

**Review of Residential Care Homes  
and Day Services for Older People**

INDEPENDENT REPORT FOR RHONDDA CYNON TAF  
COUNTY BOROUGH COUNCIL

**Practice Solutions Ltd**

Authors:  
Geoff Sherlock, Leigh Thorne  
& Steve Milsom

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## Introduction

1. Rhondda Cynon Taf County Borough Council (the Council) commissioned Practice Solutions Ltd. to undertake an independent review into residential care homes and day services for older people. The review was undertaken between January and March 2018. This report provides the overview and summary of findings which will need to be read in conjunction with the Visit Reports. The review involved an initial stage of research, followed by field work, which involved visiting all the Care Homes and Day Services managed by the Council. The findings, information and evidence gathered from data collected was then analysed to develop the report for presentation to the Council.
2. The expectations of legislation, regulators, society and most importantly service users themselves, as to what is demanded from residential care and day care has changed over the last decade and will continue to develop further in the next few years to come, as demographic changes have a significant impact on service demand. Accommodation together with high quality care and support must meet higher standards and offer dignity and privacy including en-suite facilities that we all expect in our lives now. Also, the experience of life in a home or day service must be shaped to support well-being and people's preferred outcomes, as well as engaging them in more choice and control. All of this must be achieved against the backdrop of the current financial pressures faced by all Councils and the consequential pressures on existing and new services.
3. In determining its strategy and policies to address these opportunities and challenges, the Council has agreed an Extra Care Housing Strategy and decided to review its residential and day services to examine the options to best meet the needs and well-being of its older population now and in the future. In particular the development of Extra Care provision is an important driver for change. This Report provides an independent view of the existing delivery of residential and day services and provides a range of options for future service provision. The purpose and methodology for the Review is set out at Annex 1. The reports on visits to care homes and day services and from a workshop with internal stakeholders are in a separate document.
4. The Councils' strategy for the development of Extra Care Housing in Rhondda Cynon Taf states:  
  
"In recent years Rhondda Cynon Taf has seen a change in the needs and aspirations of people as they get older. It is estimated that by 2025, 21% of Rhondda Cynon Taf's population will be over 65, and it is unlikely that future generations will wish to move into traditional residential care or current specialist housing support services having been more mobile, both in terms of employment and accommodation. As the numbers of older people increase the housing market and care and support services need to adapt to what people want."
5. The clear direction of travel outlined in this strategy is to provide modern community based alternatives to institutional provision moving towards a model of service based around people maintaining independence and choice in how they live their lives. It is beyond doubt that the current Care Homes operated by the Council will require significant investment to meet

modern norms. As the new regulatory standards, which demand even higher levels of support for wellbeing and personal independence, are being introduced, they will continue to become unsatisfactory as a model of service delivery. The fact that the Homes have significant numbers of vacancies suggests that people are already choosing alternatives to the existing Homes. Despite the best efforts of staff, the configuration of the buildings will frustrate their desire to provide an acceptable environment in which to support the residents. For these reasons we would recommend support, as outlined in Option 2 at the end of this document, for a transition to more community-based models of service delivery.

6. In terms of the existing day services we have seen a variety of approaches from the more traditional “Luncheon club” type approach in some of the services and examples of a more progressive reablement type approach in others. What is clear is that, in the majority of cases, numbers of attendees are well below the current capacity and is an indication that people are choosing alternative forms of support. As the Extra Care strategy is developed and implemented there will be opportunities for more intensive forms of support to be developed within them and, for those people with lower levels of need, a less “Buildings based” model of support around existing community facilities can be developed. The use of Direct Payments is a useful area to consider as it allows people to design and commission their own support systems that are specifically tailored to their own needs. We would recommend that the future of day support is developed alongside the implementation of the Extra Care Strategy as is outlined in Option 2 of the Day Services section of this report.

## Background and Context

7. The context for this report is the development of the Councils Extra Care Housing Strategy and Adult Services Accommodation Strategy and their effective implementation. These Strategies provide a fundamental response to re-configure services to meet new legislative requirements, provide sustainable and cost-effective services and improve the well-being and quality of service response for the local population.
8. The wider context is the growing proportion of older people with one in five of the population in Wales now aged 65 and over. The Welsh Government (2017) has estimated that in the next 10 years the number of people over 85 will increase by 119%. To address these pressures in a sustainable manner, the new legislative context makes clear that models of service delivery will need to change and different outcomes achieved.
9. The policy context to these changes is largely because of new legislation (the SSWB Act 2014 and R&I Act 2016) that commenced implementation from April 2016 and that will have an introductory period up to April 2019 at least. This legislation requires that those exercising functions under the 2014 Act must “empower people to contribute to achieving their own well-being with the appropriate level of support and service”. This new approach to well-being is a fundamental change to the expectations made of local authorities and whilst a new National Framework describing the national well-being outcomes in relation to all areas of an individual’s life has been published, this all presents a significant change of culture and practice for social workers that are likely to take several years to fully implement. *The concept of well-being and the potential benefits arising do of course apply just as much to an old person in a care home as they do to anyone receiving care or support in a day centre or community setting.*
10. A new Inspection Framework for Older People is now being used by Care Inspectorate Wales (CIW) which provides a clearer focus on personal outcomes for the individual covering Well-being, Quality of Care and Support, leadership and management and environment. The CIW Inspection Framework has recently been significantly revised and gives human rights and quality of life a central position. They have (2017) published new guidance about their commitment to promote and uphold the human rights of people who use care and support services and which outlines what CIW expect and what is not acceptable for people who use care and support services. All of this directly relates to the review of in-house residential and day services care by the Council.
11. The Dementia Action Plan for Wales was published by Welsh Government in January 2018. The Action Plan gives strong emphasis to living with dementia in the community and creating dementia friendly communities and improving joint working between health and social services. The need to address the needs of people with dementia in care homes is also a clear objective for the Action Plan.
12. In her report (November 2014) on the Quality of Life and Care in Care Homes in Wales, the Commissioner for Older People in Wales made a recommendation for a single outcomes framework of quality of life, and care, to be developed for use by all bodies involved in the

provision, commissioning, regulation and inspection of care homes. It is recommended that the framework must include references to the following:

- 1) Independence
- 2) Control over daily life
- 3) Rights, relationships and positive interactions
- 4) Ambitions (to fulfil, maintain, learn and improve skills)
- 5) Health (to maintain and improve)
- 6) Safety and security (freedom from discrimination and harassment)
- 7) Dignity and respect
- 8) Protection from financial abuse
- 9) Receipt of high quality services

13. On 23 February 2018, the Commissioner for Older People published her follow up Impact and Analysis Report to her 2014 Care Home Review which found that too many older people living in care homes in Wales have an unacceptable quality of life. The headline for the 2018 Report that received extensive media coverage was that “The Welsh Government has failed to take the action it promised in a number of key areas to drive up the quality of life of older people living in care homes in Wales” Also it says that whilst there had been progress, Councils and Health Boards needed to do much more to improve the lives of care home residents.

“Health Boards and Local Authorities have made some positive progress and as a result of my Review are now delivering a wide range of activity focused on improving the quality of life of older people living in care homes, but more needs to be done and the pace of change must increase significantly to deliver the best possible outcomes for care home residents.”

14. These reports from the Commissioner for Older People provide an important benchmark for this Review as it relates to Council run Care Homes and whether they are likely to be sustainable in meeting the requirements that have been set out, not just now but over the coming years.

## Residential Care Homes

15. In the County Borough there are 11 Council run Care homes providing approximately 320 beds and 24 privately run care homes providing approximately 1040 beds. The Council run homes were nearly all built 30-40 years ago at a time when the standards and expectations required were considerably different than they are today. What can be achieved in terms of wellbeing and personal dignity within the existing Homes is limited by the out-dated and inadequate standards of the accommodation.
16. The Council has established annual targets to support more people over 65 in the community (see Directors Annual Report). Provision of Extra Care facilities by the Council has also recently commenced at Llantrisant and is planned for Maesyffynnon, Pontypridd, Treorchy, Porth and Mountain Ash.
17. This is part of a significant change to the model of service delivery within adult services in the County Borough and whilst in 2015-16 achievement was slightly behind target, the direction of service change for 2016-17 is certainly in the right direction as illustrated by this trend analysis for numbers in care homes over the last 2 years:

	No of People Supported in Residential Care	No of People Supported in Nursing Care	Total Number of People Supported
2017 Council Homes	265	-	265
2016 Council Homes	288	-	288
<b>% change</b>	<b>-8%</b>	-	<b>-8%</b>
2017 Total All Homes	822	513	1335
2016 Total All Homes	973	596	1569
<b>% change</b>	<b>-18%</b>	<b>-14%</b>	<b>-15%</b>

18. The Cwm Taf Market Position Statement (MPS) (21 November 2017) for Care Homes is a comprehensive document that provides a good starting point for planning future provision of Care Homes in the partnership area. The MPS does not describe the current provision of care homes in the area in detail but we know that CIW have identified that in RCT a higher proportion of older people are placed in care homes than elsewhere in Wales.
19. A detailed analysis of the care home market has been undertaken across Cwm Taf by the Councils and Health Board. A summary of findings and future requirements say that:
  - “The care home market is not currently able to meet demand reliably, specifically for nursing and dementia care beds.
  - Recruitment and retention for registered nurses is a shared challenge across the region

- In the context of a new service model, we do not expect the care home sector to grow significantly over the next 10 years, although we want to ensure that we can meet more complex needs for nursing and dementia care in high quality facilities.”
- The Cwm Taf Population Needs Assessment includes a detailed picture in respect of older people and relevant to the remit of this Review suggests:

*“As the population of older people increases in the future, a wider range of extra care housing options will be needed. This could include smaller, energy efficient homes, retirement complexes, sheltered accommodation, and care homes for older people to live independently in environments that support well-being. It is important that communities become more ‘age-friendly’, so that older people can feel included and live independently for as long as possible”.*



## Summary of Findings from Visits to the Council's In-House Care Homes

20. Visits were made to each of the 11 Council run care homes by 2 Associates (Reviewers) from Practice Solutions Ltd.

21. The general themes emerging from the visits were:

- The homes provided a warm, friendly and caring environment for residents with a staff group who were evidently committed to providing a good quality of care and support to residents. There were numerous examples seen of person centred care where residents were being supported to achieve and maintain as much independence and choice as possible within the current environment.
- In some homes there were excellent examples of additional effort being made to improve the quality of life of residents. This was particularly noticeable where the managers and staff had completed the "Butterfly" approach dementia training and had been able to implement new ideas and methods to ensuring those residents who have dementia experience a fulfilled and stimulating life.
- Some homes had been innovative in how activities and events are organised and delivered, and this was evident in the photographic and anecdotal evidence seen in the homes. The reviewers saw how this had enhanced the residents' lives including in one area regular sharing of ideas and practice with other private and council run homes. Where resources had not allowed activities to be planned and co-ordinated regularly and organised as an integral part of the care delivery the quality of life experiences for residents were limited.
- There is only one Home (Dan Y Mynydd) which has any rooms (4) with en-suite facilities. Most residents were only able to use hand basins in their rooms with communal toilets and bathrooms, they could have commodes at night on request. Were these homes to be built today they would fail to meet current regulatory requirements. They will only be able to remain registered as they were built prior to the current regulations being put in place. What is clear is that in their current configuration all 11 Homes will not meet the current requirements for wellbeing and personal dignity of residents.
- What is generally achieved in the homes is limited by the age of the building, size of rooms and lack of available facilities within the existing buildings which nearly all were built over 30 to 40 years ago. By comparison, under the new legislative requirements and looking ahead, the homes do not provide an environment conducive to meeting the higher expectations in respect of well-being and personal outcomes required. It is difficult, given the layout of most of the buildings, to envisage the possibility of cost-viable adaptation achieving what is expected going forward. However, a detailed home by home survey would be required to assess this fully.
- The number of people being supported within the Council's own Care Homes is reducing and many of the Homes are operating with significant numbers of vacancies. Several of the Homes managers were of the view that this is because more people are being

supported within their own homes and that this is a trend that will continue with the development of extra care housing.

- Whilst no assessments were undertaken, we observed and talked to a number of residents who appeared to have a significant level of mobility, cognitive function and independence which would suggest perhaps a less institutionalised form of support, such as extra care housing, may be a more appropriate and less institutional model of support.

## Conclusions

22. The key issues that can be identified from this Review in respect of Council run Care Homes are:

- A changing expectation in society generally as well as through policy, legislation and regulations about the need for higher standards and quality of care and life in residential and day services where more modern, joined up and individually tailored solutions are required. The current provision of Council care homes and day services in RCT does not appear to meet these ambitions sufficiently now and certainly not for the future
- The Social Services and Well-being Act 2014 set down a range of new legislative requirements for the Council regarding people who use services. There is particular emphasis on people's well-being, achieving personal outcomes, availability of advocacy, co-produced, person centred and strength-based approaches to care. These all have significant implications for the shape of services in the future and the environments in which they are provided.
- The recent Commissioner for Older People Report makes a clear call for Councils and Health Boards to do more to ensure that care homes are fit for current and future demands and the expectations of people who are more informed about their rights and choices, the challenge will be to provide a good quality of life and high standards of care that encourage people to remain as independent as possible for as long as possible.
- Whilst the quality of care provided is not questioned, there is a clear and obvious deficit against the Commissioner's benchmarks because of the out-dated accommodation currently in use. The telling example of this is the lack of availability of en-suite facilities in all rooms which ensures that people in all circumstances are able to have their privacy and dignity ensured. Communal bathrooms are outdated and not acceptable in modern Care Homes and do not ensure that people, often with challenging personal needs, have their privacy and dignity protected.
- The Council have already secured a Market Position Statement for Care Homes as part of the Cwm Taf Partnership arrangements. This alongside the Population Needs Analysis provides an invaluable starting point in assessing future demand and supply of care homes and Day service opportunities. This process of analysis of future market requirements will need to be an essential and on-going process.
- The Council's strategy and plans for Extra Care provision are well-founded in good practice and "future-proofing" and will address many of the operational deficits including high unit costs and low occupancy rates in their in-house homes.

- Whilst there is currently capacity in private sector care homes in RCT, there is also a need for greater transparency about future plans of private care homes in RCT. This could be an essential element in taking forward the Council's strategy following this Review. Partnership working, business development and a Providers Forum will all be important mechanisms to help build joint understanding and confidence in the chosen direction of travel. However, given the sensitivities and business confidentialities involved, a discreet piece of work with private care home providers to gather more in-depth information is recommended about future viability, incentives and barriers to development and plans for the future. This would need to be undertaken on an in-confidence basis and reported anonymously to protect the business interests of individual care home owners. Transparency about undertaking such a review more generally would also be important but it would be advantageous to have this intelligence to take forward the outcomes of the Review.
- A Workshop with a sample of Council Managers and Practitioners supported the general conclusions from this Review and emphasised the need for more to be done - in achieving a person-centred approach, improve quality of life in care homes through meaningful activities, achieve greater positive risk taking across all services, to improve and provide more modern facilities in care homes and for more extra care to be provided on an integrated health and social care basis.
- The Review has researched guidelines and best practice in relation to transformation of residential and day centre social care provision highlighting some key principles and approaches that from direct experience across the UK have been shown to be important. It is recommended that the Council make full use of this evidenced based advice in shaping and planning the implementation of any changes agreed in their provision of these services.

## Options – Residential Care Homes

23. This section outlines the option proposals for the provision of residential care services by the Council.

### **Option 1: Continue existing arrangements – Do Nothing**

#### **RESIDENTIAL CARE OUTCOMES**

##### **Outcomes**

- Meeting published ambitions for high quality, outcome focussed and strength- based services will not be possible
- Limited and decreasing compliance with legislative requirements in that the existing buildings do not have the en-suite facilities to meet current legislative requirements
- The existing service will be unable to meet the requirements for dignity and wellbeing of service users
- Escalating capital and running costs over time and even poorer viability
- Initial stability for residents but increasingly unacceptable environment and quality of life
- Uncertainty for staff and becoming more difficult to provide high quality care

##### **Risks**

#### **The following are risks that may happen if this option is pursued:**

- Failure to meet strategic aims for service improvement
- Levels of occupancy will continue to fall as people and their family’s look for facilities which are more community based and enable people to be supported in their own homes for longer.
- Strong potential for exposure to CIW enforcement action on failure to meet statutory requirements
- Needs levels of residents will increase and the quality of life experienced by service users will deteriorate
- Staff decide to look for alternative roles as environment not meeting residents needs or their professional expectations

**This option is not recommended**

## **Option 2: Phased decommissioning of the Council's care homes as part of planned programme of transformation in line with the implementation of the Council's extra care development programme and Cwm Taf care home market position**

### **Outcomes**

- The full range of accommodation with care from sheltered and extra care to provision of more complex day and residential social care support including dementia can be integrated and co-ordinated and be actively managed with partners
- The Council could invest in new extra care capacity before all existing capacity is closed, which would achieve effective transition and enable cohesion with a planned system-wide approach to change including alternative community-based models.
- Resources required would be known and could be budgeted for and an evidenced rationale developed for home by home decisions and prioritisation could be achieved.
- Staff could be enabled to develop and change roles and develop new skills and methods of working to meet the new service requirements including the standard of care co-ordination required under the Social Services and Wellbeing Act.
- Workforce issues can be resolved and negotiated with the Trades Unions in a planned and timely manner to meet the requirements of the transition process and ensure staff confidence is maintained
- People would experience an improved quality of care and support, quality of life and would be better able to achieve their personal outcomes and remain as independent as possible
- People's dignity and well-being would be ensured through the provision of a range of options which provide for choice and independence.

### **Risks**

**These are risks that need to be taken into account in considering this option and mitigating action taken:**

- Impact of wider policy developments out of Council's direct control e.g. emerging models of care from Parliamentary Review, recommendations from enquiry into costs of an ageing population
- Communicating effectively an evidence base to support Council decisions to ensure stakeholder groups understand the reasons behind the re-provisioning and its benefits.
- Potential for challenge if the process is not undertaken in line with legal requirements
- Agreeing and sticking to a realistic timescale and not extending any transition process unnecessarily.
- Ensuring the outcomes, needs and safety of residents impacted is fully resourced and prioritised
- Availability of trained and skilled advocacy for residents who have no family or friends to speak for them

**Option 2 is recommended as basis for further analysis and planning**

## **Dementia Care**

The following recommendations are made to address the projected future increased demand in the numbers of people with Dementia in the Council's area:

- The Dementia Action Plan for Wales should be implemented effectively by the Council in tandem with its partners. The need for residential and nursing care for people living with dementia should be planned and commissioned jointly in partnership with the Local Health Board.
- Dementia Supportive Communities should be introduced across the Council's area that includes early intervention and diagnosis responses and provides a range of community-based services including day services for people in the early stages of the condition.
- The capacity in extra care and residential care provided by all parts of the sector should be sufficient to meet increasing projected demand and in appropriate locations. It should provide care and support that increases as the individual's needs change. Transition to Nursing Care when needed must be handled effectively and safely.
- Extra Care and Residential Care whoever provides should take a person-centred approach and embrace the Dementia Care Matters "Butterfly" model that has already been commenced in some Council run homes. Quality of Life should be a priority for people with Dementia as much as any other resident or client.
- There will need to be sufficient incentives for the private sector to invest in additional capacity for dementia and any barriers to growing the numbers of beds addressed.
- Quality of Life and Person-Centred Care for people living in care homes with dementia should be prioritised and resourced to build on the progress made to date
- The Council's Commissioning Strategy for Care Homes and Action Plan for its Market Position Statement should be supported by the resources to implement effectively.

## Day Services

24. In respect of Day Services, these have for many years provided a traditional form of support for older people to remain independent in their own homes. There are 4 Core Day Services plus a day centre at Ferndale House located in the Council area that provide assessed care and support.
25. The core day services were predominantly built in the 1980's and 1990's and the Council believe have been maintained to a good standard of repair. Bronllwyn and Ferndale House operate from dedicated spaces in residential care home settings and another from a dedicated centre within Council office accommodation (Trecynon). The core day services offer similar facilities which include wheel chair access bathroom and washing and bathing facilities, on site kitchen and cooking space, on site outdoor space and parking for transport on site. In the main, each core day centre has just one larger communal room and a smaller meeting room, leading to limitations with activity options. Programmed activities tend to take place in the larger room, with smaller meeting room set aside for quieter activities and watching TV.
26. Council figures show that the average number of people registered at the core day services has fallen significantly over the past 5 years – see table below - from an average of 494 (in 2011/12) to an average of just 265 (in 2016/17 - April to July); a fall of some 46%. The average daily attendance was 56 people at September 2016 or 50.5% of capacity for all the core day services. The age and original design of existing day centre buildings means they do not all offer a suitable environment in which to provide a modern service and the current network of day services provide an uneven distribution across the County.

Day Centres	Number of people registered (19/10/16)	Pre-2nd September 2016			Post-2nd September 2016		
		Maximum number of available places	Average daily attendance	Average daily occupancy	Maximum number of available places	Average daily attendance	Average daily occupancy
Bronllwyn	40	25	11	44.0%	25	11	44.0%
Tonyrefail	50	25	15	60.0%	25	15	60.0%
Riverside	54	25	12	48.0%	25	12	48.0%
Trecynon	54	25	14	56.0%	25	13	52.0%
Ferndale House	17	11	6	54.5%	11	5	45.5%
Abercynon	0	25	12	48.0%			
<b>Total</b>	<b>215</b>	<b>136</b>	<b>70</b>	<b>51.5%</b>	<b>111</b>	<b>56</b>	<b>50.5%</b>

## Visits to Day Services

27. Visits were made to each of the Council run Day Services by 2 Associates from Practice Solutions Ltd. The purpose of the review visit was explained and the Manager interviewed in each case and an accompanied tour undertaken. Visit Reports are contained in a separate document that should be read with this report.

- Council figures show that around 40% of the older people currently attending core day services have low to moderate needs and the remaining 60% moderate to high needs. During visits we were informed that some of these services were supporting some people who have a very high level of need which included the use of hoists for assisted bathing.
- The day services provided at the stand-alone services appeared to be much more comprehensive and the services are open to adults of any age. Among the attendees there are people who have experienced brain injuries and a wide range of needs requiring support.
- Some good practice was identified which provides a more reablement type approach which could be further developed to support people at home who would otherwise go in to residential care. As extra care is developed it could provide the model for support in those settings, particularly if linked with both community health services and providing support for hospital discharges. An increased focus on reablement and intermediate care services is recommended in the emerging Extra Care facilities or day centre/community amenities according to local circumstances.
- They provide invaluable care and support to local residents who had high care and support needs and, in some cases, a low level of dementia. This undoubtedly kept the individuals independent living in their own homes and provided respite and employment opportunities for family carers. They also achieved preventative outcomes and staff were of the view that they help to reduce hospital admissions and re-admissions.
- Whilst the Day Services were regarded as a preventative/respite service they are not open to the community generally and are accessed only by assessed clients. The Services are not used at the weekends although there appeared to potential to do so.

## Conclusions

28. The key issues that can be identified from this Review in respect of Council run Day Services are:

- The data from Public Health Wales would suggest that a range of prevalent adverse factors in RCT are likely to mean additional pressures on social services and an on-going need for provision to deal with complex care needs in old age both in day services and accommodation with care. The importance of effective early intervention and prevention choices is an essential strategic requirement to keep people independent in their own homes as long as possible. The availability of preventative services and community-based support services as well as Extra Care for older people will be an essential element in future models of service delivery.



- The Core Day Services offer valuable care and support but mostly to a limited range of people assessed by panel as having more substantial needs. The Good practice model identified offers potential for replication across the County. In the context of providing a broader early intervention and prevention service, this is an area to examine closely.
- The Visits made to Day Services provides strong support to deliver a greater need for flexible, more inclusive provision and more efficient means of delivering services in the community for eligible service users and carers. It has also provided the opportunity to determine tiers of support and services required to meet the range of older people's needs, with an explicit requirement to build on partnerships with universal services, health and the voluntary sector. The overall aim and approach is to deliver more holistic services with a commitment to outcomes focused on rehabilitation, promoting independence and choice, all ingrained in service design and delivery, whilst recognising the financial challenges faced by local authorities.
- The rationale for a tiered service model would appear to us to be a sensible and measured approach that should be considered for implementation.

## Options – Day Services

### Option 1: Status Quo - doing nothing

#### Outcomes

- The care and support are valuable but continues to address the needs of only a small number of people who have been assessed by the panel as needing this provision.
- A lack of consistency will continue to exist when comparing services attached to care homes to the “good practice” model identified
- The public health and general well-being of the population will not improve or meet the expectations of new legislation.
- Duties in respect of early intervention and prevention will not meet statutory requirements or be integrated with developing community- based services

#### Risks

**The following are risks that may happen if this option is pursued:**

- Continued under use of “traditional” day services will impact on costs and viability for Council
- Service users will see a deterioration in the quality and range of services and their needs will increase, requiring more expensive service responses
- Staff will be impacted by a continued small number of people using day services and without a clear plan for the future look for alternative roles.

**This option is not recommended**

### Option 2: Phased decommissioning of the Council's day services as part of planned programme of transformation in line new service strategy

#### Outcomes

- The less well-used and more traditional day services would be re-provisioned with more suitable services that will better meet the care and support needs of individuals
- The transition to the new arrangements would be planned and co-ordinated to provide continuity of care and minimise disruption
- The good practice identified would be available across the County ensuring a stronger and more consistent service is provided with a wider remit that is more in line with statutory requirements on promoting well-being, early intervention and prevention. Opportunities to integrate with Primary Care delivery could be developed.
- The outcome for services users would be an improved, co-ordinated and integrated response to their care and support needs.

## Risks

**These are risks that need to be taken into account in considering this option and mitigating action taken:**

- A clear strategy and implementation plan would be required to make this option a reality
- The cost implications of the re-provisioning of these services would need to be drawn up and budgeted for.
- The continuity of care for all individuals receiving services including some with higher level needs.
- The workforce implications would need to be negotiated and agreed as identified for, and in tandem with those for care homes

**Option 2 is recommended as basis for further analysis and planning**

## Annex 1

### Review Purpose and Methodology

The following was agreed with the Council as a basis for undertaking this Review

#### Purpose

To undertake a review of existing residential care home and day centers/service provision for older people in order to determine future opportunities for service delivery in line with the council's strategy for accommodation for older people and make recommendations for future provision options, based on an evaluation of existing patterns of use and relevant benchmarks, recognising the changing demographics and implications of an ageing population.

This would include a comprehensive review and options appraisal of the councils and 11 older people's residential care homes and 4 older people day services to understand the provision of these homes/centers in the wider adult social care market within the context of the wider strategic shift to deliver services in the community and to enable people to live in their own homes for as long as possible.

#### Methodology

Suggested approach to the residential care home and day centre/care review for older people to involve the following stages:

- Familiarisation with the relevant existing documents provided by the council, including strategy papers and committee reports
- Reviewing best practice guidelines from government, national and local organisations based on research and policy and benchmarking
- Appraisal of policy and legal requirements to be embedded into service design and delivery of services in adult social care
- Setting the geographical and demographic basis for analysing provision and demand
- Analysing provision and demographic data to consider the current and forecast demand for places in residential care, nursing care; EMI/dementia care and day centre/care services across the County Borough
- Reviewing market position statement and/or meeting the providers of residential; nursing care and EMI/dementia care in the county to reach an understanding of their existing provision and aspirations for future provision/service developments
- Studying the existing provision of registered care homes and day services for older people in the county borough based on for example activities, attendance, facilities, budget, and resources.
- Addressing the impact, the physical environment can have upon the quality of care they can be achieved within the in-house care homes in the light of new CIW regulation and inspection framework and the cost implications
- Visiting the councils 11 residential care homes and 4-day services for older people and, where applicable reviewing information provided by the council, to establish their

suitability for meeting forecast changes in demand and the potential for adaption, modernisation or redevelopment of these care homes and day services

- Engagement with existing eligible service users, staff, carers, operational leaves and focus groups

## **Outputs**

Compiling to overarching report (separate sections for residential care and another for day care services) to summarise the findings of the review work and provide options for the council to meet both the current and forecast demand from older people with care needs through registered care home settings and day centre/services provision. These reports will be supported by an options appraisal and an assessment for in-house residential care homes and day services for older people

## Annex 2

### Council Care Homes in the Borough

Residential Home	Registered for
Parc Newydd New Park Talbot Green CF72 8RB Tel: 01443 237848	<ul style="list-style-type: none"> <li>• 36 People</li> <li>• Max 6 aged 65+ with a dementia</li> <li>• Max 3 aged 65+ with a functional mental illness</li> <li>• 1 aged 18-64 for a person with a Learning disability requiring p/c</li> <li>• 1 aged 50+ for 6 weeks respite</li> </ul>
Pentre House Pentre Road Pentre CF41 4LD Tel: 01443 441929	<ul style="list-style-type: none"> <li>• 29 persons aged 50+</li> </ul>
Tegfan Llewellyn Street Trecynon Aberdare CF44 8HU Tel: 01685 878485	<ul style="list-style-type: none"> <li>• 46 People in two units</li> <li>• Dementia unit 15 people aged 60+ 31 people aged 50+ (2 with functional mental illness)</li> </ul> <p>Includes co-located Day Centre</p>
Troed Y Rhiw Troed Y Rhiw Road Mountain Ash CF45 4LD Tel: 01443 473520	<ul style="list-style-type: none"> <li>• 24 People aged 65+</li> <li>• 8 people with a diagnosis of dementia</li> </ul>
Ystrad Fechan Station Road Treorchy CF42 6HN Tel: 01443 773300	<ul style="list-style-type: none"> <li>• 24 Older people</li> <li>• 8 with a diagnosis of dementia (can have one person over age of 50 for respite on EF for a maximum of 6 wks)</li> </ul>
Bronllwyn Colwyn Road Gelli Pentre CF41 7NW Tel: 01443 435873	<ul style="list-style-type: none"> <li>• 11 permanent people over 65 includes 3 with a diagnosis of dementia</li> <li>• 1 Respite - individual over 50 for <u>respite purposes</u></li> </ul>

<p>Cae Glas Cardiff Road Hawthorn Pontypridd CF37 5AH Tel: 01443 841234</p>	<ul style="list-style-type: none"> <li>• 39 people aged 55+ with a diagnosis of dementia</li> </ul>
<p>Clydach Court Birthweunydd Road Trealaw Tonypany CF40 2UD Tel: 01443 433283</p>	<ul style="list-style-type: none"> <li>• 35 people with a diagnosis of dementia</li> <li>• 5 respite rooms</li> </ul>
<p>Dan Y Mynydd Bronwydd Avenue Porth CF39 9AQ Tel: 01443 685944</p>	<ul style="list-style-type: none"> <li>• 30 People aged 50+ a diagnosis of dementia</li> <li>• 1 person over 50</li> <li>• 1 respite room</li> </ul>
<p>Ferndale House Station Road Ferndale CF43 4ND Tel: 01443 730614</p>	<ul style="list-style-type: none"> <li>• 26 people including 10 people with a diagnosis of dementia</li> <li>• 1 respite room</li> </ul> <p>Includes Co-located Day Centre</p>
<p>Garth Olwg Main Road Church Village Pontypridd CF38 1BT Tel: 01443 203466</p>	<ul style="list-style-type: none"> <li>• 30 people aged 65+</li> <li>• 7 people with a diagnosis of dementia</li> <li>• 2 identified persons with a learning disability</li> <li>• 1 identified person with a functional mental health illness</li> <li>• 1 person aged 50+</li> </ul>

## Day Services

Place
Trecynon Day Centre, Principle offices, Llewellyn St. Trecynon, Aberdare, CF44 8HU
Pentre House, Pentre road, Pentre, CF41 4LD
Bronllwyn, Colwyn Rd, Gellie, Pentre, CF41 7NW
Parc Newydd New Park, Talbot Green, CF72 8RB
Tonyrefail Day Centre, School Street, Tonyrefail, CF39 8LE

## Annex 3

### Current number of placements and vacancy levels

RCT Private Home	Total Reg Beds	Total Useable Beds	CURRENT OCC	% OCC
Aberpennar Court Nursing Home (HC1)	49	47	43	91%
Cwmaman Care Centre	48	48	44	92%
Maesteg House Residential	11	11	9	82%
Meadowlands Care Centre (HC1)	47	46	42	91%
Oakwood Nursing Home	41	41	41	100%
The Beeches Care Home	45	45	44	98%
The Laurels Residential Home	18	18	17	94%
The Willows Care	46	46	45	98%
Ysguborwen House	86	78	67	86%
Glyncornel Nursing Home	17	17	16	94%
Mill View Care Home	37	26	26	100%
Taliesin Residential Home	18	18	15	83%
Ty Pentwyn	35	34	33	97%
Ty Porth	81	81	75	93%
Ty Ross	40	36	33	92%
Zoar Residential Home	30	30	23	77%
Aspen House Nursing Home	38	37	37	100%
Duffryn Ffrwdd Residential Home	96	90	80	89%
The Hollies	42	42	40	95%
Llantrisant Care Home	38	26	27	104%
Penrhos Residential Home	18	18	16	89%
Pontypridd Nursing Home	58	58	48	83%
Ty Eiren Care Centre (4 Seasons)	86	83	78	94%
Ty Gwynno Care Centre (4 Seasons)	46	46	46	100%
Ty Nant	31	19	19	100%
<b>Totals</b>	<b>1102</b>	<b>1041</b>	<b>964</b>	<b>93%</b>



<b>Local Authority Care Homes</b>	<b>Total Reg Beds</b>	<b>Total Useable Beds</b>	<b>CURRENT OCC</b>	<b>% OCC</b>
Bronllwyn	12	12	12	100%
Cae Glas	39	36	26	72%
Clydach court	35	35	31	89%
Dan Y Mynydd	30	30	24	80%
Ferndale House	26	26	23	88%
Garth Olwg	30	30	25	83%
Parc Newydd	32	32	29	91%
Pentre House	24	24	20	83%
Tegfan	46	46	40	87%
Troedyrhiw	26	24	17	71%
Ystrad Fechan	24	24	19	79%
<b>Totals</b>	<b>324</b>	<b>319</b>	<b>266</b>	<b>83.39%</b>

## Occupancy

24 Private Homes – 19 (79%) are 90% plus occupied except for 5 (21%):

- Maesteg House Residential
- Taliesin Residential Home
- Penrhos Residential Home
- Zoar Residential Home
- Pontypridd Nursing Home

The range of under-occupancy in these 5 Private Care Homes is from 77% to 89% with the average overall occupancy at 93%

11 Local Authority Care Homes – of which 2 (18%) are 90% plus occupied

- Bronllwyn
- Parc Newydd

The range of under-occupancy in 9 LA Care Homes is from 71% to 87% with the average occupancy at 83%

## Vacancies

Private Care Homes (24)

General Res	Res EMI	Nursing	Nur EMI
36	27	25	5

Total Vacancies = 93 i.e. average 4 per home

Waiting Lists in 12 of the 24 homes i.e. 50%

LA Care Homes (11)

General Res	Res EMI
24	27

Total Vacancies = 51 i.e. average = 4.6 per home. No waiting lists

Spreadsheets provided by the Council provide a breakdown by placement type.

## Annex 4

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