

Annual Quality Review 2021 / 22

The Quality Charter, as part of the Bradford and District Residential and Nursing Care Homes Provider List, outlines a system wide approach for commissioners and providers to work together to achieve high quality care over the term of the contract. It is intended to build upon and complement existing systems, to support integrated commissioning, the requirements of the regulatory body and established best practice.

The Bradford District has a unified and cohesive approach to quality, which is that residential and nursing homes deliver care that is safe, effective, responsive, caring, well-led and person centred. The Quality Charter is reflective of the CQC's fundamental standards and in line with the five key questions asked during an inspection. The Quality Charter is also aligned with Quality Matters (<https://www.gov.uk/government/collections/adult-social-care-quality-matters>) and a single approach to quality.

The Annual Quality Review, affords an opportunity to assess quality at a sector wide level across the Bradford District. Themes and trends have been identified from the data submitted by a wide range of system partners and providers.

Data has been analysed and key findings identified. Where good practice is demonstrated commissioners will seek opportunities to share this. Where there are areas for development commissioners will review these, agree actions and seek system wide solutions through the Care Home Service Improvement Board (SIB). Recommendations have been detailed in this report and will be shaped into an action plan for the year ahead through the SIB and this will be embedded into the Quality Charter as key priorities for the next year.

Executive Summary

This is the first Care Home Annual Quality Review conducted by commissioners since the start of the Bradford and District Residential and Nursing Care Homes Provider List. A large amount of data has been collected and analysed. Recommendations have been formulated from a range of datasets. However, some data was not available, or not provided in a format that could be analysed. Some of the data has provided an initial baseline but recommendations are unable to be made until a comparative dataset is available in the subsequent year. Where this is the case it has been outlined in the report. Some of the data that was anticipated to be available when the Quality Charter was originally created was no longer accessible, although overall there was still a wide range of data available and this has enabled meaningful analysis of the care home sector in the Bradford District.

Data was requested for a 12-month period from the 1st November 2021, as this was the date that the Provider List started. Where possible, the supplier of the data was requested to include trends and themes as analysis of their data, although this was not possible when data was drawn from public datasets and not all data sources supplied further analysis. Where possible, data has been broken down into residential and nursing homes. Many datasets have details of individual care homes; however, no individual providers are identified in this report as the aim is to consider the sector as a whole. The Contract and Commissioning Team at the Local Authority met to discuss all data submissions, themes and trends and agreed the initial recommendations outlined in this report.

There was a slight reduction in care home beds during the reporting period, but still a significant amount of vacancies. The Market Position Statement) is due to be refreshed and the data submissions

should inform the document being updated with the current position being shared with the external market (<https://www.bradford.gov.uk/business/commissioning-adult-health-and-social-care-services/commissioning-adult-health-and-social-care-services/>). There is conflicting information about future population projections and current occupancy in care homes that need to be considered as part of the Market Position Statement. The overall picture is that occupancy has remained relatively static over the period with only a slight increase and vacancies have remained high, showing an oversupply of care home beds in the Bradford District compared to the demand of placements.

Bradford is an outlier in West Yorkshire in terms of CQC ratings, with the most Outstanding rated care homes but also the most Inadequate rated homes as well. Care homes appear to be struggling to sustain Good ratings and there has been a growth of Requires Improvement provision in the District. Governance medication management and registered manager turnover appear to be key issues.

There was a key theme of staffing pressures and shortages raised continually in the data received. There has been a high turnover of registered managers and difficulty recruiting nursing staff. Support to providers around staff recruitment and retention should be a key priority for the upcoming year.

There is a variety of activity across a range of stakeholders to offer support and improve services. Care homes are supported by the BCA, ICB, health professionals, the voluntary and community sector and the Contract and Quality Team to continually support the development and delivery of high quality care.

Despite the pressures on the sector there was evidence of continual good practice and innovation across the sector.

The Contract and Quality Team and the ICB Safety and Quality Improvement Senior Manager conducted a significant amount of work visiting and supporting care homes, but much of this work was in support of risk management procedures. For care homes with nursing there has been a joint routine monitoring process which has been guided by an agreed visit tolerance framework to ensure that all care homes with nursing received a face to face visit by July 2023. Consideration should be given to whether this approach could be reviewed to release capacity to help providers sustain good services over the upcoming year.

There was a lot of data about incidents at care homes and a significant amount of safeguarding information. It was acknowledged there is still some under reporting by care homes and the high turnover of managers likely contributed to the lack of awareness about notifying commissioners about incidents. The Contract and Quality Team undertook a lot of work to support providers subject to the Serious Concerns Procedure.

Care homes are well supported by Health Teams, with a number of interventions. A number of issues were raised and it is recommended that teams develop simple, best practice protocols and information to be displayed in care homes for staff to implement the correct procedures to support their residents, especially about when and how to refer to an external health team. The system can, at times, be difficult/complicated to navigate and making it simple for care homes, and their staff teams, to access wrap around support should be easy, to ensure timely interventions for residents in their care.

Various health partners and teams submitted data but much of this was in an extremely raw format with no trend analysis supplied. There is a wide range of data across the system available but this could be utilised more effectively if collated and analysed on a regular basis.

The data available from people in direct receipt of care was minimal. It is recommended the SIB explore opportunities to increase this data.

There was an overall awareness of the Quality Charter but the high turnover of care home managers has impacted on previous training and awareness sessions being lost. There needs to be a renewed approach to publicise the Quality Charter and Notification Form. The feedback about the BCA support was positive but again a change of managers contributed to some lack of awareness of the support offer.

The Annual Quality Review has collated a wide range of datasets to consider quality in the care home sector in Bradford. It has however shown that much of the data, while collected, is not always analysed and is not informing the system in a timely manner. It is recommended that all partners have systems in place to easily collect, collate and analyse data in order to drive real time improvements and quickly identify themes and trends in the care home sector.

Final Conclusions and Next Steps

Data provided to the Contract and Quality Team was very informative and useful to provide an overview about the quality of care being delivered in residential and nursing homes in the Bradford District. This is first Annual Quality Review conducted as part of the Quality Charter. Although outlined in the Quality Charter, many professionals were unaware a data request that would be made to their team. The data supplied was often in a format that was difficult to analyse and the Contract and Quality Team had to invest a significant amount of time to sort and collate data into meaningful formats. Some teams had no data available that they were able to supply for their service.

The data that was provided, once collated, was analysed by the Contract and Quality Team to interpret the information. The data supplier was also asked to send trend analysis to ensure the correct interpretation. Data analysis from other teams was inconsistent and sometimes lacking. While the Annual Quality Review highlighted that some teams are analysing data it also demonstrated that much of the data has not been analysed effectively in real time manner, and doing so will ensure service improvement and lessons are learnt and implemented continually.

The data supplied for the Annual Quality Review has provided a detailed overview of the care home sector in Bradford. The review will now be conducted on an annual basis and as such it is recommended that all data sources are mindful of on-going collection and storage of data to be able to easily supply this in future annual reviews [**Recommendation 11**]. The data will become more meaningful and more effective when it is interpreted and acted upon in a timely manner. The teams involved in the direct work area are best placed to effectively analyse themes and trends that the data is identifying, triangulating this with their experience of delivering services and this should drive the strategy and service delivery. Continual analysis of data is recommended by all teams to be able to shape continuous service improvement and swift identification of emerging trends [**Recommendation 11**]. This will also ensure data is readily available for future annual quality reviews when requests are made by the Contract and Quality Team.

Throughout the Annual Quality Review analysis, it was recognised that the care home sector, in Bradford and across the country, has been at the forefront of the Covid-19 pandemic. The sector felt significant strain through the impact of the pandemic and the on-going legacy. There are also significant challenges with recruiting and retaining staff in care roles but also within management positions. There has been a high turnover of registered managers and this has created significant pressure on care homes.

Through sharing of experiences and developing our shared understanding of the sector, we will work together to ensure that the residents of Bradford and District care homes are well served. The recommendations from the Annual Quality Review will be presented to the Care Home Service Improvement Board for consideration and to shape the agenda of the SIB over the coming year. Training, protocols and improved systems should be actively considered to drive continuous improvement across the care home sector in Bradford.

Recommendations

No.	Recommendation	Action Required	Owner	Timescale
1	Market Position Statement – document to be updated	Commissioning Team to utilise data from this report to include in the updated document	CBMDC - Mary Surr	May 2023
2	Staff Recruitment and Retention – a key priority for the upcoming year	Bradford Care Association continue to support the sector and consideration given to: <ul style="list-style-type: none"> recruitment of new staff & nursing staff recruiting workforce with language skills strategy around retention (recognition and reward) support for new managers 	BCA - Rachael Ross	On-going
3	Contract and Quality Team Support – review support to offer target intervention to help services sustain good ratings	Contract Team to offer support to Good rated services and review current support to release capacity to support care homes sustaining good. Consult with ICB to consider support and resource available from the ICB Safety and Quality Team Link to action point 7	CBMDC – Adam Clark / Deborah Green	Review by end of April 2023
4	BCA Support – registered managers of care homes to be offer specialist support	Support to Registered Managers around governance through workshop programme and on-going manager support	BCA – Louise Bestwick	On-going
5	Care Home Resources – Skill for Care resources to be shared with providers	Resources to be shared in Provider Bulletin and as part of contract visits by the Contract and Quality Team	CBMDC – Adam Clark	By end of March 2023
6	Learning and Best Practice Shared – details to be included in the Provider Bulletin, in forums and the SIB	Learning from pilots and new initiatives should be shared with the care home sector continually	CBMDC – Adam Clark / Deborah Green	On-going
7	Contract Visits – review current visiting strategy and approach to risk management	Review enhanced visits to explore whether it is possible to release capacity to visit good and outstanding services to support them to sustain quality.	CBMDC – Adam Clark / Deborah Green	By end of April 2023

		Consult with ICB to consider support and resource available from the ICB Safety and Quality Team Link to action point 3		
8	Notification Form – system for reporting incidents to be shared with providers with clear information of how to use	Documents and system to be re-issued and communication sent to providers. Supported offered jointly with ICB	CBMDC – Adam Clark	By end of April 2023
9	Serious Incidents – improve data sharing between Safeguarding and ICB	Improve data sharing between CBMDC safeguarding and ICB Serious Incident Teams in relation to care homes	CBMDC – Rob Studzinski & ICB – Serious Incident Team	By end of May 2023
10	Best Practice Protocol – to be created and shared with care homes	Best practice protocol developed, included in Care Home Resource Pack and shared with care homes in relation to: <ul style="list-style-type: none"> • End of Life • Continence 	End of Life Team / Continence Team	By May 2023
11	Future Data Collection – data collected in appropriate format for future submission	All partners to gather data around service provision and reporting methodology in preparation Annual Quality Review. All to look at on-going trend analysis of data collected Specific review of data collection for: <ul style="list-style-type: none"> • End of Life Team • Tissue Viability Team • Continence Team • ICB SUS data (hospital admissions) • District Nurse Team 	ALL EOL Team TVT Team Continence Team Hospital Team District Nurse Team	On-going
12	Service User Feedback – improve data collection and opportunity for people to voice their experience of care	Issues to be raised via the SIB for further exploration	CBMDC – Adam Clark & Deborah Green	By June 2023

13	Quality Charter – publicise the charter across the care home sector	The updated Quality Charter to be publicised with managers at all care homes in the Bradford District and circulated to the SIB.	CBMDC – Adam Clark	By end of April 2023
14	BCA Support Offer – publicise support available and connect with new managers	Information shared via the Provider Bulletin and contact made with new care home managers	BCA – Louise Bestwick	By May 2023