

Appendix 1 - One City Care Home Quality Action Plan

Adult Social Care *Quality Matters* is a shared commitment for everyone who uses, works in, and supports adult social care, to work together to support the best quality care, promote the best quality experience and outcomes, tackle the worst quality services, and encourage all services to improve. Organisations across adult social care and health care have come together to develop this shared commitment, in collaboration with those who need care and support, their families and carers and the organisations that represent their interests.

In Leeds, we aspire to a One City approach to delivering high quality care in care homes. This forms part of Leeds City Council's Better Lives Strategy, 2017 – 2020, to ensure that people with care and support needs are able to have a fulfilling life. Through Better Living the local authority will work in partnership to support the key aim "to improve the quality of life for people with care and support needs."

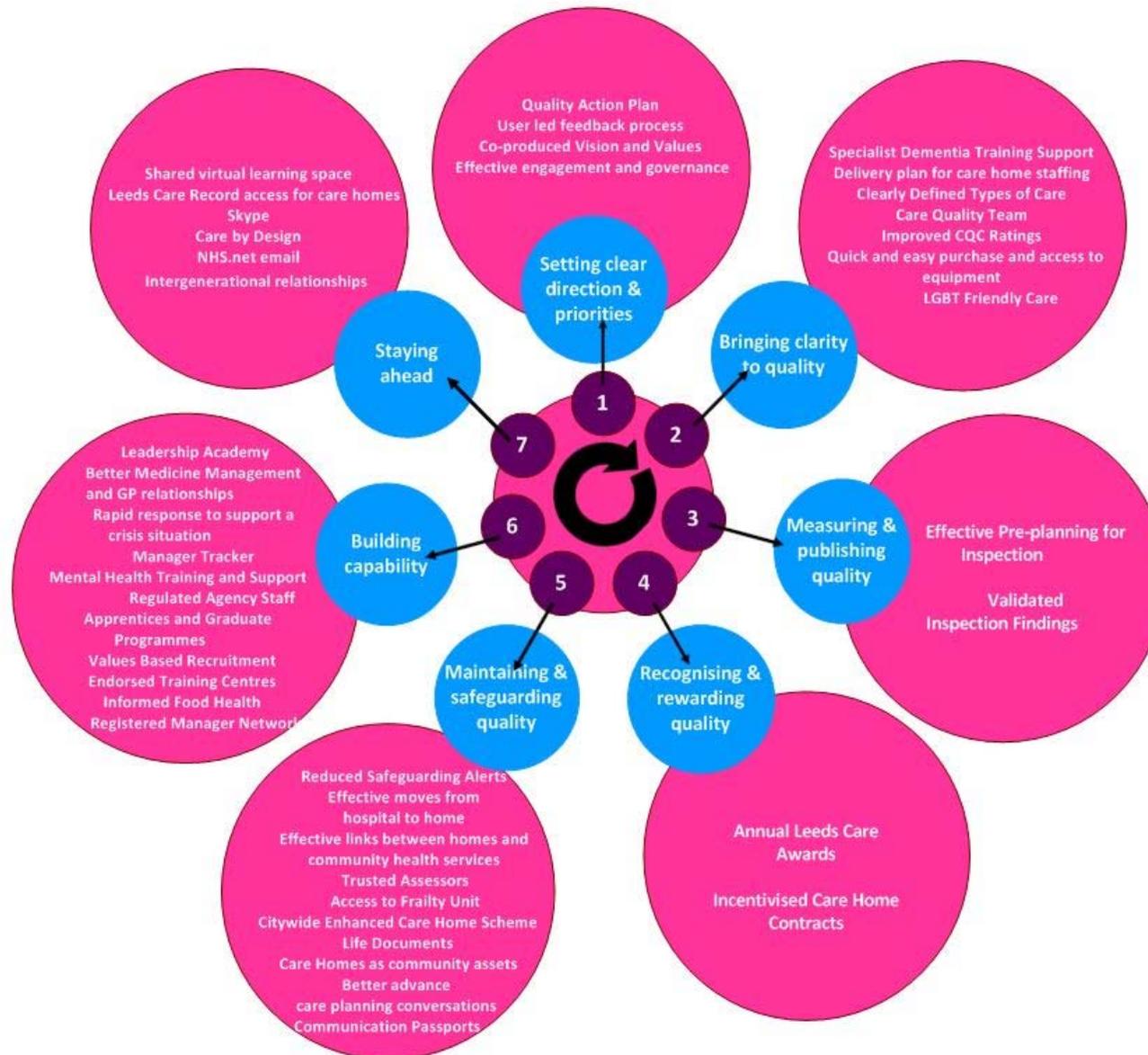
This action plan sets out what Leeds needs to do to maintain and improve the care that people experience in our care home settings, and also identifies what elements could be achieved within the first year. Some of the actions are complex and require longer term solutions; and how such work will progress both during and after the first year will be developed by each lead organisation.

Just as organisations have committed nationally to action that will create the conditions to improve the quality of care, we in Leeds commit to implementing and adapting these actions to our care home settings.

< insert here logos for all parties signed up to the action plan e.g. A&H, NHS partners each care home provider, Healthwatch etc >



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1. Setting clear direction and priorities based on evidence including the views of people using services, their families, carers and staff

What this means for Leeds	Lead Organisation
<ol style="list-style-type: none"> 1. A Quality Action Plan for Leeds that sets out what is needed for high quality care in care homes. 2. A user led feedback process designed in partnership with residents and family members that allows regular and open feedback on homes to be obtained. 3. A shared set of Values and a Shared Strategic Vision for the care home sector in Leeds. 4. A structure of engagement forums that ensures all stakeholders are engaged and informed, with a clear governance route for decision making. 	<p>A&H NHS</p> <p>Care Providers A&H</p>
What we will achieve in year 1	
<ol style="list-style-type: none"> 1. Co-produce a Quality Action Plan that is signed up to by all key stakeholders, with an agreed lead organisation for each action, and an agreed forum at which to track progress at a strategic level. 	
<ol style="list-style-type: none"> 2. Identify which methods of consultation are currently used to collect information. Consult residents and family members to identify which elements of the method/s currently used they prefer and how and when they would prefer to provide feedback. Design a process that includes a full 360 feedback loop so that action taken upon receipt of feedback is recorded and fed back. 	
<ol style="list-style-type: none"> 3. Produce a shared set of Values and a Shared Strategic Vision for Care Homes in Leeds including the priority of Equality & Human Rights as the basis for delivery of high quality care; that finds common ground between all organisations and that provides positive measures to evaluate and to form the basis of open and honest conversation. 	
<ol style="list-style-type: none"> 4. Map the existing structure, devise and implement a new streamlined structure that avoids duplication, encourages attendance, and ensures forums achieve their intended outcomes through open and honest conversations which are relevant and allow decisions to be taken and progress made. 	

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2. Bringing clarity to quality, setting standards for what high-quality care looks like across all health and care settings

What this means for Leeds	Lead Organisation
1. Care homes are clear about the expectations of the local authority and the NHS in relation to the provision of dementia care and all stakeholders are able to access specialist dementia training and support.	A&H & CCG / 3 rd Sector
2. A forward vision and delivery plan for care home staffing in Leeds, aligned to the cities Workforce Development Plan.	
3. A clear definition between what Residential, Nursing and EMI (Elderly Mentally Infirm) care delivers to ensure clarity within the sector and provide those considering a care home placement with a more informed choice.	A&H NHS
4. A care quality team who work in a multi-agency, multi-disciplinary way to improve quality in care homes and increase the percentage of care homes with a Good or Outstanding CQC rating to more than 80%.	A&H
5. Guidance on equipment is clear and care homes are able to access the equipment needed for each resident quickly and easily when they need it.	A&H
6. LGBT residents feel that their care and support needs and health and wellbeing can be effectively met within a friendly care home environment.	A&H/ 3 rd Sector

What we will achieve in year 1

1. Co-produce what high quality dementia care looks like across types of care home provision. Review A&H and CCG contract service specifications and quality standards, including workforce development requirements in relation to this for all stakeholders.
2. Consult with all stakeholders to develop a vision and delivery plan for care home staffing, that focuses on best practise guidance to ensure there is an effective workforce in place that meets both the support needs of all residents and the development needs of all staff.
3. Co-produce a shared definition of what is delivered through Residential, Nursing and EMI care, and who delivers that care e.g. options relating to Care Practitioner roles.
4. Recruit the Care Quality Team and develop their day to day business processes, ways of working and links with other teams and providers, and establish what technology and data/information the team requires to be able to operate effectively. Define how the team will evidence success.
5. Carry out a review of Equipment Services guidance for care homes and produce guidance that sets out the frequency of individual assessments, enables care homes to obtain the equipment needed and sets who is responsible for purchasing the equipment.
6. Engage with LCC commissioned work by Research in Practise for Adults to co-produce a framework to evaluate the quality of adult care providers' work with older LGB&T people, and to develop a pilot framework for awarding providers of older people's service an 'LGB&T quality mark' (overseen by Leeds City Council).

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3. Measuring and publishing quality, harnessing information to improve the quality of care through performance and quality reporting systems

What this means for Leeds	Lead Organisation
<ol style="list-style-type: none"> 1. Effective pre-planning for CQC inspections. 2. CQC inspection findings are validated through reviewing additional data sources such as local authority and NHS contract monitoring reports. 	Care Providers A&H
What we will achieve in year 1	
<ol style="list-style-type: none"> 1. A&H Care Quality Team and Providers develop and introduce a CQC pre-inspection checklist, using NICE guidance, designed to ensure a care homes rating is not affected by a minor error. 	
<ol style="list-style-type: none"> 2. Work in conjunction with the CQC to agree which sources of information can be used in addition to inspection findings to formulate the overall CQC report. 	

4. Recognising and rewarding quality by celebrating and sharing good and outstanding care

What this means for Leeds	Lead Organisation
<ol style="list-style-type: none"> 1. An annual Leeds Care Awards that recognises good practise in care homes, encourages high quality care and incentivises and motivates staff. 2. Care home contracts that incentivise high quality. 	A&H NHS
What we will achieve in year 1	
<ol style="list-style-type: none"> 1. Plan and hold a Leeds Care Awards event. 	
<ol style="list-style-type: none"> 2. A&H and NHS CCGs to review how incentives could be used within contracts and what further can be done to incentivise high quality care provision. 	

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5. Maintaining and safeguarding quality by working together to sustain good quality care, reduce risk and protect people from harm

What this means for Leeds	Lead Organisation
1. A reduced number of safeguarding alerts through an open and positive culture towards addressing concerns.	A&H
2. Effective transitions between care homes and hospitals.	NHS
3. Effective pathways between community services and care homes.	LCH
4. A Trusted Assessor Model for Leeds.	NHS CCG
5. <i>Access to the Frailty Unit for Care Homes.</i>	NHS
6. A citywide NHS Enhanced Care Home Scheme, for both residential and nursing homes.	NHS
7. "Life Documents" are put in place through a sustainable process that supports a real understanding of an individual's life story and true person-centred care.	Care Providers
8. A strong relationship between care homes and the community, with care homes seen as community assets and residents who feel part of their local community.	A&H/3 rd Sector
9. Families are aware of the importance of advance care planning and the need to have this in place, ensuring that the planning is discussed with residents to ensure it reflects their wishes using a strength based approach.	Care Providers
10. Communication passports are used to support residents who cannot easily speak for themselves.	Care Providers

What we will achieve in year 1
1. Linking with Leeds Safeguarding's work on "what is safeguarding?" undertake a review of existing safeguarding routes and thresholds and consider alternative approaches in order to reduce the amount of alerts from care homes received.
2. Carry out a review of the discharge feedback from care homes and consider how pathways between care homes and hospitals could be improved to reduce the number of delayed transfers of care, including discharge to assess options.
3. Review and consult on the existing pathways between care homes and community services and consider options as to how these could be strengthened.
4. Work with stakeholders to develop and try out a Trusted Assessor Model for Leeds.
5. <i>Guidance needed from NHS to clarify this action and what the associated tasks would be.</i>
6. Development of the city-wide roll out of the Enhanced Care Home Scheme. Due to be launched by April 2019 in association with the <i>Framework for Enhanced Health in Care Homes</i> model of care.
7. Work with all stakeholders and in particular residents and families to develop a best practise approach to using Life Documents.

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| 8. Develop a plan for establishing care homes as community assets, including engagement with volunteers, options for Community Circles, and stronger links with Neighbourhood Networks and Public Health (e.g. Food for Life and Leeds Food Action Plan). Explore business to business community connectors too such as national Care Home Friends and Neighbours scheme. Link with work of Airedale Social Movement (Alzheimer's Society) work on developing care homes and communities. |
| 9. Consult with care home staff about what would help to improve staff skills / confidence in relation to advance care planning conversations with families and residents. |
| 10. All care homes use communication passports / "this is me" pen portraits for residents. |

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6. Building capability by improving leadership, management, professional and institutional culture, skills and behaviours to assure quality and sustain improvement

What this means for Leeds	Lead Organisation
1. A Leadership Academy Support Programme that provides a comprehensive range of training opportunities for people working in care homes to develop the skills required to deliver and maintain high quality care.	A&H
2. Medicine Management pathway/processes that deliver improved outcomes for residents and that focuses on strong relationships between care homes and clinicians.	NHS
3. Care homes in crisis receive the support they need to ensure issues are addressed and resolved quickly and effectively.	A&H
4. A Manager Tracker system for new care home managers to ensure managers are supported throughout their employment.	A&H
5. Mental health support for care home staff to ensure residents receive appropriate care and support and that staff are knowledgeable and able to deliver high quality mental health support.	A&H
6. Regulated and DBS cleared agency staff are used to support care homes effectively.	Care Providers
7. Funding and support for Apprentices in Health & Care to develop a career pathway in the sector and encourage more people choose Health and Care as a career.	A&H
8. Graduate programmes to provide a formalised career path for care home staff and encourage more people to choose a career in Health and Care and create a more robust care home workforce.	NHS / Leeds Universities
9. Values based and faster recruitment processes and options to incentivise staff retention. Care Homes that are endorsed training centres for nursing staff to increase the number of nursing placements in homes and increase the number of registered nurses in the workforce.	NHS
10. Staff are confident and knowledgeable in relation to all aspects of nutrition, hydration and food quality.	Public Health
11. A Registered Managers Network that reduces manager isolation and promotes the sharing of best practise.	A&H
What we will achieve in year 1	
1. Use consultation findings to develop a Leadership Academy programme that is specific to the needs of people working in care home settings.	
2. Review Medicine Management pathway/processes to identify how existing ways of working can be improved to deliver better outcomes for residents e.g. . Include a review of what training provision is available.	
3. The Care Quality Team develop business processes that support a balance between co-ordinating and providing support for homes who are in crisis, with pro-active support for homes, and that care homes know how to access the team for support.	
4. Implement and manage a Manager Tracker system and obtain feedback from new managers about how it is working.	
5. Review what mental health training currently exists for people working in care homes and work with mental health specialists to develop a suitable offer for care home staff, including identifying who may be best placed to deliver this.	
6. Complete a review of current agency staffing arrangements and develop options for use of agency staff, including bank options, linked to the Citywide Workforce project.	
7. Develop an Apprenticeship pathway for Care and Support staff.	
8. Work with Leeds Universities to develop options for degrees (e.g. 5 yr part time nursing degree) and graduate programmes to provide a Care and Support career pathway.	

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9. Ensure that A&H and CCG contracts require Values based recruitment and staff retention incentives. Identify and share best practise examples of care homes that have well established processes in place and how this links to staff appraisals. Identify what the process of becoming an endorsed training centre involves and investigate the feasibility of homes becoming training centres.
10. Care home providers to identify who needs what support in relation to nutrition, hydration and food quality and work with Public Health to access appropriate training.
11. Refresh the existing A&H Registered Managers Network and look at options to make this more innovative, easy to use and integrated with other organisations as appropriate.

7. Staying ahead, by developing research, innovation and planning to provide progressive, high-quality care

What this means for Leeds	Lead Organisation
1. A shared virtual space to provide easier access to information needed to deliver high quality care.	A&H
2. Care home provider access to Leeds Care Record providing a shared database for communication between organisations to enable faster outcomes (e.g. to obtain medical records for people leaving hospital and arriving in a care home setting), more joined up working, less paperwork, less duplication and bureaucracy.	A&H
3. Skype in care homes to keep people connected to family and friends.	NHS
4. Care by design, collaborating with housing to develop and build older people's accommodation that supports better living through the use of assistive and preventative technology and smart design.	A&H NHS
5. All care homes have an NHS.net email address to share electronic information securely.	A&H
6. Explore health and wellbeing benefits of intergenerational relationships.	
What we will achieve in year 1	
1. Identify the type of information needed e.g. projects/initiatives updates, training courses, resources, practical reference documents. Explore options and identify a preferred solution for Leeds e.g. a Leeds web portal to bring links to other resources into one place, an App for care home staff/managers.	
2. Consider what technology/software could be developed, using learning from other database integration work (new data protection laws coming out next year would need to be considered). Consider the use of online solutions along with how the data input by care home managers into the national minimum data set is used.	
3. Complete and evaluate the proof of concept exercise for the use and impact of Skype in care homes.	
4. Carry out a technology audit to understand what is used and where currently, and options for what innovations/technology could tried out in care homes or other accommodation in Leeds e.g. Internet of Things, use of smart apps, develop and test a loans system for certain equipment/technology, Wifi in Care Homes, Electronic Care Planning, acoustic technology, telecare/telehealth/telemedicine etc.	
5. Roll out NHS.net email address to all care homes with and without nursing.	
6. Pilot linking a care home with a nursery and evaluate the impact on quality of life.	