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| <b>Report to:</b>    | Trust Board   |
| <b>Date:</b>         | 25 <sup>th</sup> May 2016   |
| <b>Report From:</b>  | Chief Operating Officer   |
| <b>Report Title:</b> | Decision paper: St Kilda<br><br>Delivery model for community health and social care services for the Brixham community incorporating the re-provision of services currently provided at St Kilda's care home. |

## 1. Background

At the board on 6<sup>th</sup> April a paper was presented and approved with respect to the St Kilda care facility and its relationship to the delivery model for community health and social care services for the Brixham community. The document covered the history of St Kilda and our rationale for not proceeding with the planned capital new build to replace it. The board also decided that the new care model required a different solutions and thus a decision was also needed in relation to the current contract for services from St Kilda's provided by Sandwell Community Caring Trust (SCCT). Whilst the services at St Kilda are very well regarded and the staff are skilled and compassionate, they do operate in an estate that has a limited remaining life span and not fit for purpose.

The Trust is commissioned by Torbay Council to deliver the services which it sub-contracts to SCCT/St Kilda's. The nature of this proposal makes it a "Key Decision" for Torbay Council under the existing formal partnership agreement. The trust board is required to present a formal recommendation on the model of care, configuration of services and therefore future of the contract with SCCT for the provision of services from St Kilda's to the Director of Adult Social Care Services (DASS) of Torbay Council for a final decision.

It was recommended;

- that the team undertakes more formal engagement with current service users and with stakeholders in Brixham (League of Friends, Brixham Does Care and the Town Council) with respect to these proposals; and
- The output of the engagement will be detailed into a report and a recommendation made to the Director of Adult Social Care at Torbay Council at the earliest opportunity for a final decision.

## 2. St Kilda engagement

It was agreed that Torbay Council Overview and Scrunity function would take a role in the programme to ensure our approach was appropriate in terms of engagement with key stakeholders.

This report provides details of the engagement that has taken place in respect of the relocation of services from St Kilda and the themes that emerged from those conversations. A good level of engagement occurred at all the meetings. The appendix at the foot of this report contains bullet points of the key themes by each group.

The Brixham Town Council meeting was attended by circa 40 people, the voluntary sector organisations have positively engaged. The Primary Care GP Locality Commissioning Lead for Brixham has been briefed with respect to the proposals regarding St Kilda and is keen to learn the outcome of the engagement process and hear the views of the community. Councillors at both Town and Torbay level have commented and offered input.

A joint engagement meeting occurred with Brixham Does Care and the Brixham Hospital League of Friends. This was a detailed conversation that covered explanations of the Trust's proposals and both organisations responded together. This session was positive and both bodies made an agreement in principle to work closely on and contribute to proposals to develop service activity on hospital site.

Sandwell Community Caring Trust also provided feedback with regard to the proposals. A meeting with staff occurred in April and the CEO from SCCT provided his further comments and concerns.

Throughout the engagement disappointment was expressed as the likelihood of the New Build not going ahead. The reasons for this have been well documented in the April board report. Also, recorded in the board report is the fact that there continues to be money spent on on-going maintenance of the building which in itself is not fit for redevelopment to make it fit for future.

### **Summary of issues**

- a. Permanent long stay St Kilda residents – Concern about quality of and capacity in Brixham area independent sector care homes.

Response – Local provision does exist with en-suite rooms etc, with the acknowledgement that further capacity, choice and resilience needs to be enhanced. An existing provider Brixham has recently extended their facility to provide additional quality beds.

- b. Intermediate Care, Step Down and Respite care beds capacity – As above concern about quality compared to the St Kilda ethos and sufficient local choice.

Response- For those clients living in Brixham intermediate care will be delivered locally from the community hospital site which will also accommodate step down clients when required along with other local care homes. The option of block arrangements for intermediate care in existing facilities is also under consideration. Outline discussions with providers have established a willingness and ability to further increase the capacity in this way. The Trust's Business Support and Quality Team provide assurance as to the fact that there is capacity within the homes within the bay. However acknowledgement that the position needs to be improved is important and was raised in the engagement and articulated as a significant concern. Intermediate care at St Kilda is enhanced by NHS staff presently. The complexity of clients is increasing and higher levels of nursing care are required by many. The use of the hospital site potentially improves this situation.

- c. Day care and community meals – More detail and assurance requested with regard to the proposal to move these activities to the Brixham hospital site and work in partnership with the voluntary sector with respect to delivery. Support for working with Brixham voluntary sector organisations.

Response- Space is being allocated on the community hospital site where there is good access. The environment will be in itself suitable having been updated, however this is an interim solution with co-production of a new area/facility being undertaken with the stakeholders (clients, carers, voluntary sector) with the initial investment of £200k capital by the trust. The League of Friends and Brixham Does Care have offered support and partnership and will be working in co-design to develop an enhanced day services offer to the brixham community on site. - Use of the community hospital kitchens will enable the production of the meals presently produced at St Kilda. It is hoped that that the volunteers that run this service will continue to do so picking the meals up from the hospital.

- d. New model of care – This was raised to understand it's impact on and connection to the St Kilda change proposals.

Response – At the time of the St Kilda engagement the public was yet to commence but the St Kilda proposals do fit with the proposed changes.

- e. St Kilda estate not being fit for purpose - Detail sought about the practical issues and why the estate cannot be adapted to modern standards.

Response- A range of issues have been identified which include no en-suite facilities, internal fittings not wheelchair friendly, limitations of larger wheelchair access, a single wet room as a few examples. The infrastructure dates from the 1960's and is fundamentally not suited to our aspirations for a modern care environment. Substantial investment would be required which could be better spent on care.

- f. Costs – Assurance sought with regard to economics of the proposed changes.

Response- The block contract arrangement at St Kilda's does not make these beds best value in the market. Although the initial contract with SCCT was for 36 beds, for some time the maximum capacity has been 29 beds and the present use is only 24 beds. With the capacity that exists within Brixham hospital the cost of the beds being used there is already accounted for. This would enable a cost saving for the system and better utilisation of public assets. Some savings are required from these changes.

As one of the larger community assets in Brixham the available capacity in Brixham Hospital is such that there is presently a situation of dual payment where beds being purchased outside of the hospital are effectively an additional cost to the system which would be better spent towards care.

- g.** Question with respect to the future employment of St Kilda staff and the transition process if St Kilda closes.

Response- Commitment has been publicly made that staff will be offered opportunities within the NHS to secure new employment and their still retained. SCCT has given nine months' notice on the contract to run services at St Kilda effective from the 1<sup>st</sup> April 2016. The Trust has a sound record of being able to re-provide services and support clients through changes such as moves brought about during Safeguarding episodes. The protocol for caring for clients and ensuring the support of professional, clinical and care managers will be employed.

### **3. Overview and Scrutiny**

Torbay Council overview and scrutiny discussed all the above matters in the meeting on 18<sup>th</sup> April. The debate was passionate and whilst the issues related to the estate are understood members concerns relate to losing the ethos of St Kilda and the compassionate care deliver on site. Secondly they are seeking assurance with respect to securing the same quality, capacity and resilience in the independent sector.

### **4. Recommendations.**

**4a.** It is advised that the Overview and Scrutiny Board resolved to agree with the conclusion which was outlined in the OSC St Kilda report of 18<sup>th</sup> May.

"As stated the building is such that it is not suitable for redesign or refurbishment in terms of fit for future service provision which means that the present spend on maintenance of St Kilda means that money is being spent on repair not care.

The over-riding question is will people have services that are at least as good or better than they are presently receiving if St Kilda was to close and that in doing so money is being spent on care rather than unnecessarily spent on repairs. The proposals are designed to have people receive services more locally and in establishments that are more modern. It is considered that these proposals are able to meet the concerns raised and enhance the wellbeing of those that require the services provided"

**4b.** given feedback from Overview and Scrutiny (above 4a) it is recommended that the board reconfirm its previous decision to close St Kilda as outlined in the report of 6<sup>th</sup> April.

**4c.** that trust board recommendations are made in writing to the Director of Adult Social Care Services (DASS) of Torbay Council for a final decision

Steve Honeywill,  
20<sup>th</sup> May 2016

**Appendix 1 – Engagement Record**

| <b>Group/Individual</b>         | <b>Date (2016)</b> | <b>Themes/Concerns/Issues</b>  |
|---------------------------------|--------------------|--|
| Sandwell Community Caring Trust | 01 April           | Meeting with Staff at St Kilda   |
| Brixham Town Council            | 21 April           | <p>Resolution:<br/>St. Kilda to stay open until a firm and improved solution can be provided</p> <p>The meeting required the ‘Improved Solution’ to be alternatives to the present St Kilda setting which offered better facilities and opportunities</p> <p>What makes St Kilda not fit for purpose?<br/>Will staff be guaranteed jobs?<br/>Is there sufficient capacity locally to provide the services presently delivered at St Kilda?</p> <p>Is this allied to the new model of care and community hospital consultation?</p>   |
| Brixham Community Partnership   | 21 April           | Chair in attendance at Town Council meeting<br>Statement re proposals supplied for AGM 19 <sup>th</sup> April  |
| Brixham League of Friends       | 22 April           | These two voluntary sector organisations are working together in a joined up fashion both in terms of responding to the engagement and planning for the future developing change at Brixham Hospital.  |
| Brixham Does Care               | 22 April           | <p>Considerable disappointment was expressed with regard to the proposal not to proceed with the new build St Kilda 36 bedded unit. Over a number of years the LoF particularly worked with the Trust in partnership to develop the scheme and thus feel the schemes failure particularly acutely.</p> <p>DBD and LoF believe it's important that enhanced services and facilities are provided for health and social care on site at the Hospital to move forward and address the above views and feelings.</p> <p>Broadly the meeting welcomed the proposed transfer of Intermediate Care beds from St Kilda to the Hospital wards and to assure the retention of 20 beds.</p> |

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|   |          | <p>There was no objection in principle to the proposals but emphasis was given to the importance of good quality replacement beds, particularly for the four long stay residents.</p> <p>BDC and the LoF have offered their support in working with the NHS in respect of the development of day care services and options for the community of Brixham.</p>  |
| Overview and Scrutiny                   | 27 April | <p>Members concerns related to seeking assurance about capacity and quality in the independent sector for Intermediate Care, respite care and long stay placements, and the loss of what St Kilda provides ethos wide and can the independent sector match this.</p> <p>Members several times naturally connected the St Kilda change to the CCG consultation and model of care proposals.</p> <p>Positive messages about co-design with Brixham Does Care and League of friends.</p> <p>Specifics on staff redeployment and TUPE required by members in finding jobs and retaining skills and mechanism to do so.</p> <p>The NHS and Council need to work hard to bring the Brixham community with them on the St Kilda proposals. .<br/>Disappointment new build not proceeding</p> |
| GPs                                     | May 2016 | Requirement to ensure the appropriate medical cover is available for any solution   |
| Sandwell Community Caring Trust / Staff | May 2016 | <p>SCCT have been committed to the town of Brixham since and providing quality care and services since 2008 at St Kilda. They are very disappointed that the proposal for the new build will now not proceed.</p> <p>SCCT have committed to working closely and proactively with the NHS both in regard to securing permanent alternative employment for SCCT employee's and the residents of St Kilda and the users of short term bed based care, day services and community meals.</p> <p>SCCT highlight the need to ensure capacity and quality of Intermediate Care and Respite/Step-down short term beds. .</p>  |

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|  |  | <p>Likewise that sufficient choice and quality of placement can be found locally for the long stay St Kilda residents so they have a good transition to a new home.</p> <p>SCCT are concerned that moving Intermediate Care beds to Brixham Hospital is not good value and the cost of this service will be higher to the public purse.</p> <p>In general terms SCCT are concerned about the transition period both in terms of how long it may take, finding SCCT staff secure employment given the current change environment in the local NHS and their sense of the capacity of the independent sector.</p> |
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