

DERBYSHIRE COUNTY COUNCIL
IMPROVEMENT AND SCRUTINY COMMITTEE - PEOPLE

23 May 2018

Report of the Strategic Director for Adult Care

Review of Council run care homes for older people: action plan update

1. Purpose of the Report

To inform Improvement and Scrutiny Committee - People of the progress which has been made in respect of the actions identified during the review of Council run care homes for older people.

2. Information and Analysis

On 22 August 2017 Improvement and Scrutiny Committee - People received a report on the review which the Committee had undertaken in respect of Council run care homes for older people. The report was then presented to and approved by Cabinet on 14 September 2017. The review identified required actions which officers within Adult Care have been addressing since the report was published. This report seeks to update the Committee on the progress which has been made, the full action plan with updates is attached as appendix 1.

Action 11 required the Strategic Director of Adult Care arrange a briefing to the Improvement and Scrutiny Committee on the rationale of the 3 shift rota system and the impacts on care home staff and residents. A summary of the rationale for the changes to staffing arrangements in homes for older people which was contained in the Cabinet report dated 16 June 2015 is attached as appendix 2. The Committee are asked to note that the implementation of the changes have only recently taken full effect and as such a review of the impact of the changes has not yet been undertaken, this will commence during June 2018 and a report on the findings will be presented to the Cabinet Member for Adult Care in due course.

3. Financial Considerations

Some of the review actions have required minor expenditure which has been met from within existing budgets set aside for this purpose. Where more significant expenditure may be required, for example in respect of security fencing and the recruitment of handypersons at each establishment, further work is required to establish the most appropriate approach and likely cost.

Where necessary and appropriate the approval of the Cabinet Member for Adult Care will be sought.

4. Social Value Considerations

The Council's care homes for older people are an important part of the service which is provided to some of the most vulnerable people in the community. It is important that the highest standards of care are maintained and this report seeks to reassure members of the Improvement and Scrutiny Committee – People that issues of concern are being addressed appropriately.

5. Other Considerations

In preparing this report the relevance of the following factors has been considered: Human Rights, equality of opportunity, legal, human resources, health, environmental, transport, property and crime and disorder considerations.

6. Officer's Recommendation

That Improvement and Scrutiny Committee - People note the progress which has been made in respect of the actions identified during the review of Council run care homes for older people.

**Joy Hollister
Strategic Director – Adult Care
County Hall
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Appendix 1

Recommendation wording	Responsible Officers	Summary of action taken and completion date
1. Service Managers to share the best practice ideas listed in Appendix 2 of the report with care homes and to consider how best to share good practice on an ongoing basis, for example through Unit Manager Leadership meetings.	Rob Moore/Craig Jaques-Newton/ Jane Parke	The Best Practice Ideas were shared at a Leadership Workshop (November 2017) Disseminated to be discussed at the following meetings: <ul style="list-style-type: none"> • Service Manager monthly meetings with Unit Managers (January 2018) • Team meetings between Group Managers and Service Managers (January 2018) Group Managers to consider feedback from the Service Manager group re: new ideas and implementation of any items (ongoing).
2. The Strategic Director of Adult Care discusses the issues raised over ground maintenance with Property Services, voicing particular concerns of both members, care home staff and relatives as to the quality of grass cutting, collection of garden waste and general maintenance of aesthetic aspects and considers how best to ensure these issues are resolved going forward.	Rob Moore/ Jean Sturman	Negotiations have taken place between Adult Care and Property Services over a number of months. The following has been achieved: <ul style="list-style-type: none"> • New service specification and Service Level Agreement in place (January 2018). • Price for one-off remedial work to be undertaken at all HOPS completed by end of February for planting flower borders in Spring 2018 • Development of a fully costed programme for all establishments (January 2018). • Additional Property Services resources have been allocated (November 2017) • Established a monitoring system for Unit Managers to record when work has been undertaken (November 2018) • Unit Managers have been provided with urgent contact numbers for Grounds Maintenance supervisors in case of further issues (November 2017). A review meeting will be held in Autumn 2018 to monitor progress, maintenance and re-evaluation.
3. The Strategic Director of Adult Care raises the lack of security for residents when using outdoor areas of the residential care homes and encourages the installation of adequate fencing for outdoor areas used by residents.	Rob Moore/ Jean Sturman	Action has been taken with the erection of a fence at Meadow View at a cost of £14,000. This work ensured the safety of a resident and prevented them wandering onto a busy main road (September 2017) <p>A new locking system for perimeter gates has been ordered at East Clune and Thomas Colledge House. An estimated price has been obtained for Morewood, but this would be £47,000 – therefore the cost will be prohibitive.</p>

		<p><i>Fencing the perimeter for Holmlea has not been pursued. There is an existing secure area for residents that cannot be accessed by the general public. The issue with a neighbour whose dog fouls part of the grounds has been addressed and will be monitored (January 2018).</i></p> <p><i>An audit has been undertaken and we are giving priority to ensuring a secure area for residents at each home. However, the fencing of the entire perimeter of all establishments would require significant capital expenditure. A report on options will be presented to the Cabinet Member for Adult Care in due course.</i></p>
4. The Strategic Director of Adult Care encourages the adoption of standard security practices amongst all the local authority owned residential homes and shall consider the viability of upgrading more older 'code' door systems to fobs for entry and exit by staff members.	Rob Moore/ Jean Sturman	<p>An audit of all door entry and exit arrangements has been undertaken in each establishment based on the needs of residents and the type of service delivered.</p> <p>Where required new systems have either already been installed or are on order at Ladycross, Castle Court, and Thomas Colledge House (January 2018).</p>
<i>5. The Strategic Director of Adult Care discusses with Property Services, the need found in the majority of the Council's residential care homes, for additional storage space either by internal or external means.</i>	Craig Jaques-Newton/ Jane Parke	<p><i>We have worked with Medequip to ensure the timely removal of unused equipment reducing the inappropriate storage of equipment in bedrooms/bathrooms, etc. (November 2017)</i></p> <p><i>Unit Managers have been asked to notify Quality and Compliance if there are any issues with any other equipment that is stored inappropriately (Ongoing).</i></p>
<i>6. The Strategic Director of Adult Care reviews the performance of Medequip and considers ways of providing a consistent service level to all residential care homes.</i>	Craig Jaques-Newton/ Jane Parke	<i>We have worked with Medequip to remove unused equipment in accordance with the Service Level Agreement. The Contract Liaison Officer has attended the Unit Manager Workshop to listen to and follow up concerns (November 2017). The situation is being monitored and further action will be undertaken as required.(Ongoing)</i>
<i>7. Research is carried out to investigate the extent to which there are pressure sore issues after being discharged from hospital into residential care homes and for reablement.</i>	Rob Moore/ Emma Benton	<p><i>A monitoring system is in place, where we record the numbers of pressure sores in our residential establishments on a monthly basis. Unit Managers are responsible for completing and taking appropriate action as a result. (System established July 2017).</i></p> <p><i>The Policy and Practice document has been reviewed in conjunction with health colleagues at their Pressure Sores Group and approved through Quality and Compliance Group in March 2018.</i></p>

		<i>A Hospital Discharge Concerns sheet is in place for Unit Managers to complete. A monthly report is produced by Management Information Team for the Group Manager (Hospitals) and feedback is made available to Unit Managers.</i>
<i>8. The Strategic Director of Adult Care will ensure research is carried out to ascertain whether all residential care homes are properly equipped with the correct apparatus such as fall mats and alarms as to reduce the frequency of safeguarding issues including falls and pressure sores.</i>	Rob Moore/ Emma Benton	<p><i>Risk assessments are completed as required and referrals made on an individual basis. This ensures joint working with other professionals and provision of suitable equipment. (Already in place).</i></p> <p><i>An audit of all current residents has taken place to ensure all their needs have been appropriately assessed and met. This will be recorded on their Personal Service Plan and reviewed as required and referrals made as appropriate (November 2017).</i></p> <p><i>A series of Enhanced Quality Visits has been undertaken between January and May 2018 by Emma Benton, Lesley Evans, Adele Roddis and Toni Padley (from the Direct Care Quality and Compliance team).</i></p>
<i>9. When planning the construction, development and use of new residential care home establishments under the authority, Derbyshire County Council will endeavour to consult and engage both staff and residents throughout the process. The practical needs of the facility and its residents should always be paramount to any appearance or status concerns and desires.</i>	Rob Moore/ Jean Sturman	<p><i>The Stakeholder Engagement Team support us in undertaking consultations on all new build projects. The DCC website is used to publicise and promote consultations.</i></p> <p><i>Residents and staff are involved in the design for the new care home at Belper. Meeting held with Ada Belfield residents and relatives in January 2018. A similar pattern of consultations will take place in preparation for the new home in Cotmanhay.</i></p>
<i>10. The Strategic Director of Adult Care considers further ways of ensuring there is adequate provision of care home staff, either by considering the use of a pool of relief care home staff who can provide short term placements where required or by making efforts to centralise the more clerical aspects of the recruitment process as to reduce the burden of unit managers.</i>	Craig Jaques-Newton/ Jane Parke	<p><i>We have set up a Direct Care Workforce development group that has made significant steps to increase the number of new starters as well as developed better marketing material to sell the service and use social media, jobs fairs, sector based academies and apprenticeships to encourage new people into the service (since Summer 2017 and ongoing).</i></p> <p><i>This group links into the care market wide 'Talent Academy' board at which all stakeholders across the whole market including independent providers, voluntary</i></p>

		<p><i>organisations, health colleagues and Direct Care. We have recently invested in a dedicated workforce development Service Manager (appointed February 2018).</i></p> <p><i>We already have in place and will continue to use and grow where possible of pool of relief staff and the offering of additional hours to contracted staff (already in place and ongoing).</i></p> <p><i>We have increased clerical staff into establishments to reduce the level of administrative tasks undertaken by managers (since August 2015 restructure).</i></p>
<p>11. The Strategic Director of Adult Care arranges a briefing to the Improvement and Scrutiny Committee on the rationale of the 3 shift rota system and the impacts on care home staff and residents.</p>	<p>Simon Stevens/ Rob Moore</p>	<p><i>A review of the effect of the shift rota system has been undertaken. Feedback is appended to this report for presentation to the Improvement and Scrutiny committee.</i></p>
<p>12. The Strategic Director of Adult Care discusses with Property Services the viability of having a Handyperson to service all residential care homes in Derbyshire. It would be desirable to have an individual assigned to a set of residential care homes who would be able to take care of minor garden maintenance and specific cosmetic work within the home.</p>	<p>Rob Moore/ Jean Sturman</p>	<p><i>Each of the 5 Community Care Centres do have a handyperson (Site Supervisor) post. Discussions have been held with Property Services to identify a similar role, on a peripatetic basis, for the other 17 establishments. A new job role would be required and would need to be approved through the Job Evaluation process. It is estimated that the full cost for this approach could be approximately £150,000 - £200,000.</i></p> <p><i>Since this would increase the unit cost of services considerably, and that as an Enterprising Council it would better promote our ethos and values, it might be more cost effective for each home to use local tradespeople to undertake these tasks as required. Both options are being refined and these will be presented to the Cabinet Member for Adult Care in due course.</i></p>

Appendix 2

Briefing note for Scrutiny on the rationale for the Direct Care Older Peoples Residential Care staffing restructure:

A Cabinet report was presented and approved by Cabinet on 16th June 2015 regarding “Direct Care Residential Services for older people: restructure of staffing and management arrangements.” This set out the rationale for the new arrangements which were subsequently implemented as follows.

The commissioning strategy for accommodation care and support for older people in Derbyshire identified a commitment to positioning Direct Care Residential Care Services as a sustainable long term element of an overall market that is able to provide a range of options for the future. In response to this there was a need to ensure that current and future residential services were equipped to continue to be able to deliver effective and efficient support for increasing numbers of people with more complex physical and emotional needs for the long term.

Residential care services are regulated and inspected by the Care Quality Commission (CQC). In inspections leading up to the Cabinet report CQC had imposed non-compliances in some of Derbyshire County Council's Care Homes for two reasons:

- They felt that care staff time was being used to cover other tasks within establishments and that this reduced the amount of time available to focus on resident care, support and wellbeing needs.
- They suggested that the health, safety and welfare, of residents were not fully safeguarded because there was not enough suitably qualified, skilled and experienced care staff on shift.

Both of these non-compliances directly impacted on the outcomes for residents and were linked to how the management and staffing structures in residential care services were modelled.

On this basis Adult Care proposed a restructure of staffing and management arrangements which enhanced the quality of the care and support for older people within residential establishments by:

- Increasing the number of staff working directly with residents in all establishments.
- Improving the quality and consistency of the care provided by all staff throughout the 24 hour period.
- Enabling staff to better understand the needs of residents throughout the day and night.
- Increasing the opportunities for mentoring and support for care staff.

- Freeing up management time to manage and lead the service and its staff to develop a culture of continuous improvement.
- Developing a clear career structure with achievable steps to enable progression and development for staff.
- Creating opportunities for establishments to enhance effectiveness and efficiency in order.

The changes which were approved were then implemented following consultation with staff affected from September 2015. The changes have taken 2 years to fully implement and will be reviewed from June 2018.