



Social Care Services Board
25 November 2015

Accommodation with Care and Support

Purpose of the report: Policy Development and Review

This report sets out the Council's future approach to accommodation with care and support and invites the Board's views on the Strategic Intent Document prior to submission to Cabinet on 15 December 2015.

Introduction:

1. The Accommodation with Care and Support Programme is a programme of work looking at all accommodation-based services we commission and provide for residents of Surrey who have care and support needs.
2. The programme aims to increase the options available for residents needing accommodation with care and support, by integrating our approach across health, care and the community, and re-shaping the market to ensure everyone has access to the right support regardless of tenure.
3. Through the programme, the Council is looking to develop local partnerships and opportunities for a range of flexible and financially self-sustaining accommodation with care and support that will enable adults to live and age well. This report asks the Social Care Services Board to support the approach outlined in the Strategic Intent Document. The document will be presented to Cabinet in December 2015, alongside emerging opportunities across the six Clinical Commissioning Group (CCG) areas.
4. This report also contains an update on the older people in house homes project.

Background

5. There are a number of contributing factors which mean we need to re-think our approach to accommodation.
 - Surrey's population is increasing and ageing, meaning an increasing demand on health and social care services.

- The Care Act explicitly references housing as part of our statutory duty to promote the integration of health and care.
 - The Care Act also highlights the importance of giving control to the individual for their care and support needs.
 - Residents have told us that they prefer to access help and resources from within their local community where they can be supported by their family, friends and community, rather than in traditional care environments.
 - New technology is changing how we all live, learn, work and communicate.
6. Given the demographic and legislative pressures, we face unprecedented financial challenges in meeting care and support needs in Surrey. However, a whole system's approach and shift away from residential care creates opportunities for us to reassess our role in accommodation.

Future Direction

7. Surrey residents are actively choosing to make accommodation choices which are suitable for the longer term and their future care needs, and this trend is expected to continue. The predicted trends for accommodation needs in Surrey suggest a declining demand for residential care, growing popularity of extra care type accommodation and an increase in people being supported to live independently.
8. We need to be able to offer residents the right choices to meet their health and wellbeing needs – through flexible accommodation that can adapt and continue to support residents to live as independently as possible. Whilst there will still be a role for traditional care services in Surrey in the future, we need to look more creatively at how care and support can be integrated into accommodation to reduce the need for those traditional services for most residents.
9. We recognise that extra care housing, assisted living, supported living and supported housing are valuable housing options, and represent positive choices for people whose needs are not being met within standard accommodation. These environments can offer security, reassurance and appropriate and responsive support to facilitate the provision of home based care services. These types of accommodation can assist more vulnerable adults to live within their local community for their whole lives, through to end of life.

Proposed Way Forward

10. The Council will support personalised care based in communities, and ensure that where possible residents receive the care and support they need in appropriate and flexible physical environments wherever they choose to live. The benefits of this will be:

- care and support services that can be flexed around the individual and their changing needs
 - opportunities to develop accommodation further as hubs of the local community, for residents and non-residents alike
 - individuals are able to live within and be part of thriving local communities and remain independent
 - purpose built accommodation with a range of tenures and developed to a quality standard, including the ability for assistive technologies to be added on an individual basis
 - accommodation often provides a range of activities and opportunities that support Surrey's Family, Friends & Community strategy.
11. In order to achieve this future, the Council is committed to supporting the development of accommodation with care and support where needs are greatest across the county and that:
- promotes independence and social inclusion
 - works alongside other services and communities to meet an individual's needs
 - has the infrastructure to deliver flexible care and support in a planned, person centred way
 - provides dementia-friendly environments
 - becomes the centre of vibrant communities for people to live and age well.
12. The Council will seek to work with developers who demonstrate that their models:
- mitigate against future care costs as people's needs change, especially in comparison to more institutionalised care
 - can support people on the continuum of care through to end of life
 - reduce risks of hospital admissions
 - follow best practice in design and care for people with dementia
 - are transparent about the cost of the care package in their charges in preparation for changes in Adult Social Care funding as part of the Care Act.
13. In the context of integrated working and strengthening partnerships, we are actively seeking to work with CCGs, Districts and Boroughs, Children, Schools and Families Directorate and other critical partners to jointly commission solutions and develop flexible models of care. This will ensure that residents receive the best services and the best local decisions are made for communities.

14. Soft market testing with key providers has suggested that access to land and/or capital are the key issues preventing the development of more extra care schemes in Surrey. The Council needs to understand how it can position itself to help alleviate any blockers to the construction of more Extra Care schemes in Surrey. If the Council was prepared to help overcome this – through making use of our existing assets or potential investment - then this may help stimulate the market and also provide us with the opportunity to help shape where provision is built and the ultimate model of provision.
15. The types of new accommodation provision and their locations will be decided in consultation with CCGs and Districts and Boroughs so that the best decisions are made to meet local need.

Update on Residential Care Homes for Older People

16. All residents of Brockhurst Residential Care Home (Ottershaw) and Longfield Residential Care Home (Cranleigh) have been supported to move to new accommodation. Their ongoing care needs are being monitored by Adult Social Care Locality Teams.
17. Social care practice and process has been reviewed regularly following the Cabinet decision. Weekly meetings have scrutinised care reviews for each resident and ensured a person centered approach was taken when reassessing care needs.
18. Residents' wishes were considered and new care arrangements have catered for a range of requirements, including; friendship groups maintained, living closer to their families, in walking distance of local shops, and in a setting that could provide nursing care in the future.
19. Advocates supported residents when they or their families requested or where residents were not able to make decisions themselves.
20. A series of 'lessons learned' meetings are underway to review how the experience can support future activity. An initial discussion has highlighted the following areas:
 - a. What worked well:
 - i. person centered approach to reassessment of care needs
 - ii. constructive challenge, with emphasis on quality assurance of proposed care plan
 - iii. focused project management supported positive outcomes.
 - b. Areas for consideration:
 - i. use of advocacy in addition to personal arrangements where required and raising awareness of the advocacy service generally

- ii. further consideration of the role of Procurement and adult social care commissioning managers in supporting local market management and fee negotiation arrangements
 - iii. process adjustments to reduce duplication of recording
21. The staff consultation has concluded and notice of compulsory redundancy has been issued to individuals working in both homes mentioned in 14 above.
 22. A comprehensive learning and development programme has been put in place, with input from trade unions, to equip staff issued under notice of compulsory redundancy to apply for, and be successful in finding alternative employment with the Council. The recruitment process has been tailored to support people to be successful in their application. Role shadowing and trial periods in new roles are being offered.
 23. Planning is underway for the re-provision of care for residents of Cobgates Residential Care Home (Farnham) and Dormers Residential Care Home (Caterham) in 2016. Where appropriate, the service is also supporting the re-provision of care for people living in homes planned for closure in 2017, Park Hall (Reigate) and Pinehurst (Camberley).
 24. In line with the Cabinet decision in March 2014 that 'further work be undertaken for each property to fully evaluate potential alternative use to meet future needs for adult social care', the future use of the sites and closed buildings is now being considered as part of the wider Accommodation with Care and Support Programme.
 25. Ongoing conversations with partners and a full analysis of local need will inform all the decisions. Local Plans highlighting initial opportunities across the six CCG areas will be presented to Cabinet for consideration in December 2015.

Conclusions:

26. Accommodation for people with care and support needs in Surrey is changing. There will be less reliance on residential care, and the Council will support the development of Extra Care, Supported Living, Assisted Living and Supported Housing.
27. Through the Accommodation with Care and Support programme the Council is looking to develop local partnerships and opportunities for a range of flexible and financially self-sustaining accommodation that will enable adults to live and age well in their local communities.

Recommendations:

The Social Care Services Board supports the proposed way forward as outlined in the Strategic Intent Document (Annex 1).

Next steps:

The Strategic Intent Document (Annex 1) will be presented to Cabinet for approval on 15 December 2015.

Cabinet will be asked to endorse local plans for the six CCG areas, and agree the initial opportunities continue to be developed with partners.

Cabinet will be asked to review the potential roles that the council could play in the market and approve further work on modelling the options.

The programme will bring a further report to the Social Care Services Board as necessary, once work on local plans and development of arising business cases progresses.

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Sources/background papers:

- Cabinet 12 March 2015, item 4 – Surrey County Council Residential Care Homes For Older People
- Cabinet paper 21 October 2014, item 16 - Surrey County Council Residential Care Homes for Older People
- Cabinet 27 March 2012, item 10 - Public Value Review Of Services For People With Learning Disabilities