

Report to: **Scrutiny Committee for Adult Social Care**  
Date: **15 November 2007**  
By: **Director of Adult Social Care**  
Title of report: **Review of Directly Provided Services – Ridgewood Rise**  
Purpose of report: **To provide the Scrutiny Committee with the outcome of the consultation on the recommendation to close Ridgewood Rise, Uckfield**

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## **RECOMMENDATIONS**

**The Committee is recommended to feedback comments to Cabinet for when it considers the report.**

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### **1. Financial Appraisal**

1.1. Appendix 1 sets out general information about the costs of operating Ridgewood Rise and the unit cost for residential and day care.

1.2. It is estimated that projected net savings from 2008 – 2010 of £1,257,816 will result from the closure of Ridgewood Rise. This is calculated as savings of £1,516,800 minus additional pension costs, the estimated re-commissioning for the day-service and funding of four permanent placements. The savings will be reinvested into the delivery of services.

### **2. Background**

2.1. At its meeting on 10 July, 2007, the County Council Cabinet agreed to consult users, their representatives, and other key stakeholders on the option of closing Ridgewood Rise. In the three month period between 24 July and 26 October, 2007, a series of individual and group consultation sessions have taken place, in addition to views being sought by letter, telephone and email. Appendix 2 contains details and response rates. Current activity levels have been analysed and details of alternative service options have been identified in the event of any recommendation to close, being agreed.

### **3. Consultation Summary**

3.1. In July 2007, 181 residential service users and their relatives/representatives were contacted, as part of the consultation process. Advocates from the voluntary organisation Age Concern were made available to assist service users express their views and opinions. Appendix 3 contains a summary of their views.

3.2. Of the 26 users currently attending day care, 16 have been identified as requiring a service similar to the one currently provided at Ridgewood Rise. Of the remaining 10 current users, 6 have been assessed as not meeting the County Council's Eligibility Criteria, 2 require more specialist services than currently provided and 2 do not require such an intensive level of support. A summary of the views of these users are attached at Appendix 4. Whilst no specific consultation was initiated with local residents a number of letters and petitions have been received from members of the local community and are summarised in Appendix 5.

3.3. In addition to the above, 45 letters to staff and 70 letters to stakeholders were sent out during July 2007 to seek a range of views and comments. All staff members were also offered an individual consultation appointment. A summary of their views are contained in Appendix 6.

### **4. Alternative Provision**

4.1. During the past year, 896 "bed nights" have been used for planned Respite Care at Ridgewood Rise, of which 208 were for the 5 respite service users from the Uckfield area. A further 345 'bed nights' were used for 6 service users who are now deceased, 1 of whom was from Uckfield. Harvard Road, a Directly Provided Service Care Home in Ringmer, provides respite care and can increase the available 29 beds by up to 7 to accommodate the services currently delivered at Ridgewood Rise.

4.2. During the past year, 86 service users have been admitted to Ridgewood Rise for a short term placement (i.e. with a planned discharge date). Only 14 of these individuals are from Uckfield. See Appendix 7 for Catchment Area Map. A total of 1603 “bed nights” are used annually for this type of placement, and can also be accommodated by the additional capacity described in 4.1 above, at Harvard Road.

4.3. Of the 26 users attending the day care services, 8 can have their needs met at social day services, for which there are several options available within the Uckfield area identified in Appendix 8 including:

- Membership at The Luxford Centre in Uckfield
- Hiring the accessible facilities at Luxford Centre and commissioning a support service
- Hiring the facilities at United Reformed Church in Uckfield and commissioning a support service
- Initial discussions with Candlelight Care Services indicate they are setting up a ‘social day’ for older people, which will include a venue, transport and care support if needed.

4.4. For the more dependent day service users requiring a higher level of assistance from skilled care staff options include:

- Accessing existing service provision at the Phoenix Centre, Lewes and Hookstead Day Service, Crowborough.
- The time limited rehabilitation day service at the Crowborough Community Hospital.
- Using the accessible facilities available for hire at the Luxford Centre alongside the commissioning of skilled care staff to create an “outreach” day service.

4.5. Since the report to Cabinet, in July 2007, 6 long term service users have requested, and been relocated into, alternative permanent care homes. Cabinet members have received copies of the individual need/risk summary assessments of each of the remaining long term residents. If the Cabinet agrees to the recommendation to close Ridgewood Rise, the remaining 5 permanent and 8 long term service users will be supported by care managers to relocate to an alternative independent sector care home of choice. Of these 13 service users, 5 are originally from Uckfield, 1 from Haywards Heath, 2 from Heathfield, 2 from Burwash, 1 from Buxted and 2 from Crowborough and there are 4 independent sector care homes within a 5-mile radius of Ridgewood Rise and a further 7 within a 10 mile radius (Appendix 8).

## **5. Conclusion**

5.1. The consultation has generated expressions of support for continuation of services at Ridgewood Rise from stakeholders and the community at large. The actual numbers of local individuals accessing services at Ridgewood Rise is however extremely low and the service has provided care for users from across the county including Hastings.

5.2. The building restricts the quality and development of services that can be provided to the required statutory standards, and the estimated capital investment required for maintenance combined with the historical low occupancy means that Ridgewood Rise does not represent value for money (see Appendix 1). Alternative comparable care can be purchased in the independent sector at more economic cost. The site could however be considered as a suitable location for the North Wealden element of the Age Well PFI Project.

5.3. There are a range of viable options to effectively and efficiently re-commission the limited day-care and respite provision at Ridgewood Rise whilst ensuring that the current long term residents are appropriately accommodated in alternative care homes within the independent sector.

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Local Members: Councillors Dowling and Sparks  
Background Papers: Cabinet Report 10<sup>th</sup> July, 2007. Review of Directly Provided Services

## Cost of Operating Ridgewood Rise And The Unit Cost For Residential and Day Care

### 1. Projected savings on closure of Ridgewood Rise 2008/09 to 2009/10

	2008/09* (full year) £	2009/10* (full year) £
Budget savings:		
Budget for year	(758,400)	(758,400)
<b>Subtotal budget savings</b>	<b>(758,400)</b>	<b>(758,400)</b>
Redundancy costs	225,995	0
Offset against redundancy provision	(225,995)	0
Pension lump sum	41,522	0
Pension enhancement	4,614	4,614
Re-commissioning costs	104,117	104,117
<b>TOTAL NET SAVINGS</b>	<b>(608,147)</b>	<b>(649,669)</b>

\* 2008/09 and 2009/10 figures are shown at 2007/08 price base

### 2. Other Details

		RESIDENTIAL CARE	DAY CARE
<b>SERVICE UNIT COSTS:</b>			
Weekly Unit Cost - 2006/07 actuals*		£594.45	£71.35
Weekly Unit Cost - 2007/08 budget (100% occupancy)		£462.51	£26.24
<b>* % occupancy from 01.01.07 to 31.03.07</b>		89%	40%
<b>Anticipated additional capital costs 2008/09 to 2010/11:</b>			
Redecoration and minor works	£200,000		
Contingency fund	£50,000		

\*\* Certain costs excluded to allow like-for-like comparison with the Independent Sector

## **Consultation Process.**

Initial letters were sent out in July 07 explaining the consultation process and to invite views.

- A total of 181 letters to service users and their relatives
- 70 letters to stakeholders
- 45 letters to staff members

*(Circulation list is in the Cabinet members file)*

### **Three staff meetings were held:**

- 30 July 07, 1.00am at Ridgewood Rise – Attended by 15 members of staff.
- 6 September 07, 3.00pm at Ridgewood Rise – Attended by 3 members of staff.
- 10 October 07, at 6.00pm at Ridgewood Rise – Attended by 4 members of staff.

### **Three Service User/Carer Meetings were held:**

- 30 July 11.00am at Ridgewood Rise – 16 Attendees.
- 6 September 2.00pm at Ridgewood Rise – 20 Attendees.
- 10 October at 7.00pm at Ridgewood Rise – 17 Attendees.
- Additional service user meeting held at the request of service users on 11 Oct 07, with Cllr Bill Bentley and Mike Cornish.

*(Minutes of all of the above are in the cabinet members file.)*

### **Seven 'Drop in' Sessions were held:**

These were an opportunity to have a one to one meeting without an appointment. These covered every day of the week to ensure Carers who were unable to attend during the week, due to work commitments, had an opportunity to express a view.

- Monday 30 July 10.00am -4.00p – Attended by 0 individuals
- Tuesday 14 August 10.00am -4.00pm – Attended by 2 individuals
- Wednesday 29 August 10.00am – 4pm – Attended by 5 individuals
- Saturday 15 September – 10.00am -4.00pm – Attended by 3 individuals
- Thursday 27 September – 10.00am-4.00pm – Attended by 0 individuals
- Sunday 10 October – 10.00am-4.00pm – Attended by 0 individuals
- Friday 12 October – 10.00am – 4.00pm – Attended by 0 individuals

*(Notes of all of the above are in the cabinet members file.)*

## **Individual Planned Appointments**

Nine dates as follows were offered to Service users and relatives/Carers for individual meetings:

- 21 September 2007 – Attended by 2 individuals
- 25 September 2007 – Attended by 0 individuals
- 28 September 2007 – Attended by 0 individuals
- 1 October 2007 – Attended by 3 individual
- 8 October 2007 – Attended by 0 individuals
- 9 October 2007 – Attended by 0 individuals
- 10 October 2007 – Attended by 1 individual
- 11 October 2007 – Attended by 2 individuals
- 17 October 2007 – Attended by 3 individuals
- One ex-service user was unable to travel to Ridgewood Rise for the meeting so arrangements were made to visit him at his home on 19 September 2007.

*(Notes of all of the above are in the cabinet members file.)*

## **Individual Staff Meetings**

Individual meetings were held with 34 staff members with Mary O’Keeffe and members of Personnel in order to discuss their options. 11 members of staff did not make an appointment although alternative dates will be offered.

*(Notes of all of the above are in the cabinet members file.)*

## **Advocacy Services**

Age Concern advocacy service spent a week at Ridgewood Rise from 22 October 2007. They have gathered the views of 19 service users.

*(Age Concerns report is in the cabinet members file.)*

## **Telephone Consultation**

Service Users, Relatives, Staff ad Stakeholders were invited to telephone their views in relation to the Option to close Ridgewood Rise. 5 individuals telephoned their views.

## **Views expressed by Letter or Email**

Service Users, Relatives, Staff ad Stakeholders were invited to express their views in writing in relation to the Option to close Ridgewood Rise. 35 letters and emails were received.

*(Notes of all telephone conversations, emails and letters are in the cabinet members file.)*

### **Summary of Service User and relatives views - Residential & Respite.**

- Concern was expressed by relatives and service users regarding alternative provision
- Concerns were expressed over the impact of a move on health, due to the frailty and age of Ridgewood Rise residents
- Three service users said that they never considered Ridgewood Rise as their permanent home and were keen to move back to their home localities.
- Two service users were displeased with the services offered during respite stays and felt that the environment was not suitable.
- Numerous service users and relatives were complimentary about the staff teams' dedication and skills.
- Relatives expressed the importance of the respite services and how much this was needed.
- Disgust regarding the proposed closure was expressed as was strong opposition.
- Age Concern report that many service users expressed the feeling that the people at Ridgewood Rise are their family and that it is their family that is under threat of break up. They commented on the helpful staff, excellent food and friendly, homely atmosphere and expressed concern and distress about the future. Views gathered from service users include:

"Couldn't fault" the care given at Ridgewood Rise. She joins in the activities and the food is good.

"Very unhappy" about the possible closure of Ridgewood Rise. She likes it at Ridgewood Rise and wants to stay there. She commented that the staff are kind and the food is good.

If Ridgewood Rise were to close, it would "break my heart". She attends some activities, particularly the sing-along and she thinks the staff are wonderful and the food good.

"I have been very happy here. They take us out and treat us well. I do not want it to close. When the people came here from the council, they did not have a microphone and the residents could not hear and they were confused. It is a lovely place here".

"This is a brilliant place. I feel very angry. I am very happy here. It does not matter if the bedrooms are small and there are no en suites, most of the residents need help to go to the toilet so en suites would be useless. It is the staff that makes this place so good. If it closes, you will kill a lot of the residents off, they will not be able to take the change. I have gone to consult a solicitor about this and he said that we should take it to judicial review. I want Age Concern to help us and support us with a judicial review".

"One decent 'Home' I've found and they are thinking of closing it."

*All copies of correspondence, records of meetings and Age Concern report are available in cabinet members file.*

## Appendix 4

### Summary of Service User and relatives views – Day Care.

- The Day Services are valued by individuals and some expressed it was their only opportunity to leave their house.
- One carer expressed he would need to consider placing a relative in a permanent residential care home if the day care was not available.
- One service user stated that she has really benefited from Rehabilitation services at Ridgewood Rise and now comes Monday/Wednesday and Friday and hopes that the service stays open until there is something else to replace it.
- A relative stated that her mother attends the day centre three times a week and finds it a great support.
- Concern was expressed regarding extended journey times if alternative provision is offered outside Uckfield.
- A relative stated the Ridgewood Rise Day Service is small, but meaningful. If it were to close a specialist service in Uckfield would be required.
- A carer said she hopes that if Ridgewood Rise closes there will be alternative day care provision available as her mother will have long periods at home whilst she is at work.
- A view was given that there is nothing wrong with the service, the quality of staff is high and the grounds beautiful. It is a relaxed and calm environment.
- Some views expressed to Age Concern Advocacy from day Service users include:

“It would be stupid to do away with Ridgewood Rise. Everyone who comes is very happy with the service”.

“It [Ridgewood Rise] is like a family”.

“When my sister died in the summer it was my friends at the day centre who helped me through that difficult time. The staff and the others are my friends”.

“I am very worried about the situation. Social services said when they came to a meeting here that they would find an alternative service if the place closes but you cannot find what does not exist. My wife looks after me and she is elderly too and I do not know how she would cope if I did not come up here. I also come here for respite and I like coming here because I know everybody and the staff are kind and the food is good. I was very concerned when the faceless people came from Lewes to talk to us. I fear they are going to close it”.

“I do not know what I would have done without the day centre, I have had several strokes and it is very hard for my husband to look after me. I have a bath here as we only have a shower at home and I cannot use that anymore. We have all signed a petition but no notice seems to have been taken of it, we feel that it has been launched upon us and we do not know where we will be going or what will be happening. Also our families go out when we come here so we will be left at home for hours on end on our own. We feel we will be left on the sidelines whilst here we feel wanted and have our friends and all the kind staff and we are with other people with the same problems and that helps. We are very angry and worried”.

*All copies of correspondence, records of meetings and Age Concern report are available in cabinet members file*

## Appendix 5

### Summary of Community Consultation and Views

No formal invitation to consult was extended to the community of Uckfield. However a petition signed by 2148 individuals to date has been submitted. The petition states:

*“The Council has been trying to close Ridgewood Rise/Residential/Respite and day centre for over 3 years. They promised no closure would happen before a replacement centre was up and running but it is now threatened with closure just around Christmas 07.”*

In addition ‘Ridgewood Action Group’ has gathered 94 signatures to date and individuals have signed on the basis of:

*“We the undersigned, do hereby state our objections to the closure of Ridgewood Rise Care Homes for financial reasons”*

Unison – East Sussex Branch submitted a full page article in the Friday Ad- Uckfield on 26 October ‘urging’ individuals to write to The Director of Social Care and Cllr Paul Sparks, to express that Ridgewood Rise should remain open until a replacement is built in Uckfield.

Two letters were received from neighbours of Ridgewood Rise one stating ‘We feel that Ridgewood Rise contributes to elderly care in the town in an outstanding way and should continue to do so.’ The other, addressed to Cllr Sparks stating they want to support the prevention of closure as they are aware of how much the services are needed.



## **Summary of Key Stakeholders Views**

### **Staff**

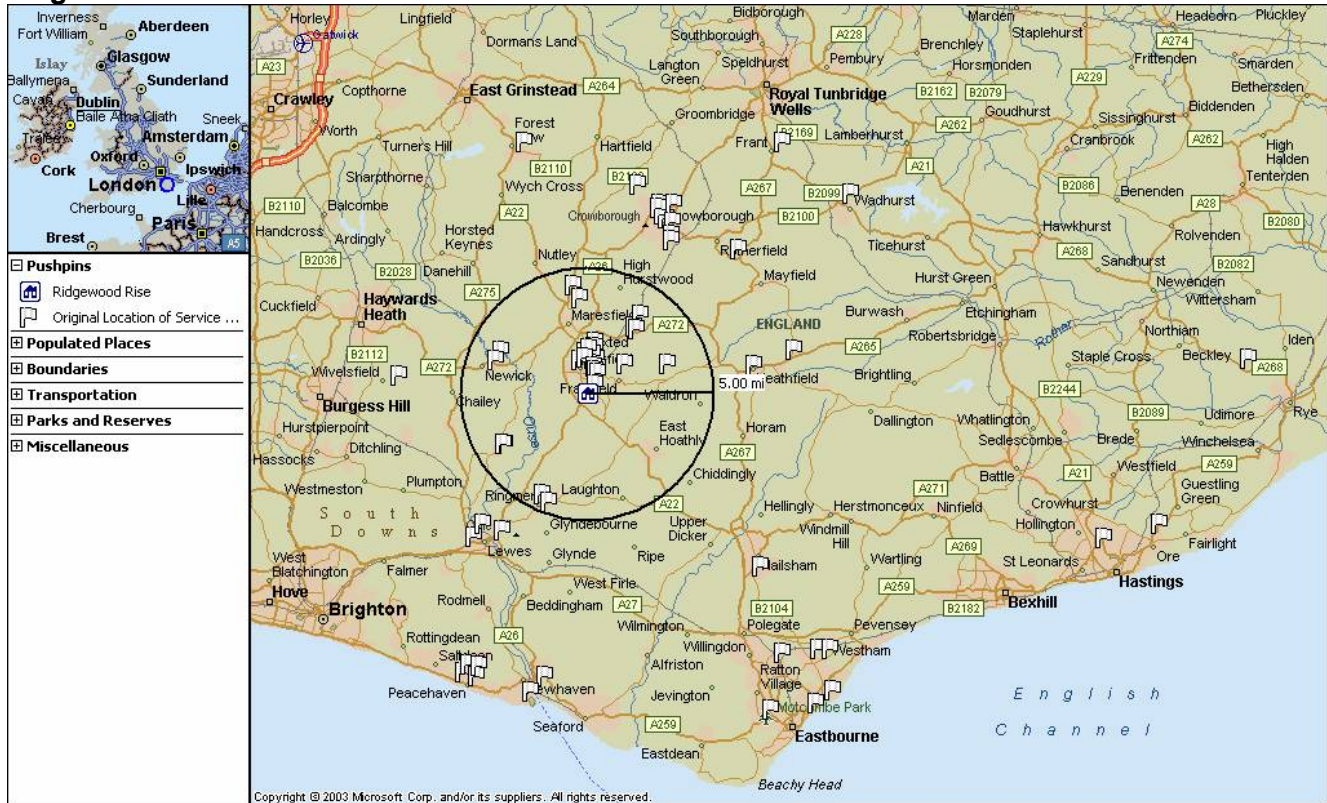
- All staff member were invited to have an individual consultation meeting of which 35 staff members attended. (The remaining 11 staff members will be offered alternative appointments.)
- Staff members are concerned about their future employment
- Concern was expressed regarding suitable alternative placements for service users and the impact of a move on the service users
- Several staff members expressed a wish that if Ridgewood Rise was to close, that they would like to remain at the home or day centre until all service users have been relocated.
- Concern was expressed as to the trauma caused for themselves and service users as the length of the consultation period.
- Staff members expressed that they felt the response rate was not as high as it could be due to individuals feeling they had already raised their opposition in the previous consultation and therefore requested that previous letters were resubmitted.

*(All copies of correspondence and records of meetings report are available in cabinet members file.)*

### **Other Key Stakeholders Views.**

- Local G.P's expressed the benefits of the service to the local community and the dedication of the staff and of the resource that Ridgewood Rise is for the people of Uckfield
- A representative of Age Concern wrote regarding concerns for the provision of day care and offered support with transport if alternative provision was needed to be found.
- A business supplying a clothing sales service to the home stated, "It is one of the nicest homes he has seen. The staff are admirable, the residents although vulnerable are very well cared for and he would hate to see it close".

### Original Location of service users admitted into residential services



### **Alternative Day Care Provision**

The current number of day centre users is 26. There have been several admissions and discharges since the Review Team undertook assessments, prior to the Cabinet report in July 07. At that time there were 6 service users identified as not meeting the County Council's Eligibility Criteria. These individuals are still in attendance. Based on current support provided a further two individuals do not require personal care and therefore a social day service would be suitable to meet their needs. Two individuals needs have increased since July 07 and would now require a specialist service. 16 have been identified as requiring a service similar to the one currently provided at Ridgewood Rise.

1) Membership at The Luxford Centre in Uckfield – although there is no care provided, no transport and no meal facilities.

2) The Luxford Centre has a large room available for hire and a kitchen area. The facilities are accessible. There is the potential to run a service within these facilities by providing a support service and having this separate from the daily running of the centre.

3) The United Reformed Church in Uckfield is also available for hire although they are not as accessible as there is a steep incline at the entrance. There are kitchen and storage facilities. Support services would need to be commissioned to support individuals.

4) Initial discussions with Candlelight care services indicate they are setting up a 'social day' for older people, which will include a venue, transport and care support if needed. They are keen to generate attendance and have postponed developing this service to date due to the low levels of interest.

Age Concern has also offered support with transport.

More dependent users will require additional assistance and this will be provided by additional skilled care staff.

1) There is availability at the Phoenix Centre in Lewes.

2) Hookstead day service for specialist support also has capacity to increase occupancy.

3) Crowborough Community hospital has a time limited rehabilitation day service for people who reside in the Crowborough Area.

4) The facilities available for hire at the Luxford centre were accessible and with the commissioning of skilled staff, to provide a service, the more dependant service users' needs could be met.

5) Hookstead site has a Bungalow on site and there is potential to convert this to a suitable day care setting with commissioned skilled care services.

**Residential Care In Uckfield and Surrounding Areas**

<b>Residential care homes within 5-mile radius of Ridgewood Rise</b>				
<b>Residential Homes</b>	<b>Location</b>	<b>No. of Beds</b>	<b>Type of Beds</b>	<b>Average CSCI Score</b> <small>Taken from latest published report</small>
Holy Cross Priory	Heathfield	<b>24</b>	24 Single (majority en-suite)	<b>2.83</b>
Marlowe House *	Hadlow Down	<b>20</b>	14 single (2 en-suite), 6 shared (2 en-suite)	<b>2.69</b>
Nightingales	Newick	<b>17</b>	15 single 2 shared en-suite	<b>2.92</b>
Thornbury	Uckfield	<b>19</b>	19 single (5 en-suite)	<b>2.60</b>
<b>Residential Care Homes within a 10-mile radius of Ridgewood Rise</b>				
<b>Residential Homes</b>	<b>Location</b>	<b>No. of Beds</b>	<b>Type of Beds</b>	<b>Average CSCI Score</b> <small>Taken from latest published report</small>
Windlesham Manor *	Crowborough	<b>40</b>	32 single 8 shared	<b>2.97</b>
Dalling House *	Crowborough	<b>21</b>	17 single 4 shared many en-suite	<b>2.57</b>
Warren Drive *	Crowborough	<b>29</b>	20 single rooms (3 can be double) 2 studio rooms 4 suites – all en-suite	<b>3.43</b>
Claydon House *	Lewes	<b>32</b>	Single rooms Shared bathing facilities	<b>2.97</b>
Holm Lodge	Ringmer	<b>14</b>	14 single rooms all en-suite	<b>3.00</b>
Lime Tree House	Ringmer	<b>17</b>	17 (11 en-suite)	Registered 30/4/07 No inspection reports available
North Corner	Lewes	<b>16</b>	16 Single Shared bathing facilities	<b>2.79</b>

\* Denotes the Residential Homes which have been awarded 'Preferred Providers Status' by East Sussex County Council's Adult Social Care Department. (As of 1<sup>st</sup> October 2007.)