

Item No. 8.	Classification: Open	Date: 20 September 2016	Meeting Name: Cabinet
Report title:		Response to Healthy Communities Scrutiny Sub-Committee Report: "Time to Care: A Future Vision of Care in Southwark."	
Group affected:		All Southwark adults	
Cabinet Member:		Councillor Richard Livingstone, Adult Care and Financial Inclusion	

FOREWORD - COUNCILLOR RICHARD LIVINGSTONE CABINET MEMBER, ADULT CARE AND FINANCIAL INCLUSION

In June, the healthy communities scrutiny sub-committee presented cabinet with their report setting out a vision for the provision of adult social care in the borough. This was a well-thought through piece of work that carefully considered the challenges that adult care faces. It particularly focused on the quality and diversity of nursing home provision in Southwark, improvements care homes as a whole, and further steps that the council should consider to improve the quality of home care and the employment conditions of home care workers.

This report sets out responses to the recommendations for cabinet to consider. The responses agree the committee's proposals and set out the next steps that the council should take to implement those.

With regard to one recommendation, that regarding the consideration of council-owned care homes, the response sets out what the council is already doing to fulfill part of this through extra-care provision. It is clear that there would be particular challenges in the council setting up its own nursing care provision but we are in the initial stages of discussion with the NHS and a local not-for-profit charity to explore the establishment of nursing home provision outside of the private sector that would achieve the level of diversification sought by the committee.

I am therefore asking the cabinet, after consideration of the report set out from paragraph 1 below, to approve the following recommendations:

RECOMMENDATIONS

1. That cabinet note the current actions that are being taken to address the key recommendations made by the healthy communities scrutiny sub-committee in their report on care.
2. That the cabinet note additional actions to be taken to address a number of the key recommendations.

BACKGROUND INFORMATION

3. Southwark Council's healthy communities scrutiny sub-committee presented its findings and key recommendations in relation to the provision of care in

Southwark to June 2016 Cabinet. This issue is of particular relevance because of recent experience in Southwark of a Care Home closure and the challenges in the Home Care market across London and nationally, and Southwark's preparation for a major home care re-procurement exercise.

4. The report focuses on care homes, home care and the implementation of the Southwark Ethical Care Charter. The recommendations of the report are set out below in section 9. They were made ensure that Southwark Council can continue to provide high levels of support to residents requiring care as well as supporting their families.
5. The changing demography of Southwark, and an analysis of needs over the next five years for older people in Southwark, shows that people will live at home for longer and in better health. Where support is required, in many cases, this can be provided at home by adult social care and NHS providers.
6. The Care Act 2014 places a duty on local authorities to develop a local market of care that delivers a wide range of sustainable, high quality care and support services.
7. Southwark children's and adults directorate continues to mitigate for the continuing growth in the number of referrals and the level of need for care, by promoting and applying reablement approaches to support residents regain independence. Reablement is a short and intensive service, usually delivered in the person's own home, which is offered to people with disabilities and those who are frail or recovering from an illness or injury. Its purpose is to help people who have experienced deterioration in health, or who have increased support needs, to relearn the skills required to keep them safe and independent at home. Reablement is usually free for the first six weeks. The directorate has done this through the effective use of Better Care Fund with Southwark Clinical Commissioning Group (CCG).
8. The directorate continues to help manage pressures within local NHS acute services by commissioning and providing good quality support in the community, through ensuring there is social care assessment available seven days a week in local hospital settings, to co-ordinate the use of assistive technologies (such as equipment and telecare) and the efficient use of community-based services, including domiciliary/home care, specialist day services and respite, as well as residential and nursing care placements.

KEY ISSUES FOR CONSIDERATION

9. Each of the healthy communities scrutiny sub-committee key recommendations is set out below (in italics) followed by the cabinet member's response:
 - 9.1. *We recommend that HC One and the council update the committee on the re-homing of the residents of Camberwell Green Care Home, especially in relation to the re-homing to Tower Bridge and share with the committee any subsequent CQC inspection outcomes.*

There was collaborative working across health and adult social care with HC One (the care home provider of the care home that closed as well as Tower Bridge) to ensure that there was a smooth transition of residents from Camberwell Green Nursing Home to Tower Bridge. A large number of residents

chose to move to Tower Bridge Care home, and for many residents it was important to remain in Southwark.

Residents moved together in small friendship groups with staff who they were familiar with. There was due care and attention provided to assist residents to settle and making them feel comfortable in their new home.

The transfers have been successful with no safeguarding alerts raised. Residents from Camberwell Green have integrated well with residents already living at Tower Bridge. With some individuals who have moved there has been noticeable, positive changes to their wellbeing. Many residents and relatives have described the move as positive and they are happy with the new environment.

The Care Quality Commission published the outcome of their most recent inspection on Tower Bridge on 4 August. The inspection took place on 28, 30 June and 12 July 2016. The overall rating of the care home is now good. Officer of the council will meet with HC One to ensure that this good outcome is sustained.

- 9.2. *The committee believes that there needs to be a clear component of any future contract with the council which clearly sets out training and development plans for staff. The focus on e-learning should be reduced, and there should be clear KPIs for organisations to achieve to ensure staff are supported.*

This is being actively developed in the preparation for re-procurement of Southwark home care services.

In relation to residential and nursing care, there are already in place staff training and development plans with the four Anchor Care Homes that involve classroom based learning that includes training on Dementia Awareness, End of Life Care, as well as practical training on safe moving and handling and medication management. This is in addition to specialist training and development for nursing and other clinical staff. Staff at Tower Bridge and Burgess Park also have access to learning and development that is in addition to e-learning. Our monitoring of the services suggests that there is not an over-reliance on e-learning as the only training available for staff.

The forthcoming home care re-procurement contract will specify the training and learning to that staff will be required to undertake and it will ensure that there are a variety of methods of learning used, including, but not limited, to e-learning.

- 9.3. *The committee recommends that the council makes serious consideration of establishing our own council-owned care homes. We believe that with the resource that the council is currently having to put into our care homes, and the broader crisis in care homes and concerns over the viability of providers in the long-term, that having council-owned services would allow the council to retain control and implement a service in such a way as to provide excellence of care for our residents.*

The Care Act requires local authorities to develop a local, plural market of care that delivers a wide range of sustainable, high quality care and support services.

Southwark continues to make a significant investment in establishing and improving the range of care options, including Extra Care housing, respite, days services, telecare, aids and adaptations and home care, as well as residential and nursing care placements. A wide range of high quality services will give Southwark residents more control and help them to make more effective and personalised choices over their care, and get better care that works for them. The emphasis is upon control being increasingly taken up by residents requiring care and support, rather than being retained by the Council.

The balance between residential care and nursing care is also shifting, so that the need in future is likely to be for less standard residential care and for more nursing care places, specialist residential care and intermediate (facilitating hospital to home) care places. The provision of intermediate care places is currently being discussed with NHS Southwark CCG. Informal discussions have also taken place with a local not-for-profit charity, as well as current care home providers, about future care provision.

The cabinet will consider the options available for securing high quality residential and nursing care to be provided in Southwark, taking full account of the lessons learnt in recent years, including the continuing challenging care home market-place.

- 9.4. *We would like to see more rigorous monitoring of the situation related to non-payment of London Living Wage for Home Care workers and a commitment to paying the London Living Wage within the new home care contracts when they are retendered in 2016.*

The council's commissioning team already monitor compliance closely. The council's requirements, in the light of the introduction of Southwark's Ethical care Charter, will be restated in the re-procurement terms for home care. The re-procurement of home care contracts in Southwark is intended to reduce reliance on 'spot purchasing' arrangements. This is intended to reduce the risk of using providers who are not paying London Living Wage.

- 9.5. *The committee recommends that the provision of zero-hour contracts, and bulk hour contracts should be carefully evaluated as part of the re-tendering process for home care in Southwark.*

This is taking place in preparation for the home care re-procurement exercise and the submissions from care providers will be evaluated accordingly.

- 9.6. *We would recommend that home care provider staff are provided with information about Southwark in regards to road maps, busy areas within the Borough, and approximate journey times to better help plan where workers should be sent for jobs.*

Responsibility for the organisation of the deployment of home care staff to meet requirements of delivering the home care service rests with the service providers. In preparing for the re-procurement of the new home care service contracts, Southwark Commissioners have been working on reducing the size of the geographical areas within Southwark covered in future service contracts, both to reduce travel times and ensure that service providers get to know specific geographical areas well. Our information of current staff profiles reveals that many home carers are local residents. This should help in the

deployment of home carers who know the areas in which they are working. It should also be noted that the Southwark Ethical Care Charter requires that the hourly rate paid includes a element for travel time.

- 9.7. *The committee recommends that as part of the re-tendering process, there should be stipulation that allows for trade union representatives to meet with staff and for them to be recognised within any contracted services.*

The council will expect trade union recognition by prospective service providers.

- 9.8. *The committee believes that there are further areas for improvement and recommends that the Council look to develop an Ethical Care Charter II.*

Cabinet will want to be assured that the implementation of the original Southwark Ethical Care Charter is evaluated, so that this can inform progress on the next steps in its development.

- 9.9. *The committee further recommends that issues around trade union rights, joined-up services and training and development form a key part of the re-tendering process for the procurement of home care services in Southwark.*

Joined up services, specifically the integration of delivery around social care and health at the point of hospital discharge has strongly informed the work preparing for the re-procurement of home care as well as the deployment of the Better Care Fund to improve the care pathway in Southwark. Trade Union rights is addressed in response to Recommendation 7 above, and staff training and learning in response to recommendation 2 above.

- 9.10. *We would recommend that when a complaint is made in home care services, that the complainant is given a named council officer, where possible, to lead the handling of the complaint, to help ensure continuity throughout the process.*

Where a complaint is made, the complaint is allocated to a “named manager” and there is a unique reference number. This ensures a level of continuity through the process for the complainant and a method of checking progress for the named manager.

- 9.11. *The committee would like to congratulate the team at Age UK for their lay inspection of home care services in Southwark and would recommend that funding is continued for this programme in financial year 2016/17.*

Cabinet also commends this valuable work. The programme is continuing during 2106-17 and is being refreshed. A local re-launch by Age UK took place on 14 July. Fifteen active Lay Visitors are currently involved and supported by a local co-ordinator.

- 9.12. *The committee recommends that the care homes should create a partnership with Southwark Carers to ensure that they receive all necessary support and their services are flagged appropriately to family members.*

Cabinet would also welcome this initiative from care home providers.

- 9.13. *We recommend that care homes provide comprehensive information to residents and their families about the community services that are available to local residents. This may involve care homes working more closely with community organisations to understand what services are on offer, and identifying opportunities for them to showcase their services to care home residents.*

Cabinet would also welcome this initiative and suggest that strengthening links to local communities and services is enhanced through links with Age UK, the Carers Centre and other local voluntary and community sector groups. Many Carers are Southwark residents and may also have knowledge of local services and resources, for example through local faith communities, that will also assist that important connects are maintained and fostered.

- 9.14. *We recommend that any individual or organisation who raises a safeguarding alert with the council should receive a case number so they can follow up if they do not feel the issue has been addressed, and should receive a full response about any action taken, taking into account data protection issues.*

Southwark, in partnership with all London Boroughs, is signed up to the Pan-London Adult Safeguarding procedures. All cases have a designated worker and a Team Manager oversees the work conducted following the receipt of the safeguarding alert. They will call a strategy meeting to decide who to inform of the outcome of the investigation as well as when and how this should take place.

It is not always appropriate to give feedback to the referrer in each case, as this could be detrimental to the welfare of the service user in some cases. However, wherever it is possible to provide feedback safely, it is the team's intention that this is provided appropriately.

- 9.15. *We further recommend that care homes clearly display information about the Safeguarding Board and highlight this information to families and carers for those in their care homes, as an independent avenue for raising issues and concerns.*

Southwark adult social care has recently updated our safeguarding adults posters and leaflets. These new posters have been distributed to local nursing and residential care homes in our Borough, to be displayed appropriately in communal areas of the homes.

Policy implications

10. In making this response, the following policies have been taken into account:

- Southwark Council's Fairer Future Vision, specifically "*Working with everyone to realise their potential*"
- Together we can deliver a better quality of life in Southwark: Our Vision for Adult Social Care (see Background Information for link).
- The duties of the Council in relation to The Care Act 2014.

Community impact statement

11. This report provides a response to the healthy communities scrutiny sub-committee report on Time to Care and has taken account on the community at large and people identified as possessing “protected characteristics” in our community, as outlined in the Equality Act 2010 and the council’s approach, in formulating the recommendations of this report. No specific equality implications were identified that pertain to this report.

Resource implications

12. This response to the healthy communities committee is made within the council’s budgetary framework.

Legal/financial implications

13. There are no specific legal implications in relation to this response to the Time to Care Report provided by the healthy communities scrutiny sub-committee.

Consultation

14. The healthy communities scrutiny sub-committee Report sets out the consultation that was undertaken in regard to their investigation in relation to care in Southwark.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Adult Social Care Vision		
Link: http://www.southwark.gov.uk/downloads/download/2638/vision_for_adult_social_care_services_paper		
Time to Care Report		
Link: http://moderngov.southwark.gov.uk/documents/s62017/Appendix%20A%20Time%20to%20Care.pdf		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councilor Richard Livingstone, Adult Care and Financial Inclusion	
Lead Officer	David Quirke-Thornton, Strategic Director of Children and Adult Services	
Report Author	Dick Frak, Interim Director of Commissioning	
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Dated	9 September 2016	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	No	No
Strategic Director of Finance and Governance	No	No
Director of Adult Social Care	Yes	Yes
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