

## **Agenda Item**

### **Adult Social Care and Health Select Committee**

**14<sup>th</sup> September 2021**

## **ROSEDALE – CARE QUALITY COMMISSION INSPECTION**

### **SUMMARY**

Rosedale had an unannounced inspection by the Care Quality Commission on 7 June 2021. The inspection focussed on two domains; Safe and Well Led. Both domains were identified as requires improvement which resulted in Rosedale's overall CQC rating being reduced from Good to Requires Improvement.

A Task and Finish Group was established to respond to the recommendations made by CQC.

As a consequence of the CQC inspection the Council referred Rosedale into the Serious Concerns Protocol. The multi-agency group meeting held on 8<sup>th</sup> July 2021 recommended that Rosedale be closed to admissions to allow time for the CQC requirements to be met. This decision was reviewed on 10 August 2021 with a recommendation that Rosedale remained closed to admissions for further work to be completed regarding individual risk assessment and care planning and medicines management.

The Task and Finish Group meets on a fortnightly basis to review progress against the action plan.

### **DETAIL**

Rosedale is a 44 bed 24-hour assessment and rehabilitation service. It is registered with CQC as a care home but operates at a much faster pace than a care home. Rosedale accepts referrals from the hospital and community; the majority of referrals are from hospital. People admitted to Rosedale are generally older (above 70 years old) and have numerous health conditions. Residents within Rosedale stay there for up to 6 weeks, this can be shorter or longer depending on the person's progress. Rosedale accepts up to three new admissions per day and coordinates up to 3 discharges per day, this level of activity is much greater to other care homes in Stockton which receive 1 or 2 new referrals per week. The demands on Rosedale to safely admit and discharge in a timely and appropriate manner are significant, documenting and being aware of a person's needs pre, during and post Rosedale stay, counting every tablet coming into and leaving the building and coordinating multiple professionals on behalf of the residents as a person continues to recover from ill health, this is a small illustration of the operational duties completed.

The Care Quality Commission (CQC) monitor, inspect and regulate care homes to make sure they meet fundamental standards of quality and safety and they publish what they find, including performance ratings.

Rosedale has been inspected on numerous occasions, the outcomes of inspections in recent years are as follows:

- 13 September 2016 – rated Requires Improvement
- 22 December 2017 – rated Good
- 10 November 2020 – Rosedale's Infection Prevention & Control processes were inspected following a request to become a designated setting. CQC were assured the service met good infection prevention and control guidelines.
- 7 June 2021 – rated Requires Improvement, in two key lines of enquiry (safe and well led)

The post of Registered Manager for Rosedale has proven not easy to recruit to. Rosedale's Manager of 22 years retired in 2017. It has subsequently been difficult to recruit and retain a Registered Manager. The duty managers and the Integrated Early Intervention and Prevention Service Manager supported Rosedale during the times a Registered Manager was absent or not in role.

The absence of a consistent key leadership role is significant within a care home. CQC identifies leadership as key to the provision of good quality care. The Council's Well Led leadership programme was developed in response to this. Rosedale's Registered Manager and a Duty Manager will be attending the next Well Led programme.

Two Assistant Manager posts are currently being recruited to; one post will focus on service and staff governance and one post will focus on resident experience and care planning. Due to the volume of activity seen within Rosedale additional senior support is required.

Rosedale will be refurbished in February 2022. This was due to occur in 2020 but was delayed due to the pandemic.

### **Summary of findings from CQC inspection**

CQC carried out a focused inspection of Rosedale on 7 June 2021. Their report covers their findings in relation to the key lines of enquiry of safe and well-led. CQC reviewed information about the service within the other three key lines of enquiry (Responsive, Caring and Effective) they held about the service. No areas of concern were identified in the other key questions. They therefore did not inspect them.

CQC reviewed infection prevention and control measures within the Safe key line of enquiry. They review this in all care home inspections to provide assurance that the service can respond to COVID-19 and other infection outbreaks effectively.

Rosedale's summary report can be found on the CQC website ([Rosedale Centre \(cqc.org.uk\)](https://www.cqc.org.uk)).

CQC found no evidence that harm had been caused. In relation to key areas for action CQC found:

- Staff were not following the providers policy in relation to administering people's medicines.
- Fire drills had not taken place since 2019.
- Records to evidence the service's safety such as gas boiler servicing were unable to be located.

- Not fully assured that the service was following safe infection control guidelines in relation to COVID-19.
- Records were not always fully completed or in place.
- Audits that took place did not highlight the concerns found on the day of the inspection.
- Accidents and incidents were reviewed monthly for any learning outcomes.
- Staff felt more staff were needed, especially on a night.

In terms of positive feedback, CQC advised that:

- Recruitment process were robust and followed safe practices.
- Staff understood safeguarding procedures and how to report concerns.
- Staff felt supported by the management team.
- People and their relatives were very complimentary about how the service was run.

### **Task and Finish Group**

A Task and Finish group has been established to support the service to return to Good.

The task and finish group includes:

- Assistant Director Adult Strategy and Transformation
- Integrated Early Intervention and Prevention Service Manager
- Registered Manager – Rosedale
- Transformation Manager Residential Care
- Adult Social Care Practice Lead
- Integrated Intermediate Care Team Lead
- Quality Assurance and Compliance Officer

An action plan was created, covering the key domains of:

- 1) Resource and support
- 2) Care Planning
- 3) Risk Assessments
- 4) Medication
- 5) Infection Control
- 6) Building / Structure & Safety
- 7) Staff / Staff Views / Culture
- 8) Management & Leadership
- 9) Quality Assurance
- 10) Communications

The action plan helped identify where additional support and resources would be needed to progress the improvement and development work at Rosedale. The Medicines Management Optimisation Team from the Clinical Commissioning Group have supported further development of the medicines management policy and the Council's Health and Safety Team have supported with the further development of risk assessments.

Staff are being trained in the revised policies and procedures and peer reviews are planned for risk assessments and care planning. More frequent observations of medications rounds will take place.

Additional night staff are being recruited.

The Registered Manager has weekly meetings with the Transformation Manager, to update on actions progressed each week. The action plan is updated frequently in light of progressed actions, and the full action plan is discussed at the fortnightly Task & Finish Group.

The Quality Assurance and Compliance Officer visits the service each week to discuss progress and the next meeting regarding the Serious Concerns Protocol will be week commencing 20 September 2021.

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