

## Additional Item

# Edinburgh Integration Joint Board

10.00 am, Tuesday, 28th February, 2023

Dean of Guild Court Room - City Chambers

## Additional Item

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Drumrae Care Home – Status Report – report by the Chief Officer, Edinburgh Integration Joint Board

## Contact

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## REPORT

### Drumbrae Care Home – Status Report

Edinburgh Integration Joint Board

28 February 2023

<b>Executive Summary</b>	The purpose of this report is to provide the Edinburgh Integration Joint Board with an update on the actions taken leading up to the closure of Drumbrae as a care home and the actions that have taken place post closure.
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<b>Recommendations</b>	It is recommended that the Edinburgh Integration Joint Board: <ol style="list-style-type: none"> <li>Note the briefing on the status of Drumbrae care home, the steps taken leading up to the closure of the facility as a care home and the actions that have been taken post closure.</li> </ol>
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### Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations	No direction required	✓
	Issue a direction to City of Edinburgh Council	
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council and NHS Lothian	

### Report Circulation

- This report has not been to any other Committee prior to submission to the Edinburgh Integration Joint Board (EIJB).

### Main Report

#### Background

- The EIJB bed-based review (BBR) has been progressing since 2020, with the main focus on the implementation of the approved activities identified as part of the Bed Based Care Strategy. A phased approach was adopted with phase one of the BBR concentrating on three main service areas:

- a. Intermediate Care
  - b. Hospital Based Complex Clinical Care (HBCCC)
  - c. Care Homes
3. These services were prioritised as they support flow from acute hospital sites, creating capacity and ensuring people are in the right setting to meet their needs.
4. The bed-based care strategy identified that Edinburgh needed more Intermediate Care capacity, less Hospital Based Complex Clinical Care (HBCCC) capacity and a new model of care within the internally managed care homes to meet demand for nursing and dementia care, specifically changing residential care capacity to nursing home capacity in the larger 60 bed care homes. The new configuration had to be delivered within the existing Council and NHS estate, optimising the use of buildings where possible and decommissioning buildings that were no longer fit for purpose.
5. This translated to:
  - a. An additional 5 Intermediate Care beds overall in this phase.
  - b. A reduction of 42 HBCCC beds.
  - c. The transition of 180 residential care home beds to nursing provision.
6. The reduction of HBCCC beds was based on Scottish Government census data from 2019 which suggested a level of HBCCC provision in Edinburgh is 2-3 times as high on a per capita basis than other major Scottish cities. Since the proposals were submitted in 2021, the census has been updated (2022) and although there is a percentage decrease in the number of patients in HBCCC beds, Edinburgh still has the highest provision on a per capita basis.
7. The lease agreement on Ferryfield House was originally due to expire in 2017, this was then extended by 10 years with an optional break clause at the 5-year point (2022). Liberton Hospital was due for exit in 2015 and the site has now been sold to the City of Edinburgh Council (CEC), with a 2 year occupancy agreement in place from the date of sale.
8. To implement the recommended bed capacity, Drumbrae care home was identified to transition to provide the majority of the HBCCC service (old age psychiatry and frail elderly wards). This created a single site HBCCC unit for the frail elderly and old age psychiatry wards for the city, and space within the wider estate to transition the vacated NHS-run Private Finance Initiative (PFI) units to intermediate care provision.

Once this transition is complete, bed-based services could move out of Liberton hospital, allowing the redevelopment to begin following the sale of the site to the CEC. The reduction in HBCCC capacity meant there was an opportunity to withdraw from the lease on Ferryfield House, a PFI facility, at the extended break point of October 2023.

9. In addition to the physical service redesign, a new model of care would be implemented within the larger, Edinburgh Health and Social Care Partnership (the Partnership) 60 bed care homes which includes nursing provision. This enables these larger, more modern homes to provide nursing and dementia care provision for people with complex care needs, which is very much needed in the city to meet growing demand. This would require 27 qualified nursing staff to be recruited with the beds transitioning over time.
10. Based on these proposals the Edinburgh Integration Joint Board (EIJB) issued a direction to both CEC and NHS Lothian (NHS L) following their meeting on the 28 September 2021 which can be found in [appendix 1](#). A summary of the full direction is provided below:
  - a. Decommission the residential care model provided at Drumbrae Care Home and direct the re-provisioning of Hospital Based Complex Clinical Care (HBCCC) services within that facility.
  - b. Decommission intermediate care beds currently provided at the remaining wards at Liberton Hospital and to direct the re-provisioning of these within a reconfigured number of beds within the remaining HBCCC estate.
  - c. Decommission HBCCC beds provided at Findlay House and Ellen's Glen House and direct the re-provisioning of these within former residential care home facility in Drumbrae.
  - d. Commission Intermediate Care beds within the bed base remaining at Ellen's Glen House and Findlay House.
  - e. Decommission the HBCCC beds provided at Ferryfield House, noting this will enable the withdrawal from the lease at the intended break point and decommission the service provided there by October 2023.

## **Main Report**

11. A number of onsite assessments were completed in Drumbrae care home by multiple teams and contractors throughout 2021 to assess the suitability of the premises for

the provision of the HBCCC service. The teams involved are indicated within the timeline of activity which can be found in [appendix 2](#).

12. Based on the findings of these assessments and following approval by the EIJB, Drumbrae care home was decommissioned in December 2021. At the point the care home was decommissioned, there were only ten residents and they, along with the staff were moved to alternative care homes in Edinburgh. The unit had reduced its capacity at the time of its decommissioning for a number of reasons; a challenging inspection report had meant that Drumbrae had a prolonged occupancy of under 50% capacity and had been closed to new admissions, as a consequence it had been difficult to maintain staffing levels.
13. Once the care home was decommissioned, continuing assessments were carried out on the property alongside the development of the clinical brief required for the transition to the provision of HBCCC.
14. On 7 June 2022, the Finance and Resources Committee approved the lease arrangements for Drumbrae care home, including the annual lease charge and the length of lease term. The lease arrangements were to be between NHS Lothian and the Council, with NHS Lothian funding this from the saving in the Unitary Charge for the unit at Ferryfield House.
15. On the 24 June 2022, Drumbrae was identified as being non-compliant for the delivery of clinical services. There is a requirement to comply with the Fire (Scotland) Act 2005 and the Fire Safety (Scotland) regulations 2006. Furthermore, the [NHS Scotland Firecode SHTM 81 part 1](#) guidance was updated in 2022 which applies to all buildings that accommodate NHS services, this is supported by [Scottish Government guidance on fire safety](#) which was also updated in 2022. The Act requires evidence to satisfy Fire Authorities that the building can be satisfactorily evacuated. The Guidance document is applicable to NHS facilities and set out that for patients of limited mobility there is a need to demonstrate progressive lateral evacuation to comply with the Act.
16. In order for Drumbrae to be compliant with the Act as an NHS facility, the Partnership has been informed that more significant adaptations are required than had initially been identified. It should be noted that while operational as a care home, Drumbrae was fully compliant with requirements and had been subject to Scottish Fire and Rescue audits throughout its history.

17. This potentially increased both the time required to complete the work and the cost of the adaptations significantly.
18. An Implementation Oversight Group was established with representatives from NHS Lothian and the Partnership to identify if there were alternative solutions available to the adaptations identified to support the transition to the provision of HBCCC.
19. In October 2022, the Chief Executive of NHS Lothian wrote formally to the Chief Officer of the EIJB noting that NHSL were unable to deliver the direction set by the EIJB due to the increased cost and time required for the adaptations.
20. Discussions continued between all partners from November 2022 to January 2023 to agree how best to progress in light of the challenges faced in transitioning the facility and also in relation to what possible alternative options there were to utilise the building in support of system pressures. A timeline of the activities undertaken to date can be found in [appendix 2](#).
21. Discussions in January 2023 with all partners resulted in a proposal from NHS Lothian which would see the facility leased to NHS Lothian as planned in order to provide a reduced number of HBCCC beds. The proposal saw a reduction of 72 HBCCC beds, as opposed to the 42 originally outlined in the Direction. The Partnership undertook to consider the feasibility of this proposal in terms of its ability to deliver the principles of the Bed Based Strategy and the capacity and flow in the system without any negative impact on the performance gains achieved in recent months.
22. A range of key stakeholders have been involved in the discussions to date and although the alternative proposal could be delivered in physical terms, there would be significant impacts on other parts of the system as a result.
23. The revised NHS Lothian proposal sees a reduction of an additional 30 HBCCC beds from the original proposal. This would equate to an overall reduction of 72 HBCCC beds from the bed numbers operational at present. This would leave the Partnership with a significant gap in its bed base, and this in the assessment of the Partnership Executive team poses an unacceptable level of risk to performance.
24. There is a risk that reducing the bed numbers on this scale would have a significant impact on front door presentations, acute capacity, flow and delayed discharges. It is already a challenge to discharge patients from HBCCC into community settings as there are limited facilities that can safely care for people with complex care needs.

25. It is important to note that the revised NHSL proposal was supported by an undertaking to fund both the capital required (£2.2m) and to pay the rental charge on Drumbrae to CEC over the course of the lease.
26. The Partnership developed a response to this to minimise the reduction of bed numbers to 42 as outlined in the Bed Based Care Strategy. This proposal accepts the transition of Drumbrae to provide 30 HBCCC beds for Old Age Psychiatry and seeks a slower reduction of frail / elderly HBCCC beds through the continued use of Ferryfield House until the lease ends in 2027. Further details of the Developed Option can be found further on in the paper (paragraph 28 onwards).
27. There are time critical elements that need to be addressed such as the withdrawal of services from the Liberton Hospital site. Although an occupancy agreement has been established, this is for a time limited period of 2 calendar years from the point of sale. To achieve the withdrawal of services from Liberton Hospital, the remaining estate has to be redesigned to accommodate the bed-based services currently occupying the site. Withdrawing services from Liberton cannot be achieved within the parameters of the alternative offer presented by NHS Lothian as it does not provide the capacity within the current available estate to enable services to be accommodated elsewhere. Under the new proposed model, the Partnership could not fulfil the requirement to come off the Liberton site and an alternative option would be required. Although these risks existed under the original direction, the full utilisation of Drumbrae created the much needed space within the remaining estate to redesign the intermediate care service whilst also retaining the desired capacity within HBCCC to meet demand.

### **Developed Option**

28. The Partnership have concluded that while the recent proposal is not deliverable, an alternative, developed option could be delivered with some alterations to the conditions set. Again, with the focus on ensuring withdrawal from Liberton and creating and maintaining flow across beds, this option would be to go forward with operationalising 30 beds at Drumbrae and maintaining the lease on Ferryfield House until the end of its lease in October 2027.
29. HBCCC beds could then be accommodated within Drumbrae with the capacity maintained at Ferryfield House. This would create the space within the remaining PFIs (Ellen's Glen and Findlay House) to accommodate the intermediate care service as set out in the original bed-based care strategy.



30. This transitional position will give the Partnership time, as a whole system to undertake the pathway review from hospital to community to understand the range of beds in use across the system, this would include acute beds such as Medicine of the Elderly and Medicine of the Elderly Rehabilitation. A holistic review of pathways would properly map out the capacity requirements for the needs of each patient group.
31. This approach will allow for services to come off the Liberton Hospital site within the timescales which is the most time critical element of the redesign. While it does not allow for services to be withdrawn from Ferryfield House however, it will allow for work to take place to ensure the lease can end at the intended end date of October 2027.
32. The Partnership have requested that all partners consider this proposal to ensure services can come off the Liberton Hospital site within the timeframe of the occupancy agreement.
33. A system wide pathway review will be progressed as soon as possible, and its findings will be used to inform the community infrastructure required and model in new bed based accommodation coming on stream.
34. A collegiate approach is adopted with all partners to define the requirements for community and bed-based services for the medium to long term.

### **Summary**

35. This solution provides an opportunity to deliver, in part, the bed base redesign proposed within the bed base care strategy. This option does:
  - a. Transition some of the HBCCC beds into Drumbrae which is better accommodation than the service currently occupies.
  - b. Reduce the number of old age psychiatry beds to 30 as outlined in the bed-based care strategy.
  - c. Create the space needed within the remaining estate to accommodate the intermediate care service, slightly increasing the bed numbers which will increase capacity and support flow from acute as outlined in the bed based care strategy.
  - d. Enable bed-based services to vacate the Liberton Hospital site as originally planned as part of the bed based care strategy.

- e. Allow time to complete a full system wide pathway review to inform strategic plans for community infrastructure and bed-based service provision in the medium to long term.
- f. Offer the opportunity to collegiately design services with all partners.
- g. Offer potential solutions to other accommodation challenges by identifying the best use of the upper floor of Drumbrae.
- h. Retain capacity at Ferryfield House until the community infrastructure can be enhanced to support people with complex care needs.

## **Implications for Edinburgh Integration Joint Board**

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### **Financial**

- 36. An initial assessment of the financial implications of the Partnership's alternative offer has been completed but further work is needed to refine this, and this will be progressed collaboratively with partners.

### **Capital**

- 37. The estimated cost of the refurbishment of the ground floor of the former Drumbrae care home is £3m. This would be funded via a combination of the monies held in the Integration Joint Board's reserve (£0.8m) with the balance of £2.2m coming from NHS Lothian. NHS Lothian has also offered to fund the leasing of Drumbrae from CEC. This original offer was made on the basis of freeing up costs from withdrawing from the lease at Ferryfield House in 2024.

### **Legal / risk implications**

- 38. There are contractual issues relating to some of the current HBCC units that need to be considered as the model is agreed and implemented.

### **Equality and integrated impact assessment**

- 39. An IIA was undertaken in relation to the initial Bed Based Strategy and further iterations of this will be undertaken as the current position is resolved.

### **Environment and sustainability impacts**

- 40. The Bed Based review sought to ensure a proportionate use of current buildings and where possible support a sustainable model and balance of care in the community.

### **Quality of care**

41. The purpose of the Bed Based strategy is to improve the balance of bed based care in Edinburgh, ensuring the right levels of different specialist beds. This remains the aim as it is recognised that the current configuration does not meet the current or projected needs of the population.

## Consultation

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42. An integrated impact assessment was completed as part of the strategy development and can be accessed here.

## Report Author

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## Background Reports

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[Bed Based Care – Phase 1 Strategy](#)– Phase 1 Strategy: 21st June 2021, EIJB meeting

[Follow up report – Bed Based Care – Phase 1 Strategy](#): 28th September 2021, EIJB meeting

## Appendices

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Appendix 1	Copy of direction set by the EIJB to CEC and NHS L in September 2021 Timeline to date
Appendix 2	Timeline to date

**Appendix 1: Direction set by the EIJB to CEC and NHS L in September 2021**

**DIRECTION FROM THE EDINBURGH INTEGRATION JOINT BOARD**

Reference number	EIJB-28/09/21-1
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	No
Approval date	28 September 2021
Services / functions covered	Intermediate care, Hospital Based Complex Clinical Care (HBCCC) and Care Homes
Full text of direction	<ol style="list-style-type: none"> <li>a. Decommission the residential care model provided at Drumbrae Care Home and direct the re-provisioning of Hospital Based Complex Clinical Care (HBCCC) services within that facility.</li> <li>b. Decommission intermediate care beds currently provided at the remaining wards at Liberton Hospital and to direct the re-provisioning of these within a reconfigured number of beds within the remaining HBCCC estate.</li> <li>c. Decommission HBCCC beds provided at Findlay House and Ellen’s Glen House and direct the re-provisioning of these within the former residential care home facility in Drumbrae.</li> <li>d. Commission Intermediate Care beds within the bed base remaining at Ellen’s Glen House and Findlay House.</li> <li>e. Decommission the HBCCC beds provided at Ferryfield House, noting this will enable a withdrawal from the lease at intended break point and decommission the service provided there by October 2023.</li> </ol>
Direction to	City of Edinburgh Council (a) NHS Lothian (b-e);

Link to relevant EIJB report / reports	<a href="#">Bed Based Care – Phase 1 strategy, EIJB, 28 September 2021</a>		
Budget / finances allocated to carry out the detail	Please refer to Appendix 3 of the report for further detail of the timeline and financial model.	NHS Lothian	City of Edinburgh Council
		£15.4m	£7.7m
Performance measures	Monitoring and reporting on delayed discharges; waiting list monitoring for each bed type considered; length of stay data; care home delays; occupancy rates across bed types; care at home / homecare demand.		
Date direction will be reviewed	April 2022		

Appendix 2: Timeline

Bed Base Review – Timeline of events

Project Timeline

Key



Our current position



These represent activities that multiple stakeholders were involved in

