

Decision Maker: **ADULT CARE AND HEALTH POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

Date: **Wednesday 27th June 2018**

Decision Type: Non-Urgent Non-Executive Non-Key

Title: **NURSING CARE BEDS CONTRACT UPDATE**

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Chief Officer: Deputy Chief Executive & Executive Director: Education, Care and Health Services

Ward: Borough-wide

1. Reason for report

- 1.1 The Council awarded a contract for 70 nursing home beds to Mission Care on 28th March 2018. Care Services PDS Committee scrutinised the award report on 14th March 2018 and requested that Officers provide an update on quality monitoring in these Mission Care nursing homes at a future meeting of Adult Care and Health PDS Committee.

2. **RECOMMENDATION**

- 2.1 **The Adult Care and Health PDS Committee is requested to comment on and note the contents of this report and the ongoing arrangements for contract monitoring.**

Further updates on the quality monitoring of the Mission Care contract will form part of the update from the Deputy Chief Executive and Executive Director: Education, Care and Health Services at future meetings of Adult Care and Health PDS Committee.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The contract with Mission Care ensures that there are nursing home beds in the borough to support vulnerable adults.
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Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Excellent Council Healthy Bromley:
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Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: various across Adult Social care
 4. Total current budget for this head: £5.5m
 5. Source of funding: Core funding
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Personnel

1. Number of staff (current and additional): Not Applicable
 2. If from existing staff resources, number of staff hours: 2.2FTE Contract Compliance Team
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Legal

1. Legal Requirement: Statutory Requirement
 2. Call-in: Not Applicable: No Executive decision.
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Procurement

1. Summary of Procurement Implications: None.
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 70 service users funded by Bromley Council at any one time.
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: Not Applicable

3. COMMENTARY

- 3.1 The Council awarded a new contract for 70 nursing care beds to Mission Care on 28th March 2018. The beds will be made available across all four Mission Care Homes. The start date of the new contract was back dated to 2.1.2018.
- 3.2 The new contract requires Mission Care to ensure that all the homes included within the contract sustain a CQC rating of Good or above for the duration of the contract. This requirement is in line with the change of policy agreed by Portfolio Holder for Adult Care Services in January 2018 whereby the Council will only fund new placements in homes with a CQC rating of good and above.
- 3.3 When Mission Care submitted their bid for this contract all the homes included were rated as good, however, during the procurement process the ratings for Greenhill and Elmwood were changed to requires improvement following inspections by CQC. The contract award report was discussed at Care Services PDS on 14th November 2017 and 14th March 2018. The contract award was authorised by Executive in March 2018. During discussion at the meeting officers explained that the ratings had been published some months after inspections had taken place and that Mission Care had been working on action plans which would enable them to achieve a good rating at their next inspection. Officers were confident that one home, Greenhill was now delivering a 'Good' provision, and that the other home would shortly be achieving this standard; however the homes would continue to be rated as 'Requires Improvement' until the CQC undertook a further visit. This report provides an update on this activity.
- 3.4 The Council is not currently making new placements at Elmwood Nursing Home. Quality improvement work is ongoing there and it is anticipated that the Council will resume making placements there within the next couple of months following satisfactory completion of the protocol referred to in paragraph 3.3 above.
- 3.5 The Contract Compliance Team makes frequent inspections of the Mission Care homes because of the significant contract with the Council and the high proportion of Council funded residents in these homes. The team has made monthly visits to Elmwood, checking not only that the requirements set out by CQC are met but that the provider meets the required standards on the Council's Quality Assessment Framework. Considerable progress has been made against these action plans. Officers also noted significant improvements in the care delivered at Elmwood during their last visit in early May 2018.
- 3.6 The role of one officer in the Contract Compliance Team is to closely observe care delivered by staff and their interactions with service users, also to gather information and views from relatives and advocates. This officer has been recording comments about improvement in the care delivered at Elmwood since January 2018.
- 3.7 Mission Care have taken significant actions to ensure that the quality of the care in their homes is improved and sustained. They appointed an independent auditor to review each home and produce a report and action plan. The auditor has continued to work with home managers, particularly at Elmwood to complete this plan. Mission Care quickly reviewed and changed the management arrangements at their homes so that there was a dedicated registered manager at both Homefield and Elmwood. The existing manager was allocated to Elmwood and a new one has been recruited for Homefield. This has enabled the manager to increase her visibility in the home for service users and relatives and to increase the quality assurance activity undertaken on a daily basis.
- 3.8 Mission Care have also reviewed their senior management structure and have recruited a Deputy Chief Executive to take responsibility for managing the HR function and Clinical and

Operational affairs. This additional resource should ensure that Mission Care can sustain the enhanced quality assurance activities they have put in place.

- 3.9 The Director of Adult Social Services (DASS) is satisfied that Mission Care have made progress in improving quality. Officers have developed a clear protocol for actions to be taken when a home receives a Requires Improvement rating. The protocol also covers the procedure that can be followed when a care home has improved the quality of its care, but is still awaiting a new CQC inspection. Quality assurance reports are scrutinised, views are sought from Care Managers and Health colleagues who can comment on the care delivered to individual residents. Any complaints or safeguarding alerts are also reviewed. The DASS makes the final decision to re-commence placements. Full details of this protocol are detailed elsewhere on this agenda. The protocol was used to assess the improvements made in Greenhill Nursing Home run by Mission Care and the Council resumed making placements.
- 3.10 Officers have met with Mission Care Directors to mobilise the new contract and will continue to meet quarterly in order to ensure that the new contract delivers to expectations.
- 3.11 Officers have updated the Portfolio Holder and her Assistant regularly on the monitoring activity and findings. Officers have developed a dashboard of quality indicators which gives an “at a glance” view of the quality ratings of all care homes in Bromley.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 The quality monitoring activity described above assures Councillors that the vulnerable adults living in the Mission Care homes are being well cared for and are safe.

5. PROCUREMENT IMPLICATIONS

- 5.1 There is no risk that Mission Care will be unable to fulfil the contract for 70 beds as the 2 other homes in the group are rated “Good” by CQC. The increased quality assurance work has extended to all the Mission Care Homes.

6 LEGAL IMPLICATIONS

- 6.1 The contractor’s performance should be closely monitored and the terms and conditions of contract enforced with regards to performance should the need arise.

Non-Applicable Sections:	Policy, Financial and Personnel Implications,
Background Documents: (Access via Contact Officer)	CS18127-1 (CS1807-2)