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## **All Hallows care home – Residents FAQs**

### **Key Information on the home**

All Hallows care home is a privately funded residential care home with a capacity of 48 rooms.

Norse Care leases the building from All Hallows Healthcare Trust. All Hallows has a 15-year lease, with ten years remaining. In recent years, the number of residents has continued to reduce, and several factors, including CQC inspection ratings and unsuccessful exploration of contracts, have not helped our occupancy levels.

#### **1. Why has All Hallows been selected for closure?**

The decline in the number of residents has resulted in increased difficulties for the care home to cover operational costs. As a result, Norse Care incurs an annual loss of £1.2m. In addition to this financial loss, the care home has faced the following significant challenges:

- **We have Quality Assurance Challenges:**

We cannot offer the affordable quality of care that our residents deserve, whose needs are ever changing and becoming more complex.

The latest CQC report, published in March 2023, concluded that the service “requires improvement”, has resulted in further reductions in the number of residents and makes it difficult to attract new residents to the home, as well as recent negative publicity, which was on no fault of the staff.

- **We have financial challenges:**

All Hallows is currently operating at an annual loss of £1.2m and requires considerable investment to bring the home to the standards needed to make it a viable care home for the future.

In recent years, the number of residents has continued to reduce, and several factors, including CQC inspection ratings and unsuccessful exploration of contracts, have exacerbated this. East Coast Community Healthcare (ECCH) did not renew its contract with Norse Care in February 2023. On 1 October 2023, only ten residents remained in the home

This position is unsustainable



## 2. What options for the future of All Hallows were considered?

The following options for closure were considered and have been explored:

1. **Step-down use:** working with local hospitals. This option is considered unviable due to the investment required to bring the home up to a standard that local hospitals require and would not be guaranteed income.
2. **Investment in the home:** to create an acceptable and attractive standard. Our forecasts show that achieving a positive financial return on this investment will not be possible.
3. **Sub-lease or re-use the building for an alternative purpose:** Norse Care's lease with the *All Hallows Healthcare Trust* allows for underletting. At this stage, the landlord has not agreed to an early exit of the lease.
4. **Mothballing/Closure:** the building to keep financial losses to a minimum.

The financial implications of the options considered before any investment are as follows – (Monetary figures in brackets represent a financial loss figure):

Scenarios	Monthly Margin	Yearly Margin	10 Year Margin
As Is	(£106,997)	(£1,283,961)	(£12,839,606)
Leave Empty	(£12,466)	(£149,592)	(£1,495,915)
Full Occupancy (Theoretical)	(£83,862)	(£1,006,340)	(£10,063,399)



As such, to mothball/close the building is the most cost-effective solution. This option brings an annual cost of c.£150k, significantly lower than existing incurred losses. This cost includes the rent for the building, as well as heating and security.

This reduces losses at this site by over £1 million annually

### **WHAT DOES THIS MEAN FOR ME**

#### **3. What does this decision mean for me?**

**If you are a privately funded resident:** we will serve notice on your room by 31 October 2023 and request that an alternative home is found and moved into by 31 January 2024.

**If Norfolk County Council funds you:** we will not serve notice on your room, but you will be allocated a social worker who will work with you to find an alternative home to move into by 31 January 2024.

Moving to another care home might be unsettling for you, and some families may have a longer journey to visit their relatives. We have lots of experience assessing the impact on people of such a move, ensuring that any movement is handled carefully and sensitively and that residents are fully supported where needed. Residents will be assessed by appropriate and be offered care accommodation that meets their needs.

We are committed to working with you and our care partners to find the right new home, a Norse Care setting or an alternative provider to meet your care needs.

The nearest Norse Care locations to All Hallows are:

- Beauchamp House – located 8 miles away in Chedgrave
- Harker House – located 12 miles away in Long Stratton

Other NorseCare homes and settings can be considered if there are vacant rooms, and the home can meet your care needs.

Whenever possible we will support you in visiting other accommodations where needed to meet the staff, residents, and relatives before you make any decisions.



#### **4. Can I be moved to a new care setting now?**

We are happy to talk with you about your personal circumstances should you wish to do so and work with you to find a new home and move at a time that best suits you.

#### **5. When will All Hallows close?**

We expect all residents will have found and been relocated to a new home before 31 January 2024.

We will work closely with staff and local health and social care partners to ensure another suitable care placement is found and that relocating you and other residents goes smoothly.

### **WHAT DOES THIS MEAN FOR STAFF**

#### **6. Will NorseCare also be supporting staff on the decision to close All Hallows?**

Throughout the next few months, Norse Care is committed to supporting you and the staff affected. All staff of All Hallows are also being consulted on their futures following the decision to close the home, and we hope many of them will continue to work in NorseCare in alternative settings.

While consultation is ongoing, we aim to be as supportive as possible to all impacted by the proposal. We will still prioritise the care of our residents and ensure your individual care needs are met with minimal impact on you or your families.