

**Adult Care and Health Overview and Scrutiny Committee  
Tuesday 19<sup>th</sup> November 2019**

<b>REPORT TITLE:</b>	<b>REPORT OF HEALTH AND CARE PERFORMANCE WORKING GROUP</b>
<b>REPORT OF:</b>	<b>HEAD OF INTELLIGENCE, STATUTORY SCRUTINY OFFICER</b>

**REPORT SUMMARY**

This report provides an overview of the Health and Care Performance Working Group meeting held on 9<sup>th</sup> October 2019. The report provides feedback to members of the Adult Care and Health Overview and Scrutiny Committee around key discussions and areas of interest resulting from the meeting.

**RECOMMENDATION/S**

Members are requested to note the contents of the report of the Health and Care Performance Working Group.

## SUPPORTING INFORMATION

### 1.0 REASON/S FOR RECOMMENDATION/S

To ensure Members of the Adult Care and Health Overview & Scrutiny Committee are aware of outcomes from the Health and Care Performance Working Group.

### 2.0 OTHER OPTIONS CONSIDERED

Not Applicable

### 3.0 ATTENDEES

#### Members

Councillor Moira McLaughlin (Chair)  
Councillor Phil Gilchrist  
Councillor Yvonne Nolan  
Councillor Sharon Jones  
Councillor Kate Cannon  
Councillor Christina Muspratt  
Councillor Mary Jordan  
Councillor Kate Cannon  
Councillor Chris Carubia

#### Other Attendees

Jacqui Evans (AD Unplanned Care and Community Care Market Commissioning, Wirral Health and Care Commissioning)  
Jason Oxley (AD Health and Care Outcomes, Wirral Health and Care Commissioning)  
Amanda Parry-Mateo (Integrated Senior Manager Quality and Safeguarding, Wirral Health and Care Commissioning)  
Karen Kauffman (Market Transformation and Contracts Senior Manager, Wirral Health and Care Commissioning)  
Simone White (Deputy Director for Children's Services)  
Lorna Quigley (Director of Quality & Safety, Wirral Health and Care Commissioning)  
Alex Davidson (Scrutiny Officer, Wirral Council)

#### Visitors

Sarah Quinn (Head of Operations, Cheshire and Wirral Partnership NHS Foundation Trust)

#### Apologies

Councillor Sharon Jones  
Karen Prior (Chief Officer, Healthwatch Wirral)

### 4.0 ALL AGE DISABILITY AND MENTAL HEALTH SERVICE UPDATE

- 4.1 Jason Oxley, Assistant Director Health and Care Outcomes, provided the group with an update on the All Age Disability and Mental Health Service, 12 months after its implementation by Cheshire and Wirral Partnership NHS Foundation Trust (CWP). In August 2018, approximately 128 Council staff were transferred to the NHS in order to deliver this service; and to integrate the assessment, support planning and case management processes for children and adults with the most complex disabilities and

adults with mental health needs. Members were apprised of the initial rationale for the integration and the strategic aims of the service, as well as providing performance and activity data. The Assistant Director stated that a key objective of the service is to ensure that people are in the right care setting and are required to tell their story only once.

- 4.2 Members questioned the four-year efficiency programme for the learning disability service, and whether this would be met through reductions in staff. Officers assured the Panel that although restructures have taken place, there has been no reduction in staffing. This is a £16m efficiency as part of the medium-term financial strategy agreed savings on Adults learning disability budgets. In addition, Members questioned why the data did not include numbers of Children Looked After within the service, with officers providing the data to the Group and clarifying that proportionally these numbers were quite small.
- 4.3 There was in-depth discussion amongst the working group around the use of the phrase 'transition', with Members stating that a true All Age Disability service should be a seamless process of support for those that need it, regardless of whether they are a child or an adult. Officers agreed with this reasoning and assured the Group that the service does have the components of a successful all age service in terms of skill mix, but that it should be noted that a number of disparate teams have been brought together and ways of working still need to be developed. Sarah Quinn, Head of Operations at CWP, spoke to Members about the need for these first 12 months to stabilise the service – but that redesign and further transition is the next step in the continued evolution of the service to ensure a truly integrated provision.
- 4.4 This programme of development and transformation of the service is a key focus for CWP going forward, with a Transition Planning Process agreed with all agencies in April 2019. As part of this plan, there will be development in year two of the 0-25 Integrated Disability Service (IDS) and for Children with Disabilities (CWD), with improvements for service users view being less changes and a consistent approach to care. Within the Mental Health service, there has been a focus on graduate recruitment to the Community Mental Health Teams, in order to address the current shortfall in approved mental health professionals. Members asked if there are timescales in place for delivery of this more consistent service, with an action arising that the Health and Care Performance Working Group be given sight of the plan once it has been approved by the CWP Board in January 2020.
- 4.5 The working group were presented with performance and activity data relating to the service. Officers advised Members of the need for prescriptive reporting processes and concrete key performance indicators (KPIs) in the first year to ensure that there was sufficient oversight of the service and that quality and responsiveness were monitored effectively. However, the ADASS Peer Review and staff feedback indicated that staff felt that often decisions were made in the context of speed rather than quality, and as a result some KPIs have been revised to reflect this. One example of note is the review of safeguarding concern handling, with previous 24-hour targets now relaxed to 5 days to align with other Liverpool City Region authorities. This target extension gives time for better triaging and decision-making, and still allows performance monitoring but in a more meaningful way. These revised KPIs have subsequently been shared with Members of the Group. There has been no relaxation of Children's targets.

4.6 Members were assured to hear that the transfer of staff has significantly improved how teams work together and that the co-location of staff means that best practice is shared and allows a focus on what works well and what needs improvement.

## **5.0 PARK HOUSE IMPROVEMENT PLANS UPDATE AND CARE HOME COMPLAINTS**

5.1 At the last meeting of the Health and Care Performance Working Group, Members were provided with an update on under performing care homes across the Borough, specifically Park House Care Home in Birkenhead which had been rated as 'Inadequate' by the Care Quality Commission (CQC). Officers were requested to bring a follow-up report to this meeting with the objective of ensuring close scrutiny of improvement and contingency plans within residential care settings and in order to keep the wellbeing of residents in 'inadequate' homes at the forefront of the working group's priorities. At the time of the meeting, Park House Care Home remained suspended from admitting new residents whilst commissioners worked closely with providers to make improvements. Members were also advised that Bebington Care Home, which has also been rated 'Inadequate' by CQC, has been placed in similar measures.

5.2 Members were advised that Four Seasons Health Care (FSHC), the provider of care at Park House Care Home, have established 'turnaround' teams at Park House and continue to have weekly meetings with senior commissioners to support improvement plans. Officers stated that the provider is committed to change but admitted that change at Park House is a long-term issue. There have been consistent problems with staff turnover and a high usage of agency staff at the home, although officers assured the Group that continual monitoring is taking place to ensure staffing levels are maintained. Alongside this, recruitment is a key focus in order to ensure the sustainability of the home.

5.3 With Park House Care Home and similar homes (such as Bebington Care Home) currently suspended from admitting new residents, Members showed real concern around the impact of low occupancy. Assurances were sought around the presence of a contingency plan if a provider were to decide that homes in these circumstances were no longer economically viable. Officers advised the Group that they are acutely aware of this possibility and assured Members that they have been explicit with providers in their expectations and have assessed the providers' willingness to deliver the necessary investment to bring about long-term improvement. In the case of the closure of any care home on Wirral, there is a comprehensive resettlement procedure that is focussed on each individual resident's need and choice, including involvement of families and advocates – with market capacity on Wirral of around 8%. Members requested that commissioners remain as open as possible with residents and families, as often uncertainty and worry can heavily impact on their personal wellbeing.

5.4 There was discussion amongst the working group reflecting previous concerns around care homes that regularly 'yo-yo' between CQC ratings of 'Inadequate' and 'Requires Improvement', often improving just enough to emerge from special measures before standards then fall again. With some care homes this has been a pattern over a number of years, and Members were keen to receive further assurance that there were processes in place to avoid this. Members were reminded of the recent implementation of an option to improve contract compliance and performance in care homes. Commissioners are now able to permanently suspend all care homes that have had three 'Requires Improvement' or 'Inadequate' ratings over a two-year period. This suspension remains in place until the home returns to a 'good' rating, or until there are evidence sustained improvements.

- 5.5 Members had previously requested a timeline of actions and interventions made by the authority at Park House by commissioners. Although this was provided, Members felt that there was not enough detail on historical action at the home and requested further detail dating back to 2016 – an action that has been noted. Commissioners invited Members of the Working Group to take part in a visit to Park House Care Home and Bebington Care Home, co-ordinated by Healthwatch. These visits will be added to the Working Group work programme and scheduled for a suitable time.
- 5.6 In addition to the overview of the current status of Park House, a brief description of the current complaints procedure for care homes was provided. An improved process has recently been implemented in order to record complaint data for care homes more effectively and to allow officers to evaluate and improve services based on ‘lessons learned’. This process is currently being established for providers across the Borough, with potential for the Health and Care Performance Working Group to look in more detail at this data in future.

## **6.0 SUMMARY OF ACTIONS**

- 6.1 Reviewed KPIs for the All Age Disability service to be shared with Members of the Working Group - Action Complete.
- 6.2 A timeline of actions in relation to the improvement plan for Park House Care Home, dating back to 2016, to be circulated to Members of the Working Group.
- 6.3 A Member visit to underperforming care homes to be arranged through co-ordination with Healthwatch Wirral.
- 6.4 An updated list of resident care home CQC ratings to be circulated to Members of the Working Group – Action Complete.

## **7.0 FINANCIAL IMPLICATIONS**

- 7.1 Not Applicable

## **8.0 LEGAL IMPLICATIONS**

- 8.1 Not Applicable

## **9.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS**

- 9.1 The delivery of the Working Group work programme will be met from within existing resources.

## **10.0 RELEVANT RISKS**

- 10.1 Not Applicable

## **11.0 ENGAGEMENT/CONSULTATION**

- 11.1 Not Applicable

## **12.0 EQUALITY IMPLICATIONS**

12.1 This report is for information to Members and there are no direct equality implications.

## **13.0 ENVIRONMENT AND CLIMATE IMPLICATIONS**

13.1 Not Applicable

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## **APPENDICES**

### **BACKGROUND PAPERS**

#### **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Adult Care and Health Overview &amp; Scrutiny Committee</b>	<b>26<sup>th</sup> June 2019</b>
<b>Adult Care and Health Overview &amp; Scrutiny Committee</b>	<b>16<sup>th</sup> September 2019</b>