

One City Care Home Quality & Sustainability Project Update

Brief for Scrutiny Board (Adult Social Services, Public Health, NHS), June 2017



Purpose

To provide Scrutiny Board members with a progress update since the previous brief to Scrutiny Board in March 2017, and following the projects launch event on the 7th April 2017.

Background Information

Under The Care Act 2014, the Council has legal obligations and the Director of Adults and Health has specific statutory duties to facilitate and shape a diverse and sustainable older people's care home market.

There are significant concerns around the quality and sustainability of the current older people's care home market, with the following issues all putting pressure on the sector;

- An ageing population with increased complexity of need, co-morbidities, and dementia needs.
- The financial sustainability of the market and the need to co-produce a "true cost of care" for Leeds, and to negotiate an appropriate fee that is proportionate to the expectations of quality service delivery and to the financial situation facing the local authority.
- Quality of care services rated at 48% Good by the Care Quality Commission (CQC), in comparison with a national average of 65.5%. Scrutiny Board and the Executive Member for Health, Wellbeing and Adults' aspiration¹ is that this should be at least 80% for Leeds.
- Significant workforce pressures affecting the ability to recruit and foster a skilled and sustainable workforce. Such pressures include; including salary expectations, access to training and suitable career pathways, job requirements and levels of accountability in comparison to other job options (e.g. Leeds strong retail sector), and potential implications of the Brexit decision.
- Varying degrees of integration/duplication with existing initiatives and schemes to support quality of care in older people's care homes, and a reported lack of open, honest and trusted relationships.

As such, Adult Social Care (ASC) and NHS Partners will deliver the One City Care Home Quality & Sustainability project, through partnership working with Commissioners, Care Home Providers and Older People's Residents/Residents Representatives.

The overarching aim of the One City Care Home Quality & Sustainability project is: ***To ensure that citizens of Leeds receive high quality care in independent sector care home settings and that our contracts incentivise care homes to provide this high quality care.*** There are three parallel strands of work:

Strand 1: One city approach to quality - Development and implementation of a 'one city care home quality improvement action plan'.

Strand 2: One city approach to market development – Development of a 'Joint Market Position Statement' that sets out a shared vision for the sector that will support providers in developing future services.

Strand 3: Re-Commissioning of the ASC Residential and Nursing Care Services (Framework Arrangement) Contract – A review of the current contract and monitoring arrangements will inform an options appraisal to determine a service delivery model and procurement process, in readiness for replacing the existing contract with a new one from December 2017.

¹ Scrutiny Board Meeting Minutes, November 2016.

Progress Update

Strand 1 and 2:

The 7th April One City Quality event was opened by Cllr Rebecca Charlwood, and saw presentations from speakers across the sector including Scrutiny Board Chair Cllr Peter Gruen, followed by workshops and a panel Q&A. These provided opportunity to better understand the current market position in relation to care quality, and to discuss on what good looks like and how we can work together to get there, with a focus on practical solutions. Headline themes from the event workshops and panel Q&A have been shared. Attendees were also given an open invitation to be involved as the work develops and to further comment, either from those in attendance or who due to other commitments were unable to attend on the day.

Two of the key findings from the event were;

- The need for targeted, specialist, strength-based support to care homes, the need for an integrated approach, and that this could take the form of a supportive/mentoring team with a specific focus on driving quality improvements and supporting care homes to deliver high quality care.
- A skilled, sustainable network of registered care home managers is crucial to ensuring that care homes are well-led and deliver high quality care.

A recurrent £300K investment, initially over 3 years, has been identified out of the additional 1% precept that Councils have been given permission to levy. This will be used to establish a Care Quality Team and to support workforce development in the sector, for example, a Leadership Academy/Support Programme for registered managers. There is potential for further funding investment from Leeds CCGs.

The remit and focus of a Care Quality Team and Leadership Academy are being developed. They will be informed by the One City event findings and other engagement activities that have taken place including the stakeholder questionnaire review of the existing A&H Residential and Nursing Care Services Framework Contract, a workshop with NHS partners to gather their initial requirements for a Care Quality Team, and discussions with other local authorities. To date, conversations have taken place with Barnet, Leicestershire and Durham who have such teams already established, and a discussion with My Home Life² about their work delivering leadership support, integrated care, and community engagement transformation packages.

These engagement activities are also being used to inform the requirements for the quality improvement action plan and market position statement. As an example, feedback from the event reiterated the advice from the project's Strategic Advisory Group, to streamline existing care home meeting forums and governance routes. This will reduce duplication, provide integration and clarity in focus and decision making, and to ensure that care home owners and directors are effectively engaged, as well as registered managers. It will also encourage engagement with many care home providers who struggle to find capacity to attend the various existing arrangements. A meeting between A&H, NHS and care home owner/director representatives has been arranged for the 29th June to discuss the strategic direction for the sector, and a proposed model for future forum meetings and governance is being developed.

Strand 3:

Independent consultants Mazars have completed the Cost of Care review. The findings of the review are being considered by A&H in relation to the financial implications for the Council, and initial fee rate proposals are due to be discussed at the project's Strategic Advisory Group on the 13th July. Work continues to develop the Market Analysis report and to review existing contract documentation such as the quality framework standards and equipment schedule. This is informed by learning from the various engagement activities and from workshops with a care home reference group.

² My Home Life is a charitable organisation whose vision is "a world where care homes are great places to live, die, visit and work; where care homes are: supported to deliver to their potential, valued and trusted by those who work with them, cherished by their local communities". Leeds City Council are registered members of the My Home Life/Kings Fund Network.