

Decision Maker: Portfolio Holder

Date: 29th September 2020

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

Title: **ADULTS – EXTRA CARE HOUSING, LOT 2, NORTON COURT, CROWN MEADOW COURT, DURHAM HOUSE - CONTRACT PERFORMANCE REPORT**

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Chief Officer: Kim Carey, Interim Director of Adult Social Care Services

Ward: Borough wide

1. Reason for report

- 1.1 Mears provide care and support services into 3 Extra Care Housing (ECH) schemes within Bromley. This annual service review is being presented in line with LBB Contract Procedure Rules and provides an analysis of Mears' performance during the current contract term.
- 1.2 This ECH contract commenced on the 1st of August 2017 and is scheduled to terminate on the 31st of July 2022. A formal 2+2 year extension option is available (up to 31st July 2026).
- 1.3 The annual value of this contract is £1,966k with a whole life contract value of £16,865k if the 2+2 year extensions are taken.

2. RECOMMENDATION(S)

2.1 The Portfolio Holder is requested to:

- i) Note the information contained within the report in relation to Mears performance of this contract and that this provider is consistently meeting the Council's standards under the contract.
- ii) Note that the provider is to be reviewed again in 12 months to provide an update on performance and progress made.
- iii) Note the introduction of revised KPI's that will gather additional data in relation to provider performance.

Corporate Policy

1. Policy Status: Existing policy. Existing Policy Context/Statements
 2. BBB Priority: Supporting Independence.
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Financial

1. Cost of proposal: N/A
 2. Ongoing costs: N/A.
 3. Budget head/performance centre: 824***3785
 4. Total current budget for this head: £3,881,160
 5. Source of funding: Existing Budgets
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Staff

1. Number of staff (current and additional): N/A
 2. If from existing staff resources, number of staff hours: N/A
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Legal

1. Legal Requirement: Statutory requirement.
 2. Call-in: Call-in is not applicable.
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 146
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

3.1 Mears provide care and support services into three Extra Care Housing (ECH) schemes within Bromley. This annual service review is being presented in line with the Council's Contract Procedure Rules and provides an analysis of Mears' performance during the current contract term.

3.2 Extra Care Housing is the term used for properties which incorporate self-contained flats with the necessary design features and support services to enable independent living. ECH residents rarely require significant 1:1 care or complex medical supervision but they may be at the stage where living without access to 24 hour support is no longer sustainable. While frail and infirm older people are the most common resident group for these schemes, there has been a gradual progression to extend extra care to adults with disabilities as well as younger people with dementia.

3.3 Care providers in the schemes are registered with the Care Quality Commission (CQC) and provide personal care to residents when required. The housing landlord owns the building and is responsible for its upkeep, they also manage the tenancy arrangements of the service users and receive rent and service charges for housing and meal provision. All ECH schemes operate in this way with the provision of personal care separated from the housing function; this is a key difference from the way care homes operate and means that a service user can have a change of care provider without having to move from their home.

3.4 A typical Bromley ECH development consist of between 50 and 120 flats and contain the following features:

- Purpose-built, accessible building design that promotes independent living and can provide additional support to people as they age.
- Fully self-contained properties where occupants have their own front doors and tenancies or leases which give them security of tenure and the right to control who enters their home
- Office for use by staff serving the scheme
- Some communal spaces and facilities that enable resident activity sessions
- Access to care and support services 24 hours a day
- Community alarms and other assistive technologies
- Safety and security often built into the design with fob or person-controlled entry.

3.5 To be eligible for Extra Care Services, clients must:

- be an adult aged 55 or over (in some circumstances younger adults may be referred);
- be living in Bromley;
- have been assessed as requiring one of more of the Services in accordance with the Care Act 2014 (or any other policies and guidance adopted by the Council) and;
- have been referred to the Provider with relevant and appropriate information from the authorised Care Plan and expected outcomes for the Service User.

3.6 Nominations are made to ECH schemes following assessment by a care manager on the basis of needs and in accordance with the eligibility criteria set out in the care provider contract. Cases are presented to the Adult Practice Review Group (PRG) for approval. This is to ensure;

- A consistent approach has been applied when evaluating the vulnerable adult's needs,
- Appropriate ways of meeting their assessed eligible needs have been considered to ensure their safety and wellbeing,
- All possible care options or alternatives for supporting people to live independently as long as possible at home/or in the community are fully explored using the Strength Based Model of Assessing.

If ECH or community-based support options have not already been explored, the PRG will reject any recommendations for residential care

3.7 The ECH model is a more affordable way of providing care to people who have particular needs. In registered care homes, the housing and living costs are part of the overall fee but in ECH schemes, these elements may be funded via welfare benefits. ECH is increasingly being considered as an alternative to care homes, with councils seeking to commission schemes that incorporate a high degree of care and support.

3.8 The Council has six ECH scheme as detailed below:

LBB commissioned ECH Schemes	Crown Meadow Court	Norton Court	Durham House	Regency Court	Sutherland Court	Apsley Court
Location	Brosse Way Bromley	Hayne Rd Beckenham	Durham Ave. Shortlands	Mackintosh St., Bromley	Thesiger Rd, Penge	Wellington Rd, St Mary Cray
Housing provider	Hanover	Clarion	Clarion	Hanover	Hanover	A2D
Care provider	Mears	Mears	Mears	Creative Support	Creative Support	Creative Support
No of units	60	45	30	60	50	26
Step down units		7	4			4

3.9 Mears currently provides care and support services to 21 extra care schemes across the country and have over a decade of experience of providing services in these types of settings. Mears successfully bid for the ECH contract incorporating Crown Meadow Court, Norton Court and Durham House, the contract commenced on the 1st of August 2017. Mears were already providing care and support for the residents of Crown Meadow Court prior to the contract going out for tender, the Durham House and Norton Court schemes were previously operated by the Council.

4. SERVICE PROFILE / DATA ANALYSIS

4.1 Within the three ECH schemes, Mears provide personal care and support to service users over 55 years of age with various age related needs. As part of the contract, Mears are also responsible for the development and delivery of activity programmes that must be suitable for all residents.

4.2 Key Performance Indicators (KPI's) form a key part of performance monitoring and are submitted on a four weekly basis. Contract management meetings are held quarterly and the KPI's are used as a basis for monitoring performance and highlighting areas that may require improvement. The KPI's refer to quantitative activity that is carried out by the provider and is regularly evaluated by the contract manager.

KPI measures include:

- % of contracted staff covering shifts
- % of agency staff covering shifts
- % of staff on sick leave
- % compliance with training requirements
- Average number of activity sessions per week (over the period)

The KPI's helped to identify some areas requiring improvement 2 years ago and were used by Mears, along with associated action plans, to improve their performance. Mears are now consistently meeting the targets set out in the contract specification.

4.3 During the COVID-19 pandemic, Mears have been proactive in the implementation of various measures to ensure the wellbeing of ECH clients. Whilst the COVID-19 virus remains a key issue, Mears Group are well positioned to vary their service delivery in accordance with any outbreaks and the latest guidance from the government. Mears have worked with Public Health to ensure all staff have received training and are well versed in the necessary safety precautions and PPE requirements. Feedback from our colleagues at the PRUH supports the view that Mears have ensured that client safety has been

paramount during this period. Scheme Landlords have similarly spoken positively of the way Mears have worked in tandem with them to adhere to the Government's COVID-19 guidelines. The Council has allocated £144k of the infection control money to Mears. The grant must be used in accordance with the requirements set out by the government and will help ensure the reduced likelihood of Covid-19 infection within the schemes.

- 4.4 The ECH schemes are subject to inspection by the Care Quality Commission (CQC). The schemes achieved the following ratings from their most recent inspections:
- Crown Meadow Court – Rated GOOD (Last report published on 7 August 2019)
 - Durham House and Norton Court – Rated GOOD (Last report published on 1 June 2018)
- 4.5 The Council's Contract Compliance Team monitors all of the ECH schemes using the Quality Assessment Form (QAF). This monitors all aspects of performance and is aligned with the CQC inspection so that providers have early notice of any concerns that would be picked up during a CQC inspection. The QAF reports provide Mears and the LBB contract manager with feedback and are an agenda item at quarterly contract management meetings.
- 4.6 If any areas for improvement are identified during the QAF inspection, action plans will be drawn up with the provider and improvements monitored via repeat inspections. Mears have proven to be proactive in their response to findings in the QAF inspections and the Contract Compliance Team have no current significant concerns in relation to any of the Mears schemes. The Contract Compliance Team also undertakes checks with service users to ensure their satisfaction and quality of care. Feedback is shared with the provider to drive potential areas for improvement, as well as to highlight what is working well.
- 4.7 The most recent QAFs for each of the schemes were completed on;
- Crown Meadow Court – October 2019
- Durham House – November 2019
- Norton Court – December 2019

5. PLANS FOR ONGOING IMPROVEMENTS IN PERFORMANCE

- 5.1 Following close consultation with Mears and the LBB Compliance Team, the KPIs for Extra Care Housing were recently revised and an amended Provider Dashboard came into effect in April 2020. These new KPI's give additional information that will be useful in driving improved performance. The Provider Dashboard now includes dedicated areas for compliments and complaints, staffing levels, training information and attendance at activities that build into a quarterly progress report. The quarterly progress report will be utilised in conjunction with any action plan to ensure that performance continues to improve through the life of the contract.

6. PLANS FOR ONGOING IMPROVEMENTS IN QUALITY FOR RESIDENTS

- 6.1 Areas of significant importance to extra care residents include social interaction and the flexibility of care provision. Our ECH care providers have engaged with local businesses and the wider community to help develop and expand the range of activities available to residents. The level of activities and tenants' participation is reviewed at contract management meetings. The Commissioning Team met with residents earlier in the year to obtain their views on which activities have been well received, and what service users would like to see in the future. Discussion is ongoing to introduce woodwork and gardening sessions across the schemes, something which residents were particularly keen to see. There is also potential to open this up to Bromley residents living outside of extra care and thus further increase social interaction.

6.2 Mears undertake care tasks based on need and an assessed care plan, they do have a level of flexibility available to them via a tolerance process. The ECH Operations Team regularly reviews this and conversations are held with service users to ensure they are happy with the way their care is being delivered. The feedback from this is taken into account when considering service user satisfaction and the quality of care.

7. USER / STAKEHOLDER SATISFACTION

7.1 Mears' most recent customer satisfaction survey results, published in March 2020, are as follows:

Crown Meadow Court

96% of residents felt that the quality of the care and support services provided by Mears is of a standard of Good or above (24% Outstanding, 60% Very Good, 12% Good, 4% Satisfactory, 0% Requires Improvement, 0% Unsatisfactory)

Durham House

80% of residents felt that the quality of the care and support services provided by Mears is of a standard of Good or above (20% Outstanding, 40% Very Good, 20% Good, 20% Satisfactory, 0% Requires Improvement, 0% Unsatisfactory)

Norton Court

87% of residents felt that the quality of the care and support services provided by Mears is of a standard of Good or above (3% Outstanding, 63% Very Good, 22% Good, 3% Satisfactory, 9% Requires Improvement, 0% Unsatisfactory)

Service User Feedback

- *We are delighted and always impressed with the quality of care Sue Bell and her team provide for our mother. She is very happy at Crown Meadow Court and we have peace of mind that she is well looked after with very appropriate care for her needs. Thank you very much for all you do for R*
- *The newsletter is very good. I do not attend the meetings but I am always informed of the outcome*
- *Thank you so much for all the help and friendliness given by your lovely staff team*

7.2 The provider feels that the regular monitoring meetings and having clear lines of communication with operational staff has been very useful. Mears management have commented that relationships have continued to improve and this has led to a more open dialogue where concerns are raised before they become an issue. Colleagues in the care management teams have provided positive feedback on the service provided by Mears. The manager of the ECH Operations Team has been consulted during this review process. Regular feedback from that team contributes to the monitoring of the service.

7.3 Feedback obtained from the Operations Team includes;

- *The unit managers collaborate well with LBB if there are any issues and in general, our rapports with the units are very good; they are always approachable and they work well with us.*
- *I know working shifts is the nature of their jobs, but the majority of staff would be happy to work over their allocated shifts to help people in need. I also know the unit managers do above and beyond their required hours of work and always tend to stay late.*
- *The ECH care providers have been as professional in their approach as any care providers could ever be.*
- *Effective management of sensitive family issues is one of the positives that the provider has demonstrated.*
- *The scheme managers and their staffs work in partnership with care management to deliver quality care to clients.*

8. SUSTAINABILITY / IMPACT ASSESSMENTS

- 8.1 People living in Extra Care Housing schemes can be very vulnerable. Effective management of this ECH contract contributes to ensuring that they live in a safe environment whilst maximising their capacity for independence.
- 8.2 Extra care schemes actively encourage the wider community to get involved in activities and be a part of their community. As an example, baby sensory classes and visits from local schools are just some of the interactions which take place on a regular basis (outside of the pandemic) at Mears Extra Care Housing schemes.

9. POLICY CONSIDERATIONS

- 9.1 Bromley’s Extra Care Housing Service is delivered in accordance with the Care Act 2014. It delivers on the Council’s vision to support people in Bromley to live an independent, healthy and happy life for as long as possible.

10. COMMISSIONING & PROCUREMENT CONSIDERATIONS

- 10.1 This is a review, so there are no current procurement implications.

Non-Applicable Sections:	Customer Profile, Market Considerations
Background Documents: (Access via Contact Officer)	[Title of document and date]