and maintenance of each of the 6 homes
  - d. approval that further work be undertaken to confirm the detailed costs in the light of budget proposals and strategic directives in respect of personal care for older people in Nottinghamshire

**Information and Advice**

2. Over the past 3 years a number of strategies for the homes have been developed. These strategies were reviewed in June 2009 and a revised strategy to seek to sell County Council's residential care homes for older people as a continuing residential service was agreed by Full Council in February 2010.
3. This report follows the previous report of 22<sup>nd</sup> September 2011 when Members agreed that the Councils remaining six homes would continue to operate as residential care homes as well as providing short-term and respite care services that will provide support to carers and that the existing Council Policy relating to non closure of Care Homes would remain unchanged.
4. This report follows the conclusion of the procurement process resulting in the transfer of 6 of the Council's 12 residential care homes to Runwood Homes as continuing care services. The 6 remaining homes are:
  - Bishop's Court – Newark District

- James Hince Court – Bassetlaw District
  - Kirklands – Ashfield District
  - Leivers Court – Arnold District
  - St Michael's View – Bassetlaw District
  - Woods Court – Newark District.
5. Reablement approaches and prevention are critical elements in the Council's strategy for the provision of care to older people and will underpin a range of services in the future. The availability of the 6 remaining homes provides an opportunity to consider how the authority can transform existing services to provide a wider range of short-term services that promote independence whilst maximising the use of the current resources. There are further opportunities to work more collaboratively with Health services providing a joint approach in some areas of work.
  6. Alternative approaches to the provision of care within each of the six homes have been explored on a home-by-home basis taking into account the needs of local communities. For each of the homes suggestions are presented for both immediate changes with little or no capital funding and longer term plans that will require capital funding.
  7. Where longer term plans are suggested there will need to be further work to model the financial investment needed. The proposals for each of the 6 homes are in addition to the recently agreed commitment to investment to improve the environment of the buildings.

## Background

8. All of the 6 remaining buildings have continued to operate as care homes providing a mix of both long-term and short-term care. None of the homes have any en-suite facilities and the rooms are not large enough to meet the standards that would now be required by the Care Quality Commission. Because they were opened in advance of the new standards they can continue to be run as care homes.
9. Day Services at all but one of the homes have been relocated in keeping with the Council's policy to co-locate day services in a range of buildings across the County leaving vacant space that can be used for alternative purposes.
10. Proposals for the future use of the retained homes focus on services in line with the overall strategic objectives of the Council and department of:
  - securing good quality affordable services
  - to be financially robust and sustainable
  - reducing the number of adults in long-term care, and
  - supporting more service users and their carers in local communities.
11. The overall aim is to develop a range of cost effective services which maximise the use of the buildings whilst making them more financially viable.

## Future Business Model

12. A map containing a detailed breakdown of current capacity and occupancy for all 6 homes is included as **Appendix 1** to this report. This also describes some of the future options for each home.

## Outline Proposals for each of the 6 homes

### Bassetlaw District

13. **James Hince Court** is situated in the village of Carlton-in-Lindrick which is approximately 5 miles from Worksop town centre. The home was built in 1985 and has 38 bedrooms; 34 bedrooms are used for long-term care and 4 bedrooms for short term/respite care.

- i) There are currently 7 beds which can be re-utilised immediately. This would produce an increase in income for the department without any additional investment. If agreed it is proposed to develop a specialist 7 bedded unit to support older adults with moderate dementia/mental health needs.
- ii) **Independent Living Beds:** Since February 2012 James Hince Court has provided 2 beds for service users leaving hospital after sustaining falls with resultant upper and lower limb fractures. Typically they have temporarily needed more care and support than can be provided in the community. These beds have dedicated social work, physiotherapy and occupational therapy support with the intention of returning people to the community as soon as possible. The provision of therapy is via a partnership arrangement with NHS Bassetlaw Primary Care Trust. This is an example of the type of new services that can be provided from the homes.

The scheme will generate additional income for the home.

- iii) **ADL (Aid to Daily Living) Clinic.** This has recently been introduced at James Hince Court operating one day every two weeks. It is planned to extend the scheme to operate on a weekly basis. The scheme provides Occupational Therapy assessment/advice re: minor equipment adaptations for service users who attend for assessment on an appointment basis. The aim is to provide a quicker service for service users whilst reducing the waiting lists of the District Occupational Therapy teams.

14. **St Michael's View** is situated in Retford a 2 minute walk away from where the proposed extra care scheme site. The home was built in 1972 and has 34 bedrooms; 30 bedrooms are used for long-term care and 4 bedrooms for short-term/respite care.

- i) St Michaels View provides 2 Independent Living beds on the same model as James Hince Court.
- ii) Work is ongoing to explore better utilisation of vacant office accommodation and further service development is dependent on the relocation of the current day services from St Michaels View. Changes, to date, have focussed on enhancing the quality of support e.g. introduction of room for partners/carers etc. when service user is newly admitted or very ill, co-location for some of the community clinical staff. Initiatives are being considered to take into account the choice of Retford as one of the Phase 1 sites for new extra care housing.

## **Mansfield and Ashfield Districts**

15. **Kirklands** is situated in Kirkby-in-Ashfield. The home was built in 1957 and has 29 bedrooms; 12 bedrooms are used for long-term care and 17 bedrooms for short-term/respite care.
16. Kirklands operates 5 assessment beds for service users in hospital who have been initially assessed as at risk of long-term care. Utilisation of these beds has been significant, in particular by Sherwood Forest Hospitals Foundation Trust who have indicated an interest in increasing the number available. It is possible to increase the beds by a further 5 which would increase income for the home.
17. Work is being undertaken regarding the utilisation of the available day centre space at Kirklands with the potential for voluntary sector rental and/or community outreach services.

## **Broxtowe, Gedling and Rushcliffe Districts**

18. **Leivers Court** is situated in Arnold. The home was built in 1984 and has 38 bedrooms; 34 bedrooms are for long-term care and 4 bedrooms for short-term/respite care
19. Discussions are underway with Health partners regarding the use of space at Leivers Court. The home has a high ratio of service users with dementia and further proposals regarding specialist dementia services, similar to the model at James Hince Court, are being considered.

## **Newark and Sherwood District**

20. **Bishops Court** is situated in Boughton near Ollerton. The home was built in 1984 and has 45 bedrooms; 42 bedrooms are for long-term care and 3 bedrooms for short-term/respite care.
21. Bishops Court operates two Assessment Beds (as Kirklands). This is an extension of the successful scheme at Woods Court. Therapy input is being provided via the separate District Occupational Therapy team.
22. Evaluation of the assessment beds across Newark and Bassetlaw, to date, has demonstrated success in enabling service users to return to the community (rather than entering long-term residential care) ranging between 50% and 75%. They have also demonstrated the potential for service users returning to the community with reduced level of home care packages.
23. **Woods Court** is situated in Newark centre. The home was built in 1987 and has 49 bedrooms; 31 bedrooms are for long-term care, 8 bedrooms for short-term/respite care and 10 bedrooms for intermediate care.
24. Woods Court operates 5 assessment beds as well as the previous 10 bedded Intermediate Care unit and has recently introduced 2 Independent Living beds similar to St Michael's View and James Hince Court.
25. Therapy input is currently via the Primary Care Trusts' Intermediate Care service for the assessment beds and occupational therapy input via the district team.

## All Homes

26. Consideration is being given in all of the homes to the development of a Community Liaison role (from existing staffing resources). The remit of this post would be to link with other local services/groups, promote and market the services on offer, identify market opportunities, co-ordinate information and to provide advice and support for service users and carers to fully engage Nottinghamshire County Council provision within the local community.
27. Managers and staff have been considering how the Council could maximise the use of the homes and also generate income. There are currently gaps in the market that are not readily filled by the independent and voluntary sector and officers are looking to maximise the opportunities for local people and encourage them to use their personal budgets in more diverse ways. Developing support services that are both in-reach (within the homes) and outreach (either into the community or people's own home environment) could be a way forward.
28. Some of the homes have informally provided support to residents and their families and have given positive examples of how they have supported carers and enabled them to continue in their supportive role. Staff offer advice about supporting people in a reablement approach to maximise independence which, in the longer term, can encourage people to use short-term and respite care services on a regular basis which is the appropriate approach.

## Information Technology (IT) Links

29. As part of the Council's One County One Network Project each of the remaining homes will need to have their IT Links updated. The precise cost for the work is not known as the work will involve installing new cabling and the homes must have asbestos surveys undertaken to ensure that cabling is installed appropriately. The estimated figure for the 6 homes is £12,000 which includes the cost of the surveys.

## Maintenance and Decoration of the 6 Retained Homes

30. Work has been undertaken by Corporate Property to establish the level of work required in the immediate term to address critical health, safety and also compliance issues in each of the homes. Given the age and type of construction of these buildings it is inevitable that once work commences further essential work will be identified to achieve the delivery of this programme. It will be necessary to undertake essential repairs and maintenance in advance of any redecorating work.
31. The budget for the programme of works is £600k and the identified tasks are outlined in **Appendix 2**. It is anticipated that when the timetable for the programme of works is agreed with the Contractor/Contractors that some of the tasks may be prioritised in terms of Health and Safety. A full programme of works will be developed.

## Timescales

32. The work identified at each of the homes could be completed in 4 to 6 months following identification of the Contractor/Contractors. The exact timescales will depend on the

number of residents in the homes at the time the work is undertaken taking account the need to ensure continuity of care whilst the work is being completed.

## **Statutory and Policy Implications**

33. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **Implications for Service Users**

34. An Equality Impact Assessment has been undertaken with regards to the project. Advice will be required on the need for a further review from the Equalities Team should the recommendations in this report to move to the next stage be accepted. The impact of the proposals on existing long-term care residents is considered minimal as where changes are made to the balance of provision this will be made as and when opportunities arise.

## **Financial Implications**

35. Funding for assessment beds is provided from a variety of sources (Support to social care funding from Health and reablement monies). The funding of Independent Living (IL) beds was only agreed until the year end and there will need to be further agreement for 2012/13. More detailed work will be required to breakdown costings and sources of funding in the next stage of this review. Further detailed analysis will be carried out subject to agreement to proceed.

36. The funding of the proposals to undertake essential repairs and maintenance work at the retained homes at an estimated cost of £596,799 will be funded from a sum of £600,000 carried forward from 2011/12 to 2012/13.

## **Equalities Implications**

37. The recommendations do not change existing County Council policy. Should any changes to the current Council policy be made following the review recommended, pursuant to paragraph 4, the equality impact implications will need to be reassessed and a new Equality Impact Assessment potentially completed. However, Council officers will keep this under review and continue to consult services users as set out in paragraph 5 and the need to make further assessments will be considered at appropriate junctures.

## **Human Rights Implications**

38. Should any changes to the current Council policy be made following the review recommended pursuant to paragraph 6, Human Rights Act implications will need to be reassessed. However, Council officers will keep this under review and continue to consult services users as set out in paragraphs 3 and 5.

## **Implications for Sustainability and the Environment**

39. The proposed alterations and investment are in line with and support the Council's strategic objectives to maximise building occupancy, improve building condition/compliance and enhance service outcomes by ensuring property facilities meet service requirements.

## **RECOMMENDATION/S**

It is recommended that the Adult Social Care and Health Committee:

- 1) approval be given to develop the proposed options further
- 2) approve the expenditure for the maintenance and decoration for each home.

## **DAVID HAMILTON**

### **Service Director Personal Care and Support (Older People)**

**For any enquiries about this report please contact:**

Cherry Dunk  
Strategic Development Programme Manager  
0115 9773268

## **Constitutional Comments (KK 31/05/2012)**

40. The proposals in this report are within the remit of the Adult Social Care and Health Committee.

## **Financial Comments (RWK 20/06/2012)**

41. The financial implications are set out the report.

## **Background Papers**

Except for previously published document, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

42. County Council Report - 22<sup>nd</sup> September 2011 – [Aiming for Excellence – Sale of Residential Homes for Older People as a Continuing Residential Service](#) (published).

43. County Council report – 25<sup>th</sup> February 2010 – [Aiming for Excellence](#) (published).

## **Electoral Division(s) and Member(s) Affected**

44. Bassetlaw:

James Hince Court  
Worksop North East and Carlton - Councillor A Rhodes

St Michael's View  
Retford West - Councillor M Quigley

45. Mansfield and Ashfield:

Kirklands  
Kirkby in Ashfield South - Councillor R Madden.

46. Broxtowe, Gedling and Rushcliffe:

Leivers Court  
Arnold North – Councillors G Clarke and C Pepper

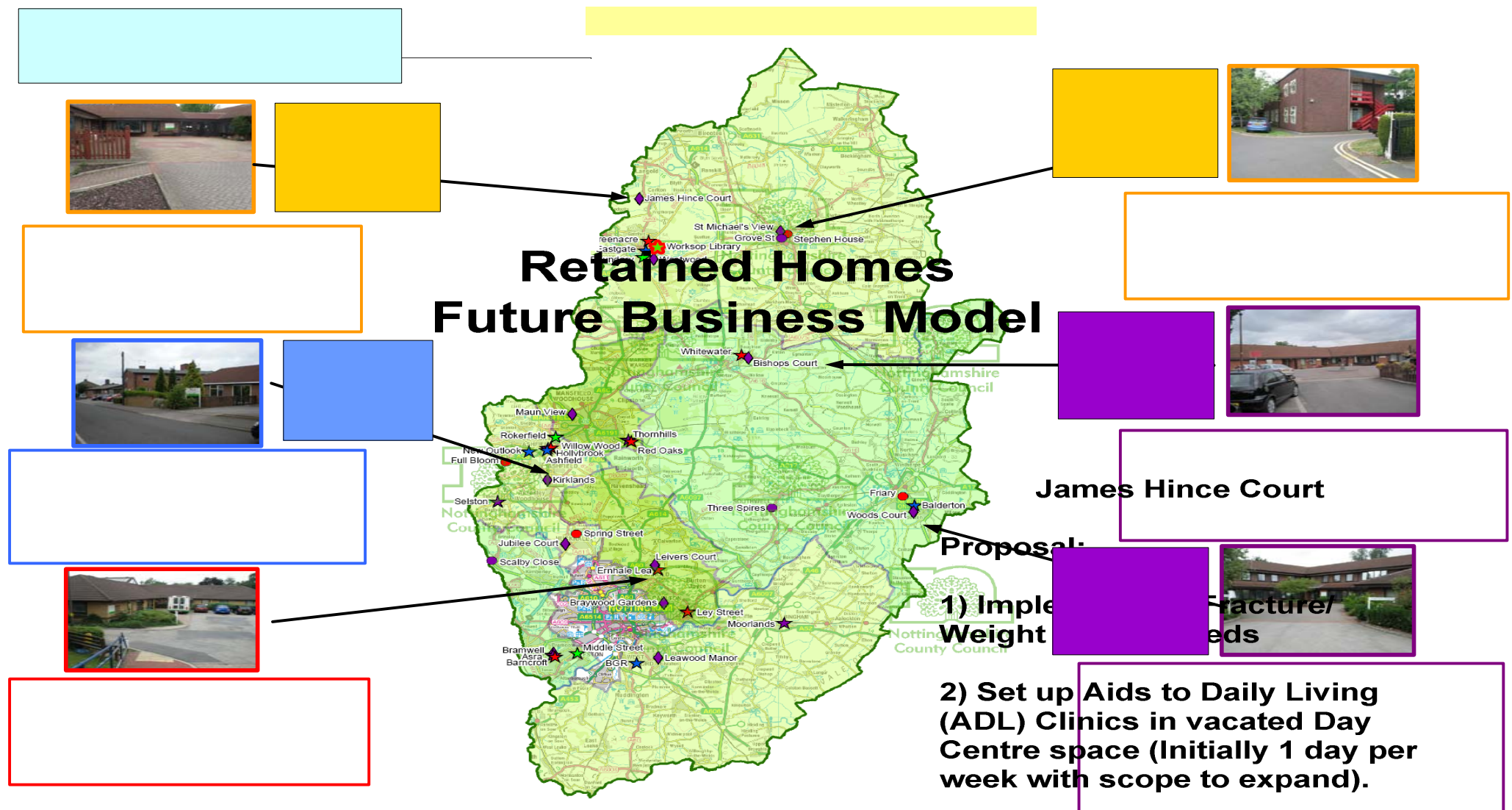
47. Newark and Sherwood:

Bishops Court  
Ollerton – Councillor S Smedley

Woods Court  
Newark East – Councillor S Wallace.

ASCH12





**James Hince Court** as at 02/03/12)

**Total Beds** = (LTC = 34; STC = 4; IC = 0; Asmt = 0) = 38 (+7 unused)

**Occupancy** = (LTC = 27; STC = 1; IC = 0; Asmt = 2) = 30 (79%)

**Area for Improvement: Specialist Dementia Unit (North)**

1. Activate 7 unused beds within home to generate additional income. Could be re-opened within a week.

2. Introduce 2 x Independent Living Beds

### **AIMING FOR EXCELLENCE – RETAINED HOMES**

#### **Overview of Tasks Required at Each Home**

##### **James Hince Court**

- Joinery works: doors, glazing.
- Roofing works: flat
- Flooring works: quarry tiles
- Electrical works: lighting
- General Building Works: pointing, uneven paving slabs

##### **St Michaels View**

- Joinery works: doors, windows, flooring, and fencing.
- Roofing works
- Mechanical works: surface mounted.
- Guttering
- Ceiling works

##### **Kirklands**

- Joinery works: doors, door frames, windows.
- Electrical works: bonding, lighting, fire alarm.
- Specialist work: lifts.
- General building work: uneven paving slabs.

##### **Bishops Court**

- Joinery works: doors, door frames, glazing,
- Electrical works: bonding, lighting.
- Mechanical works: heating

##### **Woods Court**

- Electrical works: lighting.
- Ceiling works
- Roofing works: flashing

All works will be either detrimental to decorating works if not carried out first or, be of a nature so as to cause embarrassment to the Authority if not completed before investment in redecoration work across the retained homes.

All costs are indicative and information is as detailed on P2 the Council's property system.