

Cabinet – 12 September 2012

Development of Intermediate Care Services

Portfolio: Councillor McCracken, Social Care, Health and Housing

Related Portfolios: Councillor M Bird

Service: Adult Social Care and Inclusion

Wards: All

Key decision: Yes

Forward plan: Yes

1. Summary

- 1.1 To explain the rationale for the further development of the Frail Elderly Pathway and Hollybank House as a more effective way of enabling older people to regain their independence, leading to the closure of Rushall Mews Intermediate Care Centre.
- 1.2 The successful implementation of the Frail Elderly Pathway means that more older people are being supported to live at home and thus avoid a hospital admission, or to return home sooner following a stay in hospital. This in turn means it is now possible to further develop intermediate care services.

2. Recommendations

- 2.1 To approve the closure of Rushall Mews and the transfer of this part of intermediate care services to a combination of the Frail Elderly Pathway and Hollybank House.

3. Report detail

- 3.1 Intermediate care beds at Rushall Mews provide a period of intensive rehabilitation for older people commonly on discharge from hospital before they return home. This means that the length of stay is no longer than 6 weeks, and usually less. It does not provide long term care and is not the same as most care homes. Walsall Council, working in collaboration with its partners Housing21 and Walsall Healthcare NHS Trust, are in the process of redesigning residential reablement services.
- 3.2 Rushall Mews was built in 1984 as a Council run residential home for older people under Part III of the National Assistance Act. It comprises 16 beds within a main building and a further 10 bungalows which are joined to the main building,

but self contained in nature. The buildings remain council property but were leased to Housing21 in 2008 as part of the transfer of the Part III estate. All the other transferred homes have now either closed or been redeveloped as Extra Care courts.

- 3.3 Rushall Mews is registered to provide intermediate care to a level of complexity up to residential care, but not including nursing care.
- 3.4 Due to the development of community based reablement within people's own homes in the form of the Frail Elderly Pathway, the level of need of people for a care home setting is now primarily moderate and more complex for which a nursing environment is necessary. The Frail Elderly Pathway is provided by a combination of Council homecare service and NHS Intermediate Care nurses and supports people at home with intensive care and rehabilitation that can prevent hospitalisation, or support people to go home directly after a stay in hospital.
- 3.5 As a result of a building needs analysis, the number of available beds, a lack of en-suite facilities, limited parking and the requirement for the heating plant and call systems to be replaced, Rushall Mews as a building presents the Council with a number of operational restraints and risks. Although it has provided a very successful service, a review has shown that Hollybank House is a more appropriate setting to deliver services for people with more complex needs.
- 3.6 Many of the people who have been supported at Rushall Mews can be supported in their own homes as part of the Frail Elderly Pathway. People with a higher level of complexity will still need a care home setting and so those people will be supported at Hollybank House. The Walsall Healthcare NHS Trust Intermediate Care Team that is currently located at Rushall Mews will also transfer to Hollybank House. GP cover for Rushall Mews is provided by the nearby practice at Rushall Health Centre and the GPs have been informed of the proposed changes.
- 3.7 Subject to Cabinet approval, the service will therefore transfer to a combination of the Frail Elderly Pathway and Hollybank House. This move needs to take place before the onset of winter due to the heating issues and bed capacity requirements. The current planned date is 1st October 2012.

4. Council priorities

- 4.1 This change in service will ensure that frail elderly people can retain their independence in their own home, either preventing an admission to hospital or a care home, or following a stay in hospital. It is therefore in line with the Marmot principles.

5. Risk management

- 5.1 Closure of Rushall Mews is dependent upon the availability of the Frail Elderly Pathway and Hollybank House to provide the alternative service. The Frail Elderly Pathway is being developed to operate at full capacity in preparation for some additional people who would previously have gone to Rushall Mews. Hollybank

House is being re-developed to provide an integrated intermediate care service for people with complex care needs. At the point of closure of Rushall Mews, the equivalent service will be available at Hollybank House. Over time, some people who would have gone to Rushall Mews will go to the Frail Elderly Pathway, and Hollybank will provide only for people with a higher complexity of need.

- 5.2 Rushall Mews is an integral part of the management of the demand for health and social care services across Walsall and should there be an unprecedented and extraordinary surge in demand (i.e. flu pandemic) then it may need to be retained in order to sustain an additional level of capacity that would be required for that. Should this be the case, then the necessary arrangements for retaining the building as an operational centre would be made.

6. Financial implications

- 6.1 Rushall Mews is currently provided by Housing21 as part of an overall contract with a value of £9.7m per year. The way the contract was established means that any reduction in financial value has to be by agreement with Housing21. Positive work is underway in partnership with Housing21 to gain extra value from within the contract through more flexible use of the pre-agreed amount of care hours per week; more effective use of the community space in the Extra Care courts and respite care arrangements; and by maximising shared ownership of units of accommodation.
- 6.2 The annual value of the services in the Rushall Mews part of the contract is approximately £1m. The Council is seeking to reinvest some of this funding in to the alternative services, with the remainder contributing toward directorate savings targets linked to contract reviews, as agreed by full Council as part of the 2012/13 budget agreed on 23 February 2012.
- 6.3 The switch of part of the service to Hollybank House will result in a TUPE entitlement for the affected Housing21 staff to transfer to the Council, and they will re-join in-house Council services. There will then be a management of change process to determine which staff will be retained by the Council and which can be offered voluntary redundancy. Financial arrangements have been made as part of this package to address this.

7. Legal implications

- 7.1 Walsall Council and Housing21 have agreed to this service change by mutual agreement in accordance with the terms of the overall contract.

8. Property implications

- 8.1 The Social Care & Inclusion Directorate has no planned alternative for the Rushall Mews site which would consequently become available as an alternative Council asset for potential use with immediate effect. The Directorate is working with colleagues in the corporate estates team to initiate an alternative use of the building as near to the current planned closure date as possible. In vacating the

site, the directorate has planned to contribute to the costs associated with securing the building for a short period whilst a decision is made on future use (either by another council service or through disposal of the site).

9. Staffing implications

9.1 Three sets of staff are affected by these changes:

- Housing21 workers who will have TUPE entitlement to transfer to the Council;
- Walsall Healthcare Trust Intermediate Care Team who are currently located at Rushall Mews and who will relocate to Holly Bank House; and
- the In-house Council workforce.

9.1 Currently Walsall Council, Walsall Healthcare NHS Trust and Housing21 are currently looking at a range of options that seek to support the transition of all staff affected by the change.

10. Equality implications

10.1 There are no issues.

11. Consultation

11.1 Consultation has taken place with all three staff groups and their representatives, in partnership between Housing21, Walsall Healthcare NHS Trust and Walsall Council. The service provided in Rushall Mews is a borough wide service and will be replaced by a combination of the Frail Elderly Pathway and Hollybank House.

11.2 Consultation with older people at both national and local level has highlighted a strong desire on their part to return home as soon as possible after an episode in hospital.

11.3 This proposal was considered by the Social Care Scrutiny and Performance Panel on 4 September 2012.

Background papers

None

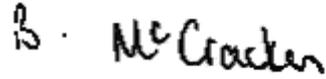


Author
Andy Rust
Head of Joint Commissioning Unit
☎ 01922 654713
✉ Andy.Rust@walsall.nhs.uk



For Paul Davies
Executive Director

29 August 2012



Councillor Barbara McCracken,
Portfolio Holder

04 September 2012