



Reconfiguration of bed base resources across LA care homes and proposals for an improved Intermediate Care offer

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Overview and Purpose

- To explain the current configuration of Local Authority (LA) owned care homes and the arrangements across integrated health and social care services delivering intermediate care (IMC)
- To outline the challenges and pressures these services currently face
- To propose a reconfiguration of the LA led bed based support offer, based on learning through Covid19, which offers more resilience, flexibility and offers opportunity for greater investment in community support in line with our strategies for discharge to assess and Home First
- To consider how the proposals for reconfiguring the IMC bed base enable the system to identify commissioning gaps which existing LA residential care services could respond to

Strategic Drivers

- The reconfiguration of the beds within Kirklees care homes is not being done in isolation. This is one component of a wider change programme within Adult Social Care to offer flexible and responsive options to the residents of Kirklees in maintaining their independence and community involvement as well as offering long term solutions where needed.
- The proposals are also a key part of the integrated partnership with Locala in developing the Kirklees Independent Living Team (KILT) Partnership project, the Discharge to Assess approach and broadening the services to include Urgent Response, Short Term response, D2A outreach and Hospital Support.
- Linking with Commissioning colleagues across Kirklees Council and CCGs to understand commissioning strategies for Integrated Health and Social Care and alignment with current and projected market demands/pressures.



Timeline to date

- August 2020: IMC bed modelling work and review regarding capacity and demand
- Sept / Oct 2020: Proposal for bed modelling presented at KILT Board and CCG at contract Board
- March 2021: Review of proposal and relevant data analysed and the model and proposals updated
- May 2021: Bed modelling report completed. LA Capital Development Report impacting on IMC homes approved via internal governance
- May 2021: Integrated planning commence in preparation for an implementation
- June 2021: Report discussed and agreed at the KILT management meeting and KIHSC Business Meeting
- July 2021: Proposed model, implementation plan and QIA updated for commencement of the planning 1st August 2021
- 11th August 2021: bed modelling proposal presented at Contract board meeting
- September 2021: Commence patient engagement , Colleague engagement, Union reps and stakeholder engagement
- October 2021: Colleague consultation ended
- 18th October: LA/Locala present proposals and seek endorsement via Portfolio Briefing (Approved)
- November: Patient / stakeholder engagement conclude
- October / November 2021 – Engage with H&SC Scrutiny Panel and/or Overview and Scrutiny Committee
- December 2021: Phased approach to improvements being made



Improved IMC service Offer

The national agenda for Home First enables the improvement of Kirklees IMC service offer by:

- Taking a *flexible* approach to the service locations
- Strengthening our flexible and *integrated* approach to workforce capacity, development and planning
- Enabling an approach to support *Home First* models to succeed through reducing the reliance on bed-based IMC solutions
- *Compliment* other services in place (Reablement/Enhanced, START, HAT, D2A, UCR, 7 day service offer)

This will consist of:

- Maintaining a core resource offer of 40 IMC beds at Ings Grove House (Mirfield – border of North and South Kirklees, good transport links)
- Access to additional beds (10) in Moorlands Grange
- An improved integrated health and social care model using best practice from both existing sites
- An increased nurse presence within the bed base to meet the increased acuity needs of the patients
- A flexible therapy team who will provide support in the bed base and follow patients home
- A single CQC Registered Manager working alongside the Locala Team Leader providing management oversight and ensuring compliance with CQC requirements



Kirklees Council Current Model

Kirklees Council have four 40 bed in-house care homes for older people. These homes currently provide the following:

1. **Castle Grange** in Newsome and **Claremont House** in Heckmondwike are both 40 bed establishments - 30 beds in each are used for long term dementia care and the remaining 10 beds in each home are used as short term dementia respite.
2. **Ings Grove House** in Mirfield and **Moorlands Grange** in Netherton are 40 bed establishments - 30 beds in each home are Intermediate care beds with therapy delivered by Locala to people who need a rehabilitation service and are unable to receive this in their own home. The remaining 10 beds in each home provide transitional and respite beds to people in need of a short stay placement.



Bed Types and Definitions (LA Care Homes)

Intermediate care beds

To avoid admission to hospital (step up) and facilitate early discharge from hospital (step down). Using a rehabilitation and therapy approach before returning home.

Transitional Beds

Whilst awaiting a community package being set up or a long term placement in residential care. There are different types of beds depending on funding streams e.g. non weight bearing and choice and recovery.

Respite beds

Beds that are used following assessment to give family carers a break from supporting their loved ones at home. Some establishments provide respite only for people with dementia and other establishments for other older people.

Long Term dementia beds

For people with advanced dementia that following an assessment have been deemed as not being able to continue to live in their own homes safely.

What the data tells us

Dementia

- Those living with a dementia diagnosis locally is expected to increase by 11% (600 people) by 2025.
- There is demand for placements that support those living with dementia who have more complex needs.
- As confidence in placement infection control systems, and sadly carer fatigue increases there is likely to be increased demand for dementia provision across Kirklees.
- Demand for dementia placements over the past 18 months is relatively flat, this is thought to be because of a reluctance amongst families to place relatives in care homes. It is also due to a year of higher rates of excess deaths amongst those living with long term conditions such as dementia.

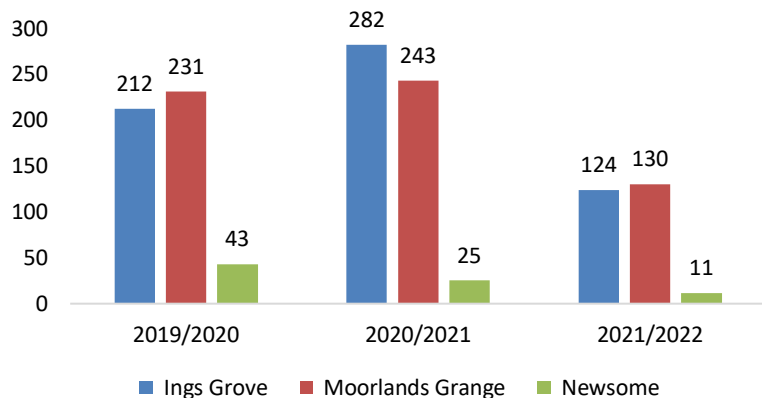
Intermediate Care

- COVID-19 and the last 20 months have enabled us to utilise bed based support in flexible ways showing less dependency on the current service offer
- Patients want to return home rather than go into a transitional bed based placement.
- Bed modelling analysis shows variations in demand and capacity, this has helped inform the model of the delivery of Intermediate Care services taking a home first approach.
- Occupancy has fallen 13.5% in the last 24 months, demand has been on average for 48 beds
- The events over the last 20 months have resulted in some use of these beds for non-intermediate care use, meaning true IMC usage is lower than this

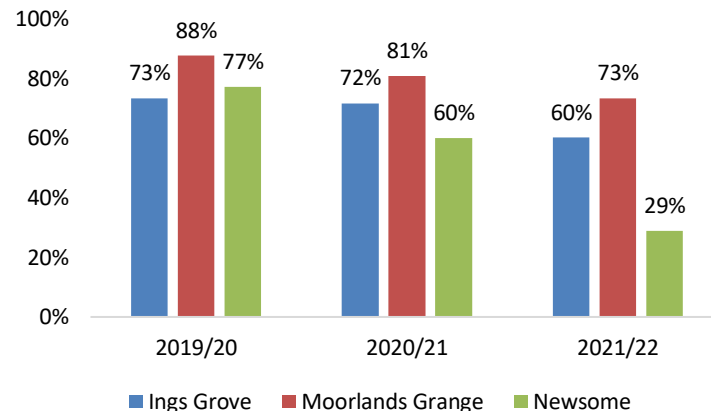


Performance monitoring

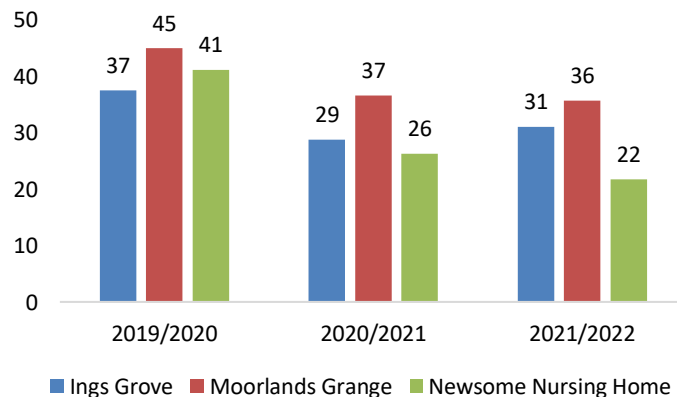
IMC beds Admissions



Occupancy



Average LOS



An increase in referrals to IMC during COVID (flexi beds in summer 2020) then reduced again to 265 to date this year

This years referrals in line with new model of 53 beds

Reduced occupancy year on year, supporting the new model

The Average LOS reduced with a slight increase at Ings this year. Some developments include moving patients more quickly on who have finished their IMC

Increased activity into community reablement since 2019: 12% in referrals, 15% Overall patient contacts, 13% monthly caseloads



Key Risks / mitigations

Risk	Mitigation
Potential delays to LA building works / capital programme	<ul style="list-style-type: none"> Managed via capital board / S151 officer aware and advised
Demand may exceed capacity of remaining IMC beds	<ul style="list-style-type: none"> Enhanced capacity in community / reablement Retain the option of spot purchasing IMC beds Bed numbers have been carefully calculated against past and current usage Changes will be made on a staged basis and usage monitored
IMC services will not be optimally structured for the anticipated winter pressures	<ul style="list-style-type: none"> Closer working with Locala / ongoing work via KILT programme improving the quality of care
Some of community may feel 1 site is geographically inaccessible to them (IMC in Ings Grove and transitional / flexible / respite in Moorlands)	<ul style="list-style-type: none"> Ings Grove has been chosen in part as the most accessible location for the majority of the population The site is well served by public transport Spot purchasing beds, with in reach therapy, will be available for where there are geographical challenges to accessing services
Stakeholders may not be aware of the new model of service and fail to understand benefits to patients and for themselves	<ul style="list-style-type: none"> All arrangements will be approved by partnership governance bodies and information disseminated through partner organisations Locala and Kirklees managers will design and deliver a full explanatory communication programme with all stakeholders to ensure effective relationships continue



Engagement and feedback

As part of the IMC bed modelling process colleague, stakeholder and patient engagement has been included in the development of the model and how this is put into practice. This includes;

- Colleagues across both Locala and Kirklees Council
- Colleague Unions
- Internal departments to Kirklees Council including Adult Social Care
- Patients currently accessing services within the bed bases
- Attendees of the Enhanced Health and Care Home meetings
- Local Primary Care Networks
- Acute Trusts (CHFT & Mid-Yorks)
- Kirklees CCG



Case for Improvement

The overarching purpose of the homes have not changed, however there is a compelling case for a shift in how the bed capacity is used to meet changing demands in the market.

Intermediate Care Beds Proposals

- In line with the KILT approach, both the Council and Locala are investing in **increasing the resource capacity in the community** to support with the 'home first' approach, this will enable people where possible, to return to their own homes safely following a hospital stay.
- We recognise however that for some, they may still need a bed based offer with a reduced length of stay.
- Our modelling highlights a requirement for **fewer** intermediate care beds in the system, we are therefore proposing to **reduce** the number of IMC beds with an enhanced flexible offer at home

Transitional Beds Proposals

- We know that when people are 'medically fit for discharge' from hospital, it is inappropriate for them to remain in an hospital bed.
- To assist the 'home first' approach – we want to provide **more** of these beds, as **flexible bed capacity** responding to need
- This will support the 'discharge to assess' capacity in the system in readiness for post March 2022
- To give flexibility in the system to accommodate respite for people without complex dementia

Respite Beds Proposal

We are **retaining** the dementia respite beds to ensure families can have regular breaks to enable them to continue to support their loved ones at home.

Long term dementia beds Proposal

To meet the demands needed for additional capacity for people with advanced dementia needing admission into long term care homes.

To respond to variation in demand and supply of specialist Dementia beds

We are proposing to **increase** the number of beds.

Moorlands Grange, Netherton

Pen Picture

- Owned by Kirklees Council, the home has capacity for 40 beds and specialises in short term intermediate support .
- It has 2 floors - each with 2 wings and 10 beds each
- The Registered Manager and care staff are employed by Kirklees Council, Locala provide therapy staff (OTs, physios etc)
- Locala purchase 10 beds for IMC from the Council, with the CCG funding 20 beds at a Council subsidised bed rate
- The Council and Locala team work together promote people's independence prior to returning home
- Medical cover provided through New Street Practice

Current Bed Configuration

- **30 Intermediate care beds (IMC)** - these are short-term rehabilitation beds for 'step up and step down' (in and out of hospital to assist with reducing hospital beds being occupied)
- **10 transitional beds** – for those that need further assessment or those awaiting package of care start date or a home adaptation to be completed or those awaiting final destination care home



Proposed Changes

- Host **10 dementia respite beds** from other LA establishments (Castle Grange/Claremont House), move towards this being mixed provision to include specialist (EMI) respite beds
- **Reconfigure** the Locala IMC bed capacity to **10 beds in Moorlands** – this 10 bed reduction will be based on the beds purchased by Locala directly from the Council (i.e. CCG funded beds (20) will remain, see point below)
- **Reconfigure** the 20 CCG funded beds as '**flexible**' beds to support with transitional and D2A bed capacity across the system
- Locala will continue to provide input to the bed base on an 'in reach' basis
- Engage with current aligned GP practice to explore medical cover, including exploring other options

Ings Grove House, Mirfield

Pen Picture

- Owned by Kirklees Council, the home has capacity for 40 beds and specialises in short term intermediate support .
- It has 2 floors - each with 2 wings and 10 beds each
- The Registered Manager and care staff are employed by Kirklees Council, Locala provide therapy staff (OTs, physios etc)
- Locala purchase 10 beds for IMC from the Council, with the CCG funding 20 beds at a Council subsidised bed rate
- The Council and Locala team work together promote people's independence prior to returning home.
- Medical cover provided through North Road Practice (Ravensthorpe)

Current Bed Configuration

- **30 Intermediate care beds (IMC)** - these are short-term rehabilitation beds for 'step up and step down' (in and out of hospital to assist with reducing hospital beds being occupied)
- **7 transitional beds** – for those that need further assessment or those awaiting package of care start date or a home adaptation to be completed or those awaiting final destination care home
- **3 respite beds** – these provide short term respite to enable family carers to have a break



Proposed Changes

- **Transfer** the 7 transitional beds Moorlands Grange
- Engage with LA commissioners to explore market options for the **3 respite beds**
- Use this capacity of 10 beds to enhance the IMC offer at Ings Grove, so that all 40 beds are IMC beds
- An improved integrated health and social care model using best practice from both existing sites
- **Increased** nurse presence within the main bed base to meet the increased acuity needs of the patients
- **flexible** therapy team who will provide support in the bed base and follow patients home
- Medical cover to be provided through Locala – further engagement to be undertaken with existing aligned practice to explore options within existing GP contract

Castle Grange, Newsome

Pen Picture

- Owned by Kirklees Council , the home has 40 beds specialising in dementia care
- 2 floors each x 2 wings x 10 beds each
- The Registered Manager and care staff are employed by Kirklees Council.

Current Bed Configuration

- 30 beds are used for long term placements for people with dementia (permanent)
- 10 beds provide short term respite for people with dementia to enable family carers to have a break



Desired Model by 2023/24

- Transfer the 10 dementia respite beds to Moorlands Grange
- Reconfigure this 10 bed capacity to provide 40 beds as long term dementia beds
- Consider opportunities to take a 'mixed economy' approach to these beds to meet current/anticipated levels of need for complex/specialist dementia

NB: Prior to above, 1 x 10 bed wing will be used to provide day care to people with dementia whilst the new Homestead Day Centre is being built

Claremont House, Heckmondwike

Pen Picture

- Owned by Kirklees Council , the home has 40 beds specialising in dementia care
- 2 floors each x 2 wings x 10 beds each
- The Registered Manager and care staff are employed by Kirklees Council.

Current Bed Configuration

- 30 beds are used for long term placements for people with dementia (permanent)
- 10 beds provide short term respite for people with dementia to enable family carers to have a break



Desired Model by 2023/24

- Transfer the 10 respite beds to an alternative establishment (medium/long term – Moorlands Grange)
- Reconfigure this 10 bed capacity to provide 40 beds as long term dementia beds
- Consider opportunities to take a 'mixed economy' approach to these beds to meet current/anticipated levels of need for complex/specialist dementia

Summary of reconfiguration

The table below shows a summary of the improvements

The improvements will be managed via a phased approach to ensure we take account of capacity to change with the least possible disruption.

Establishment	Current Bed Base	Improved Model
Moorlands Grange	30 IMC 10 transitional	10 IMC 10 dementia respite 20 transitional / flexi (enhanced community based offer)
Ings Grove House	30 IMC 7 transitional 3 respite	40 IMC (enhanced offer at home)
Castle Grange	30 long term dementia 10 dementia respite	30 long term dementia 10 beds for Homestead Day Services (based on moving respite beds to Moorlands Grange) (note proposals to move towards 40 long term beds as the desired model for 2023/24)
Claremont House	30 long term dementia 10 dementia respite	30 long term dementia 10 dementia respite (note proposals to move towards 40 long term beds as the desired model for 2023/24)

Summary

- Intermediate Care is currently concentrated around residential care, demand for which has been impacted by several factors
- The clarity of purpose of IMC services requires a refresh grounded in the principles of Home First with a more flexible approach resulting in a better patient experience
- The proposed bed reconfigurations, and the improved model for IMC makes for a better patient experience, more efficient use of resources, responds to commissioning objectives and creates the opportunity for strengthened community therapy and care
- Proposed usage of LA sites acts as an enabler on the wider LA capital development plans
- Opportunities to refresh commissioning needs analysis to inform commissioning gaps which could be responded to through available bed capacity (e.g. EMI/Specialist Dementia Beds, Stroke Rehab Beds - April 2023 onwards)

