

FOR CONSULTATION
Our future vision for day opportunities for older people with dementia and complex mental health needs

1. Aiming to create a new centre of excellence for older people in Southwark:

- We aim to develop a **centre of excellence** delivering the highest quality services for older adults who are living with dementia or other complex needs¹. We want to do this, in partnership with the users of the service and their carers.
- It would be underpinned by an ethos of **empowerment** and **prevention**, **enabling** older people to maintain as much independence as possible.
- It would be driven by a **person-centred approach** that **values and celebrates older age** and promotes the **support of carers**
- We want an outward-facing resource that offers access to **multi-disciplinary** skills and is fit for purpose, providing and promoting day time activities and respite, **7 days per week**
- We aim to develop a service **fit for the future** in the context of growing demands on social care including increasingly complex needs in the older population
- We want it to open earlier in the morning and later in the afternoon than existing services, so that we are able to **support more older people** and their carers
- This would be a new and exciting offer, that would embrace the opportunities in **new technology**
- It would host a range of specialist therapeutic activities, focusing upon **maximising independence** for older people with very complex needs, such as:
 - Occupational Therapist and therapeutic rehabilitation exercise and classes
 - Memory and sensory treatment rooms².
 - Accessible transport
 - Health clinics, such as chiropody etc.
 - Demonstrations and access to assistive technology
 - User well being activities such as hair dressing, music, art, etc
 - Meals and dietary advice and support
 - Carer respite, support and information

¹ By complex needs we mean older people who are very physically or mentally frail and require a significant level of day time support to live independently at home.

² Memory rooms are fitted out in a way so as to provide visual and aural stimulation to help manage issues such as forgetfulness. Sensory rooms host various aids to stimulate the 5 senses, which has proven to be effective in helping people with dementia to become less restless, agitated and improve sleep patterns.

- Well being planning for older people and their carers, seeking to work with people earlier in their dementia diagnosis
- It would **host in-reach** from, and where possible, **outreach** sessions in **partnership** with statutory and community organisation, such as:
 - Community Mental Health Teams (Older Adults)
 - Memory service
 - Carers organisations
 - Primary Care
 - Intermediate Care services
 - Alzheimer's Society
 - Southwark Pensioners Centre
 - St Christopher's Hospice
 - Age UK
 - Southwark Carers
 - The Council's own leisure and recreational services, such as the Silver Fit programme and exercise classes
 - Volunteer groups such as gardening clubs supporting older people to remain active.
- The centre would complement and, where appropriate **share resources and/or facilities** with other developments in the borough, such as the **Southwark Resource Centre** and **Extra Care Housing** initiatives.
- Staff required to operate the service would need to be **motivated** and **flexible** in their approach, with the appropriate skills mix to provide the levels of support needed.

2. Who would it be for?

- The centre would target older adults with **dementia** and other forms of **complex needs** associated with very poor physical or mental health and their **carers / family**.
- Attendance at structured activities would be restricted to those with a **personal budget**³, who choose to spend their allocation in this way.
- We anticipate that it would support more older people than our current centres, with up to 40 service users attending any single morning, lunch or afternoon (structured) sessions. It would also be open Saturdays and Sundays.
- All users would be provided with a **personalised, outcome based support plan** that reflects their individual goals and objectives and the respite requirements of the carer if appropriate.
- **Accessible transport** to and from the centre would **continue** to be provided for all those with a personal budget, although alternatives such as dial-a-ride, taxi card, etc would be explored if suitable
- There would also be scope for older people and their carers with early onset dementia who may not meet eligibility and did not have personal budgets to

³ A "Personal Budget" is the money the council spends to meet a persons eligible social care support needs

attend booked appointments and support sessions with partner organisations hosted at the centre. For example carers support, advice and information services and support groups.

- People who are using Fred Francis and Southwark Park Road when the new centre opens would all be offered a service there.

3. Where would it be?

- The new service model would require a building that is **fit for the future** and can accommodate the following:
 - Therapeutic rooms, including sensory and rehabilitative gym with occupational therapy equipment.
 - A fully accessible space
 - Good parking for accessible transport
 - One to one and group activity rooms
 - Treatment rooms for GPs, chiropody, Memory Service outreach etc
 - Healthy eating facilities, that could include lunch, and potentially breakfast and supper clubs
 - Rehabilitative kitchenette to support rebuilding independent living skills
 - Hot desking space⁴ for in-reach provided by partners
 - Ideally office space for community mental health teams to be co-located
 - Meeting space for carers groups etc.
 - Assisted toileting and shower with ceiling tracking for assistive transfers for those with very limited mobility.
 - Soft and discreet barriers and assistive technology such as heat sensors to ensure that the space is safe for those older people who may be prone to wandering or who's behaviour may present challenges
 - Demonstration sites for assistive technology that could be used in people's own homes.
 - Access to a therapeutic garden
 - Ideally it would be adjacent to a new extra care unit, to promote joint working and sharing of resources.

- We believe that continuing to provide the current service in the same way is not an option and so in order to achieve this Future Vision the council would need to develop a new facility.

- The council is therefore looking to invest a considerable level of funding into a suitable venue to create the new service

- No decision has yet been made about a venue but the current buildings at Southwark Park Road or Fred Francis would be too small to provide the enhanced service we aim to create. That is why we are looking at the possibility of redeveloping these sites.

- We are exploring the options of redevelopment on these existing sites and looking at adapting a facility at Cator Street. We will take account of how best

⁴ Hot desking is an office organization system which involves multiple workers using a single physical work station or surface during different time periods

to provide the service and how to achieve best value for money when assessing these options.

- We plan to work with the current service users at our existing centres, alongside their families, in the development of a suitable location. This would involve the opportunity for families to influence plans at a very early stage. We need to make sure that it is a modern, fit for purpose resource that would meet the needs of our older population in the years to come.
- When the Holmhurst day centre was closed due to budget reduction in 2011, all but one of the users was transferred to Fred Francis. We know that all of these individuals have very complex needs and would be eligible for the new service. The creation of the new service would honour the council's existing commitment to continue to provide a day service to these people and, we believe that a new centre would improve the service offer they receive in the future.

4. How much would it cost?

- The council would provide significant capital resources to create a centre of excellence. It is anticipated that up to £2 million capital costs would enable us to achieve this vision. This would be funded by the council through reinvesting money from its estates budget.
- It currently costs the council just over £1.3 million a year to run Fred Francis and Southwark Park Road. A new centre of excellence would deliver better value for money through creating efficiencies that could release savings in basic running costs.
- The centre for excellence would offer enhanced services by working with partner organisations and could include the investment of allocated monies from the NHS to expand the offer.

5. The case for change:

Enabling people to live longer in their own homes

- We know that the majority of older people do not wish to live in residential care unless absolutely necessary. This is what older people have told us.
- A survey of the borough's most frail older residents in 2010⁵ clearly demonstrated that, locally, older people did not wish to receive their care in an institutional care setting.
- We know from work undertaken by The London Joint Improvement Partnership in Southwark in 2010⁶ that many older people go into care homes because their carers can no longer cope and the right sort of respite and support was not offered to them before things reached a crisis point.

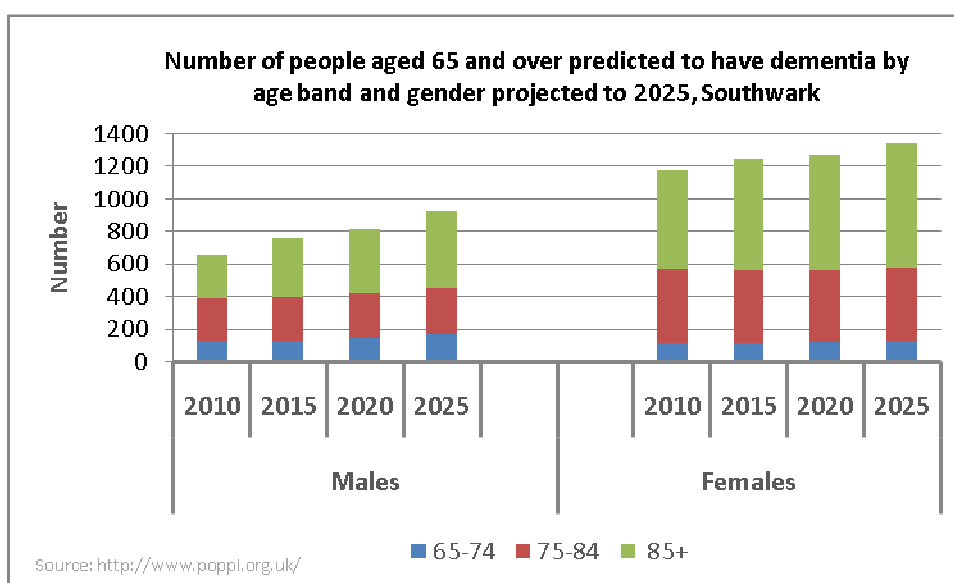
⁵ DEMOS survey of 338 older people's aspirations for personalised services in Southwark, 2010

⁶ Advisory review of decisions and patterns of placement in residential care for the London Borough of Southwark

- By modernising day opportunities, money currently spent by the council can be better? used to provide more responsive respite for families and provide better support to older people to help them stay at home.

Our older population is increasing

- By 2025 an additional 5,000 more residents aged 65 and over are projected to live in Southwark, with a larger proportion of people aged 85 and over.
- The 90+ aged population in Southwark is set to grow by 93% by 2030.
- The number of those who will be living with dementia is set to increase significantly as illustrated below:



- We need to therefore make sure that the money we invest in this area targets the frailest older people and helps as many as possible.

The wider reconfiguration of day opportunities for older people in Southwark

- Creating a centre of excellence would be a significant component in the council's Future Vision for Adult Social Care, approved by the Cabinet in April 2011. It would help to :
 - shift the balance of care away from residential care to supporting older people to stay in their own homes
 - provide person centred support and not "one size fits all"
 - modernising our approach to day opportunities for everyone accessing services, thinking more about supporting people to be active and linked in with local communities
 - recognising the importance of the role of carers and understanding how targeted and timely support and information for carers can better support them.
 - Help to safeguard the most vulnerable elderly residents in the borough
- The NHS Operating Framework 2011/12, the National Dementia Strategy (2009) and the council and the local NHS's shadow Dementia Strategy (2011) also place

a need to develop more effective community based provision of support for older people with dementia and their carers.

- Southwark Council's "Fairer future in Southwark" commits the council to use our limited resources to protect our most vulnerable residents.
- It is in this context that the council is taking a strategic approach to all forms of day opportunities for older people within the context of its need to manage within a significantly reduced budget.
- Across Southwark, voluntary sector day services are predominantly targeted towards older people who are physically frail with more manageable levels of dementia. They provide a wide range of options for many older people if they wish to make use of these kinds of services. This includes funding through personal budgets for those eligible.
- By refocusing our 'in house' investment towards those with the most complex needs, including dementia, a gap in current service provision can be effectively addressed and the higher unit costs associated with the in-house provision can be met through personal budgets.
- A centre for excellence would also complement other initiatives in Southwark to enhance day opportunities for the wider older population in Southwark, for example services offered by libraries and leisure such as the Silver Fit program, reminiscence sessions, etc.

6. Why don't we continue to offer the service 'as is' using our existing day centre buildings?

- The council currently operates two centres, at different ends of the borough.
 - **Fred Francis** – located in Lordship Lane, operating 7 days per week. The majority of users of the former Holmhurst Day Centre (closed in June 2011) now attend Fred Francis.
 - **Southwark Park Road** – located in Bermondsey, operating Monday to Friday.
- It will not be sustainable to continue to operate the current service model and to meet the demands of the future, including increasing levels of dementia.
- The current buildings are not suitable in the longer term to provide the enhanced service that we are aiming to create and to meet growing demands. Therefore we are currently considering redevelopment of these current sites to offer the new service.

7. Where would a centre of excellence be located?

- In exploring the options for future provision, the council's property department has been looking to identify potentially suitable premises from within the council's portfolio, or those that are being offered on the market, based on the criteria for a centre for excellence.
- The availability of privately owned premises for sale or to let is likely to be poor. Enquiries with the main agents identified just one property warranting

further investigation. In the event this was withdrawn from sale before a fuller assessment could be undertaken.

- Work is being undertaken to find the most suitable site, including looking at redevelopment at Southwark Park Road or Fred Francis and the option of developing a new facility on a site in Cator Street, SE15.
- We need to make sure that it is a modern, fit for purpose resource that would meet the needs of our older population in the years to come. We plan to work with the current service users at our existing centres and their families in the development of a new building.
- Anyone using our two existing centres when the new centre of excellence opens will automatically be offered a service.

8. Consultation on these proposals

- The council is committed to listen to the views of the current users and their families and carers as well as the wider community and partner organisations on our Future Vision.
- These views would be taken into account by the council and would help us to assess the overall impact of the proposals, before making a final decision in the autumn of 2012.

9. When would the new centre for excellence open

- If after the end of the consultation period, the council decides to go ahead with these plans, it is expected that the new centre for excellence would open in 2014.

10. Indicative Timeline

This is a major initiative that would take time to develop. The key indicative dates and milestones are set out below:

Activity	When
Consultation formally begins	5th July 2012
Meetings with service users and family, including the chance to visit the possible site at Cator Street, as well as wider stakeholder consultation.	August 2012
Creation of a user and families group to work with the council on developing the new service	August 2012
Second set of consultation meetings with service users and families	Early Sept 2012
Consultation period ends	27.09.12
Council makes a formal decision on the proposal, which is informed by the outcomes of the consultation and an Impact Assessment	November / December 2012
Detailed plans for suitable venue finalised with family and community involvement	December 2012
Any necessary planning permission obtained	Spring 2013
Builders selected to carry out the works	Late Spring

	2013
Works carried out	End of 2013 / early 2014
New service opens	2014