

**Report to:** People Scrutiny Committee

**Date of meeting:** 20 June 2019

**By:** Director of Adult Social Care and Health

**Title:** Overview of current workstreams relating to Bedded care

**Purpose:** To inform the People Scrutiny Committee of current workstreams relating to bedded care and to inform the Committee's consideration for scoping of a scrutiny review of this area

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***RECOMMENDATION:***

The People Scrutiny Committee are asked to consider the information contained within this report and the potential areas of focus for scoping a scrutiny review of bedded care

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## **1 Background Information**

1.1 In 2018 the People Scrutiny Scoping Board identified four key areas for scrutiny:

- Public understanding and expectations of social care
- Social care workforce challenges
- Developing care markets: bedded care
- Increasing community resilience, in particular addressing loneliness.

1.2 Members of the Scoping Board are aware of a range of challenges facing the local care market including increased demand for services and resources which are declining in relative terms. In terms of Bedded Care, the Scoping Board were made aware of a draft Bedded Care Strategy which had been produced by the Adult Social Care and Health Department. Since then, the Department has moved away from publishing a fixed Bedded Care strategy.

1.3 A number of initiatives have been instigated to address the challenges of ensuring an appropriate and affordable supply of a range of residential and accommodation-based services. Collectively these form a 'live' Accommodation and Bedded Care strategy covering the following three areas:

- Extra Care Housing
- Residential and Nursing Care
- Supported Housing

1.4 These workstreams all benefit from input from a range of statutory partners and provider organisations as many of the issues to be addressed are very much a shared agenda.

1.5 In recognition of the interdependencies and potential overlaps of the initiatives, ESCC Adult Social Care (ASC) has set up the Bedded Care and Accommodation Board. The Board has direct links to District and Borough Councils through the East Sussex Housing Officers Group (ESHOG) and Clinical Commissioning Group senior management teams.

## **2 Supporting Information**

2.1 The Scoping Board identified a number of questions that they would like to consider as part of the review. Initial responses to these questions are provided below, to inform the scope of the Bedded Care review.

### ***Do we have the right strategy in place to develop the bedded care market?***

2.1.1 As referenced above, we need to move away from a static strategy and ensure we are dynamic in our approach. We need to work proactively due to the changing nature of the market and to capitalise on partnership opportunities for joint working. Our strategies will be different for different aspects of bedded care provision and will be supported by current needs analysis and market intelligence.

### ***What is the future role for our current Extra Care Housing facilities?***

2.1.2 Over the last twelve months there has been a considerable focus on addressing some long standing issues within the provision of the seven Extra Care Housing schemes across East Sussex.

Current areas of focus:

- develop the quality and ability of schemes to manage significantly increased complex needs, including mental health, drug and alcohol and dementia
- ensure that schemes are sustainable, by working with partners to improve financial viability, and
- develop hub models that make the best use of community resources.

Achievements to date:

- a reduction in rental voids from 37 to 15, with 27 people currently being considered for extra care placements
- reduced void losses, from an average of £20,000 per month in 2018/19 to £10,000 in April 2019
- an increase in the average weekly care hours from 282 in 2018/19 to 324
- Cranbrook's CQC rating has improved from 'Inadequate' to an overall 'Requires Improvement', with three of the five areas found to be 'Good'.
- new mental health awareness training across all 7 schemes
- regular Operational Management Groups to develop hub models, eg. providing falls prevention support at Cranbrook, and developing access to hot meals

We have achieved this by:

- Agreeing a new allocation approach with Borough and District partners which relaxes Local Connection requirements, offering far greater choice to East Sussex clients
- Abolishing time-consuming panels and using a points-based system to allocate flats based on need. This has significantly speeded up move-in times and reduced the risk of voids.
- Regular performance reviews and partnership meetings to ensure systems are working well and risks are mitigated

## ***How robust and sustainable are residential and nursing homes and what they are doing to adapt to changing circumstances?***

2.1.3 The March 2019 Market Position Statement (Appendix 1) sets out the current demand and supply issues relating to residential and nursing care. There are growing concerns about the future supply of certain categories of residential and nursing beds which can meet the needs of our local population, especially in particular geographical locations around the County. A Needs Assessment is being finalised by Public Health and will quantify where the main future gaps in supply will be.

2.1.4 In addition, the number of establishments which are closing down has been increasing over recent years. Appendix 2 provides a breakdown. In addition to the obvious direct impact and disruption for clients and their carers; there are also resource implications for the Department in ensuring the smooth transition of clients to different homes. Business Continuity arrangements are well established within the Department, however the increasing frequency of closures is challenging.

2.1.5 ESCC, the NHS and the District and Boroughs Councils have potential land and buildings that could be released for this use. Engagement with the market to identify key strategic partners who may be willing to develop new provision in areas where there is the need and suitable land or building available. Securing placement opportunities at agreed ESCC rates will be both a key aim and challenge throughout this work.

2.1.6 In the meantime there is engagement with the existing market to agree a partnership approach and identify what support ESCC can feasibly offer providers to help ensure the current required beds are available in the short to medium term at rates that ESCC can pay. These include taking a collective approach to address acute problems in regard to recruitment of retention of care staff and greater support so that homes can take people with a higher acuity of need.

## **2.2 Supported Housing.**

2.2.1 This is a workstream to address issues regards the supply and appropriateness of supported housing and temporary accommodation for different client groups. This is benefiting from significant input from the District and Borough Councils.

2.2.2 This workstream has commenced with a review of the entire Mental Health accommodation pathway from independent living through to high support residential units. The aim is to identify key blocks and gaps in the pathway that will then be subject to in-depth business modelling to identify where the genuine 'invest to save' opportunities are. It is anticipated that many of these will involve multi-agency cooperation.

2.2.3 There are also a number of other accommodation related workstreams that are of significant contributory importance to our strategic approach. These are also overseen to varying extents by the Accommodation and Bedded Care Board and include;

- **Housing related floating support:** There is a multi-agency 'design' process underway to help shape the re-commissioning of Housing Related Floating Support (currently the STEPS and Homeworks services) in Autumn 2020.

- **Shared lives:** There is currently work underway to expand the Shared Lives scheme for Adults with Learning Disabilities.
- **Family and Young Persons initiatives:** There are a number of key areas of development in relation to the access to and provision of accommodation for young people and families. Whilst these are not directly governed by the Bedded Care and Accommodation Board, key details and updates are presented to ensure alignment and the realisation of potential synergies with the other initiatives detailed above.

### **3 Conclusion and Reasons for Recommendations**

3.1 The report sets out the current workstreams relating to accommodation and bedded care, for consideration by the People Scrutiny Committee.

3.2 The initial responses to the questions raised by the People Scrutiny Scoping Board have been provided to inform the debate about scoping the Bedded Care review.

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#### LOCAL MEMBERS

All

#### APPENDICES

Appendix 1: March 2019 Market Position Statement  
Appendix 2: Service closure and opening data