



Committee report

Committee	POLICY AND SCRUTINY COMMITTEE FOR ADULT SOCIAL CARE AND HEALTH
Date	22 JANUARY 2018
Title	RAISING STANDARDS IN THE INDEPENDENT CARE SECTOR
Report of	DIRECTOR OF ADULT SOCIAL SERVICES SNF CABINET MEMBER FOR ADULT SOCIAL CARE AND PUBLIC HEALTH

SUMMARY

1. This report is provided to outline the current action being undertaken by the Isle of Wight Council's Adult Social Care Directorate and the Isle of Wight Clinical Commissioning Group (CCG) to raise standards in the independent care sector and to support the Islands providers of care and support for adults to improve both quality and standards of care provision on the Isle of Wight.
2. The Isle of Wight Council has a statutory duty under the Care Act 2014 to 'facilitate a vibrant, diverse and sustainable market for high quality care and support in their area, for the benefit of their whole local population, regardless of how the services are funded'.

BACKGROUND

3. Members will be aware that an article has recently been published in the Isle of Wight County Press (Emily Pearce on the 22nd December 2017) which reported that the Isle of Wight is ranked 3rd Worst in the country for care for adults based on Care Quality Commission (CQC) Inspection Rating. The information outlined in the County Press article was sourced from a website called Trusted Care. Trusted Care is an online directory, which states that it is a '*comparison and feedback website of care homes and home care (domiciliary) services from across the United Kingdom*'. The website advises that information given is extracted from data directly from the CQC website. Contact has been made directly with Trusted Care as the information produced does not correlate with that held by the Council. It would appear that there are a number of inconsistencies and Adult Social Care will continue to liaise with Trusted Care to understand who this has occurred. Overall the picture presented by Trusted Care is reflective of the information held by the council.

4. The Trusted Care web site reports the following:

Care services	
Care homes	77
Nursing homes	14
Home care agencies	30
Supported living	3
CQC ratings	
Outstanding	2
Good	74
Requires improvement	32
Inadequate	2
Not yet inspected*	4
<i>*Newly registered care service which is yet to be inspected by the CQC</i>	

5. A thorough review of our own and CQC records has shown that this information is incorrect. The correct position (as of 1 December 2017) is as follows:

Care Services	
Care Homes	76
Nursing Homes	12
Home Care Agencies	23
Total	109

CQC ratings	Care Home		Nursing Homes		Home Care Agencies		Total	
	No	%	No	%	No	%	No	%
Outstanding	2	2.6%	0	0%	1	4.3%	3	2.7%
Good	51	67.1%	8	66.6%	14	60.8%	71	65.1%
Requires Improvement	22	28.9%	4	33.3%	5	21.7%	31	28.4%
Inadequate	1	1.3%	0	0%	1	4.3%	2	1.3%
Not inspected	0	0%	0	0%	2	8.6%	2	1.8%

6. In relation to Supported Living we are unclear as to what is being counted by Trusted Care as a definition has not been provided.
7. The data gathered by the council does reflect a similar picture to that of Trusted Care. Trusted Care report that for the Isle of Wight 69.1% of services are rated as being 'Good' with 30.9% rated as 'Requiring Improvement'. As at 1 December 2017 the CQC information shows that 67.8% of Island care provision is rated as 'Good' or 'Outstanding' with 29.7% being rated as 'Requires Improvement' or 'Inadequate'.
8. What should be considered in relation to the published league table is the lower number of local providers on the Island. When compared with the larger authorities the impact of one provision receiving a 'Requires Improvement' rating has a more dramatic impact on the overall percentages. For example, in the West Midlands where there are 1350 providers the impact of a single rating is limited to 0.07%, for the Isle of Wight this is 0.87%.

Action Being Taken

9. Council officers have been, for a number of months, working with the independent provider sector to explore ways in which work can be undertaken with providers to raise standards and improve quality of provision. This has been done through consultation with representatives from the residential, nursing and domiciliary care sectors and has sought to focus on sector led improvement which will create sustainable changes in the way in which care and support services are delivered on the Island.
10. Using the Improved Better Care Fund 2017/2018 a quality improvement initiative to support providers has been developed. The aim of the initiative being to:
 - Improve quality across all market sectors
 - Increase the learning and development offer available to providers
 - Increase commissioning capacity and capability
 - Positively engaging local providers to moving forward together in delivering new models of care
 - Improve engagement between the council and local providers
 - Build strong and sustainable relationships between commissioners and providers
 - Assist local providers to improve quality, leadership and safety by providing free training and leadership development opportunities.
11. The outcomes of the initiatives are clearly defined and include:
 - 11.1. **Building Individual & Community resilience**
The initiative is intended to have a positive impact on the way in which services are delivered for the people we serve. The focus, whilst on quality improvement with providers, will empower providers to look at the services they deliver more innovatively, this in turn will support the quality of service for individuals and support the building of both personal and community resilience.

11.2. Developing, Regaining and Sustaining Independence

Through the initiative the provision of higher quality care and support will enable people who need service to have greater control. By developing a culture of risk awareness instead of risk aversion it is anticipated that providers will feel more confident in supporting people to develop, regain and sustain their independence.

11.3. Living as Independently as Possible

The initiative will predominantly focus on quality improvement and support for providers however as a bi-product of this support the way in which services are developed will change. As providers feel more confident in their abilities and as quality improves it will be possible for services to be delivered in a more outcome focused and strengths based way where independence is encouraged rather than viewed as a risk.

12. To deliver the initiative a number of different activities have been commissioned:

Service	Description	Progress to date
Secondment opportunities	<p>12 month secondment opportunity for:</p> <p>(1) a senior manager/ provider from the residential/ nursing home/domiciliary care sector and</p> <p>(2) a senior and experience voluntary community sector officer into the IWC commissioning unit. This post will work alongside health and adult social care commissioners in developing detailed plans to provide support to providers' in making changes to existing service models to enable the development of a better offer for those we serve.</p>	<p>(1) A senior officer from the Islands largest care provider, Island Healthcare Limited has been seconded to the Commissioning team. The secondment commenced on 1 December 2017.</p> <p>(2) We were unable to secure a secondment from the voluntary community sector and have recruited a commissioning officer on a fixed term contract for 12 months to lead on the work with the Voluntary Community Sector moving forward.</p>
Safeguarding Threshold workshops	<p>The focus will be on improving quality in the safeguarding process. Supporting providers and workers to better understand safeguarding, the thresholds and their obligations. This will be open to ALL providers and their staff together with all health and social</p>	<p>Workshops are underway and the facilitators is the same organisation commissioned by the Safeguarding Adults Board so as to ensure continuity.</p>

	care staff on the island	
Specialist dementia training	This is a gap in current training provision and often leads to escalation or carer/provider breakdown. By developing and rolling out the training offer using experts in our existing market it is proposed that great skill can be developed in the market.	The Alzheimer's Café is leading on the roll out of this specialist training. By improving the quality of provision for island residents with dementia we will be able create greater sustainability in the market place.
Independent chair	Funding for the appointment of an independent chair and some administrative/coordinating support to assist provider in increasing engagement.	Proposals are currently being developed in relation to this activity.
Health and Social Care Market day	Development of an annual health and social care market day across all market sectors where providers are invited to engage with other professionals and the general public to promote their services. In addition this will be supported by a service of presentation and workshops on relevant topics	The initial market day event took place and provided a good networking opportunity. Further development work is essential to ensure that this becomes a successful and valued event.
Sector led training offer	<p>To include:</p> <ul style="list-style-type: none"> • CQC training programme around the Key Lines of Enquiry (KLOE's), planning and preparing for CQC inspection, how to drive improvement in ratings and how to improve quality • Leadership training • Regulatory compliance and improving policies and procedures • Peer review <p>This element will be led by the Earl Mountbatten Hospice and their key aim will be helping providers move forward and develop or retain higher quality provision. The training has been developed based on the independent training needs assessment that was commissioned in</p>	<p>The first cohort for the training commences on 9th January. This is a 3 month programme with 3 further cohorts scheduled and more to follow.</p> <p>The training programme is fully subscribed and has been positively received by independent providers. The first cohort has seen registered managers and service owners who have recently been visited by the CQC and who require support signing up.</p> <p>The programme consists of 5 days classroom based training followed by bespoke support at the provider's premises.</p>
Meta-Analysis of training	An independent training needs assessment based on reported CQC	This assessment was undertaken in April 2017

needs	outcomes will be undertaken to inform the development of the sector led training offer.	and details can be found at appendix 2 to this report.
Behaviour support training	Provision of training to focus on positive behaviour support. This will include developing an understanding of behaviour, the PBS model, completing functional assessments, strategies, writing PBS plans, reviews and evaluation	5 sessions have been commissioned with an experienced external provider and are being delivered.

13. In addition to the Improved Better Care Fund Quality Improvement Initiative Adult Social Care has been working closely with the CCG to develop and integrated approach to quality improvement across the residential, nursing and domiciliary care sectors. The New Year has started with an exciting opportunity for the adult social care Quality Assurance Leads to work with the Care Support Manager from the CCG to develop and deliver a new Integrated Quality Improvement Framework and integrated team.
14. The CCG and the council, are reviewing how they work in partnership with each other in relation to Quality Assurance (QA) of the providers of care and support to the people we serve. Central to this review, is the development of an integrated QA Team and an Integrated Quality Framework, which drives improvement, assures the delivery of quality standards and outcomes and supports the needs of providers.
15. It is important that quality improvement is embedded as an integral element of the delivery of high quality care, as well as a mechanism for providing learning and development for both individual professionals and their respective organisations. Mechanisms are being developed alongside this review, which will provide sector wide access to validated quality tools and information regarding education and training, in order to nurture the growth of knowledge and understanding of the benefits of continuing quality improvement.
16. Providers and users by experience are integral to this review process and the plan is that a key output is the development of a user friendly, dynamic and Integrated Quality Framework, which will serve the quality assurance and regulatory requirements, thereby positively benefitting the people residents, people who use services, families, providers, commissioners and regulators alike.
17. In addition to developing stronger links with the CCG the council has been working more closely with the Care Quality Commission (CQC). Regular meetings are scheduled between the councils Director of Adult Social Services and the new CQC Area Manager. The purpose of the meeting is to discuss the CQCs strategy for inspecting and oversight of services, the council's quality role in services where people are placed by them and other areas where there are mutual interests. In addition the forthcoming meetings will also focus on safeguarding management, winter pressures and commissioning strategies/concerns. An initial meeting took place on 1st November 2017. During the course of that initial meeting the CQC formally raised concerns

about the quality of adult social care on the Island recognising that quality is poorer than elsewhere in the country.

18. The concerns raised by the CQC are shared by the council and through the Improved Better Care Fund, as previously outlined in this report, in April 2017 the council commissioned a meta-analysis of training need based on the CQC reports publically available. The report was produced in August 2017 and confirmed the quality of Island provision is below that of the national averages. The report made 2 key recommendations included:

- Improvements required across all providers in staff training and development in Leadership - This is the work that has been commissioned from the Earl Mountbatten Hospice. In addition areas of specific concerns have been addressed through further training offers as detailed in the table above.
- A framework in best practice in place for inspection frameworks to link the LA/CCG/NHS in creating a separate but linked project, managers should consider how they can work together to create a shared Island ethos for care of older people. This should involve recognition of good and outstanding - This is the work currently being undertaken by the Integrated Quality Team and by the development of the Integrated Quality Framework.

19. When looking at quality of provisions a link is often made between quality and the level of fees paid by the council to local providers. CIPFA have provided guidance in relation to care fees in their publication 'From Cost to Price' (May 2017). The CIPFA guidance states:

'Undertaking local cost analysis has the benefit of providing information on actual as opposed to theoretical costs, which means commissioners are better able to take account of local circumstances. Adjustments can be made to ensure that unacceptably low costs, for example wages that would breach National Minimum Wage regulations, are avoided, or that adequate provision is made for training.'

'Authorities using this approach have found it a good way to demonstrate how provider costs have been taken into account when setting fees, as required by the Care Act 2014, and to explain the rationale for fee uplifts.'

20. In line with the CIPFA guidance annually, together with the CCG, the council undertakes a full consultation with all providers in order to give them the opportunity to submit evidence in relation to their costs. The purpose of the consultation is to ensure that when looking to set care fees the council is informed and has available to it the full picture for providers of care services on the Island. This ensures that the review of the fees is evidence based. In addition as part of the review process the council also undertakes a comparative analysis of the fees in our near neighbouring authorities and within our local authority comparator group.

21. The last review of fees was joint between the council and CCG and took place between 5th April 2017 and 27th June 2017. In response to the consultation the council received the following returns:
- Nursing Care – 82% of homes (87% of total beds)
 - Residential Care – 15% of homes (17% of total beds)
 - Residential Care LD – 36% of homes (57% of beds)
 - Homecare – Association return & 4 other providers
22. All information from providers was reviewed and was taken in to consideration during the fee review process. Further information about the fee review process and outcome, together with information in relation to the Isle of Wight Councils can be found in Appendix 1 to this report.
23. We are just about to embark on the fee consultation with providers in relation to the setting of fees for the 2018/2019 financial year. Meetings with providers are scheduled to take place in mid-January to extend the invitation to submit evidence in relation to their costs. In addition, this year the council will also be commissioning an independent review of Companies House information for Island providers and looking to develop a better understanding of the market split in relation to those who fund their own care and those whose care is funded by either the council or the CCG.

APPENDICES ATTACHED

[Appendix 1](#) – Fee Presentation

[Appendix 2](#) – Meta-Analysis Presentation July 2017

BACKGROUND PAPERS

County Press Article 22nd December - <http://www.iwcp.co.uk/news/news/Residential-care-on-the-Isle-of-Wight-ranked-third-worst-in-country-317561.aspx#comments>

Trusted Care Website - <http://www.trustedcare.co.uk/care-map/isle-of-wight/>

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