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Title:	Care Home Quality in Westminster
Report of:	Bernie Flaherty, Executive Director of Adult Social Care, and Public Health
Cabinet Member Portfolio	Adult Social Services & Public Health
Wards Involved:	All
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1. Executive Summary

- 1.1 Following a request from the Westminster Scrutiny Commission in November 2017 this report, is to update the Committee on the status of care home quality in Westminster and includes details of a recently commissioned care home improvement programme as well as other initiatives designed to enhance the quality of life for care home residents and for staff working in care homes.
- 1.2 A recent report on care homes by Which? focused on an analysis of Care Quality Commission (CQC) data in the London area, and this report sets out the position regarding the current state of the care home market in Westminster and the CQC outcomes for each home.

2. Key Matters for the Committee's Consideration

- 2.1 The Care Quality Commission (CQC) regulates all care homes in England and Wales. The inspection framework results in one of four overall ratings for each care home; Outstanding, Good, Requires Improvement or Inadequate. This overall rating is comprised of ratings against five key tests; Is it Safe? Is it Caring? Is it Well Led? Is it Responsive? Is it Effective? All inspection reports are published with these ratings and the home must display the rating on the premises. A summary of the current CQC ratings for Westminster care homes is included in Appendix 1 to this report.

- 2.2 In 7 November 2017, the consumer organisation Which? provided an update on the situation in regards to CQC care home ratings which updated on a previous Independent Age research report (April 2017). Both reports reveal a considerable variation in quality ratings by Local Authority area based on the published ratings as at January 2018. London was found to be one of the best performing areas of the country, with 27% of care homes performing poorly (with Ratings of either 'Requires Improvement' and Inadequate').
- 2.3 The current status for Westminster care homes, 38% (5) homes are rated as 'Requires Improvement' and the remaining 62% (8) homes are rated as 'Good'. Details of the position of all CQC registered care homes in Westminster together with the number of residents placed by ASC as at 1 January 2018 are included in Appendix 1 of this report.

3. Background

- 3.1 Quality of care provision within the care home market is increasingly variable. The market is not static, with both a high turnover of staff and users. This often means that a care home provider previously considered stable and of 'Good' or 'Outstanding' quality by CQC, ASC or Health can very quickly see quality standards dip. Often, a change in a single key staff member e.g. the Registered Manager can impact the running of a home or a provider. Similarly, a single inappropriate placement can affect the entire home or centre.
- 3.2 Providers are monitored in both a formal and informal manner and on a continuous basis. Information is shared between the brokerage, placement review, safeguarding, contract monitoring and operational teams daily, and often information is shared between our Health (CCG) colleagues, other local authorities and the CQC as well.
- 3.3 Poor homes are constantly monitored, and where issues are suspected, a combination of methods are employed at the earliest opportunity to support the care home. This can include reviews of individual service users by the placements review team, contract monitoring visits from the contracts team, safeguarding visits from both the local authority safeguarding team or from the CCG safeguarding and quality team. ASC can also ask Healthwatch or one of our advocacy providers to visit the home and make an independent assessment.
- 3.4 In cases where ASC has serious concerns, an Establishment of Concerns meeting is convened so that a multi-disciplinary view can be taken and an action plan produced to support the provider to improve. The CQC and/or CCG are sometimes involved or informed in these cases and usually a view is taken on whether to pursue a formal or informal placement suspension or possibly a formal embargo. A Safeguarding Information Panel (SIP) is well established and meets regularly with representation from ASC, Health, Safeguarding and CQC. A Quality Surveillance Group (QSG) led by NHS England (London region) to share high level concerns across health and social care meets regularly and has representation from ASC, Health, CQC and Healthwatch.

- 3.5 A Care Home Provider Forum has been initiated to encourage homes to improve their practice, learn from each other, develop good practice models, and identify way we can do this, such as shadowing other homes, particularly homes that offer good dementia care.
- 3.6 A Registered Managers network supported by Skills for Care and the London Care and Support Forum (LCAS) meets regularly to exchange good practice and support managers in their challenging role.
- 3.7 A 'Caring for Care Homes' programme led by the Kings Fund, hosted by the GP Federation in Hammersmith and Fulham and funded by Health Education North West London is currently supporting care homes in Westminster to create a more compassionate and supportive working environment for care home workers
- 3.8 A Joint Health and Social Care Dementia Programme Board provides oversight for the delivery of new sustainable workforce development models to improve the quality of care for people with complex dementia. The Board has oversight of a delivery implementation plan which is taking forward the recommendations in the Joint Strategic Needs Assessment for Dementia.

4. Care Home Improvement Programme

- 4.1 A care home improvement programme has been jointly commissioned by both Adult Social Care and Health with funding from the integrated Better Care Fund (BCF).
- 4.2 The programme will be delivered by two recognised care home improvement organisations; 'My Home Life' (City University) and Ladder to the Moon. Both have a long track record of successful delivery and are recognised by CQC in helping care homes to achieve 'Good' and 'Outstanding' ratings.
- 4.3 The delivery of this programme will enable those care homes in Westminster City Council currently rated as "Requires Improvement" by the Care Quality Commission (CQC) to achieve at least a "Good" rating. Both providers have a proven track record of delivery and have been recognised by the CQC and many other Local Authorities as enabling managers in care homes and the wider staff team to create a person centred, high quality service for care home residents and staff alike.
- 4.4 Ladder to the Moon and My Home Life are working together to deliver a two-phase programme over an 18-month period commencing in March 2018 across care homes in Westminster. The two organisations complement each other, with My Home Life focusing on the developing the skills and capability of the Registered Managers and their Deputies within a care home and Ladder to the Moon working with the whole staff team to create a creative and innovative working environment to enhance the quality of life for care home residents and the quality of the working life for staff.

- 4.5 'My Home Life' is a leadership support programme offering care home managers a space to reflect, to develop and undertake a journey of self-development, so that they can be inspired to lead cultural change in care homes that makes care for older people more relational, personalised, dignified, and compassionate. Their emphasis is on encouraging sustainable transformational change where staff are supported to *do things differently* rather than simply *doing different things*.
- 4.6 The My Home Life programme of work has supported 1000 care home managers to date. Evaluation from participating managers shows that their approach is completely different from anything else that they have experienced. Following completion of the programme, managers say that they are demonstrating greater leadership and transformational skills leading to positive outcomes for residents, relatives, and staff and a greater understanding of how their own management style can enable culture change in relation to voice, choice, and control for their residents.
- 4.7 Ladder to the Moon is a company focused on delivering creativity and innovation in care settings. They have a track record of delivery in care homes and many other care settings in organisations across London and South East of England and have been formally recognised by the CQC in their "Guide to achieving Good and Outstanding" as being a contributory factor in providers achieving these Ratings at inspection. The work programme is delivered with participation of residents working with all staff working in the care home, not only care delivery staff, to ensure that there is buy in and transformation of the culture throughout the home environment.
- 4.8 The programme was launched at an event held on 22 January 2018 with excellent attendance from an audience of care home managers, Regional Managers, and Activities Coordinators from care homes across the City.
- 4.9 Several homes have already registered their interest and they will be expected to sign a Learning Agreement to commit to attending the programme and to completing ongoing evaluation using Key Performance Indicators (KPIs) that will measure the difference in staff and resident satisfaction and track sickness and retention rates throughout the life of this programme.
- 4.10 Both organisations are happy to present on the outcomes of the programme to a future meeting of this Committee should this be desired.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Mike Boyle mike.boyle@lbhf.gov.uk

APPENDICES:

Appendix 1: Latest Care Quality Commission Inspection Data for Care Homes- Westminster City Council as at January 2018)

Care Home Name	Primary Client Type	Inspection Report Publication Date	Number of clients placed 1.01.18	Overall Rating	Group Name
1-2 Elmfield Way	Learning Disability	02/09/2015	3	Good	Yarrow Housing
Alison House	Learning Disability	16/02/2016	Respite up to 5	Good	Westminster Society for People with Learning Disabilities
Athlone House Nursing Home	Continuing Care	29/09/2016	23	Good	Sanctuary Care Ltd
Carlton Dene Elderly Resource Centre	Older People	24/12/2016	41	Requires Improvement	Sanctuary Care Ltd
Carlton Gate	Learning Disability	05/04/2016	3	Good	Westminster Society for People with Learning Disabilities
Flat A, 291 Harrow Road	Learning Disability	09/06/2017	4	Good	Westminster Society for People with Learning Disabilities
Flat B, 291 Harrow Road	Learning Disability	09/07/2015	4	Good	Westminster Society for People with Learning Disabilities
Flat C, 291 Harrow Road	Learning Disability	27/07/2015	5	Requires Improvement	Westminster Society for People with Learning Disabilities
Forrester Court	Older People	22/02/2017	74	Requires Improvement	Care UK
Garside House Nursing Home	Continuing Care	17/04/2017	40	Good	Sanctuary Care Ltd
Haven Bell Care Home	Mental Health	07/02/2017	1		
Norton House	Older People	28/02/2017	25	Good	Anchor
St George's Nursing Home	Older People	06/02/2015	6	Requires Improvement	
Westmead Residential Care Home	Older People	27/09/2016	36	Good	Sanctuary Care Ltd
Total			265		

BACKGROUND PAPERS

Independent Age report on care home quality in England- 31 March 2017 at <https://www.independentage.org/policy-research/research-reports/care-home-performance-across-england>