

<b>Prepared by:</b>	<b>Pauline O'Hare</b>	<b>For:</b>	<b>Committee Briefing Paper</b>
<b>SMT senior sponsor:</b>	<b>Jay Stickland</b>	<b>Date:</b>	<b>04/01/2016</b>

**Title: The closure of Camberwell Green and the lifting of embargoes on Tower Bridge Care Home and Burgess Park**

## **1. Background**

On 4<sup>th</sup> October Care Home provider HC-1 announced that it would be closing Camberwell Green nursing home. At the time the only other available nursing homes in the borough were Tower Bridge (owned by HC-1) and Burgess Park (owned by Four Seasons). Both were under an embargo by the council

Southwark Local Authority had placed these care homes under embargo following concerns in regard to standards of care. Shortly afterwards, Care Quality Commission (CQC) undertook inspections and placed both homes in special measures.

Southwark Adult Social Care and the NHS Southwark Clinical Commissioning Group (CCG) worked with the management teams of both Burgess Park and Tower Bridge to raise the standards of care.

Health and Social Care professionals visiting Burgess Park during this period noted improvements in the management and care delivered at the home and believed it was now safe to admit new residents.

Tower Bridge had a higher number of agency staff and a new manager. HC-1 planned to transfer many of its permanent staff over to Tower Bridge from Camberwell Green at the point of closure. Professionals visiting Tower Bridge had noted that improvements in care were being made under the direction of the new manager.

The improvements reported by Health and Social Care professionals visiting the homes on a regular basis has yet to be verified by CQC. CQC were not scheduled to report on, or revisit the homes, in the immediate future.

It is good practice for Local Authorities to liaise with regulators, including sharing information and coordinating actions. However CQC are independent from the Local Authority in decisions to place or lift an embargo on a care provider.

Southwark Care Management and Brokerage were finding it difficult to locate suitable nursing care home placements anywhere in Southeast London. This was causing considerable stress for the residents of Camberwell Green and their families.

## **2. Decision in relation to embargo on admissions**

In response Adult Social Care in consultation with Health colleagues from NHS Southwark Clinical Commissioning Group (SCCG) began to weigh up the risks and benefits of lifting the embargoes on the two care homes, in recognition of the improvements made, and in anticipation of the special measures being removed by CQC. Appendix 1 outlines the factors which were considered as part of the decision making process and risk analysis:

Based on the risk assessment, Adult Social Care and colleagues from Health determined that the benefits and advantages of lifting the embargo outweighed the risks.

In order to manage the risks imposed by moving a number of residents within a relatively short period, it was decided in partnership with the two nursing home providers to have graduated return to full service.

In addition a multi disciplinary team, consisting of a Consultant Psycho-Geriatrician, a GP, nursing staff and social workers would proactively monitor residents as they were transferred. This level of support is still currently in place

## **3. Outcome**

Camberwell Green Nursing Home closed its doors at the beginning of the New Year. During the transfer period there were no safeguarding concerns raised relating to the move. The majority of residents and their families made the choice of Tower Bridge Care Home. Residents were moved where possible in batches to enable them to maintain friendship groups with staff who they were familiar with. The closure of the home and the transfer of 40 residents went relatively smoothly. During this period Health and Social Care staff worked closely with residents and their families to make the transition as stress-free as possible.

HC-1 kept its promise not to close the home until every resident had found a placement of choice. The last resident in the home was gravely ill and in receipt of end of life care. HC-1 kept the home open and staffed for the final few days of this person's life. The family described their relative's last days as peaceful and the staff as supportive.

The majority of Camberwell Green residents moved to Tower Bridge and have successfully settled in to their new environment. Many residents and their relatives have described the move as positive and are pleased with the new location. The manager of Tower Bridge is actively overseeing the care of the new residents and inducting staff who have transferred across from Camberwell Green. Care plans are being revised and regular spot-checks on care practice and administration are undertaken.

## Appendix: 1

### Removal of Embargo - Risk Analysis –

#### Possible Risks

- Both Homes are in special measures and it is not possible to predict if the improvements in care will be sustainable in the long term;
- The Local authority may lose leverage in ensuring that the management of the care home make all necessary improvements once the embargo is lifted;
- Removing the embargos whilst the home is under special measures may have a reputational risk for the Council if the care home does not continue to make all necessary Improvement or standards fall once again;
- Clinical risk if the care home is not capable of caring for the influx of residents transferred from Camberwell Green:

#### Possible Benefits

- Southwark is at risk of losing all nursing home provision in the borough, unless local nursing homes were supported in their efforts to provide a service;
- There is more control and scrutiny over local placements;
- Some of residents of Camberwell Green were so frail that it would have been detrimental to their health if they were transferred outside of the borough;
- The medical treatment of some of these residents would be interrupted by a transfer out of borough and to other medical teams;
- Family and friends would find it difficult to maintain regular contact if their relatives are placed outside of borough. Relatives are the primary advocates for residents and play a key role in monitoring their care;
- Some of the relatives of Camberwell Green residents are themselves elderly and would find it difficult to visit homes at a distance from the borough;
- The relatives of residents placed out of borough could challenge the Council under the Mental Capacity Act or the Human Rights Act.
- It is more costly in social work time to support and review residents in out of borough placements;
- Fees are higher outside of the borough and the quality of service more difficult to monitor at a distance;
- Staff at Camberwell Green could be transferred to work at Tower Bridge Care Home, reducing dependency on agency staff;
- It would support the retention of qualified nursing staff employed in the borough;
- Tower Bridge care home would be able to maintain staff resident relationships if the current residents of Camberwell Green were able to move there;
- Would potentially reduce the anxieties of Camberwell Green residents and their families if the embargoes were lifted;
- Relatives spoke highly of staff and the care delivered in Burgess Park and Tower Bridge Care Homes.

