

9<sup>th</sup> June 2014

Agenda Item: 6

**REPORT OF THE SERVICE DIRECTOR FOR ACCESS AND PUBLIC  
PROTECTION****STRATEGIC REVIEW OF CARE HOME SECTOR IN NOTTINGHAMSHIRE  
AND NOTTINGHAM CITY****Purpose of the Report**

1. To inform members of the outcomes of the strategic review of the care home sector in Nottinghamshire and Nottingham City.

**Information and Advice**

2. Since January 2013 Rosamunde Willis-Read (seconded from her role as Compliance/Inspection Manager with the Care Quality Commission) has been working alongside the Market Development and Care Standards Team (MDCST) as a Project Manager for Strategic Quality and Risk. For the twelve months from the start of the secondment to January 2014, she led on a strategic review of the care home sector across Nottinghamshire and Nottingham City. The review was conducted on behalf of Nottinghamshire County Council, Nottingham City Council and the seven Nottingham City and Nottinghamshire Clinical Commissioning Groups (CCG) and was chaired by Allan Breeton, Independent Chair of the Nottinghamshire Safeguarding Adults' Board. The role of the review was to establish a thorough overview of the current residential care home sector including, amongst other things, measures in place to identify and monitor risks and what additional measures commissioners and providers should consider to develop quality services.

**Context**

3. There has been considerable interest in the quality of services provided in care homes nationally. The organisational collapse of the largest care home provider in England at the time, Southern Cross, along with media interest following the discovery of care practices at Winterbourne View and other high profile events have highlighted the risks of poor quality and financial viability in the care home sector.
4. This review was also informed by local media interest in the number of care homes across Nottinghamshire, which the Care Quality Commission (CQC) had judged as non-compliant across 5 of the essential standards of quality and safety. This assessment of the care home sector in December 2012 showed Nottingham City and Nottinghamshire County to be outliers in comparison with other councils in the East Midlands. More recent information

has shown that Nottinghamshire care homes compare favourably with these other local authorities.

5. As a result of the Care and Support White Paper 2011 and the Care Bill 2013, there are a number of national initiatives and tools to help drive development and quality improvement in the sector. The strategic review had been designed to dovetail with these initiatives and the work was conducted through the establishment of a board.

### **The review board**

6. A strategic review board was established with key partner agencies being invited to participate. The invitations were extended and accepted by representatives from the following partner agencies. Nottinghamshire County Council, Nottingham City Council, Newark and Sherwood Clinical CCG, Mansfield and Ashfield CCG, Nottingham North and East Nottingham West CCG, Rushcliffe CCG, NHS Nottingham City CCG, CQC, Nottingham City and Nottinghamshire County Healthwatch and the Community Programme.
7. The Nottinghamshire Care Association was also invited to participate in the review.
8. A schedule of monthly meetings was arranged where the terms of reference were determined and the work streams flowing from these crafted.

### **Terms of Reference**

9. The Terms of Reference set the programme of work to complete the strategic review and the key tasks were identified as follows;
  - To review the measures currently in place to identify and monitor risks to service users arising from poor quality provision.
  - To note the strengths of existing arrangements and identify any gaps with a view to making recommendations on how these measures can be improved
  - To establish the details on current care home provision across the geographical boundaries of Nottinghamshire County Council and Nottingham City Council, including identifying gaps in provision.
  - To identify the range and nature of support available to care homes by different agencies and the extent to which these are accessed by specific care homes
  - To identify what, if any, additional measures commissioners and providers could consider taking to develop quality across the care home sector
  - To consider emerging government and Care Quality Commission initiatives and make recommendations to enable early implementation

The outcomes from these identified and agreed key tasks were mapped through the remaining sections of the report.

## Recommendations of the review

10. The recommendations of the strategic review should be read in their entirety and within the context of the report; however a summary is listed below for reference.
  - 1) Share the findings of the Strategic Review with CQC, at the earliest opportunity, to inform the development of new adult social care methodology for inspection during the consultation period.
  - 2) Enhance future quality audits through focusing on expectations and outcomes for people and include the requirement for care home providers to demonstrate their own quality assurance processes.
  - 3) Adopt a targeted approach to both commissioning of care home provision according to geographical need, where gaps have been identified as well as the potential of re-commissioning residential as nursing/dementia care/complex needs provision.
  - 4) Utilise increased engagement with care home providers on both a national and local level to better understand the changing market needs and in planning and delivering the provision required.
  - 5) Launch the commissioning strategy publicly with strong message about commissioning high quality care.
  - 6) Improve co-ordination of visiting priorities and timing of visits between CQC, commissioners and Healthwatch work to ensure more effective monitoring and to reduce duplication of visits across all care homes.
  - 7) Provide feedback to CQC on local secondment outcomes in relation to improved ways of working across commissioners and regulator to inform better national working partnerships.
  - 8) Highlight the discrepancies nationally to the Chief Nurse for NHS England, Public Health England, Royal College of Nursing, Unison Unite of the skill mix and numbers of nursing staff in the care home sector currently.
  - 9) Use a targeted and proactive approach by commissioners to lack of leadership/management issue, including consideration of a contractual obligation to inform commissioners when managers leave, apply for registration and interim management arrangements, baseline training, induction standards, competency and quality assurance framework (partnership)
  - 10) Evaluate the effectiveness of existing clinical and specialist support to care homes.
  - 11) Use the evidence from quality monitoring findings to inform a programme of competency based opportunities by training and learning partnership agencies.
  - 12) Consider options for alignment of the CCG and Council quality monitoring functions to use resources across nursing and residential homes and reduce duplication in the assessment of care home providers.

- 13) Include Healthwatch in information sharing processes and use information acquired through 'enter and view' to build picture of quality of care for people for use in quality monitoring by commissioners.
- 14) Partner agencies to provide regular reports to the Nottingham City and Nottinghamshire Safeguarding Adults Board. These would supply information regarding the activities undertaken to ensure ongoing improvement in the quality of delivery of services within care homes is achieved.

### **Members care home working group**

11. A group of members headed by Councillor Weisz and council officers have convened and agreed to meet for four sessions. The group has determined to look at how the Adult Social Care and Health Committee can achieve quality and value for money, as well as supporting care homes.

The strategic review is due to be tabled at the next scheduled working group meeting.

### **Next steps**

12. Following the submission of the review through the respective commissioners governance processes, the review also details the following proposed next steps.
  - Organise working group to plan implementation
  - Extend secondment of CQC Inspection Manager to support this continued work
  - Develop media strategy
  - Implement recommendations
  - Monitor progress formally

### **Implications for Service Users**

13. Some of the most vulnerable older people are in care home placements. It is imperative that the services that they receive are of good quality and are delivered with dignity and respect. The proposals in this report seek to reduce and wherever possible eliminate poor quality care home provision whilst at the same time supporting the development of further high quality care home services through improved partnership working.

### **Statutory and policy Implications**

14. None

### **Financial Implications**

15. None

## **Equalities Implications**

16. None

## **Human Resources Implications**

Already covered by the previous committee agreement to a 1 year extension to the CQC Inspector Manager secondment until January 2015.

## **RECOMMENDATION/S**

It is recommended that Committee notes:

- 1) The strategic review of the care home sector along with the recommendations and proposed next steps contained.
- 2) Approves recommendations and next steps set out in paragraphs 10 and 12 above
- 3) That the Committee receives further input in September along with any recommendations arising from the Care Homes Working Group.

**Paul McKay**

**Service Director for Access and Public Protection  
Adult Social Care, Health and Public Protection**

**For any enquiries about this report please contact:**

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## **Constitutional Comments (SLB 30/05/2014)**

17. Adult Social Care and Health Committee is the appropriate body to consider the content of this report.

## **Financial Comments (KAS 21/05/14)**

18. There are no financial comments required

## **Background Papers**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

## **Electoral Division(s) and Member(s) Affected**

All