

<b>Report From:</b>	Director of Commissioning	<b>For:</b>	Health and Social Care Scrutiny Commission
<b>Subjects:</b>	Briefing re future provider for Tower Bridge Care Home, increasing nursing care provision and plans for quality improvement	<b>Date:</b>	25 April 2024

## 1. Selecting a future provider for Tower Bridge Care Home

1.1. Cabinet agreed that officers can undertake a procurement to select a provider to take over the operation of Tower Bridge Care Home from October 2024.

1.2. There are five stages to the procurement:

- 1 – Standard Selection Questionnaire completed for evaluation and shortlisting
- 2 – At least three bidders are shortlisted and invited to complete method statements
- 3 – Initial proposals submitted, evaluated and bidders meeting a minimum standard invited to negotiate
- 4 – Home visits plus negotiation and presentation meetings
- 5 – Final Proposals evaluated and preferred bidder recommended for contract award

1.3. Currently the procurement started in February and is currently at stage 4. So far six providers expressed interest in running the home and four were invited to complete method statements.

1.4. Officers from the commissioning division are leading the procurement with an Officer Evaluation Panel including adult social care, finance and property officers. The panel will review the submitted method statements, visit a nursing home of a similar size that the bidder is currently running, and hold the negotiation meetings regarding service delivery, service improvement, quality assurance and mobilisation.

1.5. There is also a Partner Evaluation Panel made up of 4 loved ones and four staff members from the home. They are contributing to the scoring by identifying the areas of interest that they would like to explore with prospective bidders via a presentation and a question and answer session.

## 2. Increasing nursing care provision in the borough

2.1. As set out in the table below access to local nursing care started to reduce from 2015.

**The evolving Southwark Nursing Care Market**

Nursing home and number of beds	Provider	2015	2018	2020	2022	2023
Camberwell Lodge*	Country Court Care from 2017 (Previously Four Seasons)	55	0	0	98*	98*
Tower Bridge	HC-One Ltd	128	128	128	128	128

Nursing home and number of beds	Provider	2015	2018	2020	2022	2023
Queens Oak**	Excel Care	88	88	88	88	0
Waterside***	Agincare from 2023 (Previously Anchor)	0	0	0	0	17
<b>Total</b>		271	216	216	320	249

\* The new home on this site recently increased nursing care beds from 52 to 72

\*\* Care home was initially block booked by Lambeth. It closed in 2022.

\*\*\* Residential care home converting some rooms to provide nursing care

2.2. Love Walk (formerly a residential care home) has been given planning permission to redevelop as a larger care home with nursing care. The home is owned by Mission Care.

2.3. Sustainable Growth has supported Children and Adult Services to identify a suitable site owned by the council for the development of a new nursing home. 128-148 Asylum Road was the only suitable site available within the council's portfolio. A resident meeting was held by Sustainable Growth to discuss this preferred purpose for the site, which was broadly well-received. The allocation of the site for nursing care provision is now subject to the required decision-making process; and this will be followed by a report to cabinet about the procurement strategy for the development and operation of the home.

### 3. Plans for quality improvement in the developing ASC Vision

3.1. Officers are engaging with a range of stakeholders - residents (including those who draw on services and their carers), frontline health and care staff, and providers to establish:

- **A vision:** for what Adult Social Care will look like for residents, staff, and partners in five years' time;
- **Values:** the ways in which our residents, staff, and partners want us to work with them and together to achieve the vision;
- **Our offer:** the changes to services we need to achieve our vision; and
- **Outcomes:** how we will measure if our vision has been a success.

3.2. Central to the vision is quality and equity – 'do the basics well'. To ensure that the vision is co-produced, engagement activities include a survey, workshops and visits to various group meetings/forums. The lead member has asked that the draft vision is presented to the Commission pre-decision by Cabinet and therefore the Commission is asked to receive a report in September 2024 to comment on the ASC Vision.