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| Report to: | Social Work Resources Committee |
| Date of Meeting: | 25 April 2018 |
| Report by: | Director, Health and Social Care |

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| Subject: | Investing to Modernise South Lanarkshire Care Facilities |
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the members of the Committee about the planned investment to modernise care facilities in keeping with the Strategic Commissioning plan to focus on transitional support and the “home for life” principle
- ◆ provide an update of the progress to date by South Lanarkshire Council and an overview of the next steps

2. Recommendation(s)

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

- (1) that the progress made to date in respect of the transition to the new model of care service delivery is noted;
- (2) that the proposals for the care facilities as outlined in section 5 be approved; and
- (3) that a report is provided to the Integration Joint Board (IJB) which outlines the transformational plan for care facilities as outlined in section 5.

3. Background

- 3.1. Demographic growth projections for South Lanarkshire indicate that the 75+ population and 85+ population will rise year on year by 2.7% and 5.2% respectively. People are living longer but not necessarily healthier lives. Recent figures identify an increase of 35% in the number of people diagnosed with dementia over a three year period.
- 3.2. Since 1996, whilst significant funding was invested to upgrade and refurbish South Lanarkshire Council (SLC) residential care home estate, the current model of service delivery has remained relatively static whilst factors such as demographic demand, complexity of care needs and government policy to shift the balance of care have all changed significantly in this timeframe.
- 3.3. In terms of this estate, four of the existing eight care homes are ageing in building infrastructure and design layout. The four care homes identified are Kirkton House (Blantyre) Canderavon House (Stonehouse), McWhirters House (Larkhall) and McClymont House (Lanark). The total number of registered care places is 134.

- 3.4. The remaining four residential care homes, Dewar House (Hamilton) Meldrum Gardens and McKillop Gardens (East Kilbride) and David Walker Gardens (Rutherglen) are of a sufficiently high standard to continue to meet regulatory requirements, thus providing the opportunity to continue to provide care provision within these locations. The total number of registered care places is 138.
- 3.5. SLC, working in partnership with NHS Lanarkshire Board, is committed to contributing to the nine national health and well being outcomes, in particular, the second of which is to support people, including those with disabilities or long term conditions, or who are frail, to be able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
- 3.6. The Scottish Government's strategy "Age, Home and Community" (2012-2021) also set out a 10-year vision for housing older people, aiming to shift the balance of care towards supporting people to remain at home independently for as long as possible, rather than in care homes or hospitals. The Local Housing Strategy 2017-2022, "Affordable Homes, Sustainable Places", sets out a specific outcome for supporting people with particular needs and their carers to live independently within the community in a suitable and sustainable home.
- 3.7. The direction of travel is consistent with the Strategic Commissioning Plan which emphasises a reduction on the reliance of nursing and residential care. This will be achieved through the development of proposals to remodel a proportion of residential care beds to focus on transitional support and the "home for life" principle.
- 3.8. Social Work Services for adults and older people, Care Home Services and respite provision were functions, amongst others, which were delegated to the South Lanarkshire IJB on 1 April 2016. This delegation was required by the Public Bodies (Joint Working) Scotland Act 2014 and is set out at clause 5.2 in the South Lanarkshire Health and Social Care Integration Scheme. The ownership of the properties from which Health and Social Care Services are delivered however was retained by local authorities and health boards in line with the legislation.

4. Progress to date

- 4.1. A pilot/test of change was undertaken within the care facilities of Canderavon House, Meldrum Gardens and McKillop Gardens through the provision of 22 intermediate/transitional beds since 2016. Evaluation of the pilot confirms that service users who would have otherwise moved to residential or nursing care have been supported to regain skills and confidence. Of the people supported through this service, 56% successfully returned home supporting the view that through an enabling approach, more people can be supported to return their community.
- 4.2. New models of care and developing practice have also been reviewed by officers across the Health and Social Care Partnership. Research has been undertaken and a number of observational visits have taken place to explore opportunities and to consider the application of these findings within South Lanarkshire.

- 4.3. Based on the test of change and the research, the Council and its partners recognise the need to transition the current model of residential care to one which is focused on intermediate care aimed at supporting the person to return home or to a setting which best meets their needs. A whole system approach is being adopted which reflects early intervention, self-management and enablement and supports people to secure their personal outcomes. This will best be achieved through the provision of timely re-ablement and rehabilitation interventions provided from a locality based multi-disciplinary hub. It is intended to develop the care facilities within a broader strategic framework.
- 4.4. The future model of care will therefore incorporate the following principles:
- ◆ the flexible use of beds to support people through a transitional period, particularly those who are at risk of premature admission to long term care; require crisis intervention; have palliative care needs; or have been subject to acute hospital admission and require a period of recovery.
 - ◆ the provision of an environment to undertake further multi-disciplinary assessment, monitoring, rehabilitation and enablement.
 - ◆ the provision of a recovery and recuperation period to enable the person to return home safely.
 - ◆ be centred around a hub which will be resourced by a multi-disciplinary team, with multi-function rooms to undertake the necessary rehabilitation and re-ablement of service users in the designated transitional beds.
 - ◆ connect with wider community supports, with both staff in the hub and in the community providing in-reach and out-reach support. The availability of multi-purpose rooms will allow community staff to deliver inputs such as Podiatry, Occupational Therapy and Physiotherapy Services.
 - ◆ a carers and third sector hub to support carers and community engagement.
- 4.5. This innovative model of care will support more people to return home who may otherwise have been prematurely admitted to a care home setting or resided longer than necessary in a hospital bed. The service will be responsive, flexible and available at times of crisis to ensure the person recovers and maximises their independence.
- 4.6. The model will have a stronger connection to existing community based resources including the Home Care Re-ablement Teams, the Integrated Community Support Teams and Hospital at Home Service. The model will also support a fuller assessment period prior to any decision regarding permanent admission to a care home. This will ensure the care home option is only utilised at the most appropriate point in the person's life journey.

5. Phasing the Investment – Care Facilities

- 5.1. In order to engage all Elected Members in the development of care facilities which are fit for the future, Members were invited to attend a presentation outlining the Council's investment in the care facilities for the future. To facilitate the discussion, this event was held over four sessions on 18 April 2018. The drivers for change were explained and the whole system approach to providing support to the ageing population of South Lanarkshire was presented in relation to this new initiative.

- 5.2. The presentations were well received. The scale and ambition of the change programme was acknowledged and there was general support from the Elected Members who were well informed about the significance and potential benefits and positive outcomes that the new model of delivery could have for South Lanarkshire residents. The officers directly involved in the delivery of the project benefited from the feedback from Elected Members.
- 5.3. The model will be implemented South Lanarkshire wide across the four localities. The future configuration of resources across each locality will involve de-commissioning of the older Care Homes which are coming to the end of their life span in terms of being fit for purpose in future years, whilst at the same time enhancing the remaining ones. This is outlined below:

| Locality | Implementation |
|-----------------------|--|
| Hamilton | Kirkton House and McWhirters House will be replaced by a new Care Facility. Dewar House will be maintained |
| Clydesdale | McClymont House and Canderavon House will be replaced by a new Care Facility |
| East Kilbride | Will see an enhanced model for the existing Meldrum House and McKillop Gardens Care Facilities. |
| Rutherglen/Cambuslang | Will see an enhanced model for the existing David Walker Gardens |

- 5.4. The Hamilton locality has been identified as the starting point due a number of factors including ageing care homes within this locality and the identified need in relation demographic growth. The Hamilton locality has the largest population of 107,000 and the most significant growth in the 85+ population. 29.4% of the population comprises of people aged 65+. Frailty amongst the Hamilton population is higher and the locality has the highest prevalence of mental health needs, including dementia. It also has the highest rates of emergency admissions and people living with multiple long term conditions.
- 5.5. A preferred site has been identified – St Joseph’s in Blantyre.
- 5.5.1. The site provides the opportunity to co-locate and integrate the following services and amenities:
- ◆ 20 transitional ensuite rooms providing care for adults and older people with multi – purpose rooms for reablement and rehabilitation interventions. There will be staff accommodation to enable the delivery of in reach and outreach support
 - ◆ 20 technology enabled homes which support adults with complex needs and older people to live independently. Where support is required, this would be provided by community based Health and Social Care teams.
 - ◆ a Centre of Excellence which would host Telehealth/Telecare demonstration space, facilities to train and develop our own care staff, accommodation for students, a community cafe and a community I.T Hub.
 - ◆ community regeneration and intergenerational space to promote social enterprises such as community gardens, sensory garden and children’s play area which is autism and disability friendly.
 - ◆ employment opportunities created through community cafe and social enterprise.
 - ◆ new supply of mainstream social rented housing built to Housing for Varying Needs Standards, which includes barrier free internal spaces and other accessibility features.

- 5.6. The model will be tailored to each locality's requirements beyond the core elements, recognising that the asset base and current service configuration in each locality will be different, thus providing their own unique opportunities.
- 5.7. This concept is set out diagrammatically at Appendix 1.
- 5.8. The full presentation that was delivered to Elected Members is embedded within the background papers.

6. Next Steps

- 6.1. Given the significance of the capital investment and the transformational change programme, the IJB will be asked to endorse the approach being adopted by the Council and note the requirement for the delegated funding to continue to be available to operate the new care facilities. The IJB is responsible in terms of the Integration Scheme for the delivery of the integrated functions and provides operational oversight of all integrated services.
- 6.2. A report will be presented to the IJB on 26 June 2018 providing an update on the progress being made. The transition to the new model of service delivery relies on the ongoing availability of the revenue budget allocation delegated by the IJB to the Council.
- 6.3. On approval a full communication strategy for all stakeholders will be developed to introduce the model and give updates on an ongoing basis.
- 6.4. With regards to the delivery of the build, programme work is already underway to develop specific project briefs and specifications for each phase of the works and it is currently anticipated that the initial phase of works will commence on site later in 2018. There is a joint Social Work/Housing and Technical Resources Programme Board already established and which will oversee the physical and financial progress made in the delivery of this programme. Updates on progress will be included as part of future capital monitoring reports.

7. Employee Implications

- 7.1. The new model of care service will provide an opportunity for staff to develop their skills and knowledge to work within the new care facilities. The Council is well placed to support staff to undertake the necessary personal development to equip them to discharge their professional roles in line with regulatory requirements.

8. Financial Implications

- 8.1. The detailed specification of the design for the new model of care facilities is underway for the Hamilton locality and the proposed financial framework will be finalised as part of this exercise, including confirmation of decommissioning costs and anticipated future revenue consequences of capital.
- 8.2. The capital cost of the care facilities developments across South Lanarkshire will be met from within the agreed capital investment programme. At the meeting of the Executive Committee on 28 February 2018, the General Services Capital Investment Programme for the financial years 2018/2019 and 2019/2020 was updated and a revised budget of £17.6 million was approved for the replacement of Social Work care facilities.
- 8.3. The St. Joseph school site was identified by Education Resources as surplus to their requirements. This site has been identified as the preferred site for this development.

9. Other Implications

- 9.1. The approved capital investment programme will mitigate future operational risks which would otherwise emanate from the deterioration of four of the existing residential care homes.
- 9.2. A full decommissioning plan is being put in place to maintain the stability and quality of care and support for existing service users.
- 9.3. There are no sustainable development issues associated with this report.
- 9.4. There are no other issues associated with this report.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. A full equality impact assessment will be undertaken of the strategy for care facilities for the future.
- 10.2. Ongoing consultation and engagement will be a key component of the implementation approach.

Val de Souza

Director, Health and Social Care

24 April 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ deliver better health and social care outcomes for all
- ◆ protect vulnerable children, young people and adults
- ◆ improve later life
- ◆ accountable, effective, efficient and transparent
- ◆ focused on people and their needs
- ◆ ambitious, self aware and improving

Previous References

- ◆ Executive Committee 28 February 2018 - Capital Programme 2018/2019 to 20191/2020 Update
- ◆ Integration Joint Board 26 March 2018 – Directions from the South Lanarkshire Integration Joint Board to NHS Lanarkshire and South Lanarkshire Council

List of Background Papers

- ◆ Presentation - Investing in care facilities for the future (18 April 2018)



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to Modernise.ppt

Contact for Further Information

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

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Intergenerational Model of Care

