

**Inspection of Midlothian Council Highbank Intermediate Care Service  
Report by Claire Chapman, Resource Manager for Intermediate Care****1 Purpose of Report**

This report provides an overview of the recent Care Inspection report on Highbank Intermediate Care facility inspection. It also provides a summary of the action plan for the service improvements.

**2 Background**

**2.1** Midlothian Health and Social Care Intermediate Care Service was inspected in September 2019 by the Care Inspectorate, as a registered Care Home for people aged over 60. The report was published on 20<sup>th</sup> September 2019, and is in the process of being distributed to all Elected Members of the Cabinet for their information. The inspection covered 5 key areas of the Scotland's Health and Social Care Standards attributed to care home services. These include:

- How well do we support people's wellbeing?
- How good is our leadership?
- How good is our staffing?
- How good is our setting?
- How well is our care and support planned?

Highbank Care home provides an Intermediate Care facility to support residents of Midlothian receiving care and support to prevent a hospital admission, or support a planned discharge. Whilst the model of care is well received, and impacts significantly on performance around admission prevention, and delays to discharge, the premises is not fit for purpose. It should be noted that the premises was originally a Residential Care Home, and not designed with rehabilitation/reablement approach to all care. As a result, the Care Inspectorate Inspection has scored down to grade 3 on environment, and the Care Inspectorate have advised this will remain the case until a new facility is in place.

Since the last inspection in April 2018, bathrooms have been upgraded and are to a good standard. Other parts of the home have been redecorated to provide a more homely environment for people, and this work continues. The current report acknowledges improvements such as the introduction of more home furnishings and the challenges that are faced to refresh rooms due to the high turnover of residents. There is ongoing work with building maintenance to ensure a robust programme of works in the existing Highbank building to ensure a high a standard as possible for residents.

The ongoing Grade 3 on environment demonstrates the necessity for the re-provisioning of Highbank Intermediate care facility and this is currently underway with an approximate completion date of between 18 months and 2 years.

Highbank Care home was originally built as a residential home over 30 years ago. As time has progressed, the home had had a significant change of usage responding to around 600 admissions and discharges each year to prevent avoidable hospital admissions and facilitate earlier discharge with a rehabilitation focus with the aim of supporting service users back home to live as independently as possible. This is a valuable asset to Midlothian.

Following the inspection, a report was published that details findings and outlines any areas for recommendation and/or requirements for improvement. An action plan, with a specified timescale was developed to address identified areas for improvement. This action plan has been implemented to track and monitor progress, and identify that timescales are being met.

The inspection report grades the areas of inspection from 1 (Unsatisfactory), to 6 (Excellent). This inspection report graded the 5 areas below:

## **2.2 How well do we support people's wellbeing? 3 – Adequate**

The care inspectorate have raised concerns around agency use and staffing. A new rota and staffing proposal is being considered to support a more consistent staff group and to ensure that the reablement approach can be implemented more effectively. Other areas of improvement are continuing to be bedded in and be supported by the multidisciplinary team now in place.

## **2.3 How good is our leadership? 4 – Good**

The care inspectorate have acknowledged ongoing improvements and actions plans for Highbank IC. With the introduction of a social work post as part of a newly forms multidisciplinary team (social work, physiotherapy and occupational therapy), this will also support ongoing improvements. The team are completing daily unit discussions with the care staff and management, to ensure a clear direction and vision for residents and their discharge destination.

## **2.4 How good is our staffing? 3 – Adequate**

Proposals are being considered to support a new rota and pattern of working for care staff within Highbank Intermediate Care. This is with a view to improve consistency across the staff group, a reduction in agency staff and ensure the reablement approach is the focus of all interventions.

## **2.5 How good is our setting? 3 – Adequate**

There is a commitment to build a new Highbank Intermediate Care, and planning for this is well underway with an anticipated opening date of Spring 2021. In relation to the current environment, investment in the existing nurse call system is being progressed to make this system more focused on individual residents needs and to reduce distressed caused by noise.

## **2.6 How well is our care and support planned? 3 - Adequate**

Since last inspection in March 2019, there has been an improvement in how well our care and support is planned. There has been an intensive project underway redesigning the paperwork (personal plans) within Highbank to ensure that these are fit for purpose and reflect the aims, objectives, goals and outcomes of the residents. The changes in the personal plans have been reflected within the report, the grades and the acknowledgement of a new multidisciplinary team within Highbank, consisting of a Social Worker, Occupational Therapist and Physiotherapist. This team are working in collaboration to monitor improvements, make changes in the best interests of residents and support care staff in their role as reablement carers.

# **3 Report Implications**

## **3.1 Resource**

There are no financial and human resource implications associated with this report.

## **3.2 Risk**

The Care Inspectorate inspect all registered services on a regular basis with announced and unannounced inspections. A report is published which informs all stakeholders about the key strengths of the service, areas for improvement and sets out the main points for action.

Following the publication of that report it is accessible to the public via the Care Inspectorate website, and by requesting a hard copy. It is also on display in Highbank for staff and visitors to access and review progress.

Highbank intermediate care facility is not fit for purpose and planning is well underway for the new building (a 40 bed unit on the current Dundas site in Bonnyrigg). This will support local residents to receive intermediate care close to home.

### **3.3 Single Midlothian Plan and Business Transformation**

Themes addressed in this report:

- ☐ Community safety
- ☒ Adult health, care and housing
- ☐ Getting it right for every Midlothian child
- ☐ Improving opportunities in Midlothian
- ☐ Sustainable growth
- ☐ Business transformation and Best Value
- ☐ None of the above

### **3.4 Key Priorities within the Single Midlothian Plan**

The Midlothian Older People strategy 2016-2019 focuses on improving access to services and exploring opportunities to keep people safe and well in their own home and community. This underpins the vision and contribution of Highbank Intermediate Care facility

### **3.5 Impact on Performance and Outcomes**

The Care Inspectorate inspect all registered services on a regular basis with announced and unannounced inspections. Ongoing work to continue with improvements and outcomes for service users is underway and has been highlighted within this inspection report.

### **3.6 Adopting a Preventative Approach**

The vision and planning for planned “mock” inspections within Highbank Intermediate Care is underway with support from senior management and Quality Assurance officers.

### **3.7 Involving Communities and Other Stakeholders**

As part of the inspection process, a new resident feedback questionnaire has been designed to ensure meaningful feedback is acted upon as required.

### **3.8 Ensuring Equalities**

There are no apparent equalities issues.

### **3.9 Supporting Sustainable Development**

n/a

### **3.10 IT Issues**

There are no apparent IT issues

#### 4 **Summary:**

There are three areas for improvement in the inspection report and two requirements. It should be noted that the inspection grade of for “How well is our care and support planned” has improved.

The requirements are:

1. In order to ensure peoples care and support needs are continuously met as agreed, the service provider must ensure that staff numbers are appropriate for the health, welfare and safety of service users

Action Plan:

A new proposed rota regarding staff shifts and cover is being explored with a view to increasing staffing levels and reducing agency usage and will be considered at DMT in December 2019. This will promote consistency of care for client and staff wellbeing. The service has been fortunate to secure regular agency workers the majority of the time to provide continuity and ensure a safe staffing ratio.

The benefits of the proposed night staff and rota review are providing a more sustainable and favourable rota for staff and residents, promoting care and support within the reablement model of care, staff consistency, increased availability of staff on the floor (therefore a reduction in agency staff use).

2. The service must ensure that the premises are in a good state of repair externally and internally and are decorated and maintained to a standard appropriate for the care service.

Action Plan:

The hours of the handyman in Highbank have been increased. He will continue to ensure that the needs of residents are met in terms of decoration and refreshing rooms. In addition, he is ensuring that areas for decoration are completed and that there is a clear plan with building services for maintenance work. Highbank have had new pictures within lounge areas and furnishings in individual rooms. New residents are encouraged to bring personal items from home (however acknowledging that this is a short term stay facility). As highlighted in the inspection report, work is well underway in a variety of areas relating to the new build Highbank, and architects have proposed designs which are being considered.

Copies of the Inspection report have been made available to Elected Members, and staff members, and notified to families/carers and other interested parties.

## **4.1 Requirements and updates:**

### **Requirement 1**

In order to ensure people's care and support needs are continuously met as agreed, the service provider must ensure that staff numbers are appropriate for the health, welfare and safety of service users.

Timescales: 31st June 2019

This requirement was made on 8 March 2019.

Action taken on requirement

At the time of this inspection we were told that posts were advertised and that further work on the rota was being undertaken. We plan to monitor this outwith the inspection process.

The staffing review proposal has now been agreed and a period of consultation will take place in January 2020.

During this period, consistent agency staff are being used to ensure a safe level of staffing. We have kept in contact with the care inspectorate regarding the staffing review, proposals and actions.

### **Requirement 2**

The service must ensure that the premises are in a good state of repair externally and internally and are decorated and maintained to a standard appropriate for the care service.

An updated action plan with timescales for the start and completion of environmental improvement to be sent to the Care Inspectorate by 1 June 2019.

This requirement was made on 8 March 2019.

Action taken on previous requirement

An action plan is in place and significant improvements were noted. See the report for more details. As this is still work in progress we have identified this to be not met.

### **Requirement 3**

In order to ensure people's care and support needs are continuously met as agreed, the service provider must review their needs with their involvement (or others as felt appropriate and agreed) on a six-monthly basis, or more often as when required or changes in need are identified.

Timescale: 1 June 2019

This requirement was made on 8 March 2019.

Action has been taken to address this requirement.

Met - within timescales

## **5 Recommendations**

At their meeting on Tuesday 3 March 2020 the Cabinet agreed the following recommendations:

- a) To note the content of the report and the progress made;
- b) To note that a report on the current position and anticipated timescales involved in the re-provisioning of Highbank Intermediate care facility would be submitted to the next meeting of Cabinet; and
- c) That the report be passed to Performance Review and Scrutiny for their consideration.

**Date 05/12/2019**

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**Background Papers:** Highbank Inspection Report (September 2019)