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|--------------------------|-------------------------------------|--|
| Cabinet Member           | <input type="checkbox"/>            |  |
| Chief Executive          | <input type="checkbox"/>            |  |
| Legal                    | <input checked="" type="checkbox"/> | Jane Pollard, Alison Hallworth   |
| Finance                  | <input type="checkbox"/>            |  |
| Other Chief Officers     | <input checked="" type="checkbox"/> | Graeme Betts, Strategic Director, Adult, Health and Community Services |
| District Councils        | <input type="checkbox"/>            |  |
| Health Authority         | <input type="checkbox"/>            |  |
| Police                   | <input type="checkbox"/>            |  |
| Other Bodies/Individuals | <input checked="" type="checkbox"/> | Kim Harlock, Service Manager, Adult Commissioning Unit                 |

**FINAL DECISION NO**

**SUGGESTED NEXT STEPS:**

Details to be specified

- |   |                                     |                              |
|---|-------------------------------------|------------------------------|
| Further consideration by this Committee | <input type="checkbox"/>            |                              |
| To Council                              | <input type="checkbox"/>            |                              |
| To Cabinet                              | <input checked="" type="checkbox"/> | 29 March 2007 – for approval |
| To an O & S Committee                   | <input type="checkbox"/>            |                              |
| To an Area Committee                    | <input type="checkbox"/>            |                              |
| Further Consultation                    | <input type="checkbox"/>            |                              |

**Adult and Community Services Overview and Scrutiny  
Committee – 14<sup>th</sup> February 2007**

**Action to Improve Performance in respect to Older  
People's Residential Care**

**Report of the Strategic Director of Adult, Health &  
Community Services**

**Recommendation**

That the Adult and Community Services Overview and Scrutiny Committee comment on the detailed action plan in respect of Older People's Residential Care, as attached to this report, and recommend it to Cabinet for approval.

**1. Background**

- 1.1 The Adult and Community Services Overview and Scrutiny Committee meeting of 8 November 2006 heard the Chairs report of the outcomes of the Select Committee into Older People and Residential Care.
- 1.2 The report detailed a number of recommendations to Cabinet in order to improve the quality of care within the local residential care sector through challenging performance and involving partners to inform, develop and support actions to improve performance.
- 1.3 The report also included recommendations to improve performance in respect to the local application of Continuing Health Care criteria and Registered Nursing Care Contributions, again through maximising knowledge, skills and resources available, specifically from partners in the Health Service.
- 1.4 The Adult and Community Services Overview and Scrutiny Committee of 13 December 2006 received the initial response from the Strategic Director, Adult, Health and Community Services, to the recommendations to Cabinet in the report 'Older People and Residential Care' presented to Overview and Scrutiny Committee on 8 November 2006. The Strategic Director sought reassurance that all recommendations would be effectively addressed.
- 1.5 Given the timescales, the Strategic Director reported that it was not achievable to submit a detailed action plan for the Adult and Community Services Overview and Scrutiny Committee on 13 December 2006, but a comprehensive and detailed action plan would be presented at the Adult and Community Services Overview and Scrutiny Committee on 14 February 2007.

## **2. Key Issues**

- 2.1 The action plan currently being implemented to address the sixteen recommendations to Cabinet to improve Older People's provision and experience of Residential Care is provided in Appendix 1.
- 2.2 The actions described within the plan underpin the Council's Priorities and the Care Vision Statement 2006 – 2015 of the Adult, Health and Community Services Directorate; namely raising the standards of customer service, putting the customer first, working in partnership to achieve improved outcomes and ensuring value for money by making best use of public resources.
- 2.3 The progress of the implementation of the actions described in the plan will be reported to the Adult and Community Services Overview and Scrutiny Committee on a six-monthly basis.

GRAEME BETTS  
Strategic Director of Adult, Health &  
Community Services

Shire Hall  
Warwick

January 2007

### ACTION PLAN TO IMPROVE PERFORMANCE IN RESPECT TO OLDER PEOPLE'S RESIDENTIAL CARE

Recommendations to Cabinet	Action(s)	Lead	Timescale
<p>1. That the Strategic Director of Adult, Health and Community Services should explore through discussions with CSCI and other Councils in high performing areas whether there are any particular initiatives that have had a measurable impact on improving standards in care homes which could be applied in Warwickshire.</p>	<ul style="list-style-type: none"> <li>• To undertake a benchmarking exercise with higher performing authorities</li> <li>• To feedback benchmarking outcomes to develop improvement plan with independent sector provision, in-house provision and Warwickshire Quality Partnership.</li> <li>• To incorporate feedback into contract and contract monitoring.</li> </ul>	<p>Adult Commissioning Unit (ACU) ACU</p> <p>ACU</p>	<p>March 2007</p> <p>May 2007</p> <p>Ongoing</p>
<p>2. That discussions should take place with the Warwickshire Primary Care Trust to clarify the level of support the health service can provide for nursing and care homes in Warwickshire, particularly in relation to pharmaceutical advice, with a view to improving compliance with the medication standards.</p>	<ul style="list-style-type: none"> <li>• To further explore the initiative undertaken in Rugby to improve the management of medication within residential care.</li> <li>• Director to take paper to PEC to seek agreement to develop initiative Countywide.</li> </ul>	<p>Local Provider Unit</p> <p>Director of AH&amp;CS</p>	<p>March 2007</p> <p>April 2007</p>
<p>3. That the Council and the Warwickshire PCT as commissioners of service should seek to align their expectations of the quality of service expected from nursing homes with a view to improving standards through their contract management processes.</p>	<ul style="list-style-type: none"> <li>• To explore as a priority within Joint Commissioning Strategy the inclusion of outcome quality measures.</li> <li>• To develop action plan to enhance service specification to ensure quality of services.</li> </ul>	<p>ACU</p> <p>ACU</p>	<p>March 07</p> <p>December 2007</p>

Recommendations to Cabinet	Action(s)	Lead	Timescale
4. That the Council in consultation with the Warwickshire PCT should review its medication practice and guidance for both residential and domiciliary care settings.	<ul style="list-style-type: none"> <li>To further explore the initiative undertaken in Rugby between the Directorate and PCT to improve management of medication.</li> <li>Director to take paper to PEC to seek agreement to develop initiative Countywide.</li> </ul>	Local Provider Unit  Director of AH&CS	March 2007  April 2007
5. That the Adult and Community Services Overview and Scrutiny Committee receive a report in six months time on actions taken to improve compliance with the medication standard and any information which is available at that time on current compliance levels.	<ul style="list-style-type: none"> <li>To report progress in performance in respect to medication standards across the Local Residential Care sector to Members six monthly.</li> </ul>	ACU	Ongoing
6. That the Adult and Community Services Overview and Scrutiny Committee receive a report in 12 months time on compliance with the standards by Care Homes in Warwickshire, any improvement and/or training activity which has taken place, and the effectiveness of the new contract management protocols which are under development.	<ul style="list-style-type: none"> <li>To report progress in performance across all National Minimum Standards for the Local Residential Care Home sector (six monthly).</li> <li>To report progress in the effective application of contract management protocols.</li> </ul>	ACU  ACU	May 07 and then six monthly reporting integrate into suite of reports reported on a 6 monthly basis to AH&CS O&S Committee

Recommendations to Cabinet	Action(s)	Lead	Timescale
7. That the Council and CSCI establish arrangements to facilitate the regular exchange of information about standards in care and nursing homes in Warwickshire with a view to addressing areas of poor performance.	<ul style="list-style-type: none"> <li>• To schedule regular monitoring meetings with CSCI to explore how best practice is to be shared between regulated agencies, commissioners and providers to improve performance.</li> </ul>	ACU	November 2006 – ongoing
8. That the Warwickshire Association of Care Homes be asked to share information with its membership about levels of compliance in Warwickshire compared with the national average and to seek advice from its members on how best to raise its standards.	<ul style="list-style-type: none"> <li>• To feedback outcomes of Action 1 (benchmarking) at a workshop and link to ongoing work regarding enhanced premiums for quality.</li> <li>• To ensure Warwickshire Quality Partnership continue to work proactively with commissioners to facilitate improvement of standards.</li> </ul>	ACU  ACU	May 07 – ongoing  Ongoing
9. That the Council and the Warwickshire Association of Care Homes, together with the Warwickshire Quality Partnership, should consider whether there is any scope for a career progression scheme to improve recruitment and retention of staff.	<ul style="list-style-type: none"> <li>• Warwickshire Quality Partnership sub group to review recruitment and retention issues, including scope for career progression, and make proposals to address findings.</li> </ul>	WQP	[Timescale to be agreed with WQP]
10. That the Strategic Director of Adult, Health and Community Services should explore whether the following suggested improvements can be implemented:	<ul style="list-style-type: none"> <li>• To meet with: <ul style="list-style-type: none"> <li>➢ Cllr Marion Haywood</li> <li>➢ Cllr Nina Knapman</li> <li>➢ Cllr Josephine Compton</li> <li>➢ Cllr Ian Smith</li> </ul> </li> </ul>	Local Provider Service Unit	March 2007

Recommendations to Cabinet	Action(s)	Lead	Timescale
<p>Continued....</p> <ul style="list-style-type: none"> <li>• Some staff feel there would be an advantage to intervening earlier with people showing signs of dementia</li> <li>• It would be useful for homes to have a small pot of money to hire “jobbers” to carry out some jobs on the premises.</li> <li>• “Friends Groups” could be formed with volunteers who could visit people in the homes who were often lonely</li> <li>• County Council Care Homes could achieve better value for money by employing local suppliers such as butchers and gardeners and should be allowed to opt out of contracts with the Council on these occasions</li> <li>• At one Council Care Home the provision of a large vehicle for transporting groups on outings would be beneficial.</li> </ul>	<p>to get feedback to develop composite action plan for initiative for Council run care homes.</p>		
<p>11. That the Council and the Warwickshire PCT should consider in consultation with the Warwickshire Quality Partnership how up to date information about nutrition for older people can be made more readily accessible to providers of homes.</p>	<ul style="list-style-type: none"> <li>• Warwickshire Quality Partnership to establish linkages with nutrition initiatives being undertaken by Trading Standards and similar expertise within PCT; ensuring learning is fed back to all care homes.</li> </ul>	WQP	September 2007



Recommendations to Cabinet	Action(s)	Lead	Timescale
12. That a joint approach to decision making and decision making tools on Continuing Health Care (CHC) – Registered Nursing Care Contributions (RNCC) should be sought with the Warwickshire PCT.	<ul style="list-style-type: none"> <li>• To identify lead in Local Commissioning to work in partnership with health on continuing care issues.</li> <li>• To identify county lead in Warwickshire PCT to take forward continuing care issues.</li> </ul>	Local Commissioning	<p>March 2007</p> <p>March 2007</p>
13. That future arrangements for CHC-RNCC determinations should include effective arrangements for assurance on correct and consistent decisions and review.	<ul style="list-style-type: none"> <li>• To develop an action plan to agree a joint approach to decision making and identify decision making tools in accordance with awaited national guidance with PCT.</li> </ul>	Local Commissioning	September 2007
14. That CHC-RNCC should ensure data generation to ensure transparency, monitoring and information for strategic and operation commissioning.	<ul style="list-style-type: none"> <li>• To agree with the PCT performance management approach to review effective decision making.</li> <li>• To agree with the PCT minimum data set to ensure transparency, monitoring and information for strategic and operational commissioning.</li> </ul>	Local Commissioning	<p>September 2007</p> <p>September 2007</p>
15. That CHC-RNCC should be included in the Directorate Strategic Risk Register.	<ul style="list-style-type: none"> <li>• To ensure any identified risks are included in the Directorate Risk Register and appropriate contingencies agreed.</li> </ul>	Local Commissioning	September 2007
16. That future arrangements for CHC-RNCC should embrace improved support and information for patients, users, carers and supporters; including assistance on advocacy and appeal mechanisms.	<ul style="list-style-type: none"> <li>• To work in partnership with the PCT to ensure effective support and information is available for patients, users, carers and supporters.</li> </ul>	Local Commissioning	September 2007