

AGENDA ITEM

13

Title/Subject: Bield Business Strategy
Meeting: Integration Joint Board
Date: 1 December 2017
Submitted By: Head of Social Work Adult Services
Action: For Noting

1. INTRODUCTION

- 1.1. The purpose of this report is to advise the Falkirk Integration Joint Board of the decision by Bield to withdraw from Care Home provision and other changes as part of their Business Strategy.

2. RECOMMENDATION

The Falkirk Integration Joint Board is asked to:

- 2.1. note the decision by Bield to withdraw from the care home market with this including Thornton Gardens in Bonnybridge and Woodlands in Bo'ness.
- 2.2. note the progress made by care managers from Community Care Teams in relation to engagement with the care home residents and their families to find alternative arrangements that best suit their needs.
- 2.3. note Bield's plans to decommission housing support activity in their sheltered housing and to implement their new Retirement Housing with Meals Service model,
- 2.4. note Bield's intention to review their position on registered day care provision with this potentially impacting on the day care provision commissioned from Bield at the Thornhill Court Very Sheltered complex in Falkirk.
- 2.5. note proposals to bring future reports to the Integration Joint Board relating to the re-provision of services for current Bield care home residents, the implementation of the new Retirement Housing with Meals service model at the Thornhill Court Very Sheltered Housing complex and the outcome of Bield's review of day care services locally.

3. BACKGROUND

- 3.1. Bield has now developed a new business strategy and over the last few weeks has shared the content of this strategy with Health and Social Care Partnerships (HSCP) across Scotland. Bield views this new strategic direction as a consolidation of services around housing, and support services, providing greater clarity around value for money with a focus on improved level of choice for both future and current service users.
- 3.2. By the end of 2022 Bield, in line with this new strategic direction will;
 - Seek to be the Housing provider of choice for older people in Scotland
 - Develop a menu of tailored services, with greater choice and flexibility for service users
 - Develop Housing with care solutions and build their new Bield@Home home care service
 - Continue to develop new homes for older people and develop innovative technology solutions to meet the needs of older people.
- 3.3. However, as a result of this new strategy, Bield has made the decision to withdraw from the residential care home market believing that it is in the interests of the long term future and sustainability of Bield as an organisation.

4. IMPACT OF BIELD DECISIONS

- 4.1. Bield announced on 10 October 2017 their decision to withdraw from providing care home services. This decision affects all of their 12 care homes across Scotland including:
 - Thornton Gardens in Bonnybridge, and
 - Woodlands in Bo'ness
- 4.2. This announcement means that both the above care homes will close by 31 March 2018. Currently we have 13 residents in Thornton Gardens and 9 in Woodlands. Further to this we have 2 residents at the Bield Service at West Port, Linlithgow, and West Lothian. The West Port care home also has a closure date of 31 March 2018.
- 4.3. Bield claim that the closures are necessary to secure the long term future of the organisation, as the financial, operating and regulatory environments consistently shift and create new pressures and challenges. Although Bield state that this is not entirely a financial decision, a deficit of £375,000 for 2016/17 gives an indication of the organisation's financial health deficit of £375,000 for 2016/17. Bield also highlight that contributory factors for the closures include:
 - The cost of operating the twelve care homes exceeding the income generated from the respective local authorities under the National Care Contract Rate

- Their higher costs compared to competitors in the care home sector
- The small domestic model of their care homes offering no economies of scale compared with the most modern care homes of around 60 places
- The more complex needs of residents with current staffing levels struggling to meet these needs, and
- Increased regulation and training and associated financial costs.

4.4. **Communication**

All families and service users and staff were notified on the 10 October 2017 of Bield's decision to withdraw from Care Home provision, including those for Thornton Gardens and Woodlands.

4.5. **Service Re-Provisioning for Residents**

Adult Services in conjunction with Bield will now support all our residents, their families and advocates to find alternative arrangements that best suit their needs. Our local Community Care Teams will ensure there is a coordinated approach and effective communication with services users and their families which will result in early review of the individual needs of those affected residents. As a first stage on this, we identified a named Care Manager from each Community Care Team who will lead on initial communication with residents and families and establish timelines for reviews. We also contacted the West Port service and West Lothian Health & Social Care Partnership to engage with the 2 residents (and families) accommodated there from Falkirk.

Review dates have been arranged for all residents (and families) affected by the closure decisions. A substantial number of reviews have been carried out. However, it is important to recognise that where continued care home provisioning is likely then the choice available to residents is limited only 10 care home vacancies across the Falkirk HSCP as of 13 November 2017. This matter will also be the subject of discussion at reviews. Clearly the need to provide for the Bield residents affected by these closures needs to be carefully managed by the HSCP within the wider context of the current Delayed Discharge position and the additional bed pressures we face over the winter months. How this is managed will be the subject of a further report to the IJB.

Bield has reinforced that it has no intention of closing their care homes prior to the 31 March 2018 and this reassurance will allow some time for residents and families to maximise their choice of replacement care home as further vacancies arise over the period. Where the review establishes that any current resident can be supported at home or in a very sheltered housing or extra care housing then we will engage with Housing Services as a priority.

It should be noted that the Bield Thornton Gardens Bonnybridge site is part of the HSCP property portfolio. The HSCP will be undertaking early discussions with Bield to clarify the terms of the current lease and the potential future uses of this site

4.6. Further Beil Announcements

Bield has also advised that they intend to re-model their sheltered housing services to a new Retirement Housing with Meals Service. This will impact on current tenants at Thornhill Court Service in Falkirk. A communication on this was issued to all tenants on the 10th October 2017. The proposal is that this remodelling will take place starting around April/May 2018, with an implementation date of 1 October 2018.

This approach will mean that the Thornhill Court Very Sheltered Housing service will become one of Bield's new Retirement Housing with Meals Service. This new service provides a landlord enhanced tenancy and property management service, and a meals service for tenants who wish to take up this part of the service. It does not provide a housing support service which currently forms part of sheltered housing service. From the 1 October 2018 Bield will stop the morning call service (this is a housing support task) with tenants having the option to receive the Bield's Sure Call Service provided by the Bield Response24, their call receiving service. The Sure Call service is currently free of charge. Bield will also aim to expand the range of telecare equipment beyond the current traditional emergency chord or pendant where this will increase tenant's independence, safety and security.

Bield have agreed to share information on potential "vulnerable " residents with Adult Services who will in turn ensure that in conjunction with Bield we are able to best support those tenants most affected by the changes.

Bield are also currently reviewing all their day care provision nationally. It is expected that the outcome of this review will be notified to HSCP around mid January 2018. There may be implications from this review for the service users who currently use the day care service at Thornhill Court. Adult Services will be meeting with Bield management around this timescale to allow us to respond quickly and effectively if this review was to result in a withdrawal of service. The Thornhill Court's day care service is a block funded arrangement with Bield with a value of £96k annually.

5. CONCLUSIONS

- 5.1. The decision by Bield to withdraw from registered care home provision clearly has a direct impact on Falkirk residents and their families. This will be an unsettling time whom this decision impacts on. The responsibility for the Health and Social Care Partnership is, in concert with Bield and residents and their families, to ensure that appropriate replacement care is organised within the context of maximising choice within the time period from now until the 31 March 2018. Likewise the move to the new Retirement Housing with Meals Service at Thornhill Court requires ongoing engagement with and support to those affected tenants. At this stage the outcome of the day care review being carried out by Bield is unknown but may require a priority response by Adult Services early in the next calendar year. Update reports on these matters will be presented to future meetings of the IJB.

Resource Implications

With there being little comparable residential care provision elsewhere within the HSCP area, there will be a high likelihood that many of the current residents at both Thornton Gardens and Woodlands may be accommodated in nursing homes. As the rate differential is approximately £90 per week, the impact financially of the announced closures will be in the region of £100k per year. The cost impact of this will be the subject of discussion with Financial Services

Impact on IJB Outcomes and Priorities

The report sets out how residents will be supported in making future choices around their care needs.

Legal & Risk Implications

Clarity on the current lease details associated with Thornton Gardens is needed with this requiring involvement of both Legal and Property Services.

Consultation

Communication with local members on the closures has been undertaken and will be updated. Communication with residents and families is being carried out in conjunction with Bield staff.

Equalities Assessment

Nil

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