



Consultation on the future of Burman House

Background

Norse Care is Norfolk's largest care home provider, managing residential care homes and housing with care schemes across the county. We are owned by Norfolk County Council.

We regularly review how we work to make sure that we are providing excellent care while being as efficient as possible. So that we can focus our time and money on caring for the people who live in our homes and housing with care schemes, we have made all sorts of changes to make our services more efficient over the past few years. These changes have included making sure we get the best value for money when we buy things, making sure that we have the right number of staff, with the right mixture of skills and reviewing our accommodation to ensure we are able to meet the future needs of older people.

However, Norfolk County Council and Norse Care are currently operating in a particularly challenging financial environment. We are both faced with rising costs, such as the national living wage, and we are affected by the reductions in public spending.

So Norse Care has recently reviewed the costs of its 18 residential care homes for older people to see what we can additionally do to make sure we are providing good, sustainable and affordable care. Norse Care has used the results of this review to consider how we could care for the residents of Burman House care home and older people in the local area, in a more cost-effective way. This document sets out Norse Care's proposal for how we could achieve this.

Our objectives

The objective of our proposal is to find ways to continue to care for people in homes that can meet residents' needs, but in a more cost-effective way.

When we are considering making changes to how we care for people, we need to understand what impact they would have on the care and wellbeing of our residents. We know that making decisions about changing how we care for people are important and we take these decisions seriously.

So, we need you to:

- tell us what you think of the changes that Norse Care is proposing
- help us understand what the impact would be on residents of Burman House and their families
- share your thoughts about any other options that we might not have considered that would help us meet our objective of continuing to provide high quality care in a more cost-effective way.

Review of Norse Care's residential care homes

Norse Care has reviewed the costs of its 18 residential care homes for older people. The review looked at the costs of providing care to people living in each care home, the costs of running and maintaining each of the care homes, the costs of staffing each care home and the impact of a high number of bed vacancies. The review worked out the average cost of caring for a person for a week in each care home.

Burman House care home

The review of Norse Care's residential care homes identified that the cost of providing care at Burman House is high because Burman House has a high number of bed vacancies. This is known as 'low occupancy' and further work has been undertaken to understand why this is. Burman House opened in 1970 and consists of 30 non-ensuite bedrooms. It is based in Terrington St John, Wisbech. Residents and families are positive about the care provided and people enjoy living there.

However, many of the bedrooms at Burman House are small and this means that it is not possible to use specialist moving and handling equipment in these rooms. Over the past years, the dependency levels of older people requiring, and being eligible for residential care, has increased substantially, and these levels continue to rise. Consequently, the demand for the small bedrooms has declined which has had a significant impact on the occupancy rates.

This has resulted in higher overheads compared to other Norse Care homes that look after people with similar care needs. For example, we know that for a home to run safely and well, it needs to have certain equipment, as well as a manager and deputy manager, regardless of whether the home has 25 people living in it or 30.

Taking all of this into account, Norse Care has considered how we can continue to care for the residents of Burman House, but in a more cost-effective way.

When reviewing Burman House, we looked at the care needs of the people currently living in the home, the accommodation requirements of older people with high dependency needs requiring care home places in the future, and whether we could make changes to the building and the care market.

When assessing different options for how we could care for residents in a more cost-effective way, Norse Care has considered:

- the impact of each option on residents, their families and staff
- whether it would reduce the cost of care
- how achievable each option would be.

Our review tells us that Burman House is a relatively small care home, on a site where there is not enough space to expand the building to create additional rooms.

We could improve the layout of the existing building, increase the size of the bedrooms and modernise them. However, in order to do this, we would need to reduce the number of bedrooms, which in turn would make it even more expensive to run per person. It would also be costly to do the work and we would have to borrow a significant amount of money to do this. So refurbishing the building would not meet our objective of providing care in a more cost-effective way.

Making improvements to the building would also involve considerable disruption for residents living at the home if work was undertaken. For example, some residents would need to be moved out whilst the building work was completed, or if people remained at the home whilst the work was being undertaken, they might not have full use of the home's facilities.

We have considered whether we could gradually close Burman House, by not admitting any more residents and allowing the home to close over a number of years. This would mean that the current residents could stay living in the home.

However, we know that closing a home over several years is likely to be a negative experience for both residents and staff as the number of people living in the home reduces. It would be difficult to retain staff during this process because of the home closing, so there might be many staffing changes. It wouldn't be cost-effective to run and maintain a home that wasn't fully occupied, so closing Burman House gradually would not meet our objective. Additionally, existing residents may have to move in the future, as the rooms are too small to enable the use of specialist equipment.

We have looked at the care market and considered whether we could sell Burman House to another care home provider. We think that other care home providers would also be concerned about the cost of running a home with so many small bedrooms as small rooms are not suitable for older people with high care needs, and so we think it would be difficult to sell.

If it were difficult to sell, then that would cause a long period of uncertainty, which would be unsettling for residents and staff. It may be difficult to retain and recruit staff if the future of the care home was unclear. We don't want to put our residents or staff in this position. If we could not sell Burman House to another care home provider, then we would not achieve our objective of caring for people in a more cost-effective way.

Our proposal

This has led us to conclude that the best way to continue to care for Burman House residents in a more cost-effective way would be to close Burman House and to offer residents a place in another care home or housing with care scheme.

We are proposing to do this because the low occupancy at Burman House makes the home more expensive than other NorseCare homes providing similar care to older people. Additionally, the small bedrooms are not suitable to meet the future needs of older people requiring residential care.

What would this mean for residents and their families?

If we decide to go ahead with this proposal, all residents would be assessed individually by Norfolk County Council and supported to move to another care home or housing with care scheme that meets their individual needs.

There are a range of care services in West Norfolk. We would aim to support residents to remain living as close to friends and relatives if they want to, however this would depend on each individual's care needs and the vacancies available at the time. Residents would also be offered the opportunity to move to another Norse Care home which is able to meet their individual care needs and where there are vacancies if that is what they would like.

We know that the layout of Burman House and the size of some of the bedrooms is not ideal, because it means that some specialist moving and handling equipment cannot be used. Moving to another home or housing with care scheme may mean residents would be able to benefit from specialist moving and handling equipment if their care needs change.

We recognise that the idea of potentially moving to another care home might be unsettling for some residents and their families. Our proposal could mean that some families may have a longer journey to visit their relatives. We have lots of experience in assessing the impact on people of such a move, making sure that any move is handled carefully and sensitively, and that residents are fully supported.

Our consultation

Norfolk County Council must agree any of Norse Care's proposals before they can be implemented. Norfolk County Council and Norse Care are therefore carrying out this consultation together to find out what people think about the proposal before any decision is made.

Throughout the consultation, Norfolk County Council and Norse Care will support residents, their families and Norse Care staff. If you are a staff member, resident or relative, meetings are being set up to discuss our proposal further. Alternatively, you can contact Karen Knight, Norse Care Ltd, by calling 01603 894366 or by emailing info@norsecare.co.uk.

Who are we consulting?

We are consulting with:

- Residents living at Burman House
- Relatives of residents living at Burman House
- All staff working at Burman House
- Trade Unions
- Norfolk County Council:
 - County Councillors
 - Group Leaders
 - Local Members
 - Adult Social Care Committee
 - Other members
- King's Lynn and West Norfolk Borough Council
- Wisbech Town Council
- Terrington St John Parish Council
- MPs
- Age UK – local branch
- Alzheimer's Society
- Norfolk and Suffolk NHS Foundation Trust
- GPs
- Local Clinical Commissioning Group
- Local residents
- Staff at other NorseCare homes
- Norfolk Older People's Forum

How and who we are consulting with?

- Through this consultation document
- We are also holding face to face meetings with current residents and their families
- We are holding separate meetings with the staff that would be affected by the proposal.

When are we consulting?

Our consultation starts on Tuesday 25 September 2018 and will run for 8 weeks until Tuesday 20 November 2018.

What do we want to find out?

We need you to:

- Tell us what you think of the changes that Norse Care are proposing.
- Help us understand what the impact would be on residents of Burman House and their families.
- Share your thoughts about any other options that we might not have considered that would help us meet our objective of continuing to provide high quality care in a more cost-effective way.

How you can respond to the consultation

You can fill in our online feedback form at:

<https://norfolk.citizenspace.com/consultation/burmanhouse>

You can send back a paper feedback form to:

Freepost Plus RTCL-XSTT-JZSK, Norfolk County Council, Ground floor - south wing, County Hall, Martineau Lane, Norwich NR1 2DH.

However, if you want to help the council save money please use a stamp and send to this address: Stakeholder and Consultation Team, Norfolk County Council, Ground floor - south wing, County Hall, Martineau Lane, NR1 2DH.

We need your consultation feedback by Tuesday 20 November 2018.

How will we feed back to you?

In November 2018, we will hold meetings for staff, residents and relatives to tell them the results of the consultation and what has been decided. We will let other interested people know directly by letter or email. We will publicise the results in the local media for the wider audience.

How will the final decision be made?

We will feed back the findings of the consultation to the Norse Care Liaison Board. Taking the feedback into account, the NorseCare Liaison Board will then make a recommendation to Norfolk County Council.

If Norfolk County Council approves a proposal to close Burman House, NorseCare would then put plans in place to ensure that residents and staff are fully supported throughout the process. We would anticipate that residents would move over the following few months. Residents would be assessed by Norfolk County Council and be offered care and accommodation that meets their needs.

Personal information, confidentiality and data protection

We will use any personal information to see how representative the feedback is of Norfolk's population. We will also use it to see if any particular groups of people are especially affected by our proposals.

We will process any personal information we receive from in line with the *General Data Protection Regulation (GDPR)* (Regulation (EU) 2016/679), the Data Protection Act 2018 and Norfolk County Council's data protection policy and guidelines. This means that Norfolk County Council and Norse Care will hold your personal data and only use it for the purpose for which it was collected, being this consultation. We won't identify individuals when reporting back our findings and under our record management policy we will keep this information for five years.

Under the Freedom of Information Act 2000 and other legislation, responses to this consultation (including personal information) may be published or disclosed.

We will also, under normal circumstances, not pass your personal data on to anyone else. However, we may be asked under access to information laws to publish or disclose some, or all, of the information you provide in response to this consultation, including any personal information. We will only do this where such disclosure will comply with such relevant information laws which include the Freedom of Information Act 2000, the Data Protection Act 2018 and the Environmental Information Regulations 2004.



Burman House consultation – feedback form

Please answer the following questions. If there is not enough space for you to give us your views, please do feel free to write on another piece of paper and attach it.

If you currently live in the home and you need support to fill in this survey, please call Norse Care on 01603 894366 and we will find someone to help you.

Q1. What do you think of Norse Care’s proposal to close Burman House and offer residents a place in another care home or housing with care scheme? Why do you say this? How would this proposal affect you if it went ahead? Please write in the box below:

Q2. Are there any other options that we have not considered for Burman House that would help us to achieve our objective to continue to care for people, but in a more cost-effective way? If yes, please tell us about these by writing in the box below:

Please place a tick against the descriptions that apply to you:	✓
I live at Burman House	
I am supporting someone who lives at Burman House to respond to this consultation	
I have a relative who lives at Burman House	
I work at Burman House	
I live in or around Terrington St John	
I represent people living in or around Terrington St John	
I represent older people	
I provide health or social care to older people living in or around Wisbech	
Other (please state)	

About you

Norfolk County Council and Norse Care want to make sure that our services are open and accessible and that our consultations are representative of the community we serve and the people that use our services. Please help us measure how far we are achieving this by answering the following questions.

Please note: You do not have to give us this information but it will help us if you do. We will keep this information confidential and not use it for any other purpose.

1. How old are you?

2. Are you ...? (Please tick one box only)

- Male
- Female
- Prefer to self-describe (please write in below)
- Prefer not to say

If you prefer to self-describe please write in here:

3. How would you describe your ethnicity? For example, white British / black British

4. What is your first language?

5. Would you describe yourself as having a sensory disability (affecting your sight or hearing), physical disability, learning difficulty or long-term illness? Please tick one box only.

Yes No

You may wish to keep a copy of your response to our consultation for your own records.

Thank you for your help.

You can fill in our online feedback form at:

<https://norfolk.citizenspace.com/consultation/burmanhouse>

You can send back a paper feedback form to:

Freepost Plus RTCL-XSTT-JZSK, Norfolk County Council, Ground floor - south wing, County Hall, Martineau Lane, Norwich NR1 2DH.

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We need your consultation feedback by Tuesday 20 November.



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Customer Services on 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.