

Future Commissioning Models – Community Care In House Day Services

Report by the Director of Adult Social Services

Summary

A comprehensive review of all community care day services has now been completed. This review was undertaken as part of the 'Making Your Day' project to decide on future commissioning and funding arrangements for all day services provision in the independent, voluntary and in-house sectors.

This report proposes a strategic plan regarding the future use of all in house day services for older people and younger people with physical and sensory impairments.

The proposed model for in house day services would replace current usage by providing two main services:

- Older people with dementia
- Re-ablement services based on social care needs

1. Background

- 1.1 A 'whole systems' review of day opportunities for older people and younger people with physical and sensory impairments commenced in 2008. This review has included all day services including the in-house, voluntary and independent sectors.
- 1.2 This review entitled the 'Making Your Day' project has formed part of the Department's transformation programme, and the introduction of greater 'personalisation' as part of the national programme 'Putting People First'. This means people will have more choice and control with the implementation of self directed support plans and allocation of a personal budget which, if people want to, can be taken as a direct payment. Personal budgets and direct payments will allow a person to purchase a wider range of services than those currently offered under the more traditional day services model.
- 1.3 The Commissioning Strategy for Day Opportunities for Older People and People with a Physical Disability or Sensory Impairments in Norfolk was based on what people told us about their preferences in our 'More Choices, Better Choices' consultation. This has led to the production of five locality plans, covering Southern, Western, Northern, Norwich and Eastern localities, which describe proposed changes in services. This was presented to the Overview and Scrutiny Committee in November 2008. A briefing report regarding the consultation was made available to the Overview and Scrutiny Committee in February 2009.
- 1.4 The locality plans produced a range of proposals to re-shape services that would widen choice for people by offering alternatives other than traditional day services in day centres.

- 1.5 In-house day services have been evaluated on similar principles and methodology as independent services and this included the following factors:
- the need to complement and not duplicate services in the voluntary and community sector
 - strategic importance to the local area
 - service user and carer satisfaction and outcomes
 - value for money
 - sustainability
 - the impact of decisions on other services run by the provider.

2 Current provision of In-House Services

- 2.1 In-house services currently provide traditional services for physically or mentally frail older people who meet the Fair Access to Care Services (FACS) eligibility criteria. Traditional day services offer lunch and refreshments and activities including reminiscence, quizzes, bingo, gentle exercise classes, and occasional outings. This includes specialised day care for older people with dementia. There are fifteen centres located across the county. (See appendix 1A).
- 2.2 In-house services for older people with dementia are more specialised with use of life story books, reminiscence, diversional therapy, with one-to-one support. All in-house day service staff receive specialist training in the care of people with dementia needs.
- 2.3 Younger people with a physical and/or sensory impairment tend to use direct payments to allow access to more mainstream services using a personal assistant. Younger people are also demonstrating their preferences by attending groups in community buildings, and making use of education, training and employment opportunities. The outcome is that the Vauxhall Centre, which originally offered services for this client group, has evolved into a community centre. However the other day services provided by the department have not changed to the same extent.
- 2.4 At present ASSD provide approximately 1,364 day places weekly, in fifteen centres across Norfolk:
- Older People - 836 places
 - Dementia day services - 408 places
 - Physical and Sensory Impairment - 120 places (Vauxhall Centre, Norwich locality)

Total gross expenditure, which excludes any income and spend on transport, was £2,046,175 for 2008/09.

3. In-House Day Service Review – Evaluation findings

3.1 Key findings from the evaluation include:

- There was a significant amount of positive feedback from the people attending in-house day services regarding the quality of the services and much praise for the staff.
- Some buildings were found to be not fit for purpose. For example, in Norwich locality two buildings are disused church properties with limited parking, and storage space. One has no garden area for outside use the other has a small courtyard. Those two resources would need an estimated combined total of £69,000 to meet gas and other regulations to make the premises fit for purpose. Some buildings across the county offer little or no potential for improvement to meet higher levels of need as regards accessibility, specialist facilities e.g. hoists, bathing facilities, and no potential for 'dementia friendly' re-design.
- The reviews positively revealed that each in-house resource catered for frail older peoples' needs, and also met the needs of older people with low level dementia needs.
- In-house day service provision is sometimes more abundant in localities where there are gaps in provision from the independent and voluntary sectors i.e. Eastern Locality. However, strategically some buildings are not located in the right place to meet need, and occupancy can be as low as 50%, raising unit costs.
- In line with the 'Strategic Model of Care' three day centres, which currently occupy accommodation within a local authority care home will potentially at some time in the future need to be re-located. These are the Mousehold Day Centre (Norwich Locality), Riverview and Rosewood (Eastern Locality). The Crossroads centre (Western locality) is in the grounds of a care home and could be affected by plans for the home.
- Due to services being developed locally there is a lack of uniformity and strategic approach regarding location, capacity or type of service offered in the delivery of in-house provision across the county.

4. Strategic Context and Direction: Proposed Model

- 4.1 This review has allowed a strategic overview of in-house provision to take place. There is a need to take into consideration that day opportunities in the future, including in-house day provision, will have to meet local needs, provide a more personalised service and include prevention as part of the overall strategic direction, as outlined in the 'Commissioning Strategy for Day Opportunities for Older People and People with a Physical or Sensory Impairments in Norfolk'.
- 4.2 In the long term it is also necessary to commission and plan in-house services' future provision within the context of the Norfolk County Council's Strategic Model of Care' regarding residential and housing with care.

- 4.3 The in-house provision of day services also has to follow the strategic aim of Norfolk County Council being able to concentrate on better commissioning of services, market shaping, and being a provider where this provides best value for money.
- 4.4 To ensure that the future re-shaping of in house services complement the strategic direction outlined in strategies above this proposal outlines a five year interim market strategy to implement a model of in-house service provision that will provide services in two main areas:
- Dementia for those with high dependency needs regarding personal care
 - Re-ablement Day Service for older people with social care needs.

Dementia day services.

- 4.5 All localities have identified a need for additional dementia provision because of increasing numbers of very old people, increased incidence of dementia and supporting people in their homes for longer than previous years. Re-assigning some current in-house day provision to dementia services will help make more appropriate use of scarce resources whilst we work to commission additional and more varied services from the third sector and to stimulate the market. Providing additional dementia services will support carers and delay admission of people with dementia to care homes.

Re-ablement day service for older people with social care needs

- 4.6 The model would be available for older people and for younger people with a physical or sensory impairment. A re-ablement day service would provide a centre or community based opportunity for people to learn or relearn skills to enable them to become as independent as possible and for them to achieve a sense of well being. The service would offer an individually designed programme over a certain period eg six weeks, with outreach services in place. Re-ablement based domiciliary care (Norfolk Home First) has proved very effective in maximising people's independence, whilst minimising the need for future social care spending
- 4.7 An individual's mental health needs could also be met by focusing on building confidence and helping people make social contacts, for example to address loneliness and isolation as well as improving the ability to manage day to day physical tasks. This would support progression from specialist mental health treatment services.
- 4.8 There is more work to be done to develop a re-ablement service to ensure services are designed to meet need and complement the re-ablement and rehabilitation services provided by Health, and ASSD Norfolk First Support service. Re-ablement services will be individually based rather than building based and could make greater use of existing community facilities.
- 4.9 Each centre has undergone the same process of option appraisal. There are fifteen day centres and proposals would include the following measures:
- Seven day centres providing dementia care would continue to do so for the next five years.
 - Five day centres would re-assign their services from frail elderly care to dementia care or re-ablement or a combination of both.

- We will close three centre based services and redeploy the staff resource to support service development along the lines proposed. This will be in three day centres, two in Norwich locality and one in Southern locality, due to being accommodated in buildings not fit for purpose under the future model.
- In the longer term a fourth day centre in Eastern locality is to be considered for closure, dependent on the uptake on personal budgets and other provision offered by the independent or voluntary sector.

(See Appendix 2 for details of the centres and chosen options)

- 4.10 This proposal would necessitate the staged de-commissioning of day services for frail older people, and directing some current service and future service users either to the independent and voluntary sector for alternative places, or to new opportunities using a personal budget. At the same time the department will be working with in-house and external day care providers to develop a new specification based on choice and empowerment.

5. Strategic Partnerships

- 5.1 The final element of the new model will be to seek to work with strategic partners on the management and development of the in-house services.
- 5.2 Strategic partnerships will engage external partners to develop and deliver day opportunities that complement the commissioning strategy. Therefore there will be a need for early engagement with partners to explore new opportunities for partnership working.
- 5.3 Establishing strategic partnerships will also complement the shift towards the Council eventually becoming a commissioning organisation and not a direct provider of services.
- 5.4 Some of this work will be undertaken via a dementia services tender, which will offer an opportunity to include ASSD services in this process and seek strategic partners.
- 5.5 Existing strategic partnerships include:
- 5.5.2 Norfolk Adult Social Services and NHS Great Yarmouth and Waveney. Norfolk ASSD are working with NHS Great Yarmouth and Waveney to explore the possible provision of a dementia resource centre in the Eastern locality as part of the PCT's future strategy for the provision of dementia services. This would include potentially re-locating existing in-house day services
- 6.3.2 Norfolk Adult Social Services, NHS Norfolk and Norfolk & Waveney Mental Health NHS Foundation Trust. The re-location of the Mousehold Dementia Day resource currently located within a Norfolk County Council care home is a priority for Norwich Locality. Early negotiations are in place, discussing a possible re-location of this service, with the Norfolk & Waveney Mental Health NHS Foundation Trust and NHS Norfolk.

6. Younger People with Physical and Sensory Impairment

- 6.1 The Vauxhall Centre, in Norwich, is the only in-house service for younger people with a physical and or sensory impairment in Norfolk. The resource has evolved to become a community resource centre, offering a wide range of

activities including art, craft and information technology resources, and it now meets the needs of a wider range of people eg older people and adults with mental health problems. Many organisations, including Children's Services and Adult Education, are accommodated within the Vauxhall Centre.

- 6.2 This resource is outside the remit of the proposal above as it is a county resource accessible to people regardless of whether or not they meet our FACS criteria. The proposal is to include the introduction of a re-ablement service for the Norwich locality and to explore other strategic partnerships for its management.

7 Resource Implications

7.1 Financial Implications:

- 7.1.1 At this stage it is envisaged that overall the change will be cost neutral. The main costs in centre budgets are staff costs. If staff are redeployed within the service as the three identified buildings close, they will support service development by helping to provide the higher level of staffing required for dementia or re-ablement. This means there will not be any cashable revenue savings, but there will be efficiency savings as in-house services will be providing re-ablement services to reduce long term dependence and hence reducing demand for services. Dementia care is expensive to purchase externally, whilst lack of carer support can lead to care home admission. People currently attending the centres identified for closure will be supported to access other opportunities locally including day centres with spare capacity and community based services such as lunch clubs.
- 7.1.2 In addition some centres e.g. Mousehold, have no budgets for building costs, as that is held within the care home, so any re-provision would require additional funding. Any developments like this would have a full business case so that the full financial implications can be considered.
- 7.1.3 Savings that can be identified are:
- i. Savings on buildings costs for centres and already identified refurbishment costs where the buildings will close.
 - ii. Dis-investing in services in buildings that are not needed for re-ablement or dementia and are not high quality, and are not located to meet local need, will also help meet efficiency savings.
 - iii. Sale of buildings.
- 7.1.4 Identified costs include:
- i. Funding to train staff in re-ablement and dementia.
 - ii. Norfolk Property Services (NPS) costs re marketing/ sale of buildings.
 - iii. Security on empty buildings.
 - iv. Refurbishment and equipment costs to deliver a re-ablement service, and for security measures to ensure a secure environment for dementia resources.

7.2 Staffing Implications

- 7.2.1 Staff currently employed in services that are to be de-commissioned will need to be consulted and offered alternative posts as appropriate. Many staff have acquired skills and have undertaken training that can be transferred to other services e.g. dementia care.
- 7.2.2 Staff currently employed in day centres where there will be a change in service provision e.g. dementia or re-ablement, may need to undertake training or alternatively, staff may have the opportunity to be re-deployed in an alternative in-house resource that matches their skills and training.

7.3 Property

- 7.3.1 The Essex Rooms and the Silver Rooms are two in-house services that are to be de-commissioned, in the Norwich locality.
- 7.3.1 These buildings have been identified as requiring significant expenditure to meet gas regulations and these buildings are not suitable to offer either a dementia or a re-ablement service. (See appendix 2).

8 Other Implications

- 8.1 People using in-house day services:
- Implications for users of current services and their families – change and uncertainty can be minimised by having a staged approach in implementing changes in 2009/10 with minimal disruption to service users for those attending centres with a change in purpose being implemented.
 - In view of the public consultation that has already taken place (see 1.1), it is proposed that a consultation exercise will take place with the service users in the day centres where a service will no longer be offered.
 - There are alternative resources which have spare capacity for people currently attending in-house services (see appendix 1 and appendix 2).
 - Hempnall Mill is leased from Hempnall Mill Trust and the day centre and the luncheon club share a cook. Further discussions will be required with the trustees to address any adverse impact of the proposed cessation of the day service at Hempnall Mill upon the luncheon club.

9 Equality Impact Assessment

- 9.1 An equality impact assessment has been completed for the:
- Commissioning Strategy for Day Opportunities for Older People and People with a Physical Disability or Sensory Impairments in Norfolk.
 - Proposal for the future Commissioning Models – Community Care In House Day Services – there will be more services with people with dementia and support for their carers. Older people will be able to access re-ablement service to maximise their physical and mental well being

- 9.2 An equality impact assessment for this service model includes the following components:
- There will be a loss of in house services catering for frail elderly people, however alternative provision has been identified. The review and reassessment process will enable individual needs to be met.
 - People will be able to remain in their own homes for longer by having access to the proposed services.
 - Improved services and improved capacity for people with dementia – including provision in the evenings and at weekends with well trained staff.

9.3 At present in-house services are not equitably spread across the county. Future service commissioning of both dementia and re-ablement services will address this by taking a strategic view across areas, which includes both internally and externally provided services. This will also include market stimulation.

10. Section 17 – Crime and Disorder Act

10.1 Overall this proposed model for in-house day service provision will help to reduce crime and disorder by protecting vulnerable people who may be victims of crime and abuse. Safeguarding arrangements will be considered as part of the work on implementing this new model of service.

11. Risk Implications/Assessment

- 11.1 There is a potential risk that alternative provision is lacking for service users who do not fit the dementia and re-ablement model. However, this has been factored in through the wider strategic review.
- 11.2 Risks with de-commissioning of standard day services for older people include lack of clear evidence that this type of service will not be needed in the future by people with personal budgets. However 50% of older people on personal budgets are choosing less traditional services.
- 11.3 Re-deployment of staff will impact on staff morale.
- 11.4 There may be reduced capital income if buildings are sold, from the sale of buildings in the current economic climate.
- 11.5 There will be a need to stimulate the independent and voluntary sector to offer dementia and re-ablement services through the five year period as well as working with other organisations to form strategic partnerships. There is a risk that other organisations and providers are not able to take this work forward to identify future dementia and re-ablement services.
- 11.6 There is a need to co-ordinate the implementation of any changes to day services that are accommodated within a care home, so that one service changes does not impact on changes to another.

12. Alternative Options

- 12.1 **Option One - Status Quo – maintaining the status quo is not considered a viable option for all resources due to:**
- This would conflict with the need to develop more personalised services

and increase choice. However, there would be no disruption for people using these services.

- Some buildings are not located in the right place to meet need, and occupancy can be as low as 50%. As personal budgets are increasingly used, traditional day services are likely to face reducing demand, raising unit costs.
- Many buildings, which are not fit for purpose, are in urgent need of refurbishment.
- This would not help stimulate the market to provide these services in the future.

12.2 **Option 2 – De commission all in house services is not a viable option due to:**

- Lack of evidence that these types of services will not be at all needed in the future.
- There may be insufficient alternative resources, as the market is providing predominantly services for older people with low to moderate needs, and there is little specific re-ablement provision and an already identified shortfall of dementia provision in all localities. The implication is that this would de-stabilise the market, through demand outweighing availability.

13 Conclusion

- 13.1 This proposal strategically fits in with the need to redesign services that have low occupancy rates and to cease providing building based services that are accommodated in premises that are not fit for purpose. To inform these decisions, in-house services have been evaluated against external providers in each locality.
- 13.2 Strategically the re-ablement model would sit well with the prevention agenda, by avoiding inappropriate admission to hospital or delaying the need to need to be admitted into a care home. There will be a need to link in with the provision of short stay care as part of the Strategic Model of Care – Care Homes.
- 13.3 The aim is to maximise use of present services to meet gaps in current service provision. The need is to safeguard key day service provision for older people with dementia and introduce a new re-ablement service that will complement existing in-house services in the community and in care homes, for the next five years.
- 13.4 This proposal also reflects the strategic aim of Norfolk County Council being able to concentrate on better commissioning of services rather than being a direct provider of services. By initiating this proposal, a gradual shift from in-house provision towards independent and voluntary sector provision can be achieved over a five year period

14. Actions required

14.1 Members are requested to comment on the following proposals:

- To implement this proposal to re-focus in house services on dementia

care and re-ablement services and to limited centre closures over a five year interim period.

- To seek strategic partners, including partners to manage the services at the Vauxhall Centre.

Background Papers

Report to Cabinet 12th August 2008 – ‘A Commissioning Strategy for Day Opportunities for Older People and People with a Physical Disability or Sensory Impairments in Norfolk’

Report to Cabinet – 13th October 2008 – ‘Strategic Model of Care Strategy’.

Report to Cabinet – 13th October 2008 – Making Your Day: Locality Commissioning Plans for Day Opportunities for Older People and People with a Physical Disability or Sensory Impairments in Norfolk

Report to Adult Social Services Overview and Scrutiny Panel 17th November 2008
Locality Commissioning Plans for Day Opportunities – ‘Making Your Day’ Project

Briefing Paper to Social Services Overview and Scrutiny Panel February 2009
‘Making Your Day’ Consultation Paper

Appendix One – Maps of current provision and alternative provision

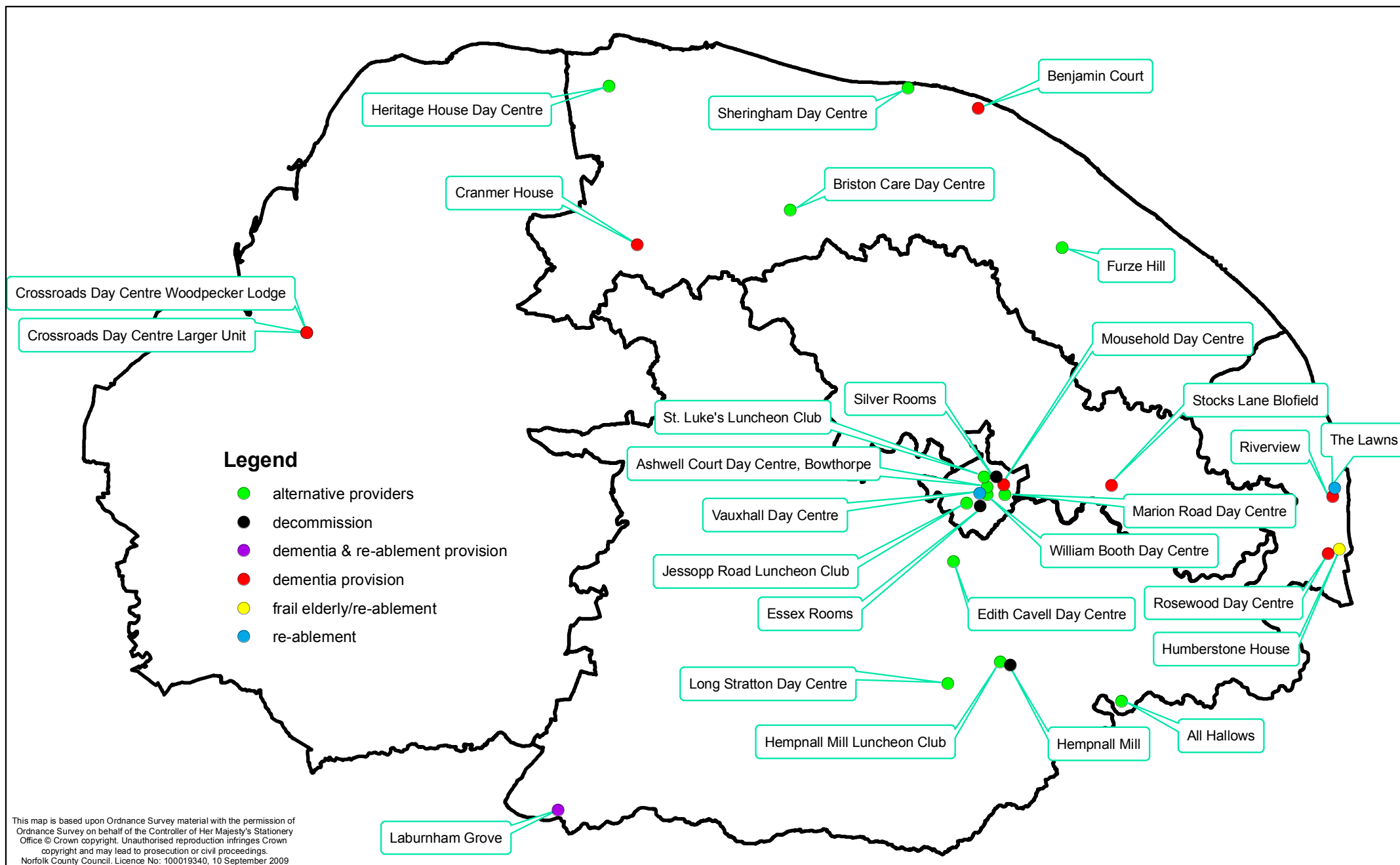
Appendix Two – Locality Option Appraisals

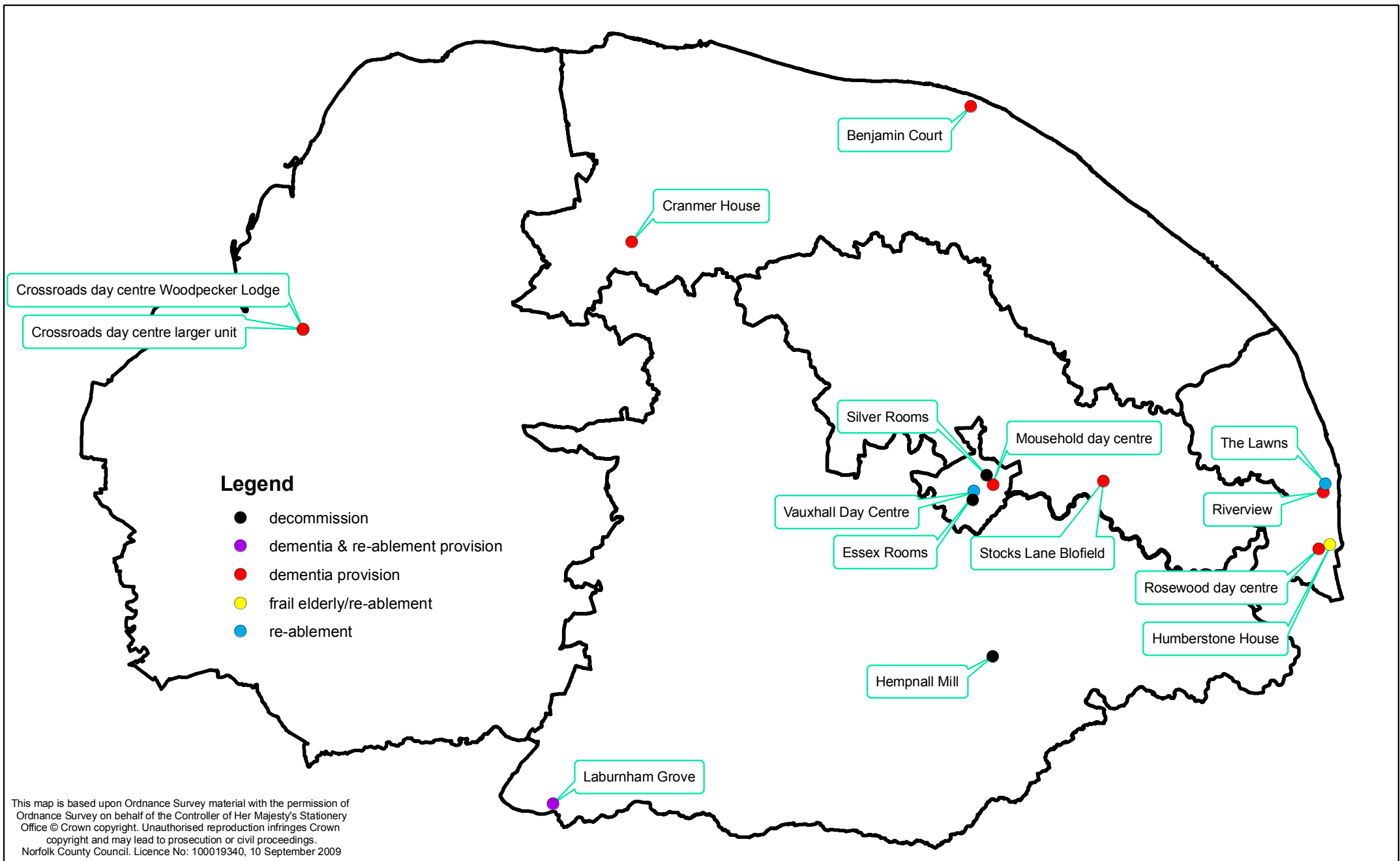
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Appendix Two: Future model of In House Day Services paper

Locality Option Appraisals
Re Future Model Of In-House Day Services

November 2009

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Introduction

Introduction

1. This is a detailed option appraisal for each of the five localities. Each option appraisal has considered a range of options for each service:

- Status Quo
- De-commission
- Re-design to dementia care
- Re-design to re-ablement care

2. Each locality was asked to consider the following factors:

- Link to needs analysis, gaps etc
- Adhere to commissioning framework and needs assessment and each individual Locality Plan
- To identify alternative provision for service users in the long term
- Outline potential savings
- Costings e.g. staff redeployment, redundancies and building maintenance implications if de-commission where possible
- Consider the content of an equality impact assessment
- Consider partnership-working

3. Prior to each option appraisal each locality has applied the commissioning tool based on a set of principles, which were included in the commissioning strategy. These have been developed into a commissioning/de-commissioning tool.

The factors considered include:

- strategic importance to the local area
- service user and carer satisfaction and outcomes,
- value for money,
- sustainability
- the impact of decisions on other services run by the provider

The tool has been used to 'rate' services, using information provided by providers and collected through site visits to all providers. The relationship between services of a similar nature, and across the area has, also been taken into account by the commissioning teams.

Note: The description of each centre gives occupancy rates – these are the average number of places taken up by registered users attending. This will be less than the number of users registered for each day due to illness, holidays etc and a centre may have all its places filled with registered users but not show 100% occupancy.

Option Appraisals Re Future Commissioning Model Of In House Day Services

Norwich Locality

Norwich has four in house day services

1. Vauxhall Centre

Description

The Vauxhall Centre has evolved into a community resource centre offering a wide range of services for members (people who pay to attend) and FACS eligible users referred through Adult Social Services. Services include an information service offering advice, information and signposting to other services. There is also a Children & Families resource within the centre. These places are available for FACS eligible people in addition to members who use the centre and who do not meet FACS eligibility criteria

The original purpose for this resource was a centre for younger people with a physical and/or sensory impairment, although it now caters for older people and people with mental health needs. It is essential to retain this service whilst exploring strategic partnerships to manage this service in the future. Ideally this resource would need to include re-ablement as the accommodation is highly suitable for re-ablement with equipment available.

Occupancy levels are high at 75%

Overall places available per week - 120 places

(See reference Overview and Scrutiny report page 6)

Chosen Option and Rationale

Re-ablement - This is an expensive resource, gross cost of £431,130 has further potential to provide services to the wider community including re-ablement. It is strategically located next door to the St. Raphael Club. The premises would not be suitable on a security basis for dementia care. To de-commission would deny the locality of a valuable resource which has potential to offer a wide range of services for the community. Therefore to be cost effective and to ensure this community resource is retained there is a need to engage with strategic partners for future delivery of services.

2. Essex Rooms

Description

This is an excellent service for physically and mentally frail older people. Staff are skilled and have gained expertise in providing a service for people with low level dementia care needs. However, the building which is a disused chapel is not suitable for a day resource for either re-ablement or dementia. There is no garden, no storage space and no parking facilities. There is public access around the perimeter of the building, which excludes the potential for upgrading the building. This resource is within walking distance to the Vauxhall Centre.

Occupancy levels are 75% approximately.
Overall places available per week – 150 places

Chosen Option and Rationale

De-commission - Due to the poor quality of the building for its purpose and the need to spend approximately £27,000 on this resource to update the kitchen this is not seen as a cost effective plan to continue to commission either for dementia or re-ablement.

3. Silver Rooms

Description

This is a high quality traditional day service for physically and mentally frail older people. The staff also skilled and have gained experience in the care of older people. Many activities are undertaken and innovative ideas have been adopted by arranging outings to places of interest. The building is a disused church and is therefore not purpose built with limited outside space for activities or parking.

Occupancy levels have been as low as 50%.
Overall places available per week = 150 places

Chosen Option and rationale

De-commission - The chosen option is to decommission as there is £46,000 expenditure needed to upgrade the kitchen facilities to meet regulations, which is not cost effective for the long term future. Occupancy levels are consistently low and at times have been only 50%.contribute to making this a not cost effective service.

4. Mousehold Day Centre

Description

This is a specialist dementia centre open 6 days a week for people with high level dementia needs. There are strong links with the Norwich Community Mental Health team. The service operates six days a week including Saturdays.

Occupancy levels are high at 80% or above.
Overall places available per week = 102 places

Chosen Option and rationale

Dementia Care - Decommissioning is not an option as this is a key resource for dementia care in the Norwich Locality and demand will grow. The proposal is for the service to continue as a dementia resource with relocation being considered with Health partners. The premises would not be suitable for re-ablement as they occupy the communal space for Heathfields care home, and re-ablement could be offered more appropriately at the Vauxhall Centre.

Southern Locality

Southern Locality has two in house day services

1. Laburnham Grove

Description

This resource is accommodated as part of a 'Housing with Care' Scheme and the purpose-built premises are set in a strategically significant area. The resource offers 80 day places per week for frail elderly and 15 for people with dementia.

Occupancy levels are moderate at 65%
Overall places available per week = 95 places

Chosen Option and rationale

Dementia care and Re-ablement - The recommended option is to continue to commission this service.

This resource is able to offer a flexible service creating a balance between dementia care and re-ablement over the five-day period. Current demand indicates a 1:4 day split between dementia and re-ablement, but projections of future needs would indicate a move to a 2:3 day split over the medium term.

By joint working with mental health pool expertise can offer more dementia places and possible improve services to include carer support groups and more partnership work with the local branch of the Alzheimer's Society etc with more robust links with the community mental health team being also sought.

Staff are all highly skilled – these skills may be lost if not appropriately re-deployed
No other services offering high level care of people with dementia in Thetford area.

Closure not an option due to paucity of comparable services in area + increasing demographic demand for dementia and re-ablement service. This leads to the conclusion that this service needs to be retained and re-focused.

Therefore the chosen option is to work towards a possible 'mixed use' re-ablement and dementia resource.

2. Hempnall Mill

Description

Hempnall Mill – premises owned by the Hempnall Mill Trust and leased to the County Council for two days each week. This is a resource for physically and mentally frail older people, taking people from a wide geographical area within Southern locality.

Occupancy levels are fairly high at around 75% or above.
Overall places available per week = 50 places

Chosen option and rationale

Decommission – this is the recommended option.

The premises, whilst suitable for physically frail older people, the traditional “village hall” design would not offer a suitable base from which to deliver a service for people with a significant dementia. It would be expensive to make the premises secure. There is no secure outside space and the premises are located on a relatively busy road.

Similar building constraints exist in connection with any proposal to provide a re-ablement service.

The geographical location in a relatively thinly populated part of the county would also result in significant transport costs inherent in providing a specialist service.

One implication for de-commissioning this service is the future employment of the cook who also caters for a luncheon club held at the same resource on another day. Once this service is de-commissioned the cook may not be able to continue the catering service for the luncheon club.

West Norfolk

West Norfolk has one in house service divided into two units. Both units provide dementia day services, and are located on the same site as a care home.

1. Crossroads Larger Unit

Description

This unit already provides short term/time limited support to aid re-ablement back into the community (6 weeks). This resource is open five days a week offering up to 25 places a day for people with early onset dementia.

Occupancy rates are high at about 80%
Overall places available per week = 125 places

Chosen option and rationale

Dementia and Re-ablement - the chosen option is to retain the dementia service and the reablement service currently in place. There is potential to develop re-ablement for people who have suffered a stroke working in partnership with the NHS Community health service rehabilitation team as some of the current clients have suffered strokes.

2. Crossroads Woodpecker Lodge smaller unit

Description

The small unit at Crossroads provides dementia services and acts as an assessment unit. The unit caters for people with dementia with moderate to high dependency need. The resource offers 15 places a day for moderate needs for three days a week and 12 places a day for high dependency needs available for two days a week. The centre is open five days a week.

Occupancy levels are about 70% - 75%
Overall places available per week = 69 places

Chosen option and rationale

Dementia Care -This chosen option is to retain this resource for dementia care.

As the adjacent residential home is part of the care place review, Crossroads could be considered in any new model of care (especially Housing with Care) as this would enhance services with the potential to provide a dementia centre offering all ranges of support to people in their own home.

Eastern Locality

Eastern has four in house day centres

The ratio of “in house” day centre places to the number of older people is higher than in other localities, but this is because there is only one voluntary sector provider in the locality, unlike other localities, where there are a wide range of voluntary sector providers to supplement the in house provision.

1. The Lawns

Description

The Lawns is a purpose built building attached to the Lawns Housing with Care Scheme. This resource currently provides services for physically frail older people and apart from Humberstone House and one small voluntary centre; this is the only provision for this user group in the locality. The service provides 30 places a day for five days a week

Occupancy levels are moderate and recorded at 62.6% but will be variable
Overall places available per week = 150.

Chosen Option and rationale

Status Quo – frail elderly - The chosen option is to retain the Lawns Day Centre for frail elderly people as there is very little alternative provision available in the locality and the Lawns is a purpose built building in a good locality with room to expand and develop into extended days, weekends etc.

The Lawns would be the most suitable venue for any re-ablement service, being situated within housing with care scheme - if required one of the residential units could be rented to support any re-ablement service provided in the day centre. However it needs to be borne in mind that some older people live in older properties with steep staircases, steps to front and rear of house and split levels and so outreach re-ablement and home visits would probably be better than renting a unit in the scheme so that older people could learn to manage within their own surroundings.

2. Humberstone House

Description

Humberstone House is in a stand alone adapted building that ASSD rents from a private landlord and is partway through an initial 15 year lease. The centre is open five days a week offering 18 places everyday except Wednesday when 21 places are available.

Occupancy levels have been recorded at 72% but will be variable
Overall places available per week = 93

Chosen Option and rationale

Frail elderly/Re-ablement - Retain the current use for frail older people at least in the short term but with more emphasis on individual activities and re-ablement type services.

While it is anticipated that personal budgets may reduce the demand for these places it is felt that the locality needs to retain some provision for frail older people at least until there is further evidence that older people are using their personal budgets to choose other services. If the demand does reduce as anticipated then the locality could reduce the overall number of places which could lead to the closure of one of the two services for frail elderly people. If this happens then Humberstone House is likely to be the centre most at risk as:

- a. It is a smaller centre and so could more easily be incorporated in the Lawns
- b. The premises are less suited to the provision of day care than those at the Lawns

If Humberstone was to close due to personal budgets then although there would be some savings there would be no savings on the full running costs of the centre as:

- (a) Some of the staff and budget etc would be required to provide outreach services to help support people accessing other services with their personal budgets. This staff group could provide the outreach service from The Lawns
- (b) Some of the transport budget would be required to transport the extra people to the Lawns

3. Riverview

Description

Riverview is a day service for older people with dementia accommodated in an adapted wing of in house residential care home (Mildred Stone House). It is a good service but the premises are not purpose built and better premises are required to develop the service and to meet future demands. The centre is open seven days a week offering 15 places each weekday and 11 places on Saturdays and 11 places on Sundays.

Occupancy levels are generally high at around 83.5%
Overall places available per week = 97

Chosen Option and rationale

Dementia care - There is a need to keep this service but the locality would like to develop a purpose built dementia centre that would incorporate day services to replace this and Rosewood. This proposal is being explored NHS Great Yarmouth and Waveney as part of the overall plans for dementia services in the PCT area.

As this service is provided in a wing of an in house care home any proposals regarding the future of in house care homes may have an impact on this service

Demand for more dementia places will grow and occupancy rates are high.

Currently there is no dedicated day service provision for people in early stage dementia, or neither for younger people with dementia nor for older people with functional mental health problems and so a 'purpose built' centre could help fill these gaps.

4. Rosewood

Description

Like Riverview, Rosewood is a day service for older people with dementia accommodated in an adapted wing of in house residential care home (Magdalen House). It is a good service but the premises are not purpose built and better premises are required to develop the service and to meet future demands. The centre is open seven days a week offering 15 places each weekday and 11 places on Saturdays and 11 places on Sundays.

Occupancy levels have been recorded at 76% but variable
Overall places available per week = 97

Chosen Option and Rationale

Dementia care - There is a need to keep this service but would like to develop a purpose built dementia centre that would incorporate day services to replace this and Riverview. This proposal is being explored NHS Great Yarmouth and Waveney as part of the overall plans for dementia services in the PCT area.

As this service is provided in a wing of an in house care home any proposals regarding the future of in house care homes may have an impact on this service

Demand for more dementia places will grow and occupancy rates are high.

Currently there is no dedicated day service provision for people in early stage dementia, nor for younger people with dementia, nor for older people with functional mental health problems and so a purpose built centre could help fill these gaps.

Northern Locality

1. Stocks Lane Day Centre

Description

Stocks Lane is a standalone specialist day centre for older people with dementia, situated in Blofield. The building is owned by Wherry Housing Ltd and approval has been granted for Adult Social Services to build an extension, increasing the day centre's capacity from 45 to 70 places per week. No meals are cooked on the premises. Meals are cooked at Springdale Care Home and are collected by the Day Centre Manager. The centre is open five days a week.

Occupancy levels are generally high at 89%
Overall places available per week = 45

Chosen Option and rationale

There is a significant need to retain Stocks Lane. It is currently operating at full capacity and has waiting lists for new referrals and people wanting additional days. Capital funding to build an extension on to Stocks Lane has been agreed and will better enable Stocks Lane to meet the growing current and future demand for specialist dementia day care, with an increase in capacity of 25 places per week with no additional staffing costs.

In addition, Stocks Lane provides valuable respite for Carers. There would be a significant impact on the local market, staff, people who access the service and their Carers if Stocks Lane was to close or cease to provide specialist dementia care as there are no affordable alternatives in the area.

2. Cranmer House Day Centre

Cranmer House is a day centre for older people, situated in Fakenham. The day centre is joined onto and has good links with Cranmer House, a short-term care home and re-ablement unit.

Occupancy levels are high at 91%
Overall places available per week = 100

Chosen Option and rationale

Dementia Care - The Northern Locality proposes to change Cranmer House Day Centre into a specialist dementia day centre for older people. This is in response to the current and anticipated future increase in demand for specialist dementia day services in the Fakenham area and the lack of affordable alternatives in the area.

This proposal will involve making the building and the garden secure and providing additional training to staff.

2. Benjamin Court Day Centre

Description

Benjamin Court is a day centre for older people, situated in Cromer. The day centre is joined onto Benjamin Court Housing with Care Scheme and Benjamin Court Community Hospital. While the day centre has made good links with the Housing with Care Scheme and the Community Hospital, these could be strengthened. The day centre's capacity could be increased by better-utilising the storage/staff room.

Occupancy levels are high at 88%
Overall places available per week = 125

Chosen Option and rational

Dementia care - Northern Locality proposes to change Benjamin Court Day Centre into a specialist dementia day centre for older people. This is in response to the current and anticipated future increase in demand for specialist dementia day services in the Cromer area and the lack of affordable alternatives in the area. This proposal will involve making the building and the garden secure and providing additional training to staff.

Summary In-House Day care places

Norwich Locality			
Name of Centre	Current Number and type of places Per week	Proposal	Resource implications
Mousehold	Dementia 102 places	Retain current service	No change
Silver Rooms	Frail elderly 150 places	De-commission	Alternative provision for 150 frail elderly places
Essex Rooms	Frail elderly 150 places	De-commission	Alternative provision for 150 frail elderly places
Vauxhall Centre	Younger people Physical and Sensory Impairment 120 places	Seek strategic partners with a view to a re-ablement services places number of places not yet identified	Younger people access mainstream services with the support of the development workers and various groups have emerged from this service – other resources include the Rainbow Club and resources with the Deaf Association in a building leased by ASSD within the Vauxhall Centre site.

Southern Locality			
Name of Centre	Current Number and type of places Per week	Proposal	Resource implications
Hempnall Mill	Frail elderly 50 places per week	De-commission	Alternative provision for 50 places for frail elderly
Laburnham Grove	Frail elderly 80 places & 15 Dementia places	Increase dementia places and replace older peoples' places with re-ablement service	Alternative provision needed for 80 places for frail elderly people Increase from 15 to 30 dementia places 60 re-ablement places

West Norfolk			
Name of Centre	Current Number and type of places per week	Proposal	Resource implications
Crossroads Larger unit:	Older people People with early on set Dementia 125 places	Retain current services	None
Crossroads small unit (Woodpecker Lodge)	Dementia – moderate needs 45 places Dementia – high dependency = 24 places total = 69 places Re-ablement Services for people with a physical or sensory impairment for the frail elderly who attend the centre.	Retain current services	None

Eastern			
Name of Centre	Current Number and type of places per week	Proposal	Resource implications
The Lawns	Frail elderly 150 places	Frail/Re-ablement 150 places	
Humberstone House	Frail elderly - 93 places	Retain service in short term may de-commission in long term/integrate into the Lawns facility depending on impact of personal budgets.	None
Rosewood	Dementia – 97 places	Retain service but relocate	Funding implications with NHS Gt. Yarmouth and Waveney
Riverview	Dementia – 97 places	Retain service but relocate	

Northern Locality			
Name of Centre	Current Number and type of places per week	Proposal	Resource implications
Stock's Lane Day Centre, Blofield, (Standalone)	Dementia – 45 places	Retain service – extend capacity by 25 places per week by funding new build extension	Increase in dementia places to 70 places per week
Cranmer House Day Centre, Fakenham (Part of short term care home)	Frail elderly 100 places	To provide dementia places only	Alternative provision for 100 places for frail elderly Increase of 100 places for dementia care
Benjamin Court, Cromer (Within Housing with Care Scheme)	Frail elderly 125	To provide dementia places only	Alternative provision for 125 places for frail elderly and increase of 125 places for dementia care

Summary

County totals under new service model proposal for in-house service provision

Category of Service	Norwich	Southern	West Norfolk	Eastern	Northern
Retain Physical and Sensory Impairment resource centre	120	0	0	0	0
Re-ablement	To be confirmed	60 places	Variable	To be confirmed in the longer term 0	0
Dementia	102	30	194	194	295
Retain frail elderly – with possible move to re-ablement	0	0	0	243	0
Totals	202	90	194	437	295

County Resource Implications:

- Dementia places will increase from 550 places to 815 places under this proposal
- Alternative provision needed for 748 frail elderly places in the independent and voluntary sectors
- Re-ablement places not confirmed in Norwich or Eastern locality as unable to confirm at present. No re-ablement services identified in Northern locality.