

Salford Care Homes Excellence Programme

Event Summary

Tuesday 3 July 2018, 10am – 3pm

Introduction

Representatives from 42 care homes (nursing, residential, specialist and mental health) were invited to attend the second event of the Salford Care Homes Excellence Programme (SCHEP). This event was hosted by Salford CCG, Salford City Council, Salford Together, Salford Royal NHS Foundation Trust and Greater Manchester Mental Health Foundation Trust as part of the “Safer Salford” programme. The event was facilitated by Haelo, an Innovation and Improvement Science centre in Salford, including a presentation from the Care Quality Commission.

The purpose of the event was to:

- Review and reflect on ideas and outcomes developed at the welcome event in May
- Share learning from ‘glimpses of brilliance’ from care homes in Salford
- Connect care homes with representatives from across the health and care system involved in supporting care home residents
- Gain greater understanding of the CQC’s “safe” domain key lines of enquiry (KLOE)
- Provide space to think beyond boundaries and challenge existing norms, with a view to collectively agreeing priorities for delivering meaningful change on the ground

Attendees

The event was attended by 33 people from 12 care homes and representing 10 services supporting care home residents:

- | | |
|-----------------------------|--|
| – Abbeydale Nursing Home | – Castelrea House |
| – Amadeus (part of the day) | – Holly Court Care Home |
| – Arden Court | – House Martins Care Limited (1 and 2) |
| – Barton Brook | – Kenyon Lodge |
| – Beechfield Lodge | – Laburnum Court |
| – Beenstock Home | – Thornton Lodge |
| – Broughton House | |

Services

- | | |
|--|--|
| – Pharmacy / Medicines Optimisation (SRFT) | – Deprivation of Liberty Safeguarding (SRFT) |
| – Infection Prevention and Control (SRFT) | – Urgent Care Team (Salford Together) |
| – Safeguarding (CCG) | – Mental Health Commissioning (GMMH) |
| – Funded Nursing Care (SRFT) | – Community Dietetics (SRFT) |
| – End of Life (SRFT) | – Speech and Language Therapy (SRFT) |

Session: Reflecting on learning from failure and glimpses of brilliance

Participants were invited to reflect on and share a ‘glimpse of brilliance’ from the past six months, including what they learnt from this. These were captured collectively on post-it notes, with the content written up on Appendix A – a few highlights are included below also:



“Boosted staff self-confidence with support and guidance – staff feel more empowered and enjoy learning new skills”

“Supported a person with complex needs, including autism, through the process of their mother passing away”

“Kitchen hygiene rating from 3 to 5 out of 5 – team approach”

“Assisted a patient move to his preferred place to spend his final days in Wales”

Presentation: How will integrated care support care homes

Keith Darragh and Francine Thorpe reflected on the challenge of taking forward these ‘glimpses of brilliance’ into system-wide improvement, and outlining an integrated “triple aim” for Salford:

- Better health and social care outcomes
- Improved experience for services users and carers
- Reduced health and social care costs across Salford



The core belief is centred around the intrinsic link between getting it right for a person (people outcomes) and seeing the system improve (system benefits).

Workshop: Interpreting the CQC “safe” domain

Hayley Moore and Amanda Jones of the CQC explained the structure and format of the “safe” inspection domains, summarising what good looks and feels like and the information used to reach an overall assessment. Participants were split into five groups to look at one of the key lines of enquiry, considering how this is implemented in their services, what good looks and feels like, and what could be done differently.

Some common themes emerged from the workshop feedback, stimulating further discussion on the below topics:

Resource

Learning from safety incidents: <https://www.cqc.org.uk/guidance-providers/learning-safety-incident>

Driving improvement – Adult Social Care case studies:

<https://www.cqc.org.uk/publications/evaluation/driving-improvement-case-studies-nine-adult-social-care-services>

Key lines of enquiry: <https://www.cqc.org.uk/guidance-providers/adult-social-care/key-lines-enquiry-adult-social-care-services>

Session: Co-creating a care homes community

Jo Evans introduced social leadership as a core component of successfully navigating and motivating change within formal organising structures. This concept is taken from Julian Stodd's handbook on social leadership.

A group exercise invited participants to answer the following questions about their "system" (image right shows responses):

1. What is the purpose of your system?
2. Who are your "people" (internal and external)?
3. How do you know your system is performing?

A central theme from this discussion was the number of individuals and services involved in the care homes system, and the need to facilitate good interactions to meet the aim of the system "to ensure quality for residents in care homes in Salford".

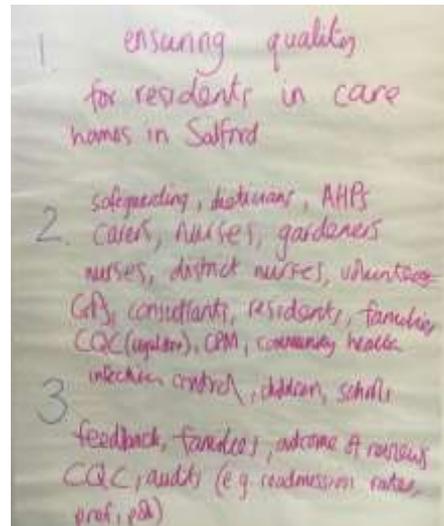
Jo introduced the Community of Practice model as a method to facilitate interaction and improvement within a system such as care homes – this approach builds upon relationship mapping of the care homes system.

Attendees then participated in a facilitated networking session, to build connections between different care homes, and between care homes and supporting services. Participants were encouraged to ask specific questions to uncover examples of areas they can work together on.

Resource

"Using clinical communities to improve quality; ten lessons for getting the clinical community approach to work in practice" – Health Foundation report, 2013 – <https://www.health.org.uk/sites/health/files/UsingClinicalCommunitiesToImproveQuality.pdf>

Social Leadership behaviours: <https://julianstodd.wordpress.com/>



Session: Setting our direction

Katharine, Francine and Keith brought together the multiple discussions throughout the day, with a view to developing priorities to focus improvement work on as a care homes community. The following themes were reflected back to the community with attendees invited to consider "what do they want this community to focus improvement efforts on?":

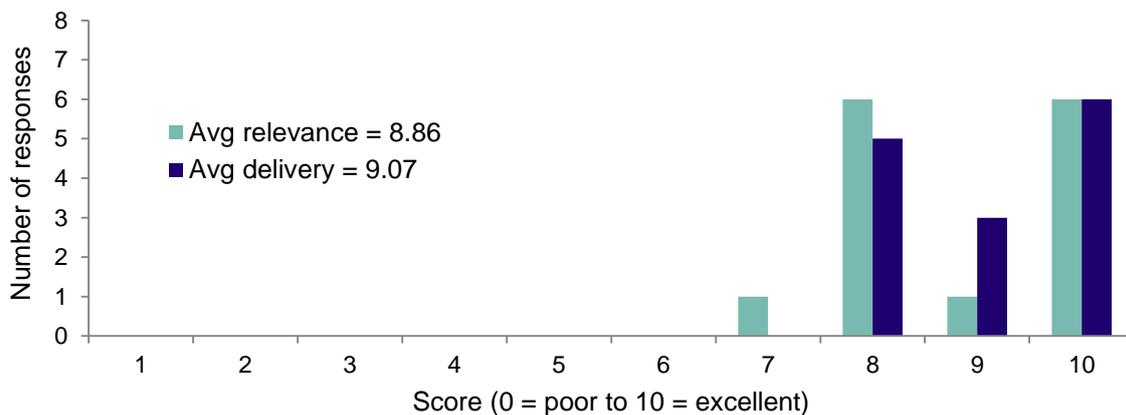
- Quality of handover between settings – in particular the challenge around transfers from hospital to care homes, for example, not being discharged with the correct medication / not informed of medication changes
- Care planning and risk assessments – with a focus on how to get timely support and intervention when resident needs / functional assessments *change* "continuous care planning"
- Access to digital systems and information – a lack of IT facilities within care homes was identified as a barrier to developing robust processes, e.g. mandatory training, records, etc
- Staff training – key to ensuring homes have the right skills available to care for their residents (monthly SAINT meetings were identified as a means to raise awareness of training offer)

- Organisational culture – honest and open policies which support and empower staff
- Nutrition and fluid management – processes for updating records and engaging staff in focusing on resident’s nutrition
- Infection prevention and control – campaign and promotion to ensure all care home staff receive flu vaccination (agreed that this is something which should be investigated further)
- Promotion of “good news stories” and learning – community offers an opportunity to share resources, as well as promoting the positive role of care homes (glimpses of brilliance)
- Role of care home – often being used as a go-between as residents navigate health and social care system, e.g. mental health, GPs, etc.

Attendees identified “handover between care home and hospital” as a priority area of focus, with 5 care homes (Thornton Lodge, Barton Brook, Broughton House, Laburnum Court and Holly Court) volunteering to participate in initial improvement work before the next Excellence Programme event. Nutrition and fluid management was ranked as a second priority.

It was agreed that a core role of the Excellence Programme would be to build relationships and share learning, for example, through providing case studies and resources.

Feedback



What have you enjoyed the most?

- Networking (x 5 comments)
- Meeting care homes I had not yet engaged with / opportunity to meet managers and professionals and share ideas
- Motivational speakers
- I thought today was excellent for care home managers to liaise with services

What could we have done better?

- Handouts – info
- Key parts from last meeting for those who did not attend
- I would like to see attendance from care homes who the issues discussed today are very relevant to

What is your main take home message from this event?

- I’m going to carry out an audit and look at our training system
- Improvement. Change is good
- All agencies need to support care homes to network and share good practice
- Value of networking / new contacts (x 2 comments)

- Teamworking / sharing ideas
- A commitment from all involved to work more collaboratively to solve various issues
- We can do it

Salford Care Homes Excellence Programme

Appendix A – Notes from “Glimpses of Brilliance” session

Increasing confidence liaising with wider multi-disciplinary teams	Kitchen hygiene rating from 3 to 5 out of 5 – team approach	CQC rating has improved, but would have hoped for a better rating <ul style="list-style-type: none"> - Environmental improvements in the home - Not everybody likes changes 	Took three residents to visit Buckingham Palace
Better communication with CQC has aided improvement work	Improving relationship with care homes – still lots of work to do	Supporting two people to pass level 1 British Sign Language	Supported a person with complex needs including autism through the process of their mother passing away
Raising the profiles of care homes within the CCG	Enabled a resident to attend their granddaughter’s wedding <ul style="list-style-type: none"> - Liaising with GP and other healthcare support to ensure had what was needed for the day Lifted the mood in the home as others got involved getting ready, etc	Boost staff self-confidence by providing guidance and support <ul style="list-style-type: none"> - Staff now feel empowered Lessons learnt: staff are more confident and enjoy learning new skills	Reduced sickness <ul style="list-style-type: none"> - Return to work interviews - Consequences - Need to contact senior management Not allowed to pick shifts up in same month
Won Innovation Bid to digitise menu for nutrition transparency in care homes	The new £12 million Care Village work has commenced this week	Had a visit from the Ministry of Defence MP	Assisted a patient move to his preferred place to spend his final days in Wales
Would have liked to have visited more care homes but unable due to capacity – bigger team needed and hope to recruit shortly	Most improved in the office ‘tidy desk’ competition <ul style="list-style-type: none"> - I shouldn’t have put all our papers on Alicia’s desk 	Helped a new member of staff into the team <ul style="list-style-type: none"> - I could have done this better by seeking more regular feedback to check-in 	Worked with Salford Royal on stroke / neuro rehabilitation business case
Led a community team with half the time and staff	Work completed jointly with Barton Brook – putting the patient at the centre <ul style="list-style-type: none"> - Evolved working - Unscripted 	Supported a home to close ‘positively’ through working with staff, residents, family – with everyone getting where they wanted, enabling some independence	Received feedback re: team calls brief weekly <ul style="list-style-type: none"> - Started these - Working well: “it’s good to talk”
Learned new skills <ul style="list-style-type: none"> - I would have preferred it to be quicker 	Learning: be brave	Working better with partners – patient centred approach	Empowered acting home manager to lead a recent CQC inspection
We have organised more day trips out: <ul style="list-style-type: none"> - beneficial for the residents - something to look forward to 	Supported carers and nurses to support residents to achieve wishes for care	Working as an MDT group to improve oral care which is to be shared GM-wide	Supporting families to achieve their preferred place of death

GM awards: team has improved end of life care for residents of Salford, with the support of nurses and carers in care homes	Empowered my team to lead on an important project – offering support and guidance. Learnt: always guide sufficiently but not “over-control”	Helped people to work out for themselves what “good” looks like from their perspective. Learnt: encourage and liberate talent by supporting	Gained our “six steps” award – proud moment for the staff
Developed an ordering / audits system which has helped with medicines management	Changed the mind-set of a negative home manager Learnt: negativity breeds negativity, positivity breeds enthusiasm and collaborative working	Sent letters to invite families to resident reviews – we used to do this <ul style="list-style-type: none"> - families happy - ways to keep in touch with relatives who are not able to visit regularly 	Introduced “Touchshare” learning and development programme <ul style="list-style-type: none"> - launch date Learnt: not everyone likes computers
Secured 2x complimentary tickets to attend Elkie Brooks concert. Unexpected benefits: <ul style="list-style-type: none"> - 2 residents with limited concentration were transfixed with concert - Increased range of opportunities for other residents 	Liaised with tissue viability nurse and GP to develop a plan of care for a lady with an extensive facial tumour	Good workshop with children’s social care staff <ul style="list-style-type: none"> - lots of similarities in the way we approach things - genuine willingness to work together Learnt: should have done this sooner and need to maintain momentum	Building new relationships with staff, families and residents. Learning new ideas and other people’s views – seeing other staff’s compassion and pride in their work
Completed adult safeguarding course at Manchester and this has improved practice and knowledge around adult safeguarding			