

Salford Care Homes Excellence Programme

Event Summary

Wednesday 3 October 2018, 10am – 4pm

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.

The purpose of the event was to:

- Reflect on ideas and relationships developed from the previous two events, re-introducing the concept of the “community of practice”
- Share a framework to support improvement (the “six steps to improvement”) and build capability in three key areas:
 1. Setting a direction
 2. Understanding the problem
 3. Generating ideas for change
- Focus on handovers on the care home / hospital pathway
- Provide space to think beyond boundaries and challenge existing norms, with a view to developing actions to take forward in own setting

Attendees

The event was attended by 13 care home managers, alongside 12 representatives from different services supporting care home residents. Two care homes sent apologies as were unable to attend on the day itself (Wentworth House and Castlerea).

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|-------------------|-------------------|
| - Alderwood | - Eccleshome |
| - Arden Court | - House Martins |
| - Barton Brook | - Pendleton Court |
| - Beenstock Home | - The Fountains |
| - Broughton House | - Worsley Lodge |
| - Cherrytrees | |

List of other representatives

- Infection prevention and control (CCG)
- Director of nursing (SRFT)
- Inspection manager (CQC)
- Lead community nurse (SRFT)
- Director of nursing (Integrated Care)
- Practice manager (Salford Care Homes Practice)
- Palliative care nurses (SRFT)
- Director of quality and innovation (CCG)
- Director adult social care (Integrated Care)

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Reflections

Jo Evans (Haelo) gave a reminder to participants of the content covered in previous sessions, in particular the importance of celebrating successes (often the things we get right are taken for granted) and the value of learning from when things don't go well – this is something which the CQC have echoed as being an important process for a good home.

Further notes from previous sessions are now available online:

<http://safersalford.org/salford-care-homes-excellence-programme/>. Participants reflected back on the value of establishing a “Care Homes Community” which includes all of the support services involved in providing excellent care for residents.

Resource:

The six steps for improvement (summary poster):

<http://safersalford.org/wp-content/uploads/2018/07/6-steps-to-improvement-30.04.18.pdf>

Six steps for improvement – toolkit (based on learning from Safer Care Homes collaborative 17/18):

<http://safersalford.org/wp-content/uploads/2018/07/Compressed-Final-SCH-Toolkit-02.05.18.pdf>



Session: Setting a direction

Kurt Bramfitt opened this session with a film demonstrating how making improvements to medicines prescribing processes have created more time for a care home to provide person-centred care.

Participants self-selected to focus on one of four priority topics identified by the community:

- Infection prevention and control
- Care planning and risk assessment
- Nutrition and hydration
- Leadership and culture

The core elements to a good aim statement are the following: **specific, measurable and time-bound**. Each group was challenged to identify challenges and develop a sample aim statement:

“Increase uptake of flu jab / vaccination in care home staff to 75% by January 2019”

“95% of MUST scores are calculated correctly by December 2018”

“95% of food and fluid charts / documents to be fully completed and accurate by December 2018”

Session: Understanding the problem

Hayley Moore (Inspection Manager, CQC) introduced this session by highlighting the importance of utilising tools and techniques to identify the root causes of problems, to capture learning from when things go wrong.

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Key to solving a problem is to first fully understand it. Often we jump to solutions before we have really identified the root cause of the problem, tackling a symptom rather than the cause.

One tool developed to unpick is “5 whys” – taking the behaviour of a child to continue to ask “why” something has happened to get to the true causes. This will help focus further investigations.

Data (not anecdote) is a critical tool to build an understanding of the magnitude, frequency, area of impact and variation within your focus area. Participants were invited to consider the data

and evidence they could collect which would grow understanding of problems linked to their aim, identified using the 5 whys.

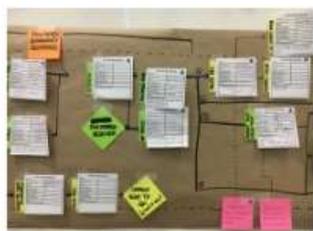
Resource

Institute for Healthcare Improvement 5 why's root cause analysis tool: <http://safersalford.org/wp-content/uploads/2018/10/5-Whys-Tool.pdf>

Session: Focus on handovers

Jacqui Burrows (Associate Director of Nursing, Integrated Care Division) introduced a focus on handovers between care home and hospital as being a core component of developing a health and social care system which works best for our patients. Handovers between settings are not only disruptive for a patient, but poor communication is having an impact on the ability to provide high quality continuity of care.

Participants were separated into three groups to put into practice learning from the morning sessions, looking at understanding the current process, sharing stories and experiences, and analysing data to understand the frequency and magnitude of the problem.



Participants reflected following the group session the value added from sharing experience across different settings, and gaining greater understanding of the impact of poor handover on residents, carers and the wider system. It was agreed that there are two conversations running in relation to handover:

1. reducing the number of handovers between care settings (i.e. looking at alternative mechanisms to providing step-up / step-down care, and better support residents and carers to manage health in their own setting)
2. improving the quality of handovers (i.e. focusing on improving communication in key areas, such as functional assessments and care planning to support care homes, reducing the number of errors that occur during handover)

Session: Generating ideas for change

Bringing the session to a close, Kurt Bramfitt outlined the importance of thinking differently about a problem to develop new ideas for change. Using the SCAMPER approach, participants developed a

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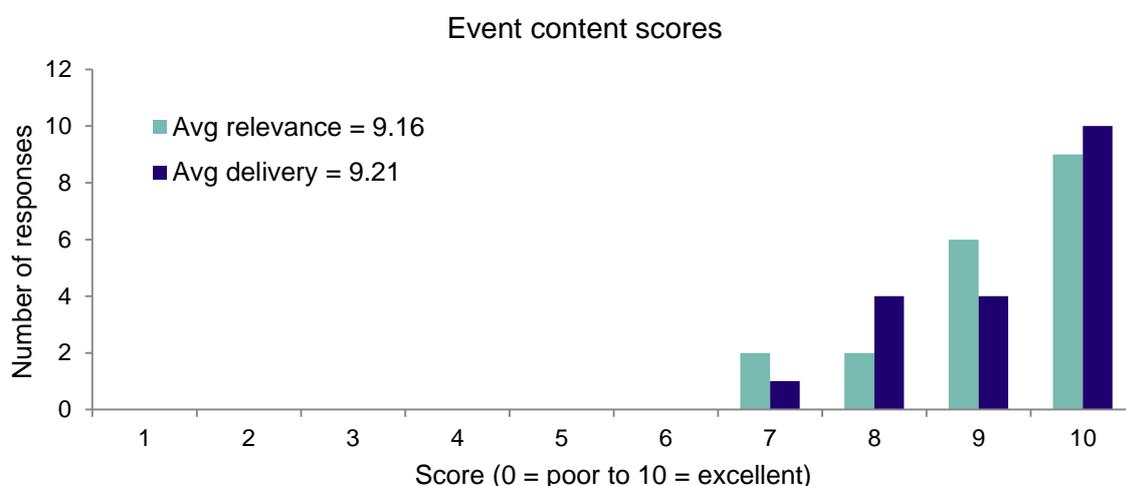
range of ideas to improve their focus area. The key challenge identified was to think outside of usual patterns and bring together different perspectives to create a range of ideas.

“it is better to spend time taming an incredible idea, than honing a bad one”

Resource

SCAMPER: <https://www.youtube.com/watch?v=-Dz7S4IOT2E>

Feedback



What have you enjoyed the most?

- Interactive / group sessions (x6)
- Focus on handover (x3)
- Being part of a community / sharing ideas and experiences / working together (x5)
- Different QI tools and methods of getting information (x2)
- The day / everything (x2)
- The videos (x1)
- Variety of topics (x2)

What could we have done better?

- Turn down the aircon (x1)
- Sustain time outside of events (x1)

What is your main take home message from this event?

- Lots of work to do / opportunity for change (x3)
- We need to work together / collaboration / improve communication (x6)
- Check all discharges from hospital (x1)
- I feel listened to (x1)
- Audit methods / the 5 why's (x2)
- Feel energised to develop new ways of working (x1)
- Share with my team (x1)