

Response to winter pressures - new temporary service at Elmet House (Colton Lodges)

Date: 2nd January 2022

Report of: Deputy Director, Social Work & Social Care Services

Report to: Director of Adults & Health

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

Including how it contributes to the city's and council's ambitions

- This report references the extreme pressure on the Health and Social Care system over the winter period and the need for people to be safely discharged from hospital.
- There is a gap in service provision across the city in relation to facilitating timely hospital discharges and the need to reduce unnecessary hospital admissions.
- Recently the Leeds City Council in-house provider service has introduced a number of step-down beds across the residential homes which has, to some extent met some of the gap within the city.
- As a result of this success, the Clinical Commissioning Group (CCG) has requested the in-house provider service to provide additional step-down capacity. This will be funded via the Governments Winter Pressure Fund.
- To facilitate the request from the CCG it is necessary to enter into a lease agreement with an independent sector care home provider in the city, who currently as a vacant self-contained care home unit that can be utilised immediately.
- A proposed mobilisation plan is in place to facilitate the opening of this temporary service.
- This report will outline a number of recommendations to facilitate the service to become operational from Monday 10th January 2022.

Recommendations

The Director of Adults and Health is requested to:

- a) Review the proposal and to consider the benefits that will be achieved in respect of the temporary step-down service.
- b) Enter into a lease agreement with HC-One to use an initial 15 beds at the care home unit at Elmet House (Colton Lodges Nursing Home) at a rent of £275 per bed per week, with the option for the Council to increase the bed numbers to a maximum of 30 for a period from the 10th January 2022 to the 3rd April 2022 with an option to extend the lease for any period up to 12 months.

- c) Agree the total spend which will cover rental, hotel service, staffing resource and other small provisions which will be funded by the CCG through the winter pressure fund:

12 weeks rental at £275 per bed per week for 15 beds	£49,500
Workforce costs	£189,500
equipment, office consumables and staff travel	£8,000
Total	£247,000

Why is the proposal being put forward?

- 1 This report is outlining one of the Council's responses to the extreme winter pressures across the city. The proposed new temporary service at Elmet House (Colton Lodges) will provide step-down beds to facilitate timely hospital discharges and prevent hospital admissions. The approach to support will be to maximise people's independence, recovery and rehabilitation. The proposal includes the lease of a unit at Colton Lodges Nursing Home which is operated by HC-One.

What impact will this proposal have?

Wards Affected:

Have ward members been consulted? Yes No

- 2 The CCG and NHS partners have requested that the Council seeks further bed provision to support the safe discharge of people from hospital who no longer have a reason to reside due to being medically fit for discharge. The new proposed temporary service will support system flow and work within a strengths-based and Home First approach to achieve positive outcomes. The proposal will also offer opportunities for existing staff, in addition to creating new temporary support worker posts.

What consultation and engagement has taken place?

- 3 Consultation is underway with HC-One (housing provider) and Legal Services to establish a lease agreement with a facilities management element. The service has engaged Trade Union colleagues in the planning and proposals around this temporary service.

What are the resource implications?

- 4 All Council assets have been explored to enable this request to be considered. Recently two Council care homes have been decommissioned and all other remaining suitable assets are utilised. This has led to the need to look for alternative assets for short term rental.
- 5 An opportunity has arisen to lease a vacant 30 bedded unit called Elmet House on the land of Colton Lodges Nursing Home in Leeds. Colton Lodges is owned and operated by HC-One and consists of a number of self-contained units. Elmet House is currently not being used by the provider however, the unit is in good condition and can be brought back into operation quickly. The unit is not currently being operated by HC-One due to the current recruitment and retention issues across the adult social care workforce in the city.

As part of their winter pressures offer to local authorities, HC-One have offered to lease Elmet House to the Council on a facilities management basis whereby the Council would provide the care and support services in the building and HC-One will provide catering, laundry, cleaning, waste disposal and the utilities. Initially, the Council would use 15 beds at Elmet House until the 3rd April 2022 however, there is the option in the lease to extend the bed number to 30 and the lease expiry date by a further 12 months.

This proposed new service will be directly provided by Adults and Health in-house Care Delivery Service which will be registered with the Care Quality Commission as a regulated activity.

The cost of rental and hotel service is £275 per bed per week based on 15 beds with capacity to extend this to the full 30 beds if required by the Council.

The workforce requirement and costs are as follows:

Post	Grade	Number of FTE posts	Costs (including on-costs) to 3 rd April 2022
Registered Manager	PO3	1	14,614
Deputy Manager	S01	1	12,373
Senior Support Worker	C1	2	20,370
Support Worker	B1	10	85,345
Night Support Worker	B1	4.5	48,263
Administration Worker	B1	1	8,535
Total			£189,500

Additional costs for equipment, office consumables and staff travel will be £8k.

What are the legal implications?

- The lease agreement has negotiated through the Council's legal services and has received Asset management approval.

What are the key risks and how are they being managed?

- Not implementing this proposal could lead to people remaining in hospital even when they are medically optimised and clinically fit to be discharged.

Risks in implementing the proposals made in this report relate to timely and effective communication. To support the city with winter pressures there will be more benefit to mobilising the service sooner rather than later.

Does this proposal support the council's 3 Key Pillars?

Inclusive Growth Health and Wellbeing Climate Emergency

- This proposal supports the ambitions of the Better Lives Strategy, the Council's strategy for people with care and support needs, which helps the Council deliver overarching Health and Wellbeing Strategy aim for Leeds to be: "A healthy and caring city for all ages, where people who are the poorest improve their health the fastest". A key aspect of this strategy over recent years has been a strategic review to transform the Council's in-house service for older people.

This strategy focuses on the Council's capacity to help support the growing number of older people with their care and support needs. It recognises the changing expectations and aspirations of people as they grow older and the need to match these with appropriate and affordable responses.

Implementing the *Better Lives* Programme is key to delivering the Council's 'Best Council Plan 2020 - 2025'. In particular the following elements of the Council's Best City priorities:

- Health and Wellbeing "Working as a system to ensure people get the right care, from the right people in the right place"
- Inclusive Growth "Supporting the city's economic recovery from COVID-19 and building longer-term economic resilience"
- Housing "Providing the right housing options to support older and vulnerable residents to remain active and independent"

Options, timescales and measuring success

a) What other options were considered?

Due to the current system pressures and the success of the Leeds City Council step up, step down beds no other options were explored. This is a temporary service and will be under regular review.

b) How will success be measured?

Through consultation with customers, staff, and family carers in relation to the impact the service has had on their lives and the difference it has made.

Length of stay for those residing at the service on a temporary basis following hospital discharge.

Number of people returning home following residing at the service on a temporary basis following hospital discharge.

Overall occupancy levels being measured against the 95% target operating model.

All the above measures would be monitored on a monthly basis with regular updates provided Commissioners.

What is the timetable for implementation?

- 9 The service is working towards being operational from Monday 10th January 2022. The lease agreement will need to be signed to allow the in-house service time to mobilise and set up the service prior to the start date.

Appendices

10 EDCI.

Background papers

11 None.