

# Housing Learning & Improvement Network

The Health and Social Care Change Agent Team (CAT) was created by the DoH to improve discharge from hospital and associated arrangements. The Housing LIN, a section of the CAT, is devoted to housing-based models of care.



## Extra Care Strategic Developments in North Yorkshire

A snapshot view of partnership-based strategic planning for extra care in North Yorkshire, highlighting the variety of issues that need consideration in a large and mostly rural area. One recent scheme and one in progress are described.

### STRATEGIC PLANNING IN PARTNERSHIP FOR EXTRA-CARE HOUSING

North Yorkshire Housing and Extra Care Learning and Improvement Network

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**Key partners:** 7 District Housing Departments and Planning Departments; Craven & Harrogate Rural PCT; Scarborough/Whitby/Ryedale PCT; Selby/York PCT; Hambleton/Richmondshire PCT. Housing Associations; Private Sector Developers.

**Purpose of the Strategy:** To meet the long term needs of the rising number of older people in North Yorkshire in the future. To achieve the County's aims in reconfiguring local services for the older population to promote their independent living at home, to reduce/eradicate institutional forms of care and to promote forms of intensive home care. To develop extra-care Housing and support services within a whole system approach to older persons' needs.

**Key strategic issues:** promoting home care and community based strategies of prevention and rehabilitation as against residential care strategies; a review of in-house provision and a market approach encompassing the independent sector; re-modelling and re-defining residential approaches.

**Aims and objectives:** to achieve a 20% shift from purchasing residential and nursing care services to alternative services and home support care packages; close four Elderly Persons' Homes; refocus seven elderly persons' homes into resource centres; replace the remaining 19 elderly persons' homes with extra-care facilities on a phased basis.

**Local service context:** As a rural county, North Yorkshire has a higher proportion of people aged over 65 than in England and Wales generally. 18.9% in 1996 (England & Wales 16.2%) rising to 22.3% by 2016. The number of people aged over 80 will grow by 32% between 1996 and 2011. In a rural county, sparsity factors provide a stimulus to whole system approaches, multi-use local services and use of tele-communications. A surplus of provision for older people with support needs exists in the County, when sheltered housing is included, but much of it needs modernisation to meet modern expectations. In a 1998 mapping exercise, it was shown that the Social Services Directorate spent two thirds of its budget in paying for people to go into residential or nursing care. In 1999, after a series of consultation exercises and reviews, the County agreed a change of direction for services for older people towards the promotion of independence, rehabilitation and prevention. This was later adopted as a major priority of the first year of Supporting People.

**Specific outcomes:**

Re-focus the home-care service to promote independence.

Close 3 elderly persons homes (complete) with a fourth to close on creation of an extra-care housing facility - now on site in Knaresborough and due to be completed in July 2004.

Re-focus seven elderly persons homes into resource centres.

Replace the remaining 19 elderly persons homes with extra-care housing facilities on a phased basis.

**Whole system approaches:**

A prior history of successful joint working between Social Services and Health and Social Services and Housing provides a key driver for the strategy and the basis for the creation of a North Yorkshire LIN. Recent experience of coming to grips with Supporting People has underpinned this. Social Services is now working to stimulate a closer partnership between Health and Housing direct and between these agencies and the private sector. Ownership of the Strategy by authorities of different political complexions and areas of responsibility also presents a challenge. An early focus of the LIN was on developing and sharing a common policy statement and communications policy which would stress the benefits of the Strategy in terms readily recognised by each of the partners in the context of their respective strategic targets. Informing and enlisting the participation and support of local planning departments has also been identified as a priority. A local website is planned and producing a video to set out the benefits of ExtraCare is also under consideration. An early resolution also has been to enlist support for the Strategy in the Health Service from local Champions for Older People.

**Resources:**

Extra-care provision is one of the targets agreed between the County and the ODPM in a Public Service Agreement. Successful attainment of this target will attract additional funding, some of which has been made available on a front loading basis (matched by

a County Performance Improvement Grant) to employ a LIN Project Officer for two years to help with the Strategy's implementation. Capital funds will be sought via re-provision, sale or exchange of land and facilities; Supporting People finance; exploration of partnerships with the private sector and combination of public services in multi-use buildings.

### **Challenges:**

Lack of unitary boundaries; the need to establish linkages between Health and Housing ; the uncertainties of Supporting People finance; the difficulty of finding sites and lack of decant facilities for remodelling; low recognition value among planners and planning committees of the demographic imperatives for extra-care; maintaining partnership momentum and commitment through the long process of developing a scheme; integrating the private sector into joint planning.

### **Learning points:**

- The transformation of residential care
- Combination of extra-care with intermediate care facilities
- Multi-use of extra-care facilities for local services
- The integration of extra-care with local community services
- Careful placement of older people with dementia in 'secure-by-design' environments
- The importance of introducing key decision makers to extra-care through visits (to see and touch for themselves)
- The importance of engaging architects and designers who fully understand extra-care

First Specific Practice example:

### ***The Orchards***

The Orchards extra-care scheme is the flagship of the North Yorkshire strategy. It was formally opened in May 2003 in the village of Brompton in North Yorkshire. It offers independent supported living to older people in 34 flats and 3 bungalows all built to disability standards. Most are one-bedroom flats of 50-55 m<sup>2</sup> but some 2-bedroom accommodation is provided. The wide range of facilities includes a restaurant, a launderette, a hair salon and two communal lounges - one of which is for the sole use of tenants. The bright and welcoming 'healthy eating' restaurant is open throughout the day and is used by both tenants and local villagers. The restaurant opens onto a

veranda and there is also a sensory garden. The scheme replaced a sheltered housing scheme, which was demolished, and some of its residents are now tenants of The Orchards. The scheme means couples can now stay together and tenancy rights now underpin their lives. Tenants had some input into the design of the building and monthly meetings are held to encourage user participation and involvement. Many of the facilities and activities of The Orchards are available for the use of local people on a social club basis. The security of tenants is ensured through controlled access by degrees throughout the building.

The Orchards is managed by a scheme manager and a Care Service Administrator employed by Broadacres Housing Association and social services care staff provide the support services. Care planning data for the period since the tenants moved in are already beginning to suggest a trend towards the lessening of individual dependency levels as tenants adjust to the readily accessibility and amenities of their new homes.

Total build costs were £2,984,596 with funding from Hambleton District Council, the Housing Corporation and Broadacres. The County Council and the Hambleton and Richmondshire Primary Care Trust were part of this partnership. The Orchards provides facilities for medical consultations and one flat is dedicated to the provision of Intermediate Care.



The Orchards: entrance



The Orchards: lounge

Second Specific Practice example:

Planned **Stokesley** multi-use development.

A small market town in a rural area, Stokesley is to have an Extra Care facility in the middle of town which will provide a hub for other more general local services such as a library and information centre, offices for the district council, purpose-built community rooms and a cafe. The new library will offer extended opening times and a wider range of services, including an expanded free public access to computer and internet facilities. It is hoped that local health services will also be available from the building, completing a 'one-stop-shop' approach to a range of local needs. The Extra Care

facility will both integrate older people into a mainstream resource used extensively by local people and, through careful design, protect their privacy and security. Part of the complex will be a 'secure-by-design' wing for tenants with dementia.

The scheme, which received full planning approval in July with work due to start 'on site' in November 2003, will replace an outdated residential home and use land vacated by the local highways services on the building of a new transport depot. Part of the depot has been sold for housing and is to be developed by Yuills house-building company. The existing library, grown too small for Stokesley's needs, will be sold to help finance the project, as will the residential home. Supporting People funds will form part of the funding.

Partners in this enterprise are the North Yorkshire County Social Services Directorate, Hambleton District Council, Broadacres Housing Association and Hambleton and Richmondshire Primary Care Trust.

Prepared for the Housing LIN by **Maria Brenton**

## Other Housing LIN publications available in this format:

**Factsheet no.1: Extra Care Housing - What is it?** *This factsheet gives essential basic information, explains the various forms extra care housing takes, and describes key ingredients and central principles (28.07.2003)*

**Factsheet no.2: Commissioning and Funding Extra Care Housing** *Summary of essential facts about commissioning extra care and other housing based solutions for care. Most important facts about funding, what is involved, who is involved, who has to be involved and how long projects can take.(28.07.2003)*

**Case study no.1: Extra Care Strategic Developments in North Yorkshire** *A snapshot view of partnership-based strategic planning for extra care in North Yorkshire, highlighting the variety of issues that need consideration in a large and mostly rural area. One recent scheme and one in progress are described.(01.09.03)*

**Case study no.2: Extra Care Strategic Developments in East Sussex** *Some of the key issues involved in partnership-based strategic planning for extra care in East Sussex. A small conversion from sheltered housing and a larger new scheme catering for a range of use. Different management models are briefly discussed.(01.09.03)*

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