
Improving the Quality of Older People's Care Homes – Report of Member/ Officer Working Group

Report by the Chief Social Work Officer

EXECUTIVE COMMITTEE

21 April 2015

1 PURPOSE AND SUMMARY

- 1.1 **This Report summarises the work of the Officer/Member working group set up to consider ways to develop more pro-active approaches to maintain and improve the quality of service delivery within Care Homes for Older People. The work has been based upon research evidence of best practice and quality monitoring initiatives.**
- 1.2 A paper presented to Social Work and Housing Committee on 5th June 2014 provided an overview on the quality of Care Homes in the Borders. As a result of this, Members requested that an Officer/Member Working Group be set up to consider the quality of service delivery in Care Homes.
- 1.3 This report (attached in Appendix 1) contains the findings and recommendations of the member/officer short life working group which met to review the quality of Older People's Care Homes and consider proposals for improvements where required. The Report reviews the national and local context and challenges in the Care Home market. It considers current local mechanisms in place to address quality issues and looks to encourage improvements and new initiatives. It analyses benchmarking and good practice in other areas of Scotland and the UK including alternative models. It identifies gaps in service design and delivery and proposes recommendations for improvement to the Executive Committee. These will be taken forward via an action plan, attached as Appendix 2, over the next 12 months.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee:**
 - (a) **Endorses the Report on Improving the Quality of Older People's Care Homes as detailed in Appendix 1.**
 - (b) **Agrees recommendations in the Members review report (section 12)**
 - (c) **Notes the action plan set out in Appendix 2.**
 - (d) **Receive a progress report mid 2016**

3 BACKGROUND

- 3.1 A paper presented to Social Work and Housing Committee on June 5th 2014 provided an overview on the quality of Care Homes in the Borders. The report included a summary of the Care Inspectorate grades at the time the report was written. It was acknowledged that there were areas of good practice; however some concerns were raised about a number of occurring themes and issues, including quality of environment, management and leadership. It was recognised that effective processes were in place to monitor, advise and support homes should difficulties be identified. Elected members were keen to explore more pro-active approaches to maintain and improve quality, and proposed a short life member/officer working group to be set up for research evidence of best practice and consider proposals for improvement. Part of this process has involved Members visiting a number of independent and Council run (SB Cares from 1st April 2015) care homes

4 WORK OF SHORT LIFE WORKING GROUP

- 4.1 A benchmarking exercise was carried out to help identify the current status of services with regard the national situation, and to clarify possible future trends in service demand. The Councils stated objective is to shift its balance of care by reducing the proportion of institutional care placements and increasing the proportion of home care packages and Extra Care Housing (ECH)/Housing With Care (HWC) places.
- 4.2 It is assumed that the need for nursing care for the most vulnerable older people will continue undiminished and therefore the number of these places is seen as likely to increase in line with demographic change. It is anticipated that the present residential care places will be delivered differently with a continuing proportion of people receiving ECH/ HWC packages.
- 4.3 Developing accessible Training and Support to service providers/ direct care staff/ care home managers was seen as integral to this approach.
- 4.4 The evolving role of the effective use of nurses and nursing support within the care home sector was also seen as an integral component of the Report's focus and recommendations.
- 4.5 The current core role of the Community Care Reviewing Team (CCRT) was endorsed, and its future potential for establishing and monitoring quality indicators of service provision noted. The need for the continuing multi-agency approach to Adult Protection concerns was also recognised.
- 4.6 The overarching need for clear and workable contractual arrangements has been scrutinized with specific regard to the development of a local customised National Care Home Contract. Aspects of funding incentives and remedial sanctions have also been explored. The introduction of a Good Practice Accreditation award has been recommended.

- 4.7 The working group considered progress with the redesign of Local Authority Care Homes agreed through the Transforming Older Peoples Services programme. Over the last three years there have been updates to three of the Councils five Care Homes to provide a facility for intermediate care/short term care. In addition one Care Home in Peebles has been replaced by an Extra Care Housing Development (Dovecot Court). It was noted that whilst there has been good use of Intermediate Care beds all homes have not been used to capacity.
- 4.8 It was noted that it is vital to have clearly identified capital sums ring-fenced for the ongoing maintenance/ upkeep of the Council run (SB Cares) care homes in the future.

5. IMPLICATIONS

5.1 Financial

- (a) Within the 2015/16 Capital Financial Plan, £899k of planned investment has been made in order to enable the programme of planned upgrade to residential care homes, including fire compartmentalisation, with a further £110k over the following two financial years. Additionally, £162k is planned to further develop these and other infrastructure assets. Overall, this should be sufficient to fund the proposed investment at Waverley RCH. There is a risk however, that insufficient funding has been identified to fund all the other identified upgrade requirements.
- (b) Between 2019 and 2022, it is also proposed to invest over £10.0m in the development of a new Supported Care (Extra Care) Housing development in the Berwickshire locality.
- (c) Older People's services and in particular, residential care, continues to be an area of ongoing Revenue pressure within Adult Services. In particular, containing the cost of the increasing demand/need for this service, is proving to be a significant challenge. The budget for the Council's internal residential care remains fixed however and when operating under the management of SB Cares, following upgrade, ongoing work will be required by the care company to contain expenditure within budget, particularly with the planned changes to client numbers. Additionally, should new services be implemented such as supported care housing, then such a service, in Revenue terms, will require to be mainstreamed financially.

5.2 Risk and Mitigations

- (a) The Report fully describes all the elements of risk that have been identified in relation to its proposals and no specific additional concerns need to be addressed.

5.3 Equalities

- (a) An Equalities Impact Assessment has been carried out on this proposal and no adverse equality implications have been identified. Indeed the recommendations aim to improve quality and thereby have a positive outcome.

5.4 **Acting Sustainably**

- (a) The social impact of poor Care Home standards can be significant for residents, relatives and communities, it is vital to maintain an ongoing and robust system to monitor and plan around these issues. With regard to dementia care service design, it is paramount to have appropriate enhanced and specialist services in place for those individuals and families in need of both respite and longer term care.

5.5 **Carbon Management**

- (a) There are no effects on carbon emissions as a result of this report.

5.6 **Rural Proofing**

- (a) There are no effects on rural proofing issues as a result of this report.

5.7 **Changes to Scheme of Administration or Scheme of Delegation**

- (a) There are no envisaged changes to the Scheme of Administration or the Scheme of Delegation as a result of the proposals in this Report.

6. **CONSULTATION**

- 6.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Service Director Strategy and Policy, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council are being consulted and any comments received have been incorporated into the final report.
- 6.2 Corporate Equalities and Diversity Officer has also been consulted for any new or revised policies/strategies to assure Equality Impact Assessment.

Approved by

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Signature

Author(s)

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Background Papers: None

Previous Minute Reference: None

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Elaine Torrance can also give information on other language translations as well as providing additional copies.

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