

Report

Report to:	Social Work Resources Committee
Date of Meeting:	8 May 2019
Report by:	Director, Health and Social Care

Subject:	Investing to Modernise South Lanarkshire Council Care Facilities - Progress Update
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ to update the Committee on progress with the implementation of the Investing to Modernise South Lanarkshire Care Facilities programme

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the content of the report be noted;
- (2) that the next steps outlined in Sections 6 and 8 be approved;
- (3) that Flush Park, Lanark be approved as the preferred site (subject to suitability) for the replacement of McClymont House; and
- (4) that the 7 spokes for the Clydesdale model referred to in paragraph 5.7 are approved.

3. Background

- 3.1. The recently approved Strategic Commissioning Plan (SCP) 2019-22, sets out a commitment to support more people to remain at home and in their community. A number of commissioning intentions were outlined within the plan to support this ambition, one of which was reducing the overall reliance on residential and inpatient forms of care.
- 3.2. Within the Plan, a specific commissioning intention was agreed to implement the new care facilities model to provide people with more choice and options to be maintained at home and in the community. The Integration Joint Board (IJB) consequently issued an associated 'Direction' to both South Lanarkshire Council (SLC) and NHS Lanarkshire (NHS) to reduce reliance on nursing and residential care through the development of proposals to remodel a proportion of residential care beds to focus on transitional support and the 'home for life' principle.
- 3.3. Previous reports to Social Work Committee (SWC) (June and November, 2018 respectively), provided updates on progress with the implementation of this 'Direction' through the agreed 'Investing to Modernise' programme for SLC's residential care home estate.

- 3.4. This previous report, noted that £18m capital funding had been identified to re-provide alternative facilities as part of managing new and changing demands on existing services. Accordingly, the focus would be on delivering services and supports in line with the majority of people's preferences/personal outcomes to be cared for at home where it remains safe to do so.
- 3.5. For the Hamilton locality, a new care facility will be built in Blantyre. The future model of care delivered from the new establishment will focus on a range of alternative supports, including transitional/intermediate care; access to technology enabled housing, and be a community facing facility. Residential care within Hamilton locality will continue to be delivered at Dewar House.
- 3.6. In terms of Clydesdale, it was noted that the delivery model would be developed to recognise the specific needs of this locality. The focus would consider the current infrastructure of McClymont House and the need to replace it in order to continue to meet regulatory requirements. There were also opportunities to consider how this could link to a wider 'Hub and spoke' model for the locality. A commitment was given to work up the detail of how this would look, particularly with regards to the location of a Hub and the nature of the spokes.
- 3.7. Similarly, this approach has been adopted for the Larkhall/Stonehouse area, in that background work and analysis has been undertaken within the locality to ascertain which options will be the best fit in delivering a future Health and Social Care model.
- 3.8. This report will provide an update of progress for the Blantyre development and Clydesdale model, together with the next steps being considered.

4. Progress to Date with the Blantyre Site

- 4.1. There are five areas to update as follows:
 - 4.2. Progress with specification for new build and planning permission.
 - 4.2.1. The specification for the new care facility in Blantyre has been completed and planning consent will be submitted May, 2019, with an anticipated site start October 2019 with an estimated 18 month build programme.
 - 4.3. Future registration requirements with Care Inspectorate
 - 4.3.1. There have been initial discussions with the Care Inspectorate regarding the registration requirements for the new facility. The philosophy and model which underpins this has been broadly welcomed by the Care Inspectorate and therefore to date, discussions which have taken place are positive.
 - 4.4. De-commissioning of Kirkton House and McWhirters House
 - 4.4.1. The process of de-commissioning for both Kirkton House and McWhirters House is progressing as planned. However, since de-commissioning arrangements commenced there has been significant movement in numbers due to a range of factors:
 - ◆ a number of individuals have had their care and support needs re-assessed and identified as now requiring nursing care
 - ◆ a number have chosen to move to alternative SLC care homes
 - ◆ the continued reduction in referrals to these care homes due to increase levels of support to continue to meet peoples care and support needs in their own homes
 - ◆ cessation of long term care admissions, knowing the long term future of the homes in question

- 4.5. The net result of the foregoing is that, 19 residents who were in either Kirkton or McWhirters have been successfully supported to transition to another care home in South Lanarkshire. All changes to existing care and any associated movement of service users have been undertaken in a person centred and sensitive way and this is reflected in the comments and feedback from residents and their families. Noted below is some of the positive feedback received from service users' families who transferred from Kirkton House to Meldrum and McKillop Gardens:
- ◆ "just to let you know my mum's transition from Kirkton House to Meldrum Gardens went absolutely fine; Kirkton House could not have supported us any more in the transition and we are more than happy with how smooth things really went so, thanks for all your support! The professionalism shown by all is deeply appreciated and cannot be overstated! It's not hard to identify staff who are in the profession because they have a caring nature, as opposed to being there because it is a job and pays the bills"
 - ◆ "being able to visit my father in his own apartment has allowed us to be together as a family sharing day to day experiences as we would have when dad was at home, such as, watching television, enjoying a bite to eat together. Despite everyone's best efforts, the communal environment at Kirkton did not allow for this"
- 4.6. Communication Strategy
- 4.6.1. A detailed Communication Strategy has been developed with support from the Communications Team of SLC. The Plan will include communications to care home residents, their families, local Elected Members, care home staff and the wider workforce. Importantly, this will also include engagement with the local community and local media. A variety of mediums will be utilised to communicate key messages with a 'calendar' of engagement planned across May and June 2019. Whilst some of this has already been partially implemented, it is planned that remaining actions and intentions are taken forward in line with appropriate timescales.
- 4.7. Workforce planning, engagement and training
- 4.7.1. In terms of workforce planning and development, it is recognised that the skill – mix and workforce profile to resource and manage the new facility will be different to existing job profiles. Consequently, a number of job profiles have been drafted which reflect the skills and staffing model required for the new facilities. These posts are currently undergoing a job evaluation process and the outcome of this will be known shortly. In addition, a supervisory structure, sample rotas outlining shift plans and capacity required, a training plan and start and finish times have been developed. Both the job profiles, rotas and training plan have already been shared with Trade Union colleagues, care home staff, Personnel Services and managers.
- 5. Progress with Clydesdale Model**
- 5.1. Significant background work and analysis has been undertaken within the Clydesdale locality to ascertain which options will be the best fit in delivering a future Health and Social Care model for Clydesdale.
- 5.2. Whilst this work encapsulates the plan to re-provision McClymont House with a modern and fit for purpose establishment, this work reached significantly beyond this to consider how Health and Social Care Services can be further integrated, recognising the unique challenges of a large rural area.

- 5.3. This piece of work has been led by the Clydesdale Options Planning Group (COPG), comprising of wide representation. The following elements have been considered.
- ◆ views of residents, their relatives and care staff from McClymont (meeting held 10 January, 2019)
 - ◆ the public views from recent consultation activity, for example the SCP consultation, Elected Member sessions and dialogue with the community regarding the future use of Lockhart Hospital
 - ◆ the changing demands and needs of the Clydesdale population
 - ◆ the assets already in existence and how these can be better utilised
 - ◆ a preferred site for the location of a new care facility
 - ◆ how the capital plan funding to re-provision McClymont can be best used to enhance and future proof a model of Health and Social Care which best supports the people of Clydesdale
- 5.4. From a public viewpoint, and also consistent with the views heard in the creation of the SCP, the need to have significant flexibility and choice in service provision has been an underlying theme. A further key commissioning theme is early intervention and prevention, self-care and self-management and supporting people to remain at home, where possible.
- 5.5. The feedback from carers during the consultation and engagement process was clear and consistent that support for those with caring responsibilities, recognising the value of their contribution; and involving them from the outset both in designing local care provision and in planning individual care packages should be a priority. Offering personalised support both for carers and those they support enables them to further participate in family and community life.
- 5.6. Whilst Clydesdale has challenges arising from its rurality, it also has many valuable assets. These include a very strong community spirit, a diverse 3rd Sector, committed staff. It hosts quality physical assets which offers great potential to further enhance what already exists. A mapping of area assets re-affirmed this to the COPG.
- 5.7. In recognition of the geography of the Clydesdale locality, a 'Hub and Spoke' approach has been identified as the preferred model of service delivery. This combines access to a relatively central provision in Lanark, aligned with a more local service in a number of 'townships'.
- 5.7.1. The 'Hub and Spoke' model will comprise of the following:
- ◆ a new care facility to be based in Lanark, which will become the Clydesdale Health and Social Care Hub and provide support across the full geographical area of Clydesdale in relation to residential care, transitional care and respite provision; intensive rehabilitation and re-ablement support; telecare and telehealth expertise; multi – purpose accommodation; a 3rd Sector Hub/interface in Clydesdale and a community facing space
 - ◆ the seven Spokes will be Lanark, Carluke, Forth, Carnwath/Carstairs, Biggar, Douglas and Lesmahagow/Kirkmuirhill and will build upon existing assets within these communities. Where more specialist support is required, these Spokes will draw on the Hub and other area wide services such as Community Hospitals to meet the person's needs. However, the philosophy of the Spokes will be to provide support as much as possible close to the person's home
 - ◆ access to local facilities recognising the challenges and limitations that people living in rural areas face in accessing transport and local services

- 5.8. In consultation with all those listed at 5.3, including Elected Members, Lanark was evaluated as being the preferred choice of location for a new Care Facility. This was due to it being the most accessible town in Clydesdale with associated transport links. The COPG undertook work to identify suitable sites for the new care facility. A total of 10 sites were identified, seven in the town of Lanark and a further three outwith as potential backup.
- 5.9. The COPG Group visited all seven sites in the Lanark area to visualise, understand and assess the geography/topography of the site. Following this, the group undertook an options appraisal which considered the suitability of each site and scoring them in relation to the following criteria:
- ◆ location – proximity to the centre of Lanark
 - ◆ suitability and flexibility – considered the footprint of the site and if it offered to necessary flexibility to have more than just the Hub on the site
 - ◆ transport – how well linked to site would be to public transport, walking or coming by car
 - ◆ community links – proximity to other potential services such as a 3rd sector, sheltered housing or indeed other facilities which would have footfall from the wider community
 - ◆ geography – the layout of the site, including visual appearance and whether or not it was flat, sloped or uneven
 - ◆ costs – including requirement to purchase and demolition of existing buildings and if for example, the site would require significant work to make it accessible
- 5.10. On completion of this work, the top two sites which were closest fit to the criteria were:
- ◆ preferred site – Flush Park, Lanark (Site adjacent to Lanark Lifestyles)
 - ◆ backup/second choice – existing McClymont site, although it is recognised that this would come with other considerations such as decanting to another site, to allow a new facility to be built
- 5.11. The preferred site has been initially surveyed and whilst there are a number of challenges to be addressed this could be an appropriate site for development. This site is currently designated as a football playing field and priority greenspace therefore detailed discussions with planning and Sports Scotland as well as ground condition tests will be required to confirm the feasibility of this location.
- 5.12. The COPG will continue to work on the finer details of the relationship and functioning of the Hub with the Spokes.

6. Larkhall and Stonehouse Modelling

- 6.1. The commitment to develop services in the Larkhall/Stonehouse area was given at SWC in November, 2018. This work is at an early stage but there are some distinct proposals:
- ◆ there will be a new build included in the overall re-provisioning programme that will serve the Larkhall/Stonehouse area and wider area as appropriate/needed
 - ◆ the new build will be in/close to Larkhall due to the demographic details and needs analysis
 - ◆ the new build will likely be a combination of short and long term residential placements (i.e. residential care, respite care, intermediate/reablement)
 - ◆ the new build will be in keeping with the overall principles of the Care Facilities vision, will encompass a community facing element and by its nature will require to be flexible in usage to meet and adapt to the future needs of the community

- 6.2. A comprehensive needs analysis has been completed. Currently, the focus of activity has been on updating the needs analysis and asset mapping for this area, whilst undertaking further stakeholder engagement, for example with Elected Members.
- 6.3. Given that the process to develop the options for Clydesdale (outlined above) has worked well, a similar options group has been setup for the Hamilton locality to look specifically at the needs and option for the Larkhall/Stonehouse area.
- 6.4. On completion of this work, proposals will be brought back for consideration and discussion at SWC. Ongoing discussion and communication with Elected Members will be a key part of finalising this.
- 6.5. In reflecting the current age and stage of Canderavon House, the future delivery model within this facility will focus on intermediate care. During this transitional phase this will ensure that people will continue to be provided with more choice and options to be maintained at home and in the community.

7. East Kilbride and Rutherglen Cambuslang

- 7.1. At a future stage, similar locality modelling (as outlined above) will be undertaken for both East Kilbride and Rutherglen/Cambuslang areas. This will ensure resources in these communities continue to respond positively to local needs in keeping with the overarching principles of the care facilities programme.
- 7.2. However, it is recognised that existing residential care facilities within both localities are modern, fit for purpose and have greater flexibility to adapt. At this stage there are no plans to reconfigure these care homes.

8. Next Steps

- 8.1. In summary, there are a number of next steps with the development and implementation of the Investing to Modernise Programme as outlined below:
- ◆ submit planning consent for the new build care facility in Blantyre. Subject to approval, commence the build programme
 - ◆ complete the de-commissioning strategy associated with Kirkton House and McWhirter House to allow full transition to the Blantyre site
 - ◆ finalise workforce planning activity with regards to role profiles, skill mix and training for existing staff to allow smooth transition to Blantyre
 - ◆ ensure continuous and regular communication with key stakeholders regarding progress with Blantyre and the wider Investing to Modernise programme
 - ◆ finalise outstanding work on the Clydesdale model with a view to presenting this to SWC at a future date for approval
 - ◆ develop options for the Larkhall/Stonehouse corridor of the Hamilton/Blantyre locality which take forward the proposals outlined in section 6 of this report.

9. Employee Implications

- 9.1. There are no employee implications associated with this report.

10. Financial Implications

- 10.1. Financial implications associated with this report will be brought back to the Committee for consideration as the options are more fully developed.

11. Other Implications

- 11.1. There are no other risk implications associated with this report.
- 11.2 There are no sustainable development issues associated with this report.
- 11.3 There are no other issues associated with this report.

12. Equality Impact Assessment and Consultation Arrangements

- 12.1. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report.
- 12.2 There has been significant consultation and engagement with stakeholders throughout the development of this programme. This will continue to be intrinsic to the development of the Blantyre site and also in relation to the options for the Clydesdale locality and Larkhall/Stonehouse area of the Hamilton locality.

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Director, Health and Social Care

16 April 2019

Link(s) to Council Values/Ambitions/Objectives

- ◆ Improve Later Life
- ◆ Deliver Better Health and Social Care for All

Previous References

- ◆ Investing to Modernise Report to Social Work Committee, 20 June, 2018
- ◆ Investing to Modernise – Phase 2, Clydesdale Report to Social Work Committee, 28 November, 2018

List of Background Papers

- ◆ none

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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