

CIW Provider Event

December 2022



Agenda

CIW updates to include:

- The Annual Return
- More than just words Action Plan
- The OPC's guide to people's rights in care homes
- Our easy read inspection leaflets

- Ratings as a tool for improvement
- Short comfort break

- External speakers : personal experiences of ratings
- Q and A
- End

Word cloud



How do you feel about the introduction of ratings?

Rating services

- s.37 of RISCA - Inspection Ratings Proposed timetable
- Phase one - a system of 'silent' ratings for care home services and domiciliary support services subject to inspection between April 2023 and March 2024.

Rating services

- Phase two - publication of ratings for all care home services and domiciliary support services subject to inspection after April 2024
- s.37 Regulations – expected April 2024

Consultation

Rating Stakeholder Task & Finish Group

- Clarity of purpose
- Rating descriptors should be clear and simple to understand
- consist of system of 4 levels maximum
- No appetite for an overall rating, but supported themed level ratings
- Potential for unintended consequences

Our approach

- No overall rating for the service
- Ratings will be provided against each inspection theme
- Defining the rating descriptors and underpinning description
- Publication (post 2024)- in our inspection reports – also likely to be published on our website

Rating descriptors

Excellent:	This is an exceptional service that supports people very well and exceeds our expectations.
Good:	This is a good service that supports people well and meets our expectations.
Needs improvement:	This service is not supporting people well and needs to improve to meet our expectations.
Poor:	This service is not supporting people safely and urgent action is needed to protect people and to improve outcomes.

Theme level Rating Descriptors

Excellent	Good	Needs improvement	Poor
<u>Well-being</u>			
<p>Outcomes for people who use services are consistently achieved and of high-quality. Service providers actively seek out new options to enable people to improve their lives. Feedback about the effectiveness of the service describes it as outstanding and/or sector leading.</p>	<p>Positive outcomes for people who use the service are consistently met. People's human rights are consistently met. Feedback about the effectiveness of the service describes it as consistently good.</p>	<p>There is a lack of consistency in outcomes for people who use the service and/or meeting their human rights. There are mixed views fed back about the effectiveness of the service. Action is needed to improve.</p>	<p>There are widespread and/or significant shortfalls in outcomes for people. People's human rights are not being met. Immediate action is needed to improve people's safety and well-being.</p>

Theme level Rating Descriptors

Excellent	Good	Needs improvement	Poor
<u>Care and Support</u>			
<p>The provision of quality care and support is outstanding and/or sector leading. Care and support is designed through involvement with people and tailored to achieve their personal outcomes. Lessons are learned/shared with others to improve services. The service provider actively seeks out opportunities to learn and share good practice across the sector.</p>	<p>The provision of quality care and support is consistent. Care and support is designed through involvement with people and tailored to achieve their personal outcomes. Lessons are learned to improve the service. People are safeguarded.</p>	<p>The provision of quality care and support is not consistent. Care and support is not always designed through involvement with people nor is it continually tailored to achieve their personal outcomes. Learning from practice is not consistently implemented to improve the service. Improvements are needed.</p>	<p>There are widespread and/or significant shortfalls in the care and support provided and people do not experience positive outcomes. Care and support is not designed through involvement with people nor is it tailored to meet their needs. Little or no learning from practice is implemented to improve the service. People are at risk. Immediate action is needed to improve people's safety and well-being.</p>

Theme level Rating Descriptors

Excellent	Good	Needs improvement	Poor
<u>Leadership and Management</u>			
<p>Leadership and management of the service is outstanding and/or sector leading.</p> <p>Innovative leadership, governance and the culture it creates drive and improve outcomes.</p> <p>Highly motivated, skilled and stable staff group who receive comprehensive support and training in order to drive high-quality outcomes for people.</p>	<p>The service is consistently well-managed and led.</p> <p>The leadership and governance create a culture that promotes the delivery of positive outcomes. Skilled and stable staff group who receive consistent support and training in order to deliver positive outcomes for people.</p>	<p>There is a lack of consistency in how well the service is managed and led.</p> <p>The leadership and, governance is inconsistent and does not always support the delivery of positive outcomes.</p> <p>Training and support for staff is inconsistent and this impacts on outcomes being achieved for people. Improvements are needed.</p>	<p>There are widespread and or significant shortfalls in the way the service is managed and led. The delivery of positive outcomes is undermined by the quality of leadership and management.</p> <p>Staff receive little or no support and training which impacts on people's outcomes. Immediate action is needed to improve people's safety and well-being.</p>

Theme level Rating Descriptors

Excellent	Good	Needs improvement	Poor
<u>Environment</u>			
<p>The environment is safe, secure, and well maintained. Innovative use of internal and external space. There are excellent and/or distinctive measures to ensure the environment promotes achievement of personal outcomes.</p>	<p>The environment is safe, secure, and maintained. There are effective measures in place to ensure the environment promotes achievement of personal outcomes</p>	<p>The environment is not always safe, secure, or reasonably maintained. There are some measures in place to ensure the environment promotes achievement of personal outcomes. Improvements are needed.</p>	<p>There are widespread and/or significant shortfalls in the safety, security and/or maintenance of the environment. There are insufficient measures in place to ensure the environment promotes achievement of personal outcomes. Immediate action is needed to improve people's safety and well-being.</p>

Challenging Ratings & Re-inspection



- Challenging Ratings

<https://www.careinspectorate.wales/our-reports/regulated-services-inspection-reports>

- Re-inspection

Our response to inspection remains unchanged and we will continue to follow our Securing and Improvement Enforcement Policy.

How are we Implementing Ratings?

External speaker



Simon Osborne

Head of Quality and Compliance and Director of Care (Wales)
Right at Home UK

External speaker



Aneurin Brown

Responsible Individual and Operations Director
Hallmark Care Home

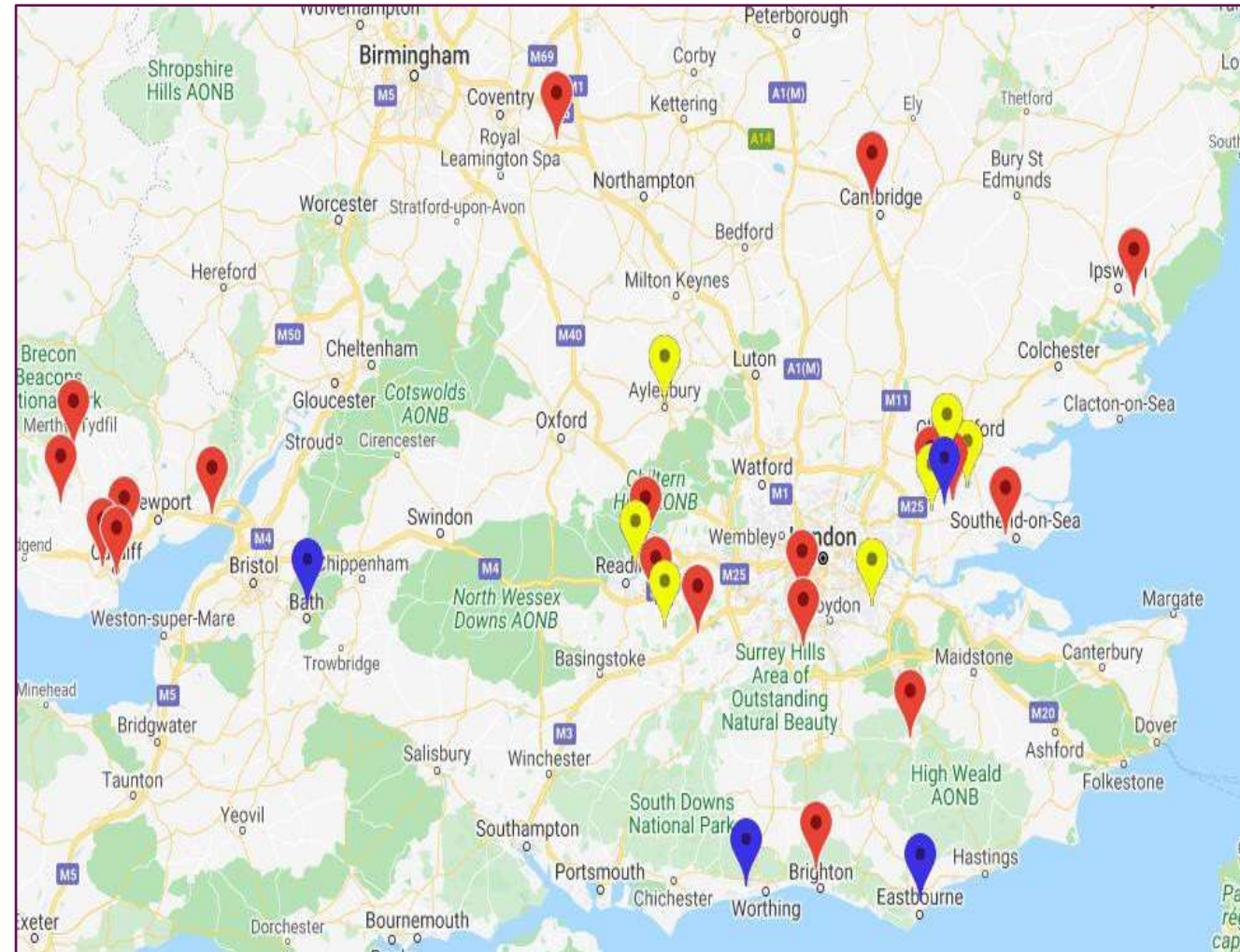
Aneurin Brown

- **Manging Director
Hallmark Care Homes**



Hallmark Care Homes

- 19 Care Homes across England & Wales.
- 3 new homes in construction.
- Founded in 1997 by Avnish Goyal CBE.
- Elderly care but also some younger persons.



Hallmark Care Homes



3 x 'Outstanding' Care Homes
10 x 'Good' Care Homes



6 x Care Homes

Our Experience of Ratings

- Overall a **positive** experience since ratings were first introduced in England.
- Ratings have undoubtedly driven up standards.
- When ratings were first introduced we were adversely affected in a number of locations.
- Positive ratings are something to be proud of, to be celebrated and are something for everyone to get involved in.
- Ratings not just for residents and their families...





Our Experience of Ratings



- Team retention in homes rated 'Outstanding' is always higher. The sense of achievement is 'real'.
- Candidates do not always take an interest in quality ratings... but more important for retention.
- Management roles take more of an interest in ratings.
- Our 'Outstanding' ratings are not linked to the quality or age of home.
- Improvements driven quicker to improve ratings.



How we use ratings to improve...



- No less than a 'Good' is acceptable. All team aware !
- Internal compliance framework is set to the same characteristics and KLOE's as the regulator.
- Each home inspected at least annually by internal regulation team and provided a 'rating'.
- All other audits set with outcomes in line with the regulators ratings.
- Outstanding Pathways provide 'another level' to aim for.





How do customers use ratings to make decisions ?



Case Study



Home A vs Home B

- 2 x Care Homes
- Similar profile homes
- Neither have nursing capability
- Similar pricing
- Similar size
- Both have occupancy available

A

Inspected and rated

Good



B

Inspected and rated

Requires Improvement



Case Study



Demand

- Website Visits – 50% higher for Home A vs Home B (after seeing rating – based on heatmap)

Sales Conversion

- Total leads - 25% improvement Home A vs Home B
- Lead to visit 12% improvement Home A vs Home B

Referrals

- 30% higher professional referrals to Home A



Home B.... Now !



Recommendations



- Get 'ratings ready' as early as possible !
- Ensure the entire team understand the inspection methodology and framework and include within training.
- For a 'Good' / 'Outstanding' (excellent) rating always have a plan to
- maintain... *always harder to maintain than achieve.*
- Celebrate Good / Outstanding ratings.... Large incentives and or the smaller
- recognition

"I always *advise* people never to give *advice*."



Questions ?



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Discussion

- Do ratings provide a clear guide for people wishing to use a service?
- Do the descriptors provide enough information about the rating?



Poll question

Do you feel you have a better understanding of ratings after attending this session?