

**Report of Director of Adults and Health  
Report to Executive Board**

**Date: 20 March 2019**

**Subject: Adults and Health Quality Account for Regulated Services**

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| Are specific electoral wards affected?<br>If yes, name(s) of ward(s):  | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Are there implications for equality and diversity and cohesion and integration?  | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Is the decision eligible for call-in?  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Does the report contain confidential or exempt information?<br>If relevant, access to information procedure rule number:<br>Appendix number: | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |

**Summary of main issues**

1. In accordance with The Care Act, 2014, local authorities have a statutory duty to ensure there is sufficient provision of good quality care and support services to meet people care needs in their local area. It is also imperative that there is a diversity of provision to enable people to exercise choice over the services they require and are able to access.
2. In September 2016, Leeds City Council Executive Board requested that the Director of Adult Social Services should routinely produce an annual statement on the quality of care services across the city. The Quality Account should be published on the council's website and made available to the Executive Board, Leeds Adult Safeguarding Board and the relevant Scrutiny Boards.
3. The aim of the report is to monitor and report any changes in the improvement of the quality of regulated adult social care services in Leeds. Executive Board considered that it would also provide public assurance both on the standards of care and the quality monitoring and governance arrangements in place.
4. The Quality Account shows that there has been a gradual and consistent improvement in the quality of regulated care and support services. This has in part been due to the increased investment by the Council to support regulated care services to improve and to sustain improvements. Another key factor has been the further development of strong partnerships between the Council, NHS

commissioners and providers, and with care providers themselves, with a focus on, and a commitment to, improving the quality of regulated care services in Leeds.

5. The Adults and Health Quality Account for Regulated Care Services in Leeds (2017/18) is attached as an Appendix 1 to this report.

### **Recommendations**

1. The Executive Board is asked to note the contents of this report, support the work outlined to continue to deliver improvements and approve, for publication, the attached Adults and Health Quality Account for Leeds 2017/18 (Appendix 1).
2. The Executive Board is asked to note that the Head of Commissioning (Contracts and Business Development) for Adults and Health will ensure that the Quality Account 2017/18 is published on the Leeds City Council Website.

## **1. Purpose of this report**

- 1.1 This report introduces the 2017/18 Quality Account for regulated Social Care services (those registered and inspected by the Care Quality Commission) for Leeds.
- 1.2 The Care Act 2014 Section 5 places a duty on local authorities to promote the diversity and quality of the market for regulated care provision along with the CQC and provide information to inform all individuals needing such care to make informed decisions regarding their care including those individuals who pay for their own care, so called self-funders.
- 1.3 This Quality Account forms part of the discharge of that duty.

## **2. Background information**

2.1 The quality of the regulated care market (those services which fall under Care Quality Commission for registration and inspection) is central to supporting the Best City Plan outcome for Leeds to be the Best City to grow old in and to support the Adults and Health refreshed Better Lives Strategy.

2.2 The Adults and Health Quality Account covers the following services:

- Care provided in care homes for older people, including residential dementia care/older people's mental health
- Care provided in care homes for people needing nursing care, including people with dementia/older people's mental health
- Care provided in people's own homes such as domiciliary care/home care and supported living services, including services for people with learning disabilities and/or autism, people with mental health needs, and people with physical and sensory impairment

The Quality Account does not consider health provision such as GPs, Hospitals, Dentists etc.; concentrating wholly on the social care sectors of regulated care in Leeds.

2.3 The Care Quality Commission (CQC) inspects against its published framework of Fundamental Standards. These standards are broken down into five questions or domains as follows:

- Are they safe?
- Are they effective?
- Are they caring?
- Are they responsive to people's needs?
- Are they well-led?

2.4 During an inspection, the CQC judges each of the above domains, giving each a rating of: Outstanding; Good; Requires Improvement; or Inadequate. These five individual judgments are then combined to give an over-all judgment for the quality of the provision.

2.5 Adults and Health has a Framework Arrangement in place with the majority of residential and nursing providers in Leeds. This allows oversight and support of those

providers through contract management and the support of the newly developed Care Quality Team.

- 2.6 With regards to home care, Adults and Health has contracts in place with 12 providers, 4 of whom are the primary providers and a further 8 who are part of the Framework Agreement. These providers are subject to comprehensive annual audits as well as routine monitoring activities.
- 2.7 In addition, there are a significant number home care providers operating in Leeds who do not come under the Framework Agreement but with whom we enter into spot purchasing arrangements. These services are monitored by the contracts monitoring staff through our compliments/complaints processes, as and where concerns about the quality of care are raised.
- 2.8 The data used in this report originates from the Care Quality Commission published reports for Adult Social Care Regulated Activities which include residential and nursing care, domiciliary care and supported living services.
- 2.9 This data, used for the national picture or national comparison data, does not take into account services that have not yet been inspected or have been inspected but where the report has not yet been published.

### **3. Main issues**

- 3.1 The full Quality Account is attached as Appendix 1 to this report.
- 3.2 The report indicates a trend of continuing improvement in the quality of provision across the city over the last year.
- 3.3 The report sets out some of the activities and actions that officers within Adults and Health are undertaking to address some of the quality issues and outlines the impact of those actions in supporting improvements in CQC inspection ratings.
- 3.5 The Council is committed to driving up the quality of services across the city to ensure that people who use the services and their families/carers have positive experiences of the care and support they require. We do this in the following ways:
  - Working in partnership with the sector itself, so there is joint ownership and ambition to achieve and sustain high quality services
  - Working effectively in partnership with key stakeholders such as the Care Quality Commission, Healthwatch, Leeds CCG and local NHS providers
  - Investing resources in a Care Quality Team, creating additional capacity to provide a high level of support, with effective challenge, to those services needing to improve
  - Being intelligence-led in our prioritisation: using both hard and soft intelligence to prioritise who we work with including feedback from service users, carers and staff
  - Using the assets within Organisational Development and Skills for Care to put a strong focus on strong and effective leadership in care services

- Celebrating and sharing good practice as we find it

3.6 The Quality Account outlines the joint work underway with NHS colleagues to develop systems and processes which further improve quality and which ensure timely responses to concerns about poor quality and sustainable improvements. The work undertaken includes:

- Development of a single joint protocol across Adults and Health and the CCG to escalate concerns, including adapting the CCG's enhance quality surveillance tool
- Instigating joint monitoring and quality assurance visits to care homes, including drawing on specialist inputs such as pharmacy audits, health and safety, Fires Safety reviews, and providing care homes with advice and support
- Continue to enhance information collection and analysis to further inform risk based targeting of support to providers
- Continue to develop the key focus on the leadership of regulated care by supporting a registered managers' action learning network through our Leadership Academy. Being "well led" was previously identified as a key issue in the National CQC Quality of Care report in 2015.
- Work in partnership with the local Healthwatch which has 'Enter and View' powers to undertake visits to care homes where concerns about quality of care have been identified.
- The Care Quality Team is heavily engaged with providers to enhance quality of services in the city.
- To learn from good practice in other councils and share provider best practice to ensure continuous improvement in the quality of services in Leeds
- Establishment of a Care Homes Oversight Board jointly chaired by Adults and Health and CCG senior officers, which consists of key stakeholder representatives including Healthwatch, Age Concern UK, Carers' Leeds, the Leeds Care Association (LCA), care home providers, NHS providers and users by experience.

3.7 Adults and Health staff also has in place a proactive approach to auditing and monitoring home care services provided under the Framework Agreement. Additionally, contract monitoring staff are involved in routine monitoring of the services, targeting those services where concerns about the quality of care have been raised. This input has resulted in a clear identification of the main causes of concerns and complaints such as poor communication on a day to day basis between the providers' office staff and service users and their families/carers.

3.8 The combination of proactive annual quality audits and routine monitoring visits together with responsive monitoring activities where complaints or concerns have been raised has played a significant part in an overall improvement in the quality of care and support being provided.

## **Future initiatives to support the quality of care**

- 3.9 We are investing £36K in supporting best practice in dementia care. This involves training in “dementia care mapping” or DCM. Dementia care mapping is a way of implementing person-centred care. It involves continuously observing the behaviour of people with dementia and the care they receive. Dementia Care mappers record their observations to improve the way people are supported in formal care settings, such as care homes and hospitals. It aims to capture the small things that lead to happiness or distress and use this information to enhance people’s care plans and improve the environment of care home and other care settings.
- 3.10 In practical terms we intend to:
- Invest in the Care Quality team to qualify them to Advanced level Dementia Care Mappers
  - Initially invest in 15 of our largest dementia care providers (potentially those who require improvement) to qualify 2 workers per establishment, the senior care worker and deputy as Dementia Care Mappers
  - Use the Care Quality team to support the ongoing mapping within establishments and establish a DCM network
  - Develop a Leading in Dementia Care course which is 2 days
- 3.15 We are also undertaking work to specifically support the nursing workforce in nursing homes and will set up our own Teaching Nursing Homes programme in Leeds. Plans are at an early stage and we are undertaking consultation with care home owners and directors and the nursing workforce themselves to better understand what they would find most helpful. We know that the needs profile of residents in nursing homes has changed over the last ten years with increasing complexity in people’s care needs. We want nursing in nursing homes to be seen as a positive career choice which is supported by a collaborative approach to training, continuous professional development and academic research. This will be a key project under the Leeds Health and Care Academy and a good example of the benefits of having the Academy in the city.

## **Developing an LGBT+ friendly standard in care services**

- 3.16 We have had an introductory seminar facilitated by Research into Practice for Adults (RiPFA) with the regulated care sector. There was attendance both from home care agencies and care homes, some small local providers and some big national companies. Attendees were from a range of backgrounds which included:
- Providers
  - Commissioners
  - Social workers
  - LGBT People
- 3.17 The aim of the workshop was to consult with stakeholders and to:
- Improve understanding in older people’s social care services of the relationship between ageing, sexual orientation, gender identity and personalisation
  - Increase confidence in care and support for older LGBT+ individuals in care settings with the development of a framework to evaluate the quality of services for LGBT+ individuals

- Identify key actions for service improvement
- Deliver accessible information relating to the key issues for older LGBT+ people in a range of care settings

3.18 By the end of the workshop participants had:

- explored what good practice looks like
- identified barriers and enablers to delivering provider services that meet the specific needs of older LGBT+ individuals
- agreed outcomes against which older people's services for LGBT+ individuals might be assessed
- contributed to the co-production of a framework to evaluate the quality of adult care providers' work with older LGBT people+
- identified next steps of this as a pilot framework for awarding providers of older people's service an 'LGBT+ quality mark' (overseen by Leeds City Council)

3.19 We are working with a care home provider and day service that are acting as pilot care providers for us to trial training their staff on LGBT+ best practice. The training is being provided by Yorkshire Mesmac and feedback on the training is that the response has been very good.

3.20 The service have changed the language of their assessments by for example asking people who is important to you or using "they" and "them". They are also considering their imagery within the service and in their promotional materials to ensure they are much more inclusive.

3.21 We have just recently engaged Opening Doors London to take three local care homes through the **Pride in Care** assessment: championed by Care England and with accompanying training endorsed by Skills for Care, the Pride in Care quality standard awarded by Opening Doors London seeks to showcase the best practice of organisations providing quality care and support to older LGBT+ people, and enabling those whose services could be improved to be supported in achieving this. The standard is attained through a short, step-by-step process encompassing policy reviews, staff surveys and LGBT+ awareness training with final assessments conducted by local 50+ LGBT+ Ambassador volunteers.

3.22 Opening Doors London therefore will also train and support a cohort of **volunteer Ambassadors**: Volunteer Ambassadors are people who are 50+, identify as LGBT+ and are comfortable with their identities and are willing and able to talk to groups of people about their life experiences. As well as building the community capacity, resilience and resources of local the LGBT+ community Ambassadors, this innovative volunteer programme provides the Council and health and social care partners with better engagement with older LGBT+ people and greater insight/intelligence into their health and social care needs.

## **4 Corporate considerations**

### **4.1 Consultation and engagement**

- 4.1.1 The Quality Account is a report based on information obtained from the CQC and from other agencies such as Leeds CCG and Healthwatch, as well as from social work staff and from service users and carers.
- 4.1.1 Work arising from the actions noted in the report has been, and continues to be, developed with citizens of Leeds, especially with service users and carers.

### **4.2 Equality and diversity / cohesion and integration**

- 4.2.1 The Adults and Health Directorate seeks to ensure that services are provided on the basis of identified need. Routes to access these services are expected to be fair and equitable and to ensure that social care support meets those needs in a manner that is appropriate to individual cultural requirements, and gives due regard to ethnicity and any other protected characteristic requirements.
- 4.2.2 Adults and Health ensures that it meets these requirements through the Equality Impact process, ensuring that all changes and developments within the Directorate's remit are appropriately and proportionately assessed. Such assessment seeks to identify whether barriers to the service for any specific equality group exist or may be created by changes to policy or services and where appropriate identifies what can be done to mitigate or remove those barriers prior to the decision making process.
- 4.2.3 The Equality Impact Assessment screening tool indicates that production of the Adults and Health Quality Account is unlikely to have a differential impact on any protected equality characteristics. There are no likely public concerns caused by the production of the document. The document contains only previously published materials. It will not create any impact upon how our services, commissioning or procurement activities are organised, provided, or located. It will not create any impact upon workforce or employment practices. The Quality Account will be published on the internet, distributed to key service user and carers groups, and will be made available in different languages and formats on request.
- 4.2.4 The Equality Impact Assessment Screening Tool for the Quality Account will be published on the Leeds City Council website and is attached as Appendix 2 to this report.

### **4.3 Council policies and best council plan**

- 4.3.1 The quality of regulated care services in Leeds is critical in ensuring that Leeds is 'The best place to grow old'.
- 4.3.2 The Leeds Quality Account is in accordance with the refreshed Better Lives strategy, setting out how the Council, together with partner agencies, ensures that there are sufficient good quality services available to meet the diverse range of needs across the city.
- 4.3.3 Maintenance and improvements of quality in the regulated care sector also support the Leeds Health and Wellbeing Strategy 2016-2021, especially 'People's quality of life will be improved by access to quality services'



#### **4.4 Resources and value for money**

- 4.4.1 The Quality Account provides information for local citizens and organisations which will help them to understand the overall quality of the market and the work of the Council's Adults and Health directorate and NHS Leeds CCG, in ensuring continuous improvement of the quality of services.

#### **4.5 Legal implications, access to information, and call-in**

- 4.5.1 This report forms part of the work being undertaken by Adult Social Care to meet the Care Act duty placed on the local authority under section 5 of the Act to;  
'.. promote diversity and quality in the provision of care in the regulated care market.'
- 4.5.2 This report introduces a document intended to inform local citizens about the overall quality of care in Leeds and the actions of Adult Social Care and partners to improve quality and contains no confidential or exempt information. All the information in the report is publically available in other forums.
- 4.5.3 As a report to Executive Board this decision is subject to call in.

#### **4.6 Risk management**

- 4.6.1 There are no risk management implications arising from this report as all information used is already in the public domain.
- 4.6.2 The quality account will inform the Corporate Risk, Adult Safeguarding.

### **5 Conclusions**

- 5.1 The Quality Account shows that the overall quality of care and support services is improving, as reported from CQC inspection data. It provides an indication of the regulated services available in the city, some comparison with other local authority areas within the region, details of the CQC ratings for services in the city and the actions Adults and Health are taking to improve quality in the city. It should be noted that the data is constantly changing therefore the figures quoted in the report will quickly go out of date. However, it does give a good baseline which can be used to measure progress in the future.
- 5.2 It is the intention, once the Quality Account has been approved by the Executive Board, to share this with the Adults, Health and Active Lifestyles Scrutiny Board. Once it has been through this process, the report can be published on the Council's website as a public document.

### **6 Recommendations**

- 6.1 The Executive Board is asked to note the contents of this report, support the work outlined to deliver improvements, and approve, for publication, the attached Adults and Health Quality Account for Regulated Services (Appendix 1).
- 6.2 The Executive Board is asked to note that the Head of Commissioning (Contracts and Business Development) for Adults and Health will ensure that the Quality Account 2017/18 is published on the Leeds City Council Website.

## **7 Background documents<sup>1</sup>**

7.1 None

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.