



Meeting: Health and Social Care Committee

Meeting date: 28 June 2023

Title: Care Home Oversight Collaborative Assurance

Responsible Executive/Non-Executive: Pamela Cremin, Chief Officer

Report Author: Gillian Grant, Interim Head of Commissioning

1 Purpose

This is presented to the Board for:

- Awareness
- Assurance

This report relates to an:

- Emerging issue

This report will align to the following NHS Scotland quality ambition(s):

Safe, Effective and Person Centred

This report relates to the following Strategic Outcome(s)

Start Well		Thrive Well		Stay Well	X	Anchor Well	
Grow Well		Listen Well		Nurture Well		Plan Well	X
Care Well	X	Live Well	X	Respond Well	X	Treat Well	
Journey Well	X	Age Well	X	End Well	X	Value Well	
Perform well		Progress well					

2 Report summary

2.1 Situation

The previous report provided to the Health and Social Care Committee on 26 April 2023, provided an overview of independent sector care home provision, focusing on the recent sector turbulence experienced over 2022-2023 and the mitigating actions in relation to the care home closures which had been or were being managed.

This further report now provides an overview of wider sector oversight during 2022-2023 and sets out the move towards collaborative care home support arrangements.

2.2 Background

A Care Home Oversight Group (CHOG) has been in place since May 2020, following a mandate from the then Health Secretary, that Partnerships' should establish such a group to enable enhanced professional clinical and care oversight for all care homes in their area.

The Health and Social Care Committee received an assurance report in April 2022 from this CHOG, which provided a reminder of the requirements relating to the Scottish Government mandated Care Home Oversight Group; provided assurance to the H&SCC as to the effective operation of this group during 2021-2022; described the current care home issues and those anticipated during 2022-2023; and provided assurance to the H&SCC with regard to the plans in place to address these issues.

Over 2022-2023, the CHOG has continued to meet fortnightly to oversee care home activity across the NHS Highland area, encompassing both Argyll and Bute and North Highland, receiving reports at each meeting covering the following areas:

- RAG status of all care homes across the area, both in house and independent sector;
- Detail provided of the situations around any denoted as red RAG status;
- Large scale investigations (if any)
- Suspension of admissions (if any)
- Sector viability update
- Bed vacancies
- NHH mutual aid / community response team input
- TURAS compliance (completion of Scottish Government information requirements to enable national and partnership overview)
- Key headlines for the CHOG's consideration

A high level care home activity summary for 2022-2023 is provided at **Appendix 1**.

The significant challenges envisaged within the previous 2021-2022 report around anticipated sector turbulence, as reported to this committee in April 2022, have unfortunately been realised. This has required a significant level of consideration and responsiveness, as documented in detail in the referenced previous report to this committee in April 2023.

In moving to consider the organisational approach to care home oversight, it is highlighted that there has been a shift in approach by the Scottish Government.

This change of approach is a move away from clinical and care oversight, towards a holistic care and collaborative and improvement approach to supporting care home provision. This shift has been set out by the Scottish Government within their communications of 14 December 2022, 17 March 2023 and 24 April 2023 (attached as **Appendices 2, 3 and 4**).

In responding to the request contained within the communications, the Highland Health and Social Care Partnership provided a submission to the Scottish Government on 12 May 2023, which set out a proposed delivery plan around this area of activity and specifically set out a programme of work for utilisation of the £680k of funding available to support this area for the Highland Health and Social Care Partnership.

The key focus of the intended areas of activity is on embedding My Life, My Care, My Home, the Health Care Framework; and for tangible actions for improving outcomes for adults living in care homes. The submitted delivery plan sets out how the partnership will deliver the requirements of the Scottish Government in relation of the provision of support to care homes, for the specific purpose of:

- improving care and outcomes for people living in care homes;
- continuous improvement of quality and safety of resident care; and
- improving assurance arrangements which support these outcomes.

The delivery plan is a plan for a change of approach to support care homes across sectors to have structured NHS organisational support when requested and to recognise that services are best delivered, and service outcomes for residents are optimised, where organisations work together as equal partners and with mutual respect.

A Collaborative Care Home Strategic Group is therefore being established to replace the previous CHOG which has been in place since May 2020, and will be responsible for delivery of this plan.

This new group will have a renewed focus on and towards holistic care delivery and support, assurance, the current context and the need to respond to current challenges, and will shift away from the previous attention on oversight and clinical care assurance.

2.3 Assessment

- CHOG has continued to provide oversight of clinical, care and wider arising care home issues over the course of 2022-2023;
- Many of the challenges anticipated to occur during 2022-2023, materialised and have required significant organisational support to the care home sector;
- There has been a Scottish Government shift from oversight to collaborative support, which require NHS to respond to these changes accordingly;
- Funding to support this collaborative approach has been received from Scottish Government, and is being directed into a collaborative care home support delivery plan;
- The key objective of this funding is on improving the lives of those people living in care homes.
- Arrangements are being established to ensure both the delivery of this plan, and to reflect the shift towards holistic support; and
- Critical to the approach is that the independent sector is a partner within this collaboration.

2.4 Proposed level of Assurance

This report proposes the following level of assurance:

Substantial	<input checked="" type="checkbox"/>	Moderate	<input type="checkbox"/>
Limited	<input type="checkbox"/>	None	<input type="checkbox"/>

Comment on the level of assurance

Arrangements are being implemented to ensure that the submitted delivery plan is delivered as intended.

3 Impact Analysis

3.1 Quality/ Patient Care

The objective of the new focus and collaborative arrangements are specifically to improve the lives of those people living in care homes.

3.2 Workforce

There has been, and continues to be, extreme staffing pressures and challenges across the delivery of all care home services, which is a key precipitating factor in care home closures.

A focus of the collaborative support is to provide responsive, timely and multi-disciplinary input to care homes where needed, to support their staff on the ground. A further focus of this area of work is to identify and consider more strategic cross sector workforce solutions.

3.3 Financial

There are financial pressures arising from care home sustainability issues, as previously reported to this committee.

The allocated funding from Scottish Government is for the specific purpose of supporting actions to improve the lives of those living in care homes.

3.4 Risk Assessment / Management

There are a number of commissioned care home provision related risks, which are being managed within the Adult Social Care risk register.

In terms of the specific collaborative delivery plan as noted within this report, delivery of this plan will be overseen by the Strategic Group, who will also be sighted on associated risks.

3.5 Data Protection

None.

3.6 Equality and Diversity, including health inequalities

None.

3.7 Other impacts

None.

3.8 Communication, involvement, engagement and consultation

Representatives of the independent sector have been involved in the development of the collaborative support delivery plan.

3.9 Route to the Meeting

The following are noted as related background items to this report.

- Health and Social Care Committee, 27 April 2022 - Care Homes Oversight Group Annual Report 2021-2022; and
- Health and Social Care Committee, 26 April 2023 – Independent Sector Care Homes Overview

4 Recommendation

Decision:

- **Awareness** – For Members' information.
- **Assurance** – As to the arrangements being put in place to:
 - shift towards collaborative support and to improve the lives of those living in care homes; and
 - deliver the plan as submitted to the Scottish Government

4.1 List of appendices

The following appendices are included with this report:

Appendix 1 - Care Home Oversight – Key Activity Summary 2022-2023

Appendix 2 - Scottish Government Letter of 14 December 2022

Appendix 3 - Scottish Government Letter of 17 March 2023

Appendix 4 - Scottish Government Letter of 24 April 2023

Care Home Oversight – Key Activity Summary 2022-2023

Assurance / Monitoring Activity Area	Actions	Outcome / Impact / Comment
Quality assurance and oversight	<ul style="list-style-type: none"> - Adult Social Care weekly dashboard and review of NES-designed Care Management System on TURAS, which allows care homes to escalate concerns, including requirements for additional staff through mutual aid. 	<ul style="list-style-type: none"> - Organisational visibility of care home RAG status.
	<ul style="list-style-type: none"> - Regular (weekly) Clinical and Care Oversight Group safety huddle to identify, discuss and agree any required actions. 	<ul style="list-style-type: none"> - Organisational oversight by key stakeholders - Timely flow of information to and between relevant stakeholders, assisting fast and effective decision making.
	<ul style="list-style-type: none"> - Operational and contractual meetings held with providers across all sectors in 2022-2023 are in excess of; <ul style="list-style-type: none"> - Q1 - 180; - Q2 – 239; - Q3 – 189; - Q4 - 197 - CRT continuing to provide significant amount of support to care homes - Reservist support to care homes 	<ul style="list-style-type: none"> - Includes regular contract/operational meetings, Care Inspectorate feedbacks and escalation meetings with providers where there are identified issues, for assurance and oversight. - Dynamic and responsive Care Response Team (CRT), Reservist and Care Home Nursing Liaison input.
	<ul style="list-style-type: none"> - Attendance at Care Inspectorate feedbacks which have moved away from Covid-19 specific focus to routine framework inspections. Note that most inspections are now full inspections. 	<ul style="list-style-type: none"> - Ongoing and as required. Raising operational awareness for any support required and concerns highlighted.
	<ul style="list-style-type: none"> - Quality Assurance Visits (round 2) as mandated by the Scottish Government – consolidating actions from all visits, reviewing outcome reports for each care home, and following up on actions as part of contract monitoring process. 	<ul style="list-style-type: none"> - Completed.

Assurance / Monitoring Activity Area	Actions	Outcome / Impact / Comment
Large Scale Investigations	<ul style="list-style-type: none"> - LSIs initiated with 5 separate care homes. 	<ul style="list-style-type: none"> - Escalation and liaison meetings with each provider during or after periods of LSIs to get a status update on the home, jointly look at improvements that are required, oversee issues and monitor progress, and discuss how NHS Highland can provide support or assistance.
Sector support	<ul style="list-style-type: none"> - Regular strategic and business meetings with care home providers to understand current issues and inform appropriate actions. Frequency tailored appropriate to level of activity. - Care home manager hotline, including 7 day cover where required. - Contingency planning support. - Care Home Liaison Team – provision of clinical and professional nursing leadership to support providers and the workforce. 	<ul style="list-style-type: none"> - Open communications and clear points of contact. - Good sector intelligence and understanding of issues.
Provider Sustainability	<ul style="list-style-type: none"> - Supplier Relief applications for all providers as part of the response to COVID-19. - As at 29 March 2023, 1745 applications have been received. Claims paid to date amount to £9.9m (across all services). 	<ul style="list-style-type: none"> - Providers supported with additional costs due to Covid-19 in line with Scottish Government requirement.
Care Home closures	<ul style="list-style-type: none"> - In 2022-2023 a total of 4 independent sector care homes have closed, 1 further home is confirmed for closure (now since closed in June 2023), (1 in house care home has also closed) and 1 independent home moved to in-house operation (on 1 April 2023). 	<ul style="list-style-type: none"> - NHS Highland is working in partnership with providers to ensure a person centred, safe and smooth transition to alternative provision for the residents affected.

Appendix 2

Scottish Government Letter of 14 December 2022



2022-12-14-Local
collaborative care hor

Appendix 3

Scottish Government Letter of 17 March 2023



2023-03-17-Funding
for Collaborative Care

Appendix 4

Scottish Government Letter of 24 April 2023



Funding for
Collaborative Care Hc