

ACTION PLAN FOR MEARS CARE Wiltshire

6th August 2014

Provider name:	Mears Care Limited
Provider address:	Minton House Distribution Centre, London Road, Amesbury
Location of service:	Wiltshire

This Action Plan has been prepared in response to the CQC Review of Compliance Report written following a site inspection on the 20th June and 2nd July 2014 and the required Compliance Actions contained within it.

This Action Plan adopts a SMART approach, that is to say the plan is intended to provide a description of **S**pecific, **M**easurable, **A**chievable objectives which are both **R**ealistic and can be delivered in a **T**imely way..

The plan therefore outlines the areas where a need for improvement has been identified and provides a clear and practical course of action to be followed in order to address problems, issues and/or failings. Those involved in the implementation of these improvements are identified within the plan with indications of expected timelines. The Action Plan also provides a clear set of expectations in terms of how we will be able to evidence that improvements have been made.

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Compliance Actions

Outcome: Care and welfare of people who use services

People should get safe and appropriate care that meets their needs and supports their rights

Failings identified in Compliance Report

1. Service users do not know what time the care workers will be completing allocated care visits, schedules of visits were not being sent out
2. Care calls are often late or missed – these missed or late visits were having significant impact on the wellbeing of service users
3. Communication with service users over late or missed calls is very poor
4. Continuity of care was poor for some service users
5. Male care workers were being sent to service users who had stated a preference for female care workers only
6. Communication with service users was poor to the point service users were experiencing anxiety over changes that were happening
7. Some double up visits were being completed by one care worker
8. A number of service users did not have adequate care plans in place for the care workers to refer to when providing care

Details of areas within the branch that need to improve – actions to be taken, what is to be achieved & who will be involved

Service users schedules:

- All service users schedules are being reviewed at the moment to look at times of calls, regular care worker allocation and tasks required.
- The staff plan rostering system is being used to record all service users' schedules.
- Service users are being allocated to set teams based on geographical locations, care workers are being allocated to teams along the same geographical boundaries to improve consistency of care and address issues with call times/travel times
- Service users schedules are being sent out periodically to update service users on planned visits
- Preferences are being updated on staff plan with regards to female/male only care workers etc., staff plan is set up to ensure that males can not be allocated to females who have declined male care workers etc.
- Regular written communication is being sent out to both care workers and service users updating them on the on going situation
- Visits are being undertaken with service users where written communication is not feasible, these visits are being used to update service users on changes and actions being taken to address this issues being reported

Missed visits:

- All service users are being provided with an electronic tag to be located in the front of their care folder, all care workers have been issued with a gen tag phone This system is used to log in to and out of care visits by care workers
- Once all tags have been issued an electronic call monitoring system will be used to monitor arrival times of care workers, where no arrival time is logged an alarm will be generated and action can be taken to ensure that the call is completed and that the service users are updated over any changes or delays
- A missed call process has been put in place and issued to all staff – this provides clear guidance on how to manage a non attendance by care worker – this is monitored on a daily basis by the office staff
- All missed calls are reported to the local authority and investigated fully, where appropriate action is taken with staff who have failed to ensure that the care call is covered

Communication with service users:

- Regular written communication is being sent out to both care workers and service users updating them on the on going situation
- Visits are being undertaken with service users where written communication is not feasible, these visits are being used to update service users on changes and actions being taken to address this issues being reported

Continuity of Care:

- All service users' needs are being reviewed and where appropriate staff plan is being updated to ensure that preferences are fully recorded.
- A regular report is run to monitor continuity of care and where continuity of care falls below acceptable levels service users are being contacted to discuss what action needs to be taken.

Double up visits being completed single handed:

- Double up runs are being scheduled to ensure that all double up calls are allocated to consistent care workers at consistent times. The allocating of double up calls to the same team will ensure that both care worker arrive at the same time so all planned double ups are completed as per service users schedule.

Service User Care Plans:

- A visiting officer has been allocated to the task of ensuring that all service users have up to date and relevant paper work in their homes including care needs risk assessments, individual support plans, medication record charts and communication log books

Date by which time improvements will have been implemented

Actions to reduce missed and late visits are being taken with immediate effect. Significant improvement will be achieved by the week ending 8th August.

Longer term actions including rescheduling of South area will be completed by Monday 1st September 2014. This will include the confirmation of double runs as above, as well as regular, consistent scheduling of all care calls across the south area.

Service user schedules are already being sent out, this will continue on going.

The placement of service user tags will be completed by the 29th August 2014, at this point the alarms system will be fully implemented again with the aim of reducing late and missed visits.

All service users will receive a review visit over the coming 6 months. We will begin with priority service users where care needs are identified as high. In the meantime continuity of care will be monitored. All service users will have a Mears Care Care Needs Risk Assessment and Individual Support Plan in their home by January 2015.

The impact these changes will have on people who use our services

On full implementation of these measures all service users will receive a timely, effective and high quality service as per their agreed support plans. Other outcomes will be:

- Missed visits will be reduced to an absolute minimum
- Continuity of care will be improved for all service user
- All service users will be fully aware of on going plans regarding both their individual service provision but also the on going plans with Mears Care as a provider
- All care workers will be encouraged and supported to develop good working relationships with service users through consistency of care planning.

Outcome: Management of Medicines

People should be given the medicines they need when they need them and in a safe way

Failings identified in Compliance Report

1. Due to late and missed visits service users are not receiving medication as per their prescription and health needs.
2. Adequate medication records are not in place for all service users.
3. Staff were not always aware when support with medication was required
4. Although staff had been provided with a comprehensive copy of the medication policy and procedure on transfer to Mears, staff were reporting that this was not always being followed
5. Some staff reported that they were assisting with/administering eye drops with out adequate training and support

Details of areas within the branch that need to improve – actions to be taken, what is to be achieved & who will be involved

Late & Missed visits impacting on the administration of medications:

- All service users where support with medication is identified as part of their care provision will have this information recorded on the Staff Plan Rostering System and will be highlighted as high priority. This priority list will be provided to all care workers
- Where calls are uncovered all high priority service users will be allocated to care workers first, contact will be made with next of kin to advise of delay and where appropriate medical advice will be sought to assess the impact of any delay on the service user.
- To minimise the chance of a missed visit all service users are being provided with an electronic tag to be located in the front of their care folder, all care workers have been issued with a gen tag phone. This system is used to log in to and out of care visits by care workers. Once all tags have been issued an electronic call monitoring system will be used to monitor arrival times of care workers, where no arrival time is logged an alarm will be generated and action can be taken to ensure that the call is completed and that the service users are updated over any changes or delays
- A missed call process has been put in place and issued to all staff – this provides clear guidance on how to manage a non attendance by care worker – this is monitored on a daily basis by the office staff. This missed call procedure includes actions to be taken to manage any impact on medication due to a call being late or missed.

Adequate documentation in place to record support with medication:

- All care workers are being asked to report any service user who does not have adequate paper work in place
- All care workers are being provided with a supply of Medication Administration Records to keep with them for use as necessary
- All care workers' will be issued with a copy of the medication policy and procedure plus some guidance and reminders on do's and don'ts.
- All care workers will have a training session (class room or community based) on supporting service users with medication. Where appropriate this will include training support with eye drops etc.
- Once training and support has been provided spot checks and on site observations will also be completed to ensure that the training is being put in to practice.

Staff were not always aware when support with medication was required:

- A visiting officer has been allocated to the task of ensuring that all service users have up to date and relevant paper work in their homes including care needs risk assessments, individual support plans, medication record charts and communication log books
- Medication support will be recorded on staff plan ensuring that this information is

available to all staff at all times.

- Information about medication support will also be provided via the care worker rotas which is communicate via an electronic system on the care workers mobile phones

Training and support available to staff regarding support with medication:

- All care workers' will be issued with a copy of the medication policy and procedure plus some guidance and reminders on do's and don'ts.
- All care workers will have a training session (class room or community based) on supporting service users with medication. Where appropriate this will include training support with eye drops etc.
- Once training and support has been provided spot checks and on site observations will also be completed to ensure that the training is being put in to practice.

Date by which time improvements will have been implemented

All service provisions are being reviewed to identify where medication support is required, this exercise will be completed by Friday 22nd August 2014 and documentation will be issued to all care workers visiting these service users by Friday 29th August 2014. On going audits of medication records will begin immediately and continue on going.

All documentation to be issued to care worker with regards to do and don't will be completed by the week ending 15th August 2014. Ongoing spot checks and support with training will be planned in over the coming 4 weeks to ensure that all staff are offered access to support as identified.

The impact these changes will have on people who use our services

On full implementation of these measures all service users will receive a timely, effective and high quality service as per their agreed support plans. Other outcomes will be:

- Missed visits will be reduced to an absolute minimum and will no longer have an impact on service users medication regime
- Service users records will be comprehensive and provide a clear summary of support provided with medication
- Continuity of care will be improved for all service user ensuring that all care needs are met by the care workers including support with medications
- All service users will be fully aware of on going plans regarding both their individual service provision but also the on going plans with Mears Care as a provider and will have a clear understanding of what support can be provided with medication

Outcome: Supporting Workers

Staff should be properly trained and supervised, and have the chance to develop and improve their skills.

Failings identified in Warning Notice & Compliance Report

1. Staff stated that they were providing support for service users they were not familiar with without adequate information about their needs.
2. Staff leaving and on going staff sickness is having an impact on the remaining staff and is causing both stress and anxiety and a general feeling of frustration.
3. Staff have not received any training or support since their transfer from other agencies.
4. Staff have not received any form of formal supervision since their transfer from other agencies.

Details of areas within the branch that need to improve – actions to be taken, what is to be achieved & who will be involved

Staff support and information when working with new service users

- All service users will have a review and where appropriate updated records put in to their homes to ensure that care workers are fully aware of what care needs to be provided
- Improved level of information will be provided to care workers via their telephone rota's including the support that service users require with medication

Staff are being impacted on by high levels of sickness and staff turn over

- A fully comprehensive recruitment plan has been implemented with targeted recruitment for difficult areas/service user specific needs
- Attendance management process are being managed to address repeated sickness of care workers
- Support is being provided by other care branches to cover care worker sickness etc.

Staff have not received adequate training or support since their transfer:

- All staff will receive a recruitment/retention phone call from a manager to review their current workload, training and support needs
- Based on the information received, training and support needs will be planned in and addressed as appropriate
- All staff who have transferred over from other agencies will receive target training sessions (classroom or community based) on support with medication, moving and handling and safeguarding vulnerable adults
- All staff will be provided with regular updates and information on policies and procedures, processes and any changes that are happening etc.
- Regular open days are being planned to attract new care workers but to also provide support to existing care workers, all care workers will be provided with dates for these on going open days and supported to attend
- Formal supervision sessions including appraisals will be planned in over the next three months – these will be one on one office based supervision sessions.

Date by which time improvements will have been implemented

Care workers meetings commenced the week of 28th July 2014 and have been happening on a weekly basis. This will continue over the coming months. All care workers are also receiving regular recruitment and retention calls over the coming weeks and will be completed by the week ending 29th August 2014.

All staff will receive an appraisal by the end of October 2014.

Updates on policies and procedures will be on going as will the regular open days and on site support.

The impact these changes will have on people who use our services

On full implementation of these measures all care workers will receive the training and support needed to provide a quality service and feel confident and happy in their roles as care workers.

Other outcomes will be:

- All care workers will have a minimum of 4 supervision sessions over every 12 months
- All care workers will have regular contact with their direct line manager as well as office managers
- All care workers will receive the training and support they need to provide a safe and quality service
- All care workers will be encouraged to develop their skills and knowledge and as able progress with in the company

Outcome: Assessing and monitoring the quality of service provision

The service should have quality checking systems to manage risks and assure the health, welfare and safety of people who receive care.

Failings identified in Warning Notice & Compliance Report

1. People felt that they were not given the opportunity to provide feed back/share their views about the changes to the agency and that they were not formally asked about how their care provision was progressing
2. Staff felt that they were not adequately supported through on site observations and were not receiving feed back about their performance

Details of areas within the branch that need to improve – actions to be taken, what is to be achieved & who will be involved**Feed back and Sharing Views**

- All service users are being contacted by the customer support team for a quality assurance check
- Concerns and feed back from these checks will be collated and actioned as appropriate
- This exercise will be completed at least 6 monthly
- All service users will also be offered the opportunity to participate in a program of service user engagement over the coming months – this will initially be targeted at service users who have received below standard care over the past weeks and will be gradually rolled out across the areas over the coming months.
- All care workers are being offered the opportunity to meet one on one with senior management to address any concerns
- All care workers are being offered the opportunity to attend regular open days and open evening to meet new staff and to discuss any on going concerns or issues
- All care workers' will receive a survey over the coming weeks that they can return anonymously should they not feel comfortable attending any of the above events

Support and feed back to staff:

- All care workers are being offered the opportunity to meet one on one with senior management to address any concerns
- All care workers are being offered the opportunity to attend regular open days and open evening to meet new staff and to discuss any on going concerns or issues
- All care workers' will receive a survey over the coming weeks that they can return anonymously should they not feel comfortable attending any of the above events
- All care workers will receive at least one on site observation every 6 months
- All care workers will be provided with regular feed back on performance through the above meetings etc.
- All care workers will be sent copies of any complements/concerns raised over their practice (where appropriate) with a letter of thanks attached etc.

Date by which time improvements will have been implemented

All service users are currently being contacted by the Customer Service Team, either via telephone or via a home visit, to discuss the recent changes and to gather feed back on service provision , this is on going and is expected to be completed by the end of September 2014.

On going surveys will be completed monthly with service users either via telephone or post over the coming weeks and a further postal survey will be sent out in 6 months time to review progress made.

All care workers will receive a postal survey by the end of August 2014 and will be invited to all on going open days etc via text message and invites.

A program of on site observations and supervisions will be planned in by the 8th August 2014 with a view to complete at least one on site observation/supervision session by the end of November 2014. On going a program of 4 supervision sessions will be planned in for all care workers.

The impact these changes will have on people who use our services

On full implementation of these measures all service users and care workers will be fully engaged in their interactions with Mears and will be consulted regularly regarding performance and quality issues.

Outcome: Complaints

People should have their complaints listened to and acted on properly

Failings identified in Warning Notice & Compliance Report

1. Not all service users are aware of how to make a complaint
2. Not all service users have the correct contact details for the office and on call service
3. Complaints are not being dealt with consistently and service user satisfaction with the outcome of complaints is variable
4. Service users relatives and next of kin contacts are not always aware of contact details for the office or how to report concerns

Details of areas within the branch that need to improve – actions to be taken, what is to be achieved & who will be involved

Service users are not aware of how to make a complaint:

- All service users and their next of kin will be sent an updated copy of Mears Service User Guide and Statement of purpose which includes advice on how to make a complaint including contact details for office and relevant staff members etc.
- All service users will be reminded of their right to make a complaint and contact details etc. at review visits, quality visits etc.

Complaints are not dealt with consistently:

- All office staff will receive a basic how to guide on how to manage and process any complaints
- All complaints will be dealt with by a dedicated office team member who will be responsible for managing all complaints received

Date by which time improvements will have been implemented

All service users will receive a copy of the Mears Statement of Purpose and Service User Guide by the 15th August 2014. Where relevant all service users next of kin etc. will also be provided with this documentation by the end of the week of the 15th August 2014.

Complaints are being passed with immediate effect to a dedicated office manager for auctioning and are on going. All complaints will be acknowledged with in 2 working days of the complaint being received and all complaints will be concluded with in 28 working days of complaint being received. Where this is not possible all complainants will be updated with reasons for the delays and a new agreed time frame.

All office staff will be issued with a guide on managing complaints by the 15th August 2014 and will receive office based support to manage complaints on going over the coming weeks.

The impact these changes will have on people who use our services

On full implementation of these measures all service users will feel confident in raising concerns and that these concerns will be dealt with appropriately and in a timely manner. Other outcomes will be:

- All complaints will be dealt with effectively
- All complaints will be fully documented and reviewed
- A regular analysis of trends will be completed and where appropriate action will be taken to address any system issues impacting on care etc.