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Temporary step down bed service at Elmet House (Colton Lodges)

Date: 20th June 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 follows approval of a Significant Operational Decision taken on 5th January 2022 ref D54770. The report referenced 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.
- It also referenced the gap in service provision across the city in relation to facilitating timely hospital discharges and the need to reduce unnecessary hospital admissions.
- The service has now been operational for 21 weeks and occupancy has been at around 85%.
- The service was extended by a further delegated decision (D55094) on the 1st April 2022 to extend the service for a period of 3 months from 1st April 2022 and to enter into a new lease for this period.
- Agreement was reached between Adults and Health and the CCG that funding of Elmet House will split equally between the organisations.
- A decision has now been made through the Integrated Commissioning Executive (ICE) to continue the service up to the end of September 2022 to allow the orderly closedown of the service during this period.
- To facilitate the request, it is necessary to enter into a new lease agreement with HC-One, the owner of Elmet House (Colton Lodges).
- This report seeks agreement of the Director of Adults and Health to extend the service at Elmet House by 3 months and enter into a new lease with HC-One for this period..

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 extending the current service offer until 30th September 2022 in accordance with the decision made at ICE.
- b) Agree the total spend which will cover the staffing resource and other small provisions together with the renewal of the lease which will be funded equally by the CCG and Adults & Health Directorate:

Workforce costs	£169,762.25
Equipment, office consumables and staff travel	£4,000
Renewal of the lease	£49,500
Total	£223,262.25

- c) Agree to enter into a new lease agreement with HC-One to use 15 beds in Elmet House at Colton Lodges Care Home for a 3 month period at a rent of £275 per bed per week.

Why is the proposal being put forward?

- 1 This report is outlining one of the Council's responses to the extreme pressures which the city's health services are experiencing, at this time. The temporary service at Elmet House (Colton Lodges) is providing step-down beds to facilitate timely hospital discharges for people waiting for reablement, packages of care or long-term residential care. The approach to support is maximising people's independence, recovery and rehabilitation.
- 2 The Integrated Commissioning Executive met on the 25th May 2022 to consider various options in relation to the pressure being experienced in the hospital and the decision made at this meeting was that the service at Elmet House be extended for a further 3 months from the end of the current extension. The proposal is to extend the lease and continue the hospital step down service until 30th September 2022.

What impact will this proposal have?

Wards Affected:

Have ward members been consulted? Yes No

- 3 The CCG and NHS partners 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 temporary service at Elmet House has supported system flow and worked within a strengths-based approach to achieve positive outcomes. The service has also offered opportunities for existing staff, in addition to creating new temporary support worker posts.
- 4 There are sufficient vacancies across Care Delivery Service and the SkILs Reablement Service to offer all staff employed at the service alternative roles. Staff will be supported through the redeployment process by HR and Trade Union colleagues

What consultation and engagement has taken place?

- 5 Consultation has taken place with HC-One (the building owner) and Legal Services to further establish a lease agreement with a facilities management element.
- 6 The service has engaged Trade Union colleagues in the planning and proposals around this temporary service.

- 7 The Executive Member for Adult Social Care (incl. Health Partnerships) has been briefed on this report.

What are the resource implications?

- 8 An opportunity arose 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 was not being used by the provider and therefore was available for the Council to enter into a lease agreement. HC-One 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 at a rental cost of £275 per bed based 15 beds in the unit.
- 9 HC-One have agreed to facilitate a 3 month rental period for Elmet House.
- 10 This proposed service is directly provided by Adults and Health in-house Care Delivery Service which has been registered with the Care Quality Commission as a regulated activity.
- 11 The workforce requirement and 22/23 costs are as follows:

Post	Grade	Number of FTE posts	Costs (including on-costs) for 12 months £
Registered Manager	PO3	1	12,881
Deputy Manager	S01	1	11,075.50
Senior Support Worker	C1	2	18,151
Support Worker	B1	10	79,665
Night Support Worker	B1	4.5	41,629.50
Administration Worker	B1	1	6,360.25
Total			£169,762.25

- 12 Additional costs for equipment, office consumables and staff travel for the 3 month period will be £4k.
- 13 The cost of renewing the lease agreement for the 3 month period until the 30th September is £49,500
- 14 The total cost for the service for the 3 month period until 30th September 2022 will be £223,262.25. This cost will be funded equally by the Leeds CCG and Adults & Health Directorate.

What are the legal implications?

- 15 The lease agreement will be negotiated through the Council's legal services and will require Asset Management Board approval.

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

- 16 Not extending the service offer could lead to people remaining in hospital even when they are medically optimised and clinically fit to be discharged.

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

Inclusive Growth

Health and Wellbeing

Climate Emergency

17 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?

ICE considered various options for Elmet House at its meeting on the 25th May 2022 including:

- i. Closing the beds at the end of the current lease period.
- ii. Extending the beds for a further period of 3 months.
- iii. Extending the beds for a further 9 months until the end of March 2023.

Option i) was discarded as there are still extreme pressures in the hospital in terms of discharge and alternative capacity could not be found elsewhere at this time. In addition, closing the beds at the end of June 2022 would not allow enough time for the orderly closure of the unit. Option iii) was discarded as alternative accommodation would be available within the Adults and Health inhouse residential service towards the end of the year following a building refurbishment.

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 will be monitored on a monthly basis with regular updates provided Commissioners.

What is the timetable for implementation?

18 It is proposed that the service works towards extending the current service offer until the 30th September 2022 and implement a structured close plan for the unit.

Appendices

19 Appendix 1 Equality, diversity, cohesion and integration screening form.

Background papers

20 None.