

Review of Lancashire Residential and Nursing Home Market

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Executive Summary

This report is to provide members of the board with an up to date position regarding Quality of Care in Residential and Nursing Homes across Lancashire. The report provides information on bed numbers across Lancashire and also those homes that are currently closing due to either insolvency or Care Quality Commission regulated actions. Lack of leadership appears to be the key indicator of poor quality of care from a national perspective. Members of the board are asked to support the establishment of a leadership programme to develop leadership, capacity and capability in the residential and nursing home sector to support and encourage the best outcomes for those receiving care, and to achieve a buoyant and resilient care market.

Recommendations

The Health and Wellbeing Board is recommended to:

- i) Note the availability and quality of the residential and nursing home care sector as detailed in this report.
- ii) Support the proposal to develop a quality improvement programme
- iii) Nominate a member of the Board to act as champion for this piece of work and contribute to its development and approval in the future.
- iv) Note that a detailed proposal with timescales and costings will be developed by the BCF Steering Group

Background

Local Authorities have always been required to safeguard vulnerable people when their normal care arrangements fail. The Care Act 2014 placed a new duty on Local Authorities to shape the market for adult social care and support as a whole, so that it meets the needs of all people in their area who need care and support, whether arranged or funded by the state, by the individuals themselves, or in other ways. The ambition is for Local Authorities to drive the pace of change for their whole care market, leading to a sustainable and diverse range of care providers, continuously improving quality and choice, and delivering better outcomes that promote the wellbeing of people who need care and support. Local Authorities therefore need to shape the quality of care, understand which providers maybe experiencing trouble and are at risk of business failure and know which providers will be able to take place and meet the needs if any providers fail.

Current position within Lancashire County Council in relation to Care Home Bed availability

Within Lancashire there are 440 Residential Care Homes including 110 Nursing Homes giving a total of 12,724 beds across County.

Quality of Care based on CQC ratings

Some of the care homes are new and therefore will not be rated by the Care Quality Commission (CQC) as yet and therefore not included in the following numbers. The CQC ratings for 421 out of the 440 registered care homes within Lancashire showed, overall; 1% (5) of care homes were rated Inadequate, 25% (104) were rated Requires Improvement, 73% (306) were rated Good, and 1% (6) were rated as Outstanding.

LCC Care Homes

These included the figures for the 18 care homes provided by LCC, where; 12% (2) of care homes were rated Requires Improvement, and 88% (15) were rated Good.

Lancashire County Council's performance is consistent with the national picture as a County however this does mask variation between areas and districts noted in the table below.

Ratings by Districts

The information in the table below shows a breakdown of the overall CQC ratings (September 2017) for the 421 homes in Lancashire by the twelve districts. The below table indicates in order the district with the most CQC rated outstanding and good homes in their area.

District	Outstanding	Good	R. Improvement	Inadequate	Total
Wyre	2 (5%)	36 (86%)	3 (7%)	1 (2%)	42
Lancaster	1 (2%)	44 (81%)	7 (13%)	2 (4%)	54
Fylde	1 (2%)	36 (77%)	10 (21%)	0	47
Hyndburn	0	26 (79%)	7 (21%)	0	33
Rossendale	0	24 (75%)	8 (25%)	0	32
South Ribble	1 (3%)	25 (71%)	9 (26%)	0	35
West Lancashire	0	21 (70%)	8 (27%)	1 (3%)	30
Burnley	1 (3%)	24 (67%)	11 (30%)	0	36
Ribble Valley	0	12 (67%)	6 (33%)	0	18
Preston	0	23 (66%)	11 (31%)	1 (3%)	35
Pendle	0	15 (63%)	9 (37%)	0	24
Chorley	0	20 (57%)	15 (43%)	0	35

Lancashire's current position relating to number of care homes and bed availability

The below table describes the number of residential and nursing homes and the number of beds across county in total.

	Total number of care homes	Total number of beds	Total number of Care homes with nursing	Total number of nursing beds	Total number of Care homes without nursing	Total number of residential beds	Total number of care homes dual registered	Total number of dual registered beds
Rated care homes	421	12090	103	4695	310	7059	9	336
Registered care homes	440	12724	110	5185	321	7203	9	336

Provider failure

In the Patient Safety and Safeguarding Service there is quality improvement team this team works proactively with care providers to try and improve quality and ensure that their service is safe and works towards an action plan. The team work collaboratively with CCGs, CSUs and CQC through this quality improvement process. The service routinely discuss potential issues with CQC. If the service is failing and likely to close then the provider failure team would take over working with the provider and they work hard in assessing and relocating Service Users at time of closure. Timescales for relocating to another home can be anything from 24 hours to 3-4 months dependent on circumstances. It is a very complex piece of work moving older adult's accommodation and care. This can be disorientating for those with memory problems, may reduce access for family members and if moved too quickly can impact on mortality. It is therefore essential that the transition and relocation process is managed safely to reduce the risk to service users. Often the in house service will support this process at a cost of £2.5k per week, this is an extra cost to the provider failure team which consist of 6 social work professionals, including team manager and 5 social care support officers.

In the last twelve months in Lancashire there was a loss of 13 Care Homes 345 beds affecting 228 Service Users that needed to be relocated in Lancashire.

Area	District	Month of closure	Home Type	Registered beds	Residents affected	Reason for closure	Comments
Central	Preston	Mar-17	Residential	28	13	CQC action	Provider appealing against CQC cancellation of registration.
Central	Preston	Aug-16	Residential	15	11	LCC contract termination	Provider cancelled CQC registration after LCC contract termination
Central	Preston	Jul-17	MH Residential	6	6	Owner decision	
Central	Preston	Feb-17	Residential	24	18	Owner retirement	
East	Burnley	Feb-16	Residential	16	8	Owner decision - financial viability	
East	Burnley	Apr-16	LD residential	13	10	Owner decision - financial viability	
East	Pendle	Nov-17	Nursing	47	33	Owner decision	
East	Burnley	Jun-17	Specialist Mental Health Res Rehab	12	4	Owner decision - financial viability	
East	Pendle	Nov-17	Residential	23	17	Owner decision - financial viability	
North	Wyre	Aug-16	Residential	12	11	Owner decision - financial viability	
North	Wyre	Mar-16	Residential/Nursing / EMI/EMD	29	19	CQC action	Re-opened under new ownership
North	Fylde	Apr-17	Residential	34	21	Owner decision - financial viability	
North	Wyre	Jun-17	Nursing	22	13	CQC action	

Quality improvement

The Patient Safety and Safeguarding Team manage the contractual management arrangements for regulated care homes across Lancashire. They also manage quality improvements across care homes and provider failure process when a care home closes.

Over the last few months the team have been developing a Quality Strategy and as part of this work the Care Quality Commission attended an event at County Hall to discuss their findings on what makes a good care home and to consider the "mum test" for example would I want my parent, partner, child or friend living in this care home? The outcomes of this work identified three work streams:

- Leadership
- Developing relationships with providers / financial viability
- Tools and systems

CQC have recognised that nationally Leadership is the key in maintaining quality in care homes and ensuring the market remains stable. The Local Authority is considering various leadership models available to support the independent sector. Some of these options are; My Home Life (currently utilised with LCC in house services) and Skills for Care who have specific programmes for registered managers.

These providers are nationally recognised and have a good reputation within CQC. My Home Life for example works with several statutory bodies and provides support from evidence based practice. They have several years of experience working with Local Authorities and this work has been validated by external bodies. Lancashire County Council has been using this model within in house provision for a number of years.

There is a current work stream looking at working with providers and how Lancashire County Council can improve working relationships to ensure that as a Local Authority we are clear what support providers need in the care sector and how we can work together to support them more effectively. The current work streams are linking into work being completed by the STP work streams to avoid any duplication.

Through supporting quality improvement including a leadership development programme in the independent sector, service users are likely to have a better experience, care homes will be more likely to achieve good or outstanding ratings which will improve the choice for Service Users in the districts. Providers have indicated they support this models introduction and application. Lancashire County Council has already committed some extra funds to Lancashire Safeguarding Adult Board (LSAB) for this purpose. Lancashire County Council have uplifted rates also to ensure we pay a fair price for care.