



## Auchinlee Care Home/Lorn Campbell Court

### Background

Auchinlee Care Home has been providing residential care to older people for over 60 years. In June of 2012 it became a designated dementia unit.

During 2015 and in early 2016 there were several adult protection referrals which led to a large scale investigation which commenced in May 2016 and the final report was issued in August. A number of staff were suspended and reported to the SSSC; with some subsequently dismissed. Consequently there was a moratorium placed on new admissions. HSCP representatives have worked closely with the Care Inspectorate in recent months to support CrossReach as they worked to improve standards of care. An inspection October 2016 confirmed that standards had improved across all of the criteria assessed.

While CrossReach have made significant improvements in staff training, care planning, and record keeping, it has become clear that they have had to deploy significant management and staffing resources from outwith the area to achieve this, including a high use of agency staff due to difficulties in recruitment. This has further added to their in year cost pressures. In addition the moratorium on admissions has led to a reduction in income which has further exacerbated an already challenging financial position. During 2014 and 2015 Crossreach reported significant losses, and the most recent budget reports show a further deterioration of the budget position for 2016.

The CrossReach Board reviewed the position in June 2016 and decided that it was no longer viable to continue to operate Auchinlee as a care home.

CrossReach reported that they had tested the market in July 2016, and no alternative provider has been identified. Locality Management have also contacted HC One, the owners of Kintyre Care Centre, and other independent or 3<sup>rd</sup> sector providers, but have been unable to identify another organisation that would be interested in taking over responsibility for Auchinlee at this time.

HSCP representatives met with Senior Managers from CrossReach in August and September 2016. During these meetings it was clear that unless an alternative provider could be identified there would be a formal notification of closure issued by CrossReach. This position was reaffirmed at the meeting with the HSCP Chief Officer on 13 September, although it was agreed to consider a partnership between CrossReach and the HSCP, where by responsibility and costs would be shared by both organisations. Details of this are being finalised at present, and include a

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requirement for the HSCP/A&B Council to assume responsibility for the operation of the home from January 2017.

At meetings held on Monday 31 October, staff and relatives of the residents were informed of the risk to this service and advised of the steps being taken by CrossReach and the HSCP to stabilise and maintain the service in the short/medium term while redesign work is undertaken to develop a long term plan for dementia services in Kintyre.

By the end of 2016 Crossreach and the HSCP had been unable to reach an agreement. At that time there were 16 residents, all of whom require care within a residential or progressive care setting.

### **Update (August 2017)**

Following further discussion / negotiations between Argyll & Bute HSCP and Cross Reach in the early part of 2017, and a care summit hosted by Argyll & Bute Council in February 2017, an agreement was reached where by Cross Reach would continue to operate Auchinlee until the end of March 2018 with financial and other support from A&B HSCP. This agreement was designed to enable the A&B HSCP time to put alternative local care arrangements in place for all of the remaining Auchinlee residents, and to begin to plan for the future of care at home and residential/nursing home provision in West Argyll & Bute.

A key development to be progressed during 2017 is a partnership with Cairn Housing Association (CHA), who own and operate Lorne Campbell Court (LCC) in Campbeltown. LCC was previously a sheltered housing complex with a warden. This changed a few years ago to more standard housing provision and the role of the warden changed to that of building care taker. Subsequently a number of the smaller units (studio flats) have become vacant and remained unoccupied. These units had been taken "out of management" by CHA. This was leading to the viability of the whole complex being questioned.

Initial contact was made by the A&B HSCP with CHA in December 2017 and formal discussions commenced early in 2017. At the outset there were 6 unoccupied studio flats. This has subsequently increased to 9.

A draft agreement is now in place, and work has commenced on agreeing the building work/alterations required to accommodate the needs of the Auchinlee residents and ensuring that they will be suitable for others in the future. The alterations have been specified by the local Occupational Therapy team with further input from the Dementia Specialist Team. It is anticipated that the required



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alterations will be completed by the end of December 2017, allowing for the transfer of some or all of the Auchinlee residents by the end of January 2018.

At the time of writing, there are 9 residents in Auchinlee. 2 are assessed as requiring nursing home care and have been offered places in Kintyre Care Centre (KCC). It may be also be possible to meet their care needs in LCC so further discussion with their families is taking place. One family have indicated their intention to move their relative out of the area to be nearer family members in central Scotland. The remaining 6 will be relocated to LCC.

Part of the agreement with CHA includes a commitment by both parties to review all vacancies as they arise in LCC with the aim of the HSCP taking on the leases for other studio and possibly 1 bedroom flats as they become available. This will enable us to accommodate others who require a level of care that cannot be provided at home but who may not require the level of nursing care that would be available in a nursing home such as KCC. While this will not fully replace Auchinlee it will in the short/medium term offset impact of its closure and prevent the need for people to leave the area to access care.

In addition to this local work, there will be a wider review of care at home services and care home services in West Argyll & Bute. The terms of reference for this work are still to be confirmed. This work will be taken forward by a Service Improvement Officer once appointed.

### **Update (June 2018)**

We are currently supporting 4 tenants in the new leasehold and supporting another tenant in Lorne Campbell Court with overnight care.

The families have all been involved in furnishing and personalising the studio flats.

There are 4 vacant flats and at this time have no clients identified.

The tenants who have moved across from Auchinlee spend a lot of their time together in flat 33 currently. With the development of the large room on the ground floor the intention will be to support the tenants to be making use of this room and to bring in the third sector to develop activities and promote stimulation which will include exercise, music etc.

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The meals are provided from Campbeltown hospital.

### **Staffing**

Currently there is a senior care worker in a fixed term contract (3 months, although funded for 6 months) to support the transition of the tenants. This senior post holder is also supporting and orientating staff with working in this new model of extra care. There has been training for all staff in accordance with A&B council home care requirements. There will be further interviews on then 27/6/18 for 3 vacancies and subsequent training will follow.

Initially staff from Greenwood supported living unit were supporting LCC but due to vacancies and sickness this has been very minimal/sporadic.

### **Meetings**

There is a meeting scheduled with Scottish Fire and Rescue on the 21/6/2018 to discuss this model of care in LCC. The local fire brigade have been given all the tenants key safe numbers to allow access in the event of fire. This meeting will be a multi professional meeting with partners from A&B council H&S team, Team lead Resources, Interim Local Area Manger and local station commander.

There is a meeting on the 30/5/2018 to discuss the dementia day service being moved across to LCC. This will be when all works are complete in the large ground floor room (June 2018). This meeting is to examine the current provision and outcomes for the clients attending.

### **Respite**

There is a respite facility in the studio flat on the ground floor. The first client was supported to move into this on the 28/5/18 for 2 weeks and there are now future bookings for this facility secured.

The steering group and working group have been disbanded.

**Donald Watt**  
**Locality Manager**  
**Mid Argyll Kintyre & Islay**

**June 2018**