

# Family and People Services Policy and Scrutiny Committee

<b>Date:</b>	Monday 15 <sup>th</sup> October
<b>Classification:</b>	General Release
<b>Title:</b>	Care Home Improvement Programme (CHIP) – Older People’s Nursing and Residential Homes
<b>Report of:</b>	Senior Accountable Officer, Bernie Flaherty, Executive Director of Adult Social Care, and Public Health
<b>Cabinet Member Portfolio</b>	Cllr Heather Acton
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	...
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## 1. Executive Summary

- 1.1 Following a request from the Adults, Health and Public Protection Policy and Scrutiny Committee this report is to update the Committee on the status of the Care Home Improvement Programme (CHIP) which has been jointly commissioned by both Adult Social Care (ASC) and Health with funding from the Integrated Better Care Fund (IBCF).
- 1.2 A report submitted to the committee on 31<sup>st</sup> January 2018 highlighted the intention to commission a Care Home Improvement Programme to support residential and nursing care homes in Westminster (and Kensington & Chelsea). Since the initial Scrutiny committee report the CHIP has been rolled out to older people residential and nursing homes within the borough. The programme was launched to care home providers on 22<sup>nd</sup> January 2018 and phase one of the programme commenced on 18<sup>th</sup> March 2018.

## 2. Key Matters for the Committee’s Consideration

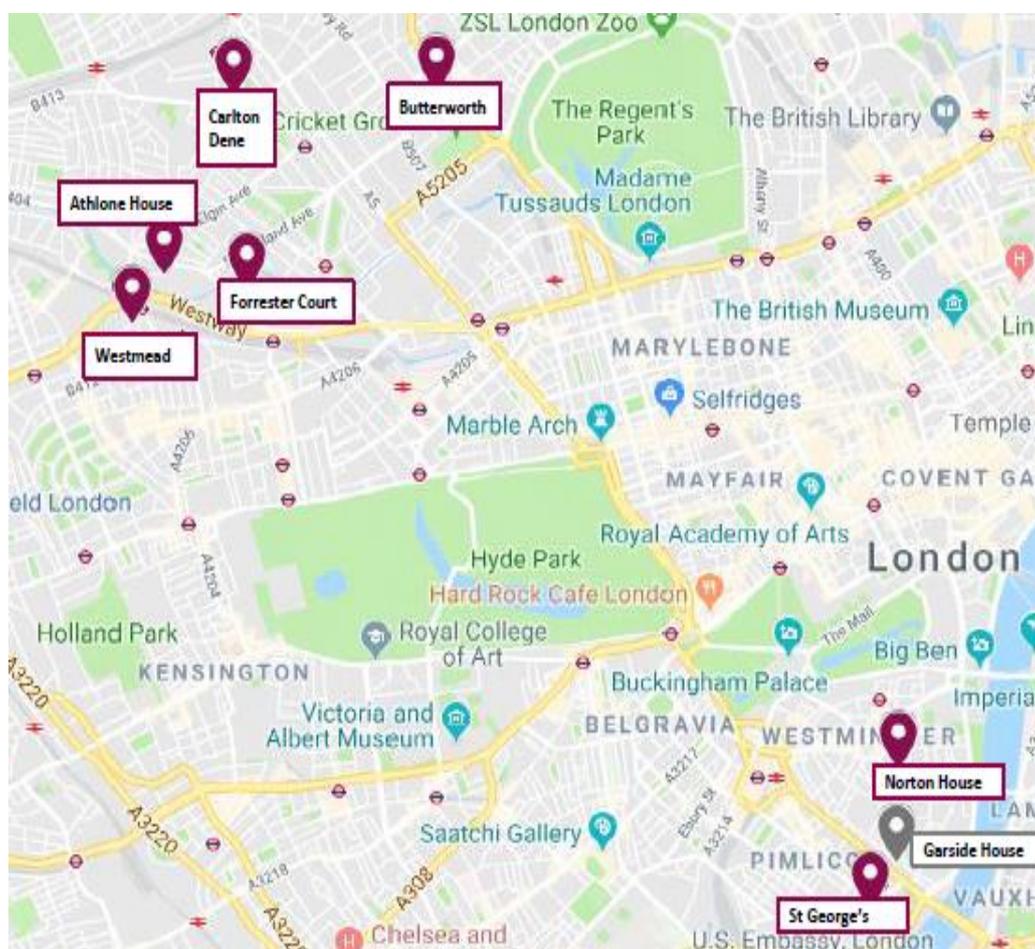
2.1 The table below shows the number of registered residential and nursing care services in Westminster for Older People. Services highlighted in bold are commissioned through block contract agreements by Westminster City Council or jointly commissioned with the Central London CCG.

Table 1

Care home name	Organisation	Registration status	Current CQC Rating	Previous CQC Rating	CQC report published	Registered beds
<b>Forrester Court</b>	<b>Care UK</b>	Nursing/Residential	Good	RI	25/04/2018	113
<b>Westmead</b>	<b>Sanctuary Care</b>	Residential	Good	RI	28/12/2017	42
<b>Carlton Dene</b>	<b>Sanctuary Care</b>	Residential	RI	RI	05/08/2017	42
<b>Athlone House</b>	<b>Sanctuary Care</b>	Nursing CHC	Good	Good	22/05/2018	23
<b>Garside House</b>	<b>Sanctuary Care</b>	Nursing CHC	Good	Good	12/04/2017	40
<b>Norton House</b>	<b>Anchor Trust</b>	Residential	Good	Good	28/02/2017	40
St George’s Nursing Home	Elizabeth McManus	Nursing	Inadequate	RI	30/05/2018	44
<b>Butterworth Centre</b>	<b>Sanctuary Care</b>	Hospitals - Mental Health	RI	N/A	19/10/2017	45
						Total beds - 389

Locations of the services are shown in the map below;

### Westminster Older People’s Residential and Nursing Homes



- 2.2 The My Home Life programme commenced on 15<sup>th</sup> March 2018 and will run to 23<sup>rd</sup> January 2019.

The Ladder to the Moon Outstanding Activities programme launched on 28<sup>th</sup> March and will run until June 2019.

- 2.3 In November 2017, the consumer organisation Which? published a report in regards to the Care Quality Commission's (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 73% of care homes performing well with ratings of either 'Good' or 'Outstanding'.

- 2.4 However, in response to the independent reports on poor CQC ratings in Westminster, the ASC and Health Joint Executive Team set a key strategic target to improve all care home CQC quality ratings in Westminster to 'Good' or better. Two independent organisations with track records in supporting care homes improve quality and CQC ratings were identified as specialists in the field and were jointly commissioned to submit a business case to deliver a care homes improvement programme.

- 2.5 Preceding the launch of CHIP the status of Westminster Older People's care homes (including one classified as a hospital and two as Continuing Healthcare), was 50% (4) homes are rated as 'Requires Improvement' and 50% (4) homes are rated as 'Good'.

- 2.6 Homes participating in the programme located in Westminster are Forrester Court (Care UK), Carlton Dene (Sanctuary), Westmead (Sanctuary), Butterworth Centre (Sanctuary), Athlone House (Sanctuary), St George's (Independent) and Norton House (Anchor).

Garside House (Sanctuary) withdrew from the programme due to staffing issues. Garside did not have a home manager or activity coordinator at the outset and were unable to identify suitable candidates to participate. Sanctuary Care were made aware that due to the timescales and conditions of the programmes there would not be a suitable opportunity for them to opt back in and it was reluctantly accepted that Garside were not in a position to participate. Officers will continue to work with Sanctuary Care to ensure the learning from other Sanctuary homes participating in the programme is shared through the company to give residents in Garside House an opportunity to benefit from positive cultural changes and outstanding activities too.

- 2.7 St George's Nursing Home received an Inadequate CQC rating following an inspection on 10<sup>th</sup> April 2018. Since that time there has been a focussed effort by officers to both support the home to improve and to ensure compliance with the agreed improvement plan and after some initial doubts, St George's have now made the financial commitment and are fully signed up to the programme.

Westminster's Quality Assurance team also continue to offer considerable support to St George's and have been visiting weekly to monitor their progress against their action plan to address failings.

There has been input across a wide range of service provision and joint work with the CCG and CQC to ensure consistency of approach and a clear focus on the priority areas for improvement.

### **3. Background**

3.1 Ladder to the Moon and My Home Life are working together to deliver a two-phase programme over an 18-month period, which commenced in March 2018 across older people care homes in Westminster. This is the first time the two organisations have worked together to deliver an excellence in care programme. The two organisations complement each other, with My Home Life focusing on 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.

3.2 ASC, CCG commissioners and Healthwatch partners have designed a set of key performance indicators (KPIs) (Appendix one) to measure the outcomes from the programme. Council officers will be monitoring delivery of the programme and performance measures are in place to measure the effectiveness and outcomes of the CHIP. The performance measures have been aligned to the "My Home Life" strategic themes of Personalisation, Navigation and Transformation and include;

- Evidencing person-centred care planning and achievement of personal outcomes in line with expressed wishes.
- Creating Communities – evidencing resident engagement with the wider community and in the care home setting.
- Supporting good health through access to community health services.
- Supporting good End of Life Care.
- Workforce development and training; including staff training, turnover and absence.

3.3 **My Home Life** is a national programme that was initiated and established in 2006 by National Care Forum and Help the Aged, and developed from a concerted drive to improve the quality of life of older people in care homes. My Home Life is seen as the voice for quality in the care home sector and provides a vision for practice improvement that integrates knowledge from health, social care and housing.

The My Home Life (MHL) approach has been positively evaluated by independent research in promoting relationship-centred commissioning and community visitor programmes. The MHL approach focuses on the 'Well-Led' CQC key line of enquiry and specifically targets leadership of the care home;

***Well-led:** the leadership, management and governance of the organisation make sure it's providing high-quality care that's based around your individual needs, that it encourages learning and innovation, and that it promotes an open and fair culture.*

MHL has also been identified as playing a key role in turning around homes perceived to be failing.

In addition, endorsement for MHL is given in;

- the Government White Paper [Caring for our future](#)
- the Local Government Association, NHS Confederation and Age UK [Commission on Dignity](#)
- the Centre for Social Justice [Older Age Review](#)
- the Demos-led [Commission on Residential Care](#)

3.4 The My Home Life programme aims to support Home Managers by offering time to reflect, to develop and undertake a journey of self-development, so they can be inspired to lead cultural change in care homes that will make care for older people more relational, personalised, dignified and compassionate. Their aim is to encourage sustainable transformational change where staff are supported to 'do things differently rather than doing different things'. My Home life has supported 1000 care home managers to date. Managers supported by My Home Life report 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, and that they are building strong relationships with other care homes within their geographical area.

3.5 Additionally, The My Home Life Leadership Support programme captures data on 'the collective journey of the group of managers' in terms of the qualitative outcomes and challenges that the group have achieved over the period of the programme. This data is translated into a confidential report for managers to validate and add to, during the completion meeting of the group in January 2019. To measure change over time, self-reporting measures are used at the beginning and end of the Leadership Support programmes – in particular, the Perception of Workplace Change Schedule (POWCS) which reports perceived changes to themselves or their place of work as a result of the programme has been adapted for the My Home Life programme from work done by Nolan et al [1] and Patterson et al [2]. (Appendix two)

The baseline survey was completed by each participant in March 2018. Once completed, the managers seal the survey in an envelope and sign across the seal so that they know it cannot be opened until the end of the programme (this helps build trust with them). At the end of the programme (Jan 2019), participants will complete the survey again and will be invited to open the sealed envelopes and reflect upon any differences in the way that have answered the questionnaire. The survey data is amalgamated into one spreadsheet and analysed. This aggregate data for the group will be made available in January 2019 for the committee, along with the qualitative report.

3.6 The first six months of the My Home Life programme has seen seven managers from local care homes undergoing an intense four day programme of coaching sessions at the start of the programme, followed by monthly action learning sessions. Aims of the programme;

- To enhance and develop the registered managers' leadership skills.
- Demonstrate to CQC that the care home is 'Well-led' – a key criteria of inspection moving forward.
- Evidence that the manager is receiving on-going professional support – a requirement of the regulator.
- Develop practice which, based upon My Home Life evaluations, can result in improved quality of life for residents, relatives and staff as well as having a positive impact upon the care home business.
- Provide monthly action learning sessions to discuss issues they are experiencing as managers of care homes.
- Provide a forum to ask advice from and share knowledge with other home managers.
- Explore different cultural approaches to managing a care home.

Home managers are taking the learning back from the programme to their homes and are building a strong network with each other. Further value can be achieved by continuing the network after the programme finishes. The Programme will run to 23<sup>rd</sup> January 2019.

3.7 The committee is asked to note the North West London (NWL) Clinical Commissioning Groups have commissioned a similar care home leadership programme through My Home Life for care home managers. The programme will be delivered to 100 home managers in the NW London geographical area.

Adult Social Care commissioners hold the same aspirations for providing safe high quality care for all customers regardless of the location of the care setting. As Westminster commission a significant number of spot purchased placements in the NW London area, customers of the council should benefit from quality and leadership improvements in these locations too.

3.8 **Ladder to the Moon** supports social care organisations to deliver outstanding care and improve their business performance. Ladder to the Moon aim to achieve their objectives by developing creative climates throughout care services. The organisation is endorsed as a recognised provider by CQC. Ladder to the Moon use approaches that incorporate training, coaching and vibrant events. Ladder involve everyone in the service: leaders and frontline staff, people living with long-term conditions, and the wider community. So far, Ladder to the Moon has supported 13 care services in other areas to achieve '**Outstanding**' CQC ratings.

3.9 The Ladder to the Moon programme aims to support the transformation of services through the delivery of Outstanding Activities and offering bespoke coaching to care home teams. The programme supports managers, deputies and activity coordinator leads to:

- Motivate staff to respond more effectively to the needs and aspirations of older people within their care and therefore deliver wellbeing.
- Influence upwards within their provider group to better support quality.
- Work more effectively with the wider system and local community.
- Create a culture of care which best delivers quality of life for staff, resident and family wellbeing, particularly those at risk of social isolation.
- Create a culture of change whereby all staff, not just activity coordinators, are responsible for delivering outstanding activities through a philosophy of making every interaction meaningful.

The work supports care homes in responding to the CQC requirements of Well-led, Effective and Responsive and demonstrate some of the characteristics of an 'Outstanding' care service.

3.10 The first six months of the Ladder to the Moon programme is showing that 7 care homes located in Westminster are engaged in the project and officers are tracking positive anecdotal and pictorial evidence of the activities delivered in phase one of the Ladder programme. All 7 homes are now progressing onto the second phase of the programme, which will include a bespoke coaching packages for the whole home. Phase 2 focuses on;

- Defining the vision and values of the team and service.
- Identifying and establishing members of a Change Team within the home to provide leadership for the programme and deliver the vision.
- Supporting staff to communicate effectively and build strong relationships.
- Working collaboratively with the community to create and host vibrant events.
- Continuing with the creative monthly activities as designed by Ladder.

Phase two will run until June 2019.

3.11 Anecdotal feedback from CQC inspectors to date has noted positive observations of resident and staff engagement in a different variety of activities than they have seen previously. CQC inspectors for the Westminster area have also given their endorsement and support for the CHIP programme.

3.12 Ladder to the Moon provide the care homes with Creative Activity boxes on a monthly basis to stimulate the delivery of Outstanding Activities. The activity boxes contain props and equipment and instructions to be used to deliver creative activities to residents. Photographic evidence in appendix 3 shows examples of some of the themed activity events delivered in one of the local care homes.

The 'Icon' box contains photographs of famous familiar icons, along with props to recreate a photoshoot event. In the examples included in appendix 3 the committee can observe one of the residents taking control of planning the activity. The resident is seen creating a poster to advertise the event and includes photos from the shoot with residents.

The 'Fine Dining Experience' box contains equipment and ideas on how to put on a special dining experience in a care home for residents. The photographic evidence in appendix 3 shows creation of advertising for the event. The committee are asked to note how care staff are making attempts to include all residents in activities. In the example shown, the resident is unable to join the main activity due to the complexity of his healthcare needs, so the staff took the fine dining experience to him.

NB: Consent has been sought and given by all residents and staff appearing the photographs for this report.

- 3.13 Ladder to the Moon and My Home Life have been asked to present the programme outcomes to members of the Family and People Services Policy and Scrutiny Committee at a future meeting. The presentation can be arranged upon request of the committee.

**If you have any queries about this report or wish to inspect any of the background papers please contact report authors;**

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#### **APPENDICES:**

Appendix 1 – Care Home Improvement Programme

Appendix 2 – Perception of Workplace Change Schedule (POWCS)

Appendix 3 – Ladder to the Moon Pictures