

**ADULT SOCIAL CARE AND PUBLIC HEALTH COMMITTEE****13 June 2023**

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| <b>Report Title:</b> | <b>CARE QUALITY IMPROVEMENT - UPDATE</b> |
| <b>Report of:</b>    | <b>DIRECTOR OF CARE AND HEALTH</b>       |

**REPORT SUMMARY**

This report seeks to provide a comprehensive update to the Adult Social Care and Public Health Committee on the progress and impact of Care Quality Improvement interventions undertaken by the Quality Improvement Team in relation to the Adult Social Care commissioned care services.

The report will focus on: -

- Current Care Quality Commission (CQC) rating position and movement
- Provider Assessment Market Management System (PAMMS) implementation, progress, and improvement/feedback journey
- Publication of placement suspensions and CQC ratings
- Quality Improvement Team Plan 2023
- Enhanced Health in Care Homes Quality Improvement strategy

The Care Quality Improvement update supports the delivery of the Wirral Plan - 'Equity for People and Place 2021-2026' with particular focus to the key theme of 'Active and Healthy Lifestyle', with the right care, at the right time with the best possible outcomes for adults with care and support needs. It also underpins Wirral Health and Wellbeing Strategy 2022-2027 for people to live and age well.

This matter affects all wards. It is not a key decision.

**RECOMMENDATION/S**

1. The Adult Social Care and Public Health Committee is recommended to note the progress of the Quality Care Improvement interventions and acknowledge the positive feedback from providers who have received a PAMMS assessment to date.

## **SUPPORTING INFORMATION**

### **1.0 REASON/S FOR RECOMMENDATION/S**

- 1.1 Quality improvement is fundamental to the care market. The journey of improvement within the care home market remains a priority for Wirral. Delivery of a poor-quality service is unacceptable to the people of Wirral and the commissioning authority, Wirral Council.
- 1.2 The development of the Quality and Suspension Policy gives clarity and equality on the expectations of quality standards for the providers delivering a service in Wirral and subsequently, where they have not met the regulatory or quality standard set out in the policy, there will be consequences for repeated service failure.

### **2.0 OTHER OPTIONS CONSIDERED**

- 2.1 Not to focus quality improvement support within the providers the Council commissions, would not drive-up quality standards across the care market.
- 2.2 Not to publish providers who may have new placement suspended and the current Care Quality Commission status would mean a lack of transparency from the Council to inform the people of Wirral of the quality standards of providers they commission.

### **3.0 BACKGROUND INFORMATION – PROGRESS UPDATE**

- 3.1 The current Association of Directors for Adult Social Services (ADASS) position for Care Quality Commission rated 'good' homes for Wirral has improved slightly. The ADASS report uses the number of beds rated as 'good' rather than the more local indicator which uses the actual number of care homes. The local Liverpool City Region (LCR) comparison Business Intelligence (BI) report also shows an improvement in Wirral position – see Appendix 1.
- 3.2 Since October 2022, Care Quality Commission have carried out 15 inspections of care homes in Wirral. The outcomes of these inspections show an improving picture in relation to the quality of care in the care homes of Wirral.
- 3.3 Of the 15 inspections, 80% were supported by the Quality Improvement Team in collaboration with the care home workforce to have improved their Care Quality Commission rating of which, **66%** of those have resulted in 'good' rating, and **14%** have moved from inadequate to requires improvement. Of the remaining 20% that were inspected by CQC, these had not had a PAMMS – 2 were required improvement and improved to good and 1 remained good status.
- 3.4 It was reported in November 2022 that the aspirations of the Quality Improvement Team were to complete a Provider Assessment Market Management System (PAMMS) on all services that were considered to be a risk due to quality concerns – these were known as priority 1 services, a total of 47. It is pleasing to say, this target was reached, and the scheduling of the next quarter has commenced inclusive of some revisits of those providers from the earlier stages of the implementation.

- 3.5 From October 2022, 47 Provider Assessment Market Management System (PAMMS) were completed. This included 39 care homes, 7 care at homes (5 domiciliary care services and 2 supported living) and 1 care home re-commenced due to Care Quality Commission inspection mid assessment.
- 3.6 With the focused quality improvement support the Care Home Quality Improvement has seen: -
- 25 (64%) of care homes have an improved PAMMS quality rating from their original CQC rating, of which 20 (83%) reached a rating of 'good' or 'outstanding'.
  - 8 (20%) have a PAMMS rating that remained at the same as their CQC rating, of which 4 (50%) maintained at 'good' status.
  - 6 (15%) care homes PAMMS quality rating identified a decline in the quality of the care being provider, of which 5 (83%) had not been inspected or rated by CQC for 3 or more years.
- 3.7 Provider Assessment Market Management System (PAMMS) is a tool by which the provider, supported by the Quality Improvement Practitioner (QIP), evidence, and assesses, the quality of their service. The key element in this process is the relationship between the QIP and the provider. Improvement through support, mentoring and empowering has been identified through the pilot process to key to success. A positive relationship enables the provider to show its best self and recognises which areas it needs to improve with guidance and specialist knowledge from the QIP, prior to any Care Quality Commission inspection.
- 3.8 Initially, providers were wary of the PAMMS intervention but as the programme has been implemented across the whole market providers have been very complimentary of the support given by the Quality Improvement Team. The positive nature of the QIP/provider relationship has been extended to the team being invited to the Registered Manager Network meeting to present PAMMS and its benefits. In addition, the Wirral QIP Team Manager is supporting the Liverpool City Region Local Authorities to implement PAMMS through presenting the learnings and best practice processes Wirral developed through the pilot.
- 3.9 As part of the initial assessment of providers that pose a risk due to quality concerns, 7 services that met the priority 1 status were of the category "care and support at home" services. These were domiciliary care services or supported living services. These services have also had a PAMMS completed. The outcome PAMMS ratings for these services were mixed. It was felt that as these services are delivered in a person's own home, the processes and practices used required further development. The balance of evidence of quality for care at home services needs to be weighted more toward how the person experiences the services they receive, and a different approach to evidencing what good looks like. Going forward, a program of co-production workshops has been planned to progress this area of work.
- 3.10 The Quality Improvement Team have received 20 official compliments since the start of the PAMMS implementation. See appendix 2, along with specific examples of improvement.

- 3.11 At the Adult Social Care and Public Health Committee in March 2023 it was agreed that the suspension of new placements in Community Care Services, due to poor quality of care would be made available to the public, along with the current CQC rating for each provider of services was approved.
- 3.12 The anticipated go live date is 1 July 2023. The public of Wirral will have access to this information through the online directory of services. When a member of the public goes to the Wirral InfoBank online service directory and chooses a service provider, on the page for that provider, the following Alert Banner will be displayed across the page underneath the provider's name and address: -
- Provider new place suspension effective from (Date... to Date)
- 'New placements have been suspended with this provider by Wirral Council due to quality-of-care concerns. This will enable the provider the time to focus on improving the experience for its current customers with the support of Wirral Councils Quality Improvement Team. For further details see the Care Quality Commissions report by clicking on the Care Quality Commission (CQC) logo below'.
- 3.13 Providers will be briefed through engagement events and meetings through the launch of the Care Quality and Suspension Policy agreed at the Committee meeting in March 2023.
- 3.14 The work of the Quality Improvement Team as illustrated in Appendix 3 is aligned and contributes to the 'Wirral Plan: Equity for People and Place 2021-2026' with particular focus to the key theme of 'Active and Healthy Lifestyle', for people to live active and healthy lives with the right care, at the right time with the best possible outcomes for adults with care and support needs. It also underpins Wirral Health and Wellbeing Strategy 2022-2027 for people to live and age well.
- 3.15 The Objectives of the Quality Improvement Team are: -
- To assess the quality-of-care services provided in Wirral using a recognised Provider Assessment Market Management System tool (PAMMS) supported by any care concerns received.
  - To give support and enable providers to produce a quality improvement action plan to raise the and maintain good quality health and care standards across Wirral.
  - To work collaboratively with key stakeholders and providers of care to support, promote and sign post system-wide quality improvement interventions across the Care and Health Market.
  - To understand and report on the quality of care and inform the process in place to manage reported risk and mitigations in relation to providers of Community Care.
- 3.16 See Appendix 3 for further details of the Quality Improvement Team Plan 2023-2026.

- 3.17 The Enhanced Health in Care Homes Quality Improvement strategy is led by the System Lead for Quality Improvement, and the Associate Director of Quality and Safety Improvement for NHS Cheshire and Merseyside. It is a system wide Quality Improvement Strategy primarily to support the improvement in quality for residential care services. It brings together all stakeholders in care homes to support the improvement of quality improvement initiatives across Wirral.
- 3.18 National and local quality improvement initiatives, supported by best practice examples are identified and Senior clinicians best placed to support implementation across Wirral take a lead on developing processes and practice to support the improvement needed.
- 3.19 The work of the Council Quality Improvement Team supports this work by monitoring and advising the group on trends of care concerns, identifying gaps in support for care providers and by acting as conduit between the social care community providers and the implementation of the strategy.

#### **4.0 FINANCIAL IMPLICATIONS**

- 4.1 There are no financial implications related to this report.

#### **5.0 LEGAL IMPLICATIONS**

- 5.1 The legal implications are in accordance with the Care Act 2014 – promoting diversity and quality in provision of services.

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

- 6.1 There are no resource implications related to this report.

#### **7.0 RELEVANT RISKS**

- 7.1 There is a potential risk to restricted admittable bed capacity which could have a negative impact on community provision. Although the Council's data indicates that the suspension of new placements within providers in line with this policy would not affect the rate of discharges of people from hospital into care homes or other services. However, the Council will take in to account any restrictions on community service provisions at times of high demand to support flow and risk assess accordingly and keep capacity under review through its suspension policy detailed in 3.11/3.12.
- 7.2 A failure to monitor and support service providers could lead to a deterioration in the services offered to the public in Wirral, putting them at risk. The work outlined in this report demonstrates the value of the QI Team and impact its work has on this risk.

#### **8.0 ENGAGEMENT/CONSULTATION**

- 8.1 There will be a series of co-production workshops to take place with people with care at home services to tailor the PAMMS tool more towards how the person experiences the services they receive and a different approach to evidencing what good looks like. This will take place over the next six months

## 9.0 EQUALITY IMPLICATIONS

9.1 An EIA is not required for this report. Any associated action from this report may need an EIA and this will be done at the appropriate time.

## 10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 Consideration will be given to environmental and climate implications in the planning and implementation of the review, and also in its recommendations.

## 11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 Care provider organisations employ significant numbers of Wirral residents who contribute to the local economy.

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## APPENDICES

Appendix 1 - Liverpool City Region (LCR) comparison Business Intelligence (BI) report extract showing an improvement in Wirral position.

Appendix 2 - Quality Improvement Compliments Log

Appendix 3 - Quality Improvement Plan

## BACKGROUND PAPERS

The Care Act 2014.

## TERMS OF REFERENCE

This report is being considered by the Adult Social Care and Public Health Committee in accordance with Section 2.2(a) and (b) of its Terms of Reference: adult social care matters (e.g., people aged 18 or over with eligible social care needs and their carers) and promoting choice and independence in the provision of all adult social care).

## SUBJECT HISTORY (last 3 years)

| Council Meeting                               | Date             |
|---|------------------|
| Adult Social Care and Public Health Committee | 29 November 2022 |