

From: Graham Gibbens, Cabinet Member for Adult Social Care and Public Health

Andrew Ireland – Corporate Director - Social Care, Health and Wellbeing

To: Adult Social Care and Health Cabinet Committee – 11 October 2016

Subject: **COMMISSIONING OPTIONS FOR THE RE-PROVISION OF DEMENTIA DAY SERVICES CURRENTLY PROVIDED AT THE DOROTHY LUCY CENTRE**

Classification: Unrestricted

Previous Pathway of Paper: Adult Social Care and Health Cabinet Committee – 14 January 2016, and 10 March 2016 (Decision dated 24 March 2016)

Future Pathway of Paper: None

Electoral Division: Maidstone

Summary: The decision to close the Dorothy Lucy Centre was taken by the Cabinet Member for Adult Social Care and Public Health on 24 March 2016. The decision stipulated that the Council ensure there are suitable alternative services in place prior to the closure of the Dorothy Lucy Centre. This includes re-provision of short term beds, day care for elderly frail and day care for people with dementia. The required respite beds and the elderly frail day care services have been re-provided within Maidstone, through independent sector care homes for respite, and Age UK for the elderly frail day care.

The purpose of this report is to update the Adult Social Care and Health Cabinet Committee on the progress made in developing the dementia day care market in Maidstone, and to propose an alternative commissioning option to re-provide the dementia day care service through existing external provision.

Recommendation: The Adult Social Care and Health Cabinet Committee is asked to **NOTE** and **COMMENT ON** the proposal to re-provide the dementia day care through existing external provision, rather than a block contract, from April 2017.

1. Background

1.1 Following the decision taken by the Cabinet Member for Adult Social Care and Public Health on 24 March 2016 to close the Dorothy Lucy Centre, all individuals who accessed the respite service and the elderly frail day care

service have had a review of their needs

- 1.2 Families or representatives of the individuals using respite and/or elderly frail services were included in the reviews, and, where required, carers' assessments were offered at the same time.
- 1.3 All individuals who have used the Dorothy Lucy Centre respite and/ or elderly frail day care services have been supported to access alternative services.
- 1.4 Transport to the new elderly frail day services delivered by Age UK is provided, where required.
- 1.5 The area of the building used for respite closed at the end of July, and only the day centre section is currently in use.
- 1.6 The building has been made secure following the closure of the respite unit, with AMEY undertaking early morning and late evening security sweeps since August.
- 1.7 The Dorothy Lucy Centre staff affected by the residential unit closure (which includes the catering staff) have either secured new jobs through re-deployment or their own efforts, or have been made redundant.
- 1.8 Meals are being provided by Apetito.
- 1.9 The remaining staff, i.e. those with a Day Centre contract, have not been given notice of redundancy and are continuing as normal until the re-provision of day services is complete. They have been told that if the provision is moved as a block to an external organisation, they will be TUPE transferred to the new provider; if not, they will be given notice and could potentially be made redundant or redeployed in other services in KCC.
- 1.10 Since the decision in March 2016, the Social Care, Health and Wellbeing Strategic Commissioning Unit has undertaken significant market scoping and shaping of the external dementia day care providers in Maidstone in order to ensure that the service can be adequately re-provided. Feedback from a provider engagement event in June 2016 identified that providers would be likely to work in collaboration as part of a consortium or alliance rather than taking on a block contract as a single provider. The cost of TUPE and pensions were cited as the primary reason for this.
- 1.11 Two informal meetings with families and carers of individuals who attend the dementia day care were hosted at the Dorothy Lucy Centre in August 2016. The purpose was to understand what was most important to them about the new service. Ten family members/ carers of individuals who currently attend the Dorothy Lucy Dementia Day Care attended the sessions. The feedback indicated that by far the most important factor for dementia re-provision is the issue of transport, and for the day centre to be reasonably local to where people live.

- 1.12 Given that the market has grown significantly since the decision was taken, and in light of feedback from family members / carers, additional work has been undertaken to determine if a block contract is still the best option for the re-commissioning of dementia day services at Dorothy Lucy Centre. This includes:
- Scoping of transport implications for the new services
 - Needs analysis of current individuals attending the service
 - Reassessment of procurement options

2. The Market

- 2.1 As the number of people with dementia continues to grow, it is important that the dementia day care market grows to accommodate not only the people who currently attend the Dorothy Lucy Centre, but also the predicted future increase in numbers.
- 2.2 In the report presented to Cabinet Committee in March 2016, the identified opportunities to re-provide the dementia day service through existing external providers was limited in scope and capacity. Following scoping and engagement activities, up to eight providers have expressed a serious interest to provide the service in Maidstone, although some have indicated they would not pursue a block contract approach. The providers we have been in discussions with include:
- Age UK Maidstone
 - Alzheimer's & Dementia Support Services
 - Alzheimer's Society - Kent & Medway
 - Brighter Kind Day Centre at Sutton Valence
 - Heart of Kent Hospice
 - Medway Community Healthcare
 - Riverside Active Lives Network
 - The Garden of England Homecare

3. Transport

- 3.1 With consideration to the fact that distance and length of travel is a critical factor for families and carers of those who currently attend the Dorothy Lucy Centre dementia day care, a map of where people live in correlation to the Dorothy Lucy Centre and the potential providers with current suitable premises in Maidstone is attached as Appendix 1.
- 3.2 The majority of people attending the service are transported via volunteer drivers or taxis, with a small number being transported by family.
- 3.3 Transport will continue to be provided to the new dementia day services.

4. Needs Analysis

- 4.1 The Dorothy Lucy Dementia Day Centre provides specialist day care for individuals at the mid to late stage of dementia.

- 4.2 A significant number of people attending the service have a high level of need, including a number of people who are wheelchair users and need hoisting, some cannot weight bear and need support with walking or feeding, or present with challenging behaviour, including some who walk with purpose (wander).
- 4.3 The Dorothy Lucy Dementia Day Centre currently supports 31 individuals with 77 day care places per week.
- 4.4 A number of the dementia day care users attend on more than one day (based on registers provided by the Day Centre).
- 4.5 Providers have been asked to identify the type, level of needs and capacity that they can support in the day centre. This will be cross referenced with the needs of people attending the Dorothy Lucy to ensure that providers are able to meet individual's needs.

5. Commissioning Requirements

- 5.1 Dementia day care must be re-provided for the 31 individuals who currently attend the Dorothy Lucy Centre, at sufficient capacity and quality.
- 5.2 Travel to continue to be supplied as it is currently, via accessible minibus, volunteer drivers or paid taxis.
- 5.3 Meals, appropriate to the dietary needs of the individuals, to continue to be provided as part of the day service.
- 5.4 Every effort must be made to ensure that day care is found close to home, that friendship groups are sustained and that as far as is possible, the same days of the week are offered.
- 5.5 Day activities must be varied and stimulating, and support people to maximise their independence, as far as possible.
- 5.6 Adequate transition period must be provided to allow the individuals to visit the premises and staff of the new provider(s), and have a review of their assessed needs with their choice of provider.
- 5.7 Dorothy Lucy Centre dementia day provision will continue until alternative provision is available for the current service users or until March 2017.
- 5.8 There will be no change to the financial contribution for individuals as a result of these changes, unless following reassessment, a change of needs is identified.
- 5.9 Case Managers to help individuals and their families to make contact with or visit the new dementia day care providers, to support selection of their preferred provider.

6. Proposed Re-Provision Models

- 6.1 A range of options were initially considered to re-provide the dementia day services. These included the use of a block contract, and using the existing provision. At the time, with consideration to the limited options in Maidstone, block contract was the preferred option. However, given the development of the market, the recommendation is that the service is re-provided through the existing provision. This option will provide greater choice to individuals, who will be able to visit a range of day services and make a decision about which one best meets their needs. For some people this will enable them to attend services closer to home.
- 6.2 Further, given market feedback, it is likely that any block contract would be taken on by a partnership or consortia of providers. Re-providing through the existing market would avoid unnecessary anxiety for individuals and their families, waiting for the results of a procurement process.
- 6.3 A full options appraisal of these two options is included in Appendix 2.

7. Financial Implications

- 7.1 The original costings for re-provision of dementia day care were based on the Cost Setting Guidance rate of £35.43. This is significantly lower than the going market rate for dementia day care (Min £43 per day, Max. £100 per day). The actual costs will be unknown until such time as the service is re-provided. It is likely to be less through existing external re-provision approach than for a block contract as staff TUPE will not apply.
- 7.2 The assumption in the Medium Term Financial Plan is that the re-provision of dementia day care would cost £170.1k per annum; therefore any re-provision which exceeds this value would put further pressure on the KCC budget and will have to be offset by further savings elsewhere.

8. HR Implications

- 8.1 As part of Dorothy Lucy Centre closure, the staff were consulted in May 2016 on the proposals for the future of the service. Staff who were identified as working in the Day Centre (as opposed to the residential unit) were told that if the provision is moved as a block to an external organisation, they will be TUPE transferred to the new provider; if not, they will be given notice and made redundant.
- 8.2 As we are proposing to not have a block contract, staff will have a further briefing to update them on the original consultation, and to pass on the decisions in terms of the future provision of the dementia day service, and the next steps.
- 8.3 Staff will be supported to find suitable alternative employment through the re-deployment process.

8.4 The current permanent staff at the Dorothy Lucy Dementia Day Care Centre include:

- 5 Care Workers (3.34 FTE)
- 1 Team Leader (1 FTE)
- 1 Senior Admin Assistant (0.22 FTE)

8.5 Staff will be entitled to up to 12 weeks' notice redundancy notice.

8.6 A block contract will require staff to be TUPE transferred to the new provider. TUPE transfers can be quite complex, as staff will transfer over to the new employer on the same terms and conditions as their current KCC contract. Comprehensive work will need to be carried out once a provider is identified to ensure due diligence; and staffing data must be provided to the new employer at least 28 days before the date of transfer.

9. Transition Plan

9.1 The table below sets out the recommended timeframe for the transition

30 September 2016	Staff briefing – to update on the original consultation, and the future provision of the service
30 September 2016	Letters to individuals, families and carers to update and inform them of change in approach to re-provide the service, i.e. through existing provision rather than a block contract
Mid October 2016	Begin re-assessment of individuals attending the day centre to ensure that their care and support plans are up to date
November 2016	Invite providers into the centre to meet with individuals and their families
December 2016	Taster days for individuals to visit centres begin
6 January 2017	Staff given formal notice (12 weeks' notice)
January – March 2017	Individuals' transition to the new providers begin
31 March 2017	Dorothy Lucy Centre closes

10. Recommendation

10.1 Recommendation: The Adult Social Care and Health Cabinet Committee is asked to **NOTE** and **COMMENT ON** the proposal to re-provide the dementia day care through existing external provision, rather than a block contract, from April 2017.

11. Background Documents

None

12. Contact details

Lead Officer

Christy Holden
Head of Commissioning - Accommodation Solutions
Christy.holden@kent.gov.uk
03000 415356

Samantha Sheppard
Commissioning Manager – Community Support
samantha.sheppard@kent.gov.uk
03000 415488

Lead Director

Mark Lobban
Director of Commissioning
03000 415393
Mark.lobban@kent.gov.uk