

THE ROYAL
BOROUGH OF
KENSINGTON AND
CHELSEA/WEST
LONDON CCG


West London
Clinical Commissioning Group


THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

QUALITY OF CARE IN RESIDENTIAL AND NURSING HOMES

CARE HOMES IN KENSINGTON AND CHELSEA

- 11 CQC Registered care homes in the Borough
- 5 for Older People
- 3 for those with a Learning Disability
- 2 for Mental Health
- 1 for Physical Disability

PEOPLE IN CARE HOMES IN KENSINGTON AND CHELSEA

	Number of care home placements – in borough	Number of Care placements – out of borough	Total
Learning Disability	7	93	100
Mental Health	7	59	66
Physical Support	43	36	79
Dementia	31	121	152
Total	88	309	397

NB:As at May 2017- Council placements only

CCG COMMISSIONING AND CONTRACTING RESPONSIBILITIES

- The CCG commissions continuing healthcare for the residents assessed under the National Framework for Continuing Healthcare and Funded Nursing care who have been assessed as having a Primary Health need.
- Due to the nature, intensity, complexity and unpredictability of needs the costs of placements and care packages of these clients are higher than those paid by the local authority.

COUNCIL COMMISSIONING AND CONTRACTING RESPONSIBILITIES

- Adult Social Care (The Council) commissions all Residential and Nursing care home placements for eligible residents of the Royal Borough
- A single placements team negotiates these placements on behalf of the resident and their family/carers and works closely with the allocated social worker
- All residents placed in care homes are reviewed by the ASC Review Team (both inside and outside the Borough)

BLOCK CONTRACT ARRANGEMENTS

- The majority of the placements commissioned for both ASC (Council) and West London CCG clients are through Block contract arrangements :
- Beatrice Place (24 block beds) – this is part of Central North West London Mental Health NHS Trust and is registered as a hospital
- Princess Louise Kensington Nursing Home (44 beds) – Sanctuary Care
- Ellesmere House (40 beds) – the LA commissions 20 Nursing & 20 Residential beds – Care UK

The CCG also commissions care for people who become eligible for NHS Continuing Healthcare through an Individual Placement Agreement within the Royal Borough e.g. Ellesmere Nursing Home and Kensington Nursing Home

CONTRACT MONITORING

The Contract Management of two main providers of Nursing Home Care in the three CCGs are undertaken jointly with the three local authorities (Royal Borough of Kensington & Chelsea, City of Westminster and the London Borough of Hammersmith & Fulham)

Care UK

Sanctuary

The contract with Central North West London Mental Health NHS Trust is led by West London CCG.

QUALITY FRAMEWORK MONITORING OF PROVIDERS

The framework for quality monitoring is through:

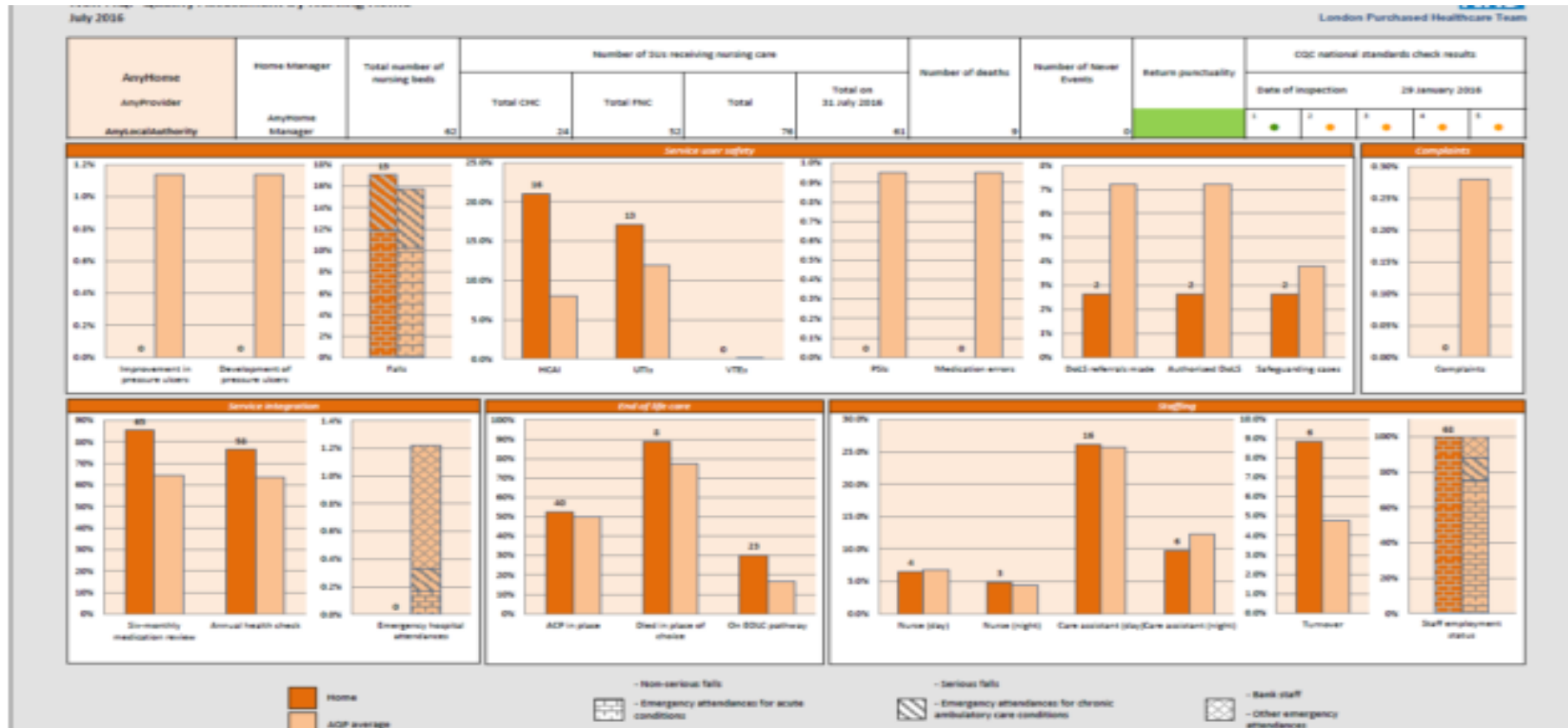
- Monthly monitoring meetings called Joint Operational Groups (JOGs)
- Quarterly Service Development Meetings to monitor provider Service Improvement Plans

MONTHLY JOGS

The key areas that the JOGs focuses on are:

- CQC Inspection Reports and Action Plans
- Provider Service Improvement Plans
- A monthly quality monitoring dashboard as part of the London Purchased Care Board that benchmarks the quality of Nursing Homes across all homes (Includes in addition to the Contract Providers, Ellesmere and Kensington Nursing Home) A sample of the dashboard is on the next slide
- Share of Good Practice across Nursing Homes
- Monitoring of Pressure Ulcers; Hospital admissions; Falls Monitoring; Number of Infections and Incident Monitoring

SAMPLE OF LONDON AQP DASHBOARD



MARKET MANAGEMENT CHALLENGES

- **Capacity and Capability** – to build the market capacity and capability to meet the ongoing increases in the complexity of needs
- **Workforce retention** – across London there is a high vacancy and turnover of staff leading to a high use of agency workers and cost pressures to providers
- **Training** – the ongoing need for training to ensure a local skilled workforce
- **Culture** – making the caring profession an attractive profession to work in

SPECIALIST SUPPORT PROVIDED TO NURSING HOMES

- Specialist Palliative Care Support from local Hospices
- Specialist Support from CNWL Mental Health NHS Trust
- Specialist Neuro Rehabilitation Support from Imperial Hospitals Trust
- Specialist Tissue Viability Support
- Specialist PEG Support
- Community Services support (by referral) to Nursing and Residential Homes

CURRENT INITIATIVES FOR QUALITY

- ‘Caring for Care’ Homes programme for staff welfare and training and development
- Enhanced Care Worker Programme – 20 places supported to enable staff to better support people with complex long –term conditions
- Nurse Assessor (Trainee Nursing Associate) pilot- up to 20 staff employed in a ‘hybrid’ role between care worker and Registered Nurse.
- Registered Managers Network- supported by Skills for Care and the London Care and Support Forum (LCAS)

PLANNED JOINT WORKING FOR QUALITY (CCG AND COUNCIL)

- Commissioning strategy defined- ie what are our joint aims and objectives for care homes
- Developing an agreed Performance Management Framework for care homes
- Care Improvement Board – to include reps from Council, CCG, providers, Healthwatch and CQC (Regulator)
- Exploring opportunity for a joint placements team, review team, quality assurance and performance monitoring
- Commission performance and quality improvement programmes- My Home Life (for Registered Managers) and Ladder to the Moon (creativity and culture change across the care home)
- Establish a Quality Improvement Fund and link enhanced payments or price uplifts to evidence of quality improvement
- Aligning training programmes to benefit all care home staff