



**Item No. 13**

**Meeting Date Wednesday 9<sup>th</sup> September 2020**

**Glasgow City  
Integration Joint Board  
Finance, Audit and Scrutiny Committee**

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**CARE AT HOME AND HOUSING SUPPORT SERVICE –  
CARE INSPECTORATE INSPECTION OUTCOME DECEMBER 2019**

<b>Purpose of Report:</b>	To advise of the outcome of the inspection of care services provided by Glasgow City HSCP, which was undertaken by the Care Inspectorate in December 2019 for the 6 registered services, covering Housing Support Services and Care at Home Services. (Housing Support is defined as an integrated package of care which can include budgeting, housework and shopping tasks.)
<b>Background/ Engagement:</b>	<p>The introduction of the Regulation of Care (Scotland) Act 2001 has established a system of care regulation covering the registration and inspection of care services by the Care Inspectorate against a set of national care standards.</p> <p>Every care service in the country is clearly rated under a grading system which was introduced by Scotland's national care regulator. This is designed to make it easier for members of the public to check the quality and performance of a care service and make a better informed choice about whether to use it – or not.</p> <p>Following each inspection, each service is awarded a grade for measured outcomes based on the principles of the Health and Social Care Standards.</p>
<b>Recommendations:</b>	<p>The IJB Finance, Audit and Scrutiny Committee is asked to:</p> <p>a) Note the content of the report and the audit finding of this report in respect of the range of provided care services in</p>

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	respect of the six registered services inspected and trends in relation to grades awarded; and b) Note the introduction of a new quality framework and revised methodology following the introduction of new Health and Social Care Standards 2019.
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**Relevance to Integration Joint Board Strategic Plan:**

Care Services support a range of vulnerable citizens to live independently as long as possible in their own home.
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**Implications for Health and Social Care Partnership:**

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	Fully compliant across all 6 registered services.
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<b>Personnel:</b>	N/A
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<b>Carers:</b>	N/A
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<b>Provider Organisations:</b>	N/A
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<b>Equalities:</b>	N/A
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<b>Fairer Scotland Compliance:</b>	N/A
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<b>Financial:</b>	N/A
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<b>Legal:</b>	N/A
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<b>Economic Impact:</b>	N/A
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<b>Sustainability:</b>	N/A
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<b>Sustainable Procurement and Article 19:</b>	N/A
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<b>Risk Implications:</b>	N/A
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Implications for Glasgow City Council:	N/A
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Implications for NHS Greater Glasgow & Clyde:	N/A
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### 1. Background

1.1 The themes covered in December 2019 inspection under the new Health and Social Care Standards (2018) were:

- How well do we support people's wellbeing?
- How good is our leadership?

Glasgow was selected by the care Inspectorate to be a pilot service for the revised methodology for inspection of care at home services

The methodology was risk based with greater in reach to service users and frontline staff with a reduced focus on policies procedures and processes.

The Care Inspectorate also carry out independent consultation with service users via a confidential survey response.

1.2 Glasgow City Health and Social Care Partnership Care at Home Services is the largest provider of Care at Home in Scotland. We deliver 8 different Care at Home services 24/7. Every week 2,800 highly skilled home care staff deliver 87,000 home care visits a week, totalling in excess of 5 million care visits a year. Over 57% of the service is provided during evenings and weekends, as the service continues to develop to meet the demands of an ageing population, with 5,200 service users a day in receipt of these critical care services.

A snap shot of our service can be seen in the service monitoring information below as at February 2020:

- 2770 employees (includes 134 Co-ordinator and AAOM's, Frontline Carers counted - Homelessness Carers, Children & Families Carers, Supported Living Carers, Mainstream Carers, Reablement Carers and Overnight Carers)
- 92,000 visits took place (7,000 suspended visits) 4.7 million visits pa
- 59.88% of services are delivered out of hours (evenings and weekends)
- 5,400 service users

Overview of referrals (01/04/19 – 31/03/20):

- 10,038 Referrals from hospital (All services) – 977 of these were cancelled and 1094 of these were postponed (7967 happened)
- 2,784 service users completed reablement – 1044 (38%) required no further services following reablement

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- 10,487 citizens received a Care at Home service (Main Stream, Reablement, Intermediate Care, Help at Home, Supported Living)

1.3 The service transferred back to Glasgow City Council in September 2018 under the responsibility of the HSCP. There was a requirement to re-register all services delivered by Cordia Services LLP to Glasgow City Council under the two categories as required under the legislation which were Care at Home and Housing Services.

There are currently 6 registered branches across the city:

- Glasgow North East Housing Support (1) Care at Home (1)
- Glasgow North West Housing Support (1) Care at Home (1)
- Glasgow South Housing Support (1) Care at Home (1)

1.4 Previously the inspection for the 6 registered services carried out in March 2019 resulted in Grade 4 for all 6 services (Good – Important strengths with some areas for improvement).

**2. Report**

2.1 The previous inspection carried out in March 2019 was based on compliance with selected themes from the National Care Standards for Housing Support and Care at Home Services. In December 2019 the Care Inspectorate measured outcomes against selected principles in the new Health and Social Care Standards these grades were awarded on a scale of 1 to 6 with 1 being Unsatisfactory and 6 being Excellent.

2.2 Glasgow City Care at Home Services South (Housing Support and Care at Home)

Following inspection in December 2019 the following grades were awarded for this service.

South		Grade
*	How well do we support people’s wellbeing? <ul style="list-style-type: none"> <li>• People experience compassion, dignity and respect</li> <li>• People get the most out of life</li> <li>• People’s health benefits from their care and support</li> </ul>	4 Good <ul style="list-style-type: none"> <li>• 4 Good</li> <li>• 4 Good</li> <li>• 4 Good</li> </ul>
*	How good is our leadership?	4 Good
0	Requirements	
0	Recommendations	
3	Areas for Improvement	

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### For South Locality Areas for Improvement

- In order to ensure that people are protected from harm, the manager should ensure that relevant and comprehensive risk assessments are in place for people using the service where additional risks have been identified.
- In order that people experience high quality care and support that is right for them, the manager should provide a consistent group of staff to service users and inform them of who is coming to support them when this is not possible.
- In order to ensure that people experience high quality care and support that is right for them, management should continue with reviewing and monitoring of:
  - the themes and trends of concerns and complaints raised by service users in order to minimise recurrence for any service user
  - scheduled visits to ensure service users receive the agreed number of visits to meet their care and support needs
  - the recruitment and placement of permanent staff to provide consistent care and support to all service users

### 2.3 Glasgow City Care at Home Services North East (Housing Support and Care at Home)

Following inspection in December 2019 the following grades were awarded for this service.

North East		Grade
*	How well do we support people's wellbeing? <ul style="list-style-type: none"><li>• People experience compassion, dignity and respect</li><li>• People get the most out of life</li><li>• People's health benefits from their care and support</li></ul>	4 Good <ul style="list-style-type: none"><li>• 4 Good</li><li>• 5 Very Good</li><li>• 4 Good</li></ul>
*	How good is our leadership?	4 Good
0	Requirements	
0	Recommendations	
3	Areas for Improvement	

### For North East Locality Areas for Improvement

- In order to ensure that people are protected from harm, the manager should ensure that relevant and comprehensive risk assessments are in place for people using the service where additional risks have been identified.

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- The service provider should ensure as much as possible that people are informed of changes to planned staff cover.
- In order that people receive medication to keep them well, the manager should ensure that support plans are aligned to the current needs of each person receiving support. Support plans should provide sufficient and accurate information to guide staff when providing support.

### 2.4 Glasgow City Care at Home Services North West (Housing Support and Care at Home)

Following inspection in December 2019 the following grades were awarded for this service.

North West		Grade
*	How well do we support people's wellbeing? <ul style="list-style-type: none"><li>• People experience compassion, dignity and respect</li><li>• People get the most out of life</li><li>• People's health benefits from their care and support</li></ul>	4 Good <ul style="list-style-type: none"><li>• 4 Good</li><li>• 5 Very Good</li><li>• 4 Good</li></ul>
*	How good is our leadership?	4 Good
0	Requirements	
0	Recommendations	
3	Areas for Improvement	

### For North West Locality Areas for Improvement

- In order to ensure that people are protected from harm, the manager should ensure that relevant and comprehensive risk assessments are in place for people using the service where additional risks have been identified.
- The service provider should ensure as much as possible that people are informed of changes to planned staff cover.
- The manager should ensure that support plans are aligned to the current needs of each person receiving support and that they provide sufficient and accurate information to guide staff when providing support.

### 2.5 Key areas identified for continuous improvement:

Attached is the continuous improvement plan as agreed with the Care Inspectorate as a result of this inspection.

The senior management team of Care at Home services regularly provide updates to the Care Inspectorate at the six weekly liaison meetings on the progress of this plan.

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Key areas identified are reflected in our improvement planning to address the recommendations raised by the Care Inspectorate and for overall quality improvement.

### **3. Recommendations**

3.1 The IJB Finance, Audit and Scrutiny Committee is asked to:

- a) Note the content of the report and the audit finding of this report in respect of the range of provided care services in respect of the six registered services inspected and trends in relation to grades awarded; and
- b) Note the introduction of a new quality framework and revised methodology following the introduction of new Health and Social care Standards 2019.

**CONTINUOUS IMPROVEMENT PROGRAMME PLAN  
SUMMARY – Appendix 1**

<b>Care Inspectorate Inspection Areas for Improvement Dec 2019</b>	
<p>In order to ensure that people are protected from harm, the manager should ensure that relevant and comprehensive risk assessments are in place for people using the service where additional risks have been identified. (South, North East and North West)</p>	<p>The service shall develop a new protocol and documentation in relation to risk assessment. The planned protocol shall have two risk assessment documents:</p> <p>a) Risk Assessment completed for every service user and incorporates areas not previously included; skin integrity, medication, Adult Support and Protection, risk to staff.</p> <p>b) 24 Hour Mobility and Environmental Assessment (Manual Handling - completed when a service user requires assistance to mobilise and/or transfer).</p>
<p>Registered Managers / Senior Manager</p>	<ul style="list-style-type: none"> <li>• The new protocol requires completed documents to be stored in the data management system 'Service User Documents' and will be easily accessible to anyone who has the authority to review and update risk assessments. Original versions will be maintained alongside updated versions.</li> <li>• Roll out completed for new and reviewed service users planned 2020</li> </ul>
<p>In order that people receive medication to keep them well, the manager should ensure that support plans are aligned to the current needs of each person receiving support. Support plans should provide sufficient and accurate information to guide staff when providing support. (North East)</p>	<ul style="list-style-type: none"> <li>• The service has a clearly defined protocols on supporting service users with medication and administration of medication. These have been developed in partnership with NHS Greater Glasgow &amp; Clyde and subject to regular review.</li> <li>• The service is currently reviewing the documentation used to record service user's care needs. This includes the Personal Support Plan which will have details of the service user's medication regime and the level of support required. The service is also considering the best way to equip members of staff responsible for completing Personal Support Plans with the skills required to ensure effective recording of service user's preferences for the way in which their care, including the medication regime, is to be recorded and managed. The service will also consider the best way to ensure that temporary changes/additions to service user's medication are</li> </ul>
<p>Registered Managers / Senior Manager / Managed medication steering group.</p>	



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	identified and recorded in line with the HSCP managed medication group.
<p>The manager should ensure that support plans are aligned to the current needs of each person receiving support and that they provide sufficient and accurate information to guide staff when providing support. (North West)</p> <p>Registered Managers / Senior Manager / Training Manager</p>	<p>The service is currently reviewing the documentation used to record service user's care needs. This includes the Personal Support Plan which will have details of the service user's preferences for the way in which their care is to be provided. The service is also considering the best way to equip members of staff responsible for completing Personal Support Plans with the skills required to ensure effective recording. The service will also consider the best way to ensure that temporary changes/additions to service user's care needs are reflected in the Personal Support Plan.</p>
<p>The service provider should ensure as much as possible that people are informed of changes to planned staff cover. (North East and North West)</p> <p>Registered Managers / Senior Manager / Area Operations managers / Co-ordinators</p>	<p>The service has invested in a bespoke scheduling and monitoring system which allows for more effective management of changes to care plans. The service recognises that there are constraints arising from factors such as planned and unplanned staff leave which can lead to temporary changes to care arrangements e.g. unplanned staff leave requires an immediate response from Home Care Co-ordinators in terms of identifying and briefing replacement home care staff. As this takes place against time constraints, the priority is to complete this process ahead of informing service users of the change.</p> <p>The service recognises the need to keep service users informed of any changes to their care arrangements. A review of the way in which information is communicated to service users is to be undertaken and will consider the most effective way to address this area for improvement including the possible use of technology.</p>

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<p>In order that people experience high quality care and support that is right for them, the manager should provide a consistent group of staff to service users and inform them of who is coming to support them when this is not possible. (South)</p> <p>Registered Managers / Senior Manager / Area Operations managers / Co-ordinators Service User group (feedback)</p>	<p>The service has invested in a bespoke scheduling and monitoring system which allows for greater planning in respect of consistency of care. The service recognises that there are constraints arising from factors such as planned and unplanned staff leave which can impinge on consistency of care. Unplanned leave in particular can have an effect on consistency of care with services being reallocated at short notice and with only limited resources available. This will be addressed through ongoing staff recruitment and by enhancing the skills of staff scheduling home care visits to ensure compliance with our commitment to service users and Health and Social Care Standards in respect of consistency of care.</p> <p>The service also plans to review communication channels with service users to establish a more effective protocol for advising service users of changes to planned care arrangements.</p>
<p>In order to ensure that people experience high quality care and support that is right for them, management should continue with reviewing and monitoring of:</p> <ul style="list-style-type: none"> <li>• The themes and trends of concerns and complaints raised by service users in order to minimise recurrence for any service uses</li> <li>• Scheduled visits to ensure service users receive the agreed number of visits to meet their care and support needs</li> <li>• The recruitment and placement of permanent staff to provide consistent care and support to all service users</li> </ul> <p>(South)</p>	<p>In October 2019 the service introduced a new two stage complaints management system. Stage 1 is managed by the service with aim of achieving resolution at the point of contact or within five working days. Stage 2 is managed by the Glasgow City Health and Social Care Partnership Complaints, FOI and Investigations Team. Stage 2 may include complex complaints or complaints escalated from Stage 1. The service regularly analyses complaints themes and trends and identifies actions to be included in the continuous action plan. (Care Inspectorate on inspection that the complaints reviewed precede this improvement)</p> <p>All scheduled visits are monitored by a team based at the service headquarters. A protocol is in place to identify and take remedial action in the event that a proposed visit could potentially be delivered late or where no home carer has electronically recorded their arrival at a service user's home. As with all protocols and procedures, those relating to scheduling and monitoring are subject to regular analysis and review. Progressing a number of technology enhancements to improve the continuity of care as well as alerts regarding late delivery of visits.</p> <p>The service has one of the largest continual recruitment programmes for permanent home care posts in the care sector. Recruitment over the last year has allowed the service to reduced reliance on independent partner agencies to less than 0.1% of all home care staffing requirements.</p>