

Report for: Adults and Health Scrutiny Panel – 17th November 2022

Title: Overview of Provider Market in Haringey (April-September 2022)

Report authorised by: Jon Tomlinson, Senior Head of Brokerage, Quality Assurance and Commissioning

Lead Officer: Richmond Kessie, Commissioning and Safeguarding Officer, London Borough of Haringey

Ward affected: N/A

Report for Information

1. Describe the issue under consideration

- 1.1 This brief paper reports on the most recent commissioning and quality assurance activity carried out by Haringey Council (the Council), working in partnership with host local authorities, Integrated Care Board (ICB) and Care Quality Commission (CQC); providing a general overview of inspections carried out in the borough between April 2022 and September 2022.
- 1.2 It is worth noting from the outset that as well as the continued recovery from the Covid pandemic, which significantly impacted the local care sector, there are very real cost pressures for care providers, with inflation, an increase in the National Living Wage and increased costs for basic goods and services. There are significant recruitment and retention issues for the social care workforce nationally which is mirrored in Haringey and the wider North Central London (NCL) sub-region, only exacerbated by the cost-of-living crisis. We continue to build close partnerships the provider market and strive towards delivering high-quality and sustainable services.
- 1.3 The increased profile for the care and support sector nationally, including the pending Social Care Reforms, is to be welcomed particularly where it is supported by appropriate levels of additional central government funding to enable robust delivery of improved outcomes.

2. Cabinet Member Introduction

- 2.1 N/A

3. Recommendations

- 3.1 The Adults & Health Scrutiny Panel is asked to note the paper and comment on the work to support and improve the care sector in Haringey.

4. Reasons for decision

4.1 N/A

5. Alternative Options Considered

5.1 N/A

6. Background Information

6.1 From a quality assurance perspective, the service is working with a number of providers in Haringey currently identified as requiring intervention by either or both the Council and the Integrated Care Board (ICB) and working alongside the CQC as appropriate.

6.2 There are currently 11 providers identified as at high risk requiring intervention by either or both the Council and the ICB. The table below gives the type of establishments, summary of the concerns, number of clients and the outcome of interventions to date.

| Service type | Local authority | Haringey Funded residents | Summary | Outcome |
|----------------------------------|-----------------|---------------------------|--|---|
| Residential and supported living | Haringey | Local Authority (62) | <p>Whistleblowing concerns raised around treatment of staff, employment contracts and concerns around bullying and intimidation. High turnover of staff resulting impacting service delivery specifically for service users with complex needs. Safeguarding issues related to staff training and conduct.</p> <p>Lack of evidence that all 1:1 commissioned services are delivered.</p> | <p>Provider rated Good by the CQC currently. We have shared our concerns with the CQC.</p> <p>Concerns discussed with provider and improvement plan requested as existing approach to recruitment, contracts and management of staff is not sustainable.</p> <p>Provider is willing to work with the council to make necessary changes.</p> <p>We have regular monitoring / meeting in conjunction with safeguarding, commissioning, and social care teams as we require assurance about the provider.</p> <p>Currently we are undertaking a comprehensive investigation of all of the allegations, this is being led by the Safeguarding team.</p> |

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| Home care | Haringey | Local Authority (bundled Hours Provider) | <p>Whistleblowing from staff member alleging: The registered manager has been out of the country for a while, no ECM, poor recruitment practice i.e., no references/DBS for staff, some staff been paid less than NMW, not paying taxes to HMRC, some staff not been paid, fake DBS forms for some staff, fake RA and Care plans. QA team visited and verified all the above.</p> <p>CQC also inspected on 28/10/21 and rated RA</p> | <p>QA team undertook unannounced visit December 2021 and found serious breaches – Shared the information with the CQC and suspended the provider from receiving any new clients.</p> <p>Worked with the provider to require that a new consultant support the provider with the improvement plan.</p> <p>Provider is subject to Establishment Concerns Process (ECP) and embargoed has been put in place as well as bundled hours contract suspension.</p> <p>A New registered manager appointed, Improvement submitted with deadlines.</p> <p>All of the improvements are now in place.</p> <p>The provider is awaiting CQC re-inspection.</p> |
| Residential Care | Haringey | Local Authority (11) | <p>Provision has changed hands however the new owner does not have a care background.</p> <p>There is currently no manager for the provision, no CQC registered manager, or a responsible person for this provision. QA Team visited and found no information</p> | <p>Establishment Concern Procedure (ECP) has been enacted to manage this provider's improvement.</p> <p>QA Team meeting with provider on a weekly basis to monitor implementation of improvement plan.</p> <p>Two other placing authorities (Camden and Wokingham) informed and advised to review clients.</p> <p>Provider has been placed on embargo.</p> |

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| | | | <p>pertaining to resident's care and support needs on their files despite CQC inspecting service in November and rated Good. Staff files also have limited information regarding DBS, references and training. New owner has produced an improvement plan and has been advised to employ a peripatetic manager to assist implementing their improvement plan.</p> | <p>There is a high level of risk with this provider due to lack of care expertise. Peripatetic Registered Manager working with the home, and CQC registration process underway.</p> |
| Residential House | Haringey | <p>Local Authority (11 Bed provision – One Camden and 9 Haringey)</p> | <p>Provision re-inspected following 06/21 inspection on 02/22.</p> <p>CQC did not find enough improvement had been made by the provider and therefore still in breach of regulations.</p> | <p>A new manager has been appointed who has produced an improvement plan, placing authorities have been informed and advised to review clients to ascertain client safety and to feedback any concerns to QA team.</p> <p>The provider remains suspended on DPS.</p> <p>QA team visited in August 22 to monitor implementation of improvement plan.</p> <p>Met with the new manager – who has indicated there are areas that require improvement.</p> |
| Residential Care - LD | Haringey | <p>Local Authority (7 bedded provision – all</p> | <p>Provision inspected 22nd July 2022 and given an overall rating of Inadequate. (Rated</p> | <p>LA and Health Brokerage informed to suspend any placement activity with this organisation;</p> |

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| | | Haringey residents) | Inadequate in three areas – Safe, Caring and well led. Rated Requires Improvement in two areas – Effective and Responsive) | <p>We have requested a copy of the improvement plan from Provider to outline how they intend to improve on the concerns raised in the report;</p> <p>LD team informed and advised to review all clients to ascertain safety.</p> <p>The manager has been suspended by the Ambient Care.</p> <p>QA will visit the provision to monitor implementation of the improvement plan.</p> |
| Extra care housing scheme | Haringey | Local Authority (30) | <p>CQC undertook a focused inspection to check they had followed their action plan, from the previous inspection where they were rated Inadequate, and to confirm they now met legal requirements. CQC's report is in relation to Safe and Well-Led criteria</p> <p>The overall rating for the service has changed from inadequate to requires improvement.</p> | <p>Provider did not have an adequate system in place to routinely monitor missed/late calls, medicines not always managed safely or as prescribed, not enough detail for staff to know when to administer PRN medication, mixed feedback from staff about the registered manager's leadership however improvements in infection prevention and control measures, improved management of residents risks and minimise risk of harm, safer recruitment process and extra measures in place to reduce financial abuse.</p> <p>Ongoing monitoring of service improvement continues. Provider remains suspended from receiving new placements.</p> <p>All residents reviewed in light of the recent focused CQC inspection.</p> |

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| Residential | Enfield | Haringey Local Authority Placement (2) | Numerous complaints; safeguarding; poor leadership; inconsistent documentation | <p>Provider still rated Requires Improvement from last CQC inspection.</p> <p>All service users reviewed and opportunity given to service users to support finding new placement. Currently under provider concerns process, led by Enfield Council. Haringey QA attend Provider Concern meetings.</p> |
| Residential | Barnet | Local authority (2) | <p>Provider has been recently inspected by CQC and rated Inadequate;</p> <p>Mental Capacity and Best Interests – administering medication covertly and lack of understanding re: use of restraint/restrictions</p> <p>Poor Moving and Handling practices</p> <p>Poor mealtime experiences – lack of choice and an appropriately balanced, nutritious diet (especially at tea-time)</p> <p>Lack of meaningful social activities</p> | <p>Both residents have been reviewed and have given very positive account of their care including families.</p> <p>All new placements are suspended</p> <p>Provider concerns being led by Barnet.</p> <p>CQC inspection in April 22 has shown improvement, provision's rating upgraded to Require Improvement.</p> |
| Residential Care | Enfield | Local authority (9) | <p>CQC inspection 12/11/21 rated RI – insufficient staffing, poor recruitment practice (no references, gap in employment history not investigated) RA not reviewed, no</p> | <p>Care team advised to review all clients to ensure their safety and to feed back to QA any concerns.</p> <p>LBH clients have been reviewed by review team, no concerns raised with regards to their care and safety.</p> |

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| | | | care plans for newly admitted residents, no DOLS in place, lack of leadership. A number safeguarding relating to staff not appropriately trained to meet residents challenging behaviour. | The home continues to implement their improvement plan. LB Enfield are happy with the progress and improvement so far. The provider is awaiting CQC reinspection. |
| Supported Living | Enfield | Local Authority | Safeguarding raised by a resident alleging that manager of the Explicit Core is abusive towards him and the other residents. Safeguarding been managed by Enfield. | All residents of this provision have been moved to another provider, provider suspended from further placements. |
| Home Care | Islington | Local Authority (bundled Hours Provider) | Whistleblowing re: no DBS on file for staff and carers not staying allocated time. Safeguarding Concerns re: carers not staying allocated time. Possible issue and breach of contract on new CQC registration. Visit completed and staff files were not fit for purpose. | Regular QA visits and meetings to monitor staff files and client files. Regular meetings with the provider to work through improvement plan. Voluntary suspension of new packages agreed by the provider. |

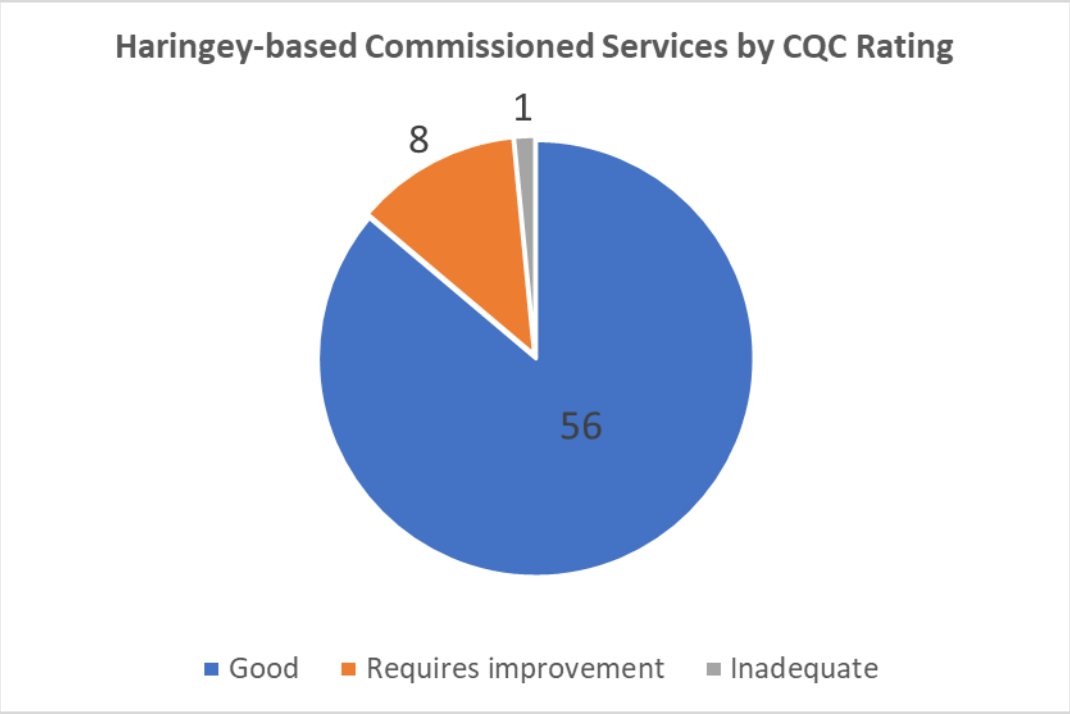
- I. Since April 22, there have been no new closure notifications or new providers registrations within Haringey area.
- II. 15 CQC inspection report has been published between since April 22. 13 were rated Good/Outstanding, 3 Requires Improvement and 1 Adequate.

| | Outstanding | Good | Requires Improvement | Inadequate | Total |
|-----------------|-------------|-----------|----------------------|------------|-----------|
| Community based | 1 | 9 | 2 | - | 12 |
| Care Home | - | 1 | 1 | 1 | 3 |
| Total | 1 | 10 | 3 | 1 | 15 |

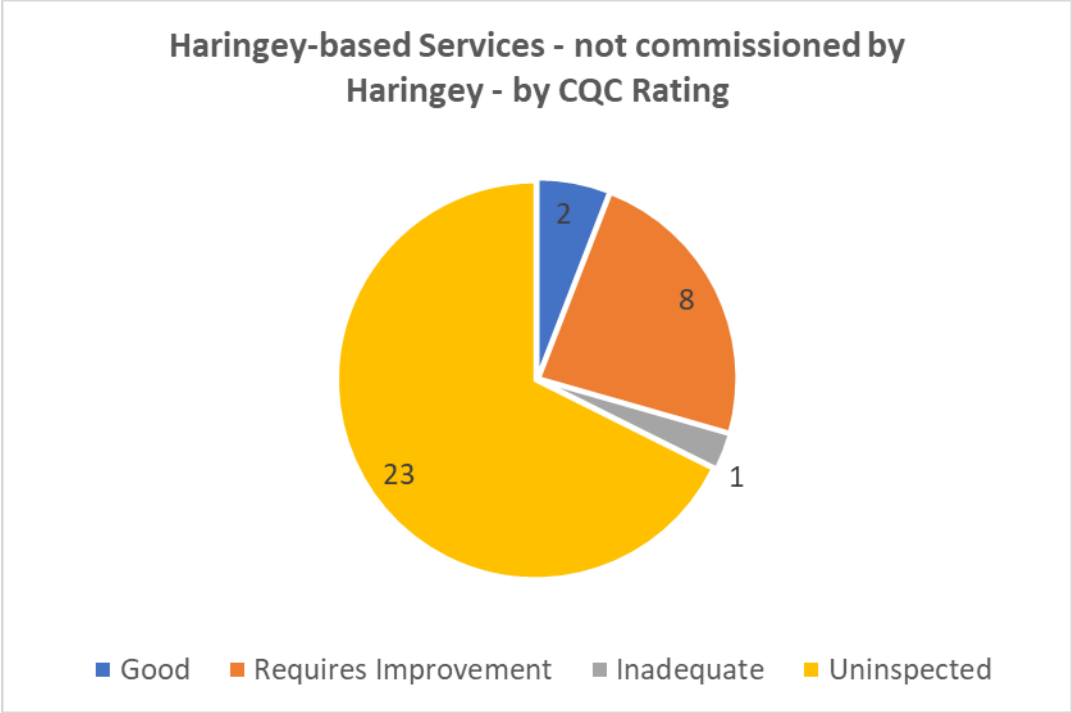
- III. As at September 2022, 32 locations are overall CQC rated Inadequate, Requires Improvement, or Uninspected in Haringey. We have pre-existing placements with the following 9 locations:

| Provider Name | Service type | CQC Overall Rating |
|---------------------------------|--------------|----------------------|
| Chitimali Locum Medical Limited | Residential | Requires improvement |
| Panacea Senior care limited | Home care | Requires improvement |
| Ashness Care Limited | Residential | Requires improvement |
| Embrace UK ltd | Home care | Requires improvement |
| One Housing group | Extra care | Requires Improvement |
| Ambient Support | Residential | Inadequate |
| Sama Care | Home Care | Requires improvement |
| Nissi Home Care Limited | Home Care | Requires improvement |
| Circle of Care Services limited | Home care | Requires improvement |

As at September 2022, of the 65 registered location in the borough that Haringey commissions with, 56 (86%) are rated Good, 8 (12%) Requires Improvement, and 1 Inadequate.



As at September 2022, of the 34 locations in the borough that Haringey does not currently commission with, 23 (85%) of these are uninspected,



North Central London Integrated Care Board (NCL ICB)'s Quality Assurance Summary – Care Homes (as at September 2022)

IV. COVID-19 Care Homes Cases

- Currently there are no Homes with COVID-19 cases.
- QA team along with our PH colleagues continue to support providers with the necessary IPC measures to manage and prevent further cases.

V. Technology

NHS Mail: The majority of local care homes have their own NHS mail accounts to allow secure transfer of digital information.

IPads: IPads have been rolled out across care homes in the borough with support from NHS Digital.

Remote monitoring project – Whzan

15 care homes and 4 Supported Living locations in Haringey are participating in a project to up-scale the remote monitoring in care homes.

They are using a telehealth tool kit called Whzan, an all-in-one telehealth case which measures vital signs (Temp, Blood Pressure, Respiration, Pulse), records photos and performs multiple assessments including Royal College of Physicians National Early Warning Score (NEWS2). Care homes staff can share this information with clinicians directly to plan and monitor resident's health status and recognise soft signs of deterioration. The project will also help care home staff to improve communication with clinicians such as the GP and London Ambulance Service.

QA team meet the Federation4Health team on a regular basis to support them with the role out of the tool to other care homes.

A Care setting in Haringey has agreed to participate in a short video to highlight the benefits of Whazan to their staff and residents.

DSPT – Data Security and Protection Tool kit (NHSx)

The Data Security and Protection Toolkit (DSPT) is a helpful annual self-assessment for CQC registered health and care organisations. It shows care providers what they need to do to keep people's information safe, meet CQC and other legal requirements and to protect your business from the risk of a data breach or a cyber-attack.

Communication briefings have been sent to all the providers. The NCL ICB lead on the DSPT has attended the care home providers weekly surgery. Support and Workshops have been offered to social care providers to help them complete the DSPT tool kit.

VI. Training

Regular virtual bite size training sessions on different topics relevant to social care have been organised and facilitated by the NCL nurse educator team. Examples of these sessions were pressure ulcer prevention, delirium, falls prevention and Medication Administration Errors.

VII. Well-being support for staff

Advice and support are provided to social care staff through the NCL well-being hub and workshops from Whittington Health IAPT (Improving Access to Psychological Therapies). The QA team continues to share resources with social care providers.

7. Contribution to Strategic Outcomes

7.1 Meeting the needs of local residents through the provision of high quality care enables key elements of the Borough Plan 2019 – 2023 and enables delivery of statutory obligations under the Care Act 2014.

8. Statutory Officers comments (Chief Finance Officer, Procurement, Assistant Director of Corporate Governance, Equalities) – Not applicable

8.1 N/A

9. Use of Appendices

9.1 N/A

10. Local Government (Access to Information) Act 1995

10.1 N/A