

Agenda Item 10

**Redesign of Residential Care -
Torwoodhall**



Falkirk Integration Joint Board

20 November 2020

Redesign of Residential Care - Torwoodhall

For Decision

1. Executive Summary

- 1.1 The report brings forward recommendations for Torwoodhall Residential Care Home.
- 1.2 In September, the Board approved a review of Torwoodhall that will consider the current resident's needs and the provision of care in alternative settings. The Board also agreed to a recommendation in the Chief Officer report for a wider review of in-house residential care homes to ensure they are fit to meet the needs of the residents we support and that capacity for care home places matches the demand and supports community based care.
- 1.3 Torwoodhall is one of our oldest residential care facilities, and the report sets out the difficulties to provide care that meets current and future requirements for infection prevention and control, particularly in response to the Covid-19 pandemic.

2. Recommendations

The Integration Joint Board is asked to:

- 2.1 support the relocation of current residents to accommodation that meets their needs
- 2.2 approve the closure of Torwoodhall following the relocation of residents
- 2.3 note work is underway with staff, trade unions and HR to ensure that each employee is matched to a suitable role within the Partnership.

3. Background

- 3.1 Care Homes have been faced with major challenges in trying to continue to manage the needs and welfare of residents whilst trying to protect and safe guard them from the Covid-19 virus and ensuring their mental health and wellbeing is not compromised.
- 3.2 Scottish Government and Public Health Scotland have issued national guidance for care homes in response to Covid-19. The guidance provided requirements for care homes to prevent and manage outbreaks within the homes. This requires increased vigilance with regard to infection prevention

and control including creating zones within the home to separate any Covid-19 and non Covid-19 areas. The layout of the building at Torwoodhall is unsuitable for zoning.

- 3.3 Falkirk HSCP Care Home Assurance Team, which comprises of health and social work professionals, support, inspect and audit all care homes to help prevent and manage the spread of Covid-19. During these inspections different areas are examined, including the use of good infection control procedures. The results of visits highlighted that Torwoodhall's building makes it extremely challenging to facilitate social distancing due to the constraints of the building and promote zoning to prevent cross infection.
- 3.4 The review of residential care home provision is in line with the Strategic Plan and Local Delivery Plan previously agreed by the IJB.
- 3.5 Torwoodhall Care Home is situated in Larbert. It is an 18 bed unit and has 14 permanent residents residing there at present. Three of these residents are from out with the Falkirk area. The care home primarily supports and cares for adults who have a mental health illness. The ages of the residents range from 57 years to 90 years old.

4. Progress with the review of Torwoodhall

- 4.1 The primary driver for the review has been the impact of Covid-19 on the health and well-being of residents and staff caring for them, and the ability to contain the spread of Covid-19 within a care home setting. Taking into account the national guidance and local assurance inspections this has determined the need to relocate residents within a reasonable timescale, informed by their needs. However, with the increasing levels of community infections, in the interests of residents and the risk and safety factors, there is a sense of urgency to facilitate the relocation.
- 4.2 The service understands this will be an unsettling time and is committed to supporting residents and their families as they transition services. This will be done in a sensitive and compassionate manner taking into account the views, concerns and individual aspirations of residents and their relatives.
- 4.3 The following sections provide an update on the work that has taken place with residents, their families, staff and other stakeholders. This work has taken place since the Board approved the review in September.
- 4.4 **Residents**
Residents have expressed a mixed response, as would be expected. Some have been positive about the need to consider alternative care homes due to the building issues. Others have expressed concerns about the possibility of Torwoodhall closing and leaving their home. Keyworkers and management team staff have taken time to listen to their concerns and reassure residents.

- 4.5 Individual meetings and a review of each resident's care package will continue and involve the multi professional team who play an important part in their lives. This would include Community Psychiatric Nurses, Independent Advocacy, Community Care Workers their next of kin and family /friends. These meetings will explore alternative accommodation that suits their needs. There is also engagement with other local authorities for those residents who live out of area.
- 4.6 Dependent on the Board's decision to approve the recommendations presented at section 2, residents and their families will be informed and information events will be arranged. These events will enable everyone attending to develop an agreed plan for the relocation of residents and subsequent building closure.
- 4.7 A key priority is how this will be done to minimise the impact on residents and their families. Discussions will enable them to ask questions and raise any concerns they have, with individual solutions identified for each resident.
- 4.8 Independent Advocacy will be invited to engage with residents and their families and will be asked to appoint individual advocates for residents requiring or requesting one. They will support and enable residents to ensure their voice is heard at their meetings and make informed choices. They will ensure this drives the decisions made in support of their future to develop individual transition plans to support them to relocate in the smoothest and easiest way possible.
- 4.9 **Families**
All family members have been contacted about the review. Where they have guardianship, consent for staff to discuss the need for the review with their cared for person has been obtained. In some cases, families themselves have informed their cared for person of the review.
- 4.10 Families recognise and agree that the age and condition of the building is not fit for purpose to respond to the current pandemic and the benefits of delivering care in more modern premises. Whilst some relatives have shared their concerns and apprehensions about the potential closure of Torwoodhall, others have explained that they see this as an exciting opportunity for their loved one to have new and different experiences and to make new friends.
- 4.11 Further engagement with families and relatives will continue in line with the outcome of the Board's decision.
- 4.12 **Workforce**
All staff have engaged in discussions with managers. This has been through individual supervisions and team meetings. The majority of staff agree and acknowledge that there is potential for closure as they recognise the buildings limitations. Whilst some staff are anxious, managers have offered reassurance and explained the process. This included discussions with staff about potential redeployment opportunities.

- 4.13 There has been initial discussions with Trade Unions and HR, and further engagement will continue in line with the outcome of the Board's decision.
- 4.14 The service is committed to support employees. One to one meetings will continue to take place with each employee to ensure that they are fully supported and given the opportunity to ask questions and have their skills reviewed and matched to alternative posts.
- 4.15 **Torwoodhall Building**
Torwoodhall building is situated over three floors. There is no lift which makes it increasingly difficult to support residents with mobility issues. Due to the environmental factors of the building it has been identified by Falkirk Council Facilities and Estates team that even with a substantial amount of remedial work and adaptations being carried out it would not fully meet the needs of current or future residents.
- 4.16 At the time of preparing the report there has been no confirmed cases of Covid-19 amongst residents in Torwoodhall. Staff have been fully committed to working to the national guidance and the support and advice provided by senior managers, Public Health and health colleagues. The service remains vigilant to infection prevention and control procedures however with increasing numbers of community infections and Forth Valley at Level 3, this is an area of concern about spread to care homes. As previously reported, Torwoodhall does not lend itself to enable zoning to safe guard our vulnerable residents and there remains a significant concern if an outbreak was to occur.
- 4.17 **Care Home Capacity**
The demand profile for health and social care has changed as a result of the Covid-19 pandemic and there has been an increase in the number of care home vacancies. This presents a unique and timely opportunity for the HSCP to expedite the reshaping of services and infrastructure to meet the needs of the population and to support community based care.
- 4.18 The Board will be aware of the Capacity Planning modelling, facilitated by Buchan Associates, that has been done to develop a bespoke demand and capacity planning tool to assist the HSCP's and NHS Forth Valley in planning the health and social care needs of people accessing the Aging & Health service.
- 4.19 The proposal to relocate residents and subsequently close Torwoodhall is in line with the Strategic Plan, and more importantly, the need to safeguard residents during the ongoing pandemic. The closure of the beds is not anticipated to result in any capacity issues across the care homes operating in the Falkirk area.
- 4.20 The Board is asked to approve the recommendations set out at section 2 of the report.

5. Conclusions

- 5.1 The proposed relocation of residents and subsequent closure of Torwoodhall will enable residents to be offered better accommodation and facilities to enable them to be better protected and cared for during the existing pandemic and have a better environment to live in the future.
- 5.2 Consultations and engagement will take place with each resident and their family whilst offering visits to other care homes. This will enable each resident to make fully informed choices surrounding their life and aspirations whilst meeting their care needs.

Resource Implications

With respect to direct financial implications, it is anticipated that the proposal would generate an overall net revenue saving. Wider resource implications relate specifically to the workforce in terms of the need to provide alternative redeployment options.

Impact on IJB Outcomes and Priorities

The review of residential care home provision is in line with the Strategic Plan and Local Delivery Plan previously agreed by the IJB.

Directions

It is anticipated that an amendment to the Directions will be required to reflect the operational service changes recommended in this report. This will be quantified in due course, pending approval to close Torwoodhall and relocate the current residents to alternative accommodation.

Legal & Risk Implications

No legal implications have been identified. All engagement with residents and families will be in line with the National Health and Social Care Standards whilst adhering to the Mental Welfare Commission for Scotland and Article 8 of the European Court of Human Rights.

Consultation

Planned consultation and engagement will be done continuously throughout the closure of Torwoodhall. This will be done in a sensitive and compassionate manner taking into account the views, concerns and individual aspirations of residents and their relatives.

Equalities Assessment

An EPIA has been completed.

6. Report Author

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7. List of Background Papers

Report submitted to the IJB on the 4 September 2020

8. Appendices

n/a