Future of in house homes consultation

Supplementary Information – Brockhurst

The information provided below is in response to some of the questions that were asked at initial consultation meetings with people who use services and their family members or representatives – in order to clarify the information provided in the consultation pack. The council will prepare a full response to consultation feedback as part of a report to the council’s cabinet in February 2015.

1. Alternative Provision

At the meetings, we informed people we have a list of all providers within a 5 mile radius of each home, and people asked to see the list. People also asked questions about how the council works with the provider market. Please see the attached document for more information about other providers and how we work with them. The list focuses on providers that the council currently has placements with at an agreed rate in line with our Commissioning Strategy, but has been expanded to show all of Surrey rather than just a 5 mile radius.

2. Occupancy and Referrals

People have asked questions about the occupancy figures presented in the October 2014 report.

Between April 2013 and August 2014 the number of permanent residents at Brockhurst has fluctuated between 13 and 19, with an average of 15.5. The home stopped accepting referrals for permanent residents in August 2014. At the end of September 2014 there were 14 permanent residents.

During this time the service has not received a sufficient number of appropriate referrals to warrant re-opening vacant beds.

3. Decision-making process

Following the close of the consultation council officers will prepare a report for the council’s cabinet meeting on 24 February 2015. The report will include:
- Recommendations for each home and reasons for the recommendations
- A summary of themes and issues raised in the consultation, and the council’s response to these
- Copies of all consultation responses in full
- Equalities Impact Assessment

Once the report has been finalised, we will write to or email everyone on our contact list to let them know what recommendations are going to be in the report for each home. The report will be published on the council’s website on or around 13 February 2015.

Cabinet Process

The Council's Cabinet is made up of a Leader, Deputy Leader and eight Cabinet Members who are responsible for executive decisions, with each Member holding a brief for a portfolio of services. Mr Mel Few is the Cabinet Member for Adult Social Care.

The Cabinet meeting on 24 February 2015 will start at 2pm and will be held in the Ashcombe Room, County Hall, Kingston. It is a meeting held in public and members of the public are able to attend. The meeting will be broadcast on the Council’s website as a live stream.

Members of the public have the option of submitting a question for Cabinet to consider and respond to at the meeting. Questions must be submitted in writing at least seven days before the meeting (i.e. for the Cabinet on 24 February 2015, questions need to be received by 17 February 2015). You may attend the meeting to hear the Cabinet's response and may ask a supplementary question within the time limit. Please note that there is a limit of six public questions per meeting.

If you require more information on the process, please contact either Vicky Hibbert (email: vicky.hibbert@surreycc.gov.uk) or Anne Gowing (email: anne.gowing@surreycc.gov.uk).

Petitions can either be sent in by post or set up using the online facility. If the petition attracts more than 100 signatures and it has been received 14 days before the meeting, it can be considered at the Cabinet meeting.

Further information can be found by using the following link:

http://new.surreycc.gov.uk/get-involved/shape-our-services/petitions

More information, including a list of Cabinet Members and their portfolios is available on the Council's website:
4. Property and Finance

An extensive exercise was undertaken in 2011/2012, when external specialist healthcare and property consultants were appointed to advise Adult Social Care on the various options to extend, enhance and refurbish the six in house homes.

Why not keep Brockhurst as it is now?

Currently all six homes meet the standards set by CQC for the delivery of residential care to older persons in SCC’s care. However, substantial investment would be required in the next few years to maintain the status quo. Short term capital maintenance requirements include:

- Replacement of aged boiler plant
- Replacement of heating distribution system
- Replacement of hot and cold water pipework distribution due to brown water issues
- New Pager System

The council has to look ahead at whether the home is fit for the future. It is clear that significant refurbishment works are needed if the council is to be able to efficiently deliver modern day, high quality residential care to older people in our care. This is because (a) the existing home’s layouts and facilities do not reflect modern day standards and guidance and (b) the age and condition of key elements of the homes (particularly the building services, such as plumbing, heating, wiring, ventilation) mean that residents and staff are potentially at greater risk of disruption to their daily lives due to the breakdown or failure of systems and installations that are nearing the end of their operational life.
How has the council maintained the home?

Surrey County Council Property Services carries out condition surveys of all its premises on an annual basis to inform the planned maintenance programme. Works are then prioritised to match the available budget, with the priority to maintain safe and lawful buildings.

The annual programme covers maintenance of the buildings as they exist now, including repair and/or replacement of existing equipment. Improvement, upgrade or major refurbishment is outside the remit of the maintenance budget and is the subject of separate funding requests.

What do our care homes have to do to meet CQC standards of care for residents?

CQC standards do not set out detailed guidance regarding the specifics of care home premises. However, it is the responsibility of providers to use their judgment to interpret and apply CQC standards in terms of their facilities and care. Below are some excerpts from CQC standards relevant to some of the property issues raised in the review of the council’s in house homes.

CQC – Essential standards of quality and safety (March 2010)

Outcome 1

Have their privacy, dignity and independence respected.
Uphold and maintain the privacy, dignity and independence of people who use services.
Enable people who use services to care for themselves where this is possible.

1A

ensuring that the environment allows privacy in which the intimate care, treatment and support needs of the person who uses services are met

Outcome 10

Are in safe, accessible surroundings that promote their wellbeing.
The design and layout of the premises being suitable for carrying out the regulated activity

10A

Ensures the premises are suitable for the regulated activity.
Ensures the premises protect people’s rights to privacy, dignity, choice, autonomy and safety.
10F
*Have sufficient toilets, and where necessary bathroom and bathing facilities, that take into account people’s diverse needs and promote their privacy, dignity and independence*

10M includes:
*Access to toilets, baths and showers that enable people to maintain privacy and dignity that are in close proximity to their living areas.*


**Investment Options**

We said in the meetings it would cost **up to £5.2 million** to enhance and refurbish Brockhurst. This is an estimate based on the work done by Holbrow Brookes, which colleagues in SCC Property Services and Finance have adjusted to account for inflationary uplift in construction costs and work that has been completed since the review.

This is the level of investment that would be necessary to bring the home up to a standard that the council would consider fit for the future; addressing the care issues and enabling the service to accept a wider range of referrals.

The estimate of £5.2 million is based on updating the existing facilities and reopening closed units, and addresses the need to:

(a) improve the facilities and environment for the benefit of current and future residents  
(b) better utilise the buildings  
(c) reduce future energy use and  
(d) optimise future running and maintenance costs.

The work would include:

- Alterations, improvements and enhancements to the existing buildings and external amenities to improve space utilisation and functional suitability, where practicable, and to reflect current Department of Health guidance for Care Homes for Older People.¹

• Upgrading of the external fabric of each home to meet current building legislation in respect of energy use, thermal efficiency and minimising carbon emissions
• Repairs and /or replacement to the structure and fabric of the buildings as necessary.
• Complete replacement of building service installations (i.e. plumbing, heating, ventilation, electrical and lift installations) to meet current day standards for energy efficient and low carbon emission buildings. To include replacement of all sanitary ware.
• Replacement of internal joinery, fitted furniture and equipment to meet modern day standards together with replacement of all internal finishes and complete re-decoration.
• Replacement / rationalisation of specialist equipment (particularly catering and laundry equipment) to meet current / future operational requirements and to optimise future energy use and running costs.
• Replacement of loose furniture and equipment as applicable.
• Installing current day assistive technology to optimise residents’ welfare and security including but not limited to: enhanced warden call / social alarm systems; improved security including programmable door entry systems; together with improved IT and COMMS installations.

The review also considered the option of demolishing the home and rebuilding on the same site – which would ensure best practice environments. An initial estimate of around £8.6 million was given for this work, based on the scenario of building a 90 bed home fully compliant with modern standards. A subsequent assessment of the site found that a preferable model would be a two storey, 60 bed home; this scenario was not costed due to the challenges outlined below of any investment option.

As we have stated, investment – either in refurbishment or rebuilding – is not the council’s preferred option:

• Redeveloping or rebuilding the home would cause significant disruption for current residents, who would have to move out
• The council would have to borrow to fund investment in the homes. This would significantly increase the council’s current level of borrowing and incur further interest charges. Repayment would take many years and would need to be funded by savings at a time when the council is facing unprecedented financial pressures
• To make a case for any new investment, officers would have to prepare a business case showing that the investment would offer good value for money compared to alternatives. Financial modelling shows that investment in this site would not compare favourably to commissioning placements in the independent sector as the council does now for the majority of older people we fund.
How would the cost of running Brockhurst at capacity compare to other providers?

We are not able to disclose detailed information about the running costs of Brockhurst – this is commercially sensitive as disclosing this could have a prejudicial impact on future negotiations with providers.

We do know that even if the in house homes were at full capacity, it would still cost the council more to run the homes than it would to purchase beds from the independent sector.

The council has fee guidance rates for general Older People residential care (£326.45) and residential dementia care (£374.31). When negotiating with providers the council aims to commission at these rates, but there may be circumstances related to the needs of specific individuals where a different rate is agreed.