

**CARE HOMES BUSINESS CONTINUITY
REGIONAL RESPONSE PLAN**

Learning Review Report

The Valley Care Home

	Name of Home/Provider: The Valley Care Home, Clogher Owner – MPS Care Group Registered Care Provider – Healthcare Ireland	Date Continuity Plan Activated: 11 November 2020
	Incident Management Team Membership: HSCB; PHA; DoH; DLS; WHSCT; NHSCT; SHSCT; SEHSCT; BHSCT; RQIA	
1	Background and Context:	
	<p>The Valley Care Home was a stand-alone home, owned by MPS Care Group, a care home company based in Great Britain. This is the only home owned by this Group in Northern Ireland</p> <p>The home was registered to provide care and support to a maximum of 96 residents in the categories of Dementia; Mental Health; Old Age; Physical Disability and Young Adults.</p> <p>In December 2019, RQIA issued a Notice of Proposal to place conditions on the registration of owner of the home, MPS Limited, due to concerns relating to the physical environment in which care was being delivered, capacity of the provider to deliver the required standard and levels of care and overarching governance and leadership arrangements within the home.</p> <p>After extensive deliberation and intense co-operation between WHSCT; SHSCT, RQIA, HSCB and the provider, in January 2020 an Improvement Plan for the home was agreed and the Notice of Proposal was cancelled. In June 2020 HealthCare Ireland Belfast Limited were asked by the owner to assume responsibility for the delivery of care within the home and were registered with RQIA as the Registered Person for the home.</p> <p>On 4 November 2020, The RQIA gave notice of a proposal to cancel the registration of the Responsible Individual for Healthcare Ireland Belfast Limited being the provider registered to carry on the establishment known as Valley Nursing Home</p> <p>RQIA had identified significant breaches of Nursing Home Regulations in respect of the Registered Person; Health and Welfare of Patients; Assessment of Patients; Patients Plan; Facilities and Services and Fitness of Premises. In addition, RQIA expressed concerns about contract irregularities, internal governance arrangements, lack of dignity being afforded to residents and lack of</p>	

	<p>adherence to Infection Prevention and Control requirements.</p> <p>On receipt of the RQIA Notice of Proposal, the HSCB activated the Regional Care Homes Business Continuity Plan on 6 November 2020</p> <p>On 6 November there were 53 residents in the home (WHSCT = 21; SHSCT = 30; NHSCT = 1; Health Service Executive = 1)</p>
2	What aspects of the Care Home Business Continuity Response Plan worked well?
	<ul style="list-style-type: none"> • Flexibility of approaches to re-assessment, individual care planning and financial planning • Clear communication across HSC Trust boundaries • Set meeting times for Operational Group and IMT meetings enhanced communication and joint decision-making • Collegiate response across agencies • Good communications from Senior Staff to front line workers • Clear transfer arrangements and smooth transitions for residents • Joint decision-making with families and residents
3	What aspects of the Care Home Business Continuity Response Plan did not work well?
	<ul style="list-style-type: none"> • Irregular contractual arrangements involving the home owners (MPS Care Group) and the Registered Person meant that communication with staff was confused and delayed. This resulted in mixed messages being given to families and residents as staff did not seem to be aware that RQIA had issued a Notice of Proposal to close the home • Insufficient consideration of contractual and financial considerations in the management of the incident • Many residents had complex health needs which meant that the practical arrangements for transfer were delayed. This should be part of the planning from an early stage

- There was a challenge in the application of Human Rights considerations for each resident and how competing Rights could/should be balanced in decision-making

4 Outcomes for residents and families:

Residents of the Valley and their families were aware of previous difficulties within the home, so the decision to close the home, while disappointing, was not altogether unexpected.

Nevertheless, it is acknowledged that a move from one long term placement to another setting is always a stressful event for the individual concerned and their families. This is compounded where a resident has fluctuating capacity and may struggle to understand why a move is necessary.

All residents were found suitable alternative placements within the timescales imposed by the closure of the home. For some, the standard of care and the quality of life they now experience has increased significantly.

The Operational Group and Trust staff in particular, worked hard to ensure that families and residents were as involved in the identification of alternative placements as possible given the COVID outbreak, using virtual tours of possible placements wherever possible. For some families, the closure meant that their relative was able to source a placement closer to home, often to a facility that was not open at the time of their original move to the Valley.

The timetable for closure meant that some residents might have had to move just before Christmas and therefore, due to the need to self-isolate over the holiday period. The IMT and Operational Group worked with the home and alternative providers to ensure that where necessary, people stayed in the Valley over the Christmas period and were able to celebrate the festive season in familiar environment and instead moved at the start of the New Year.

Where possible, residents were moved in groups or cohorts. This enabled them to maintain important friendship groups and made the transition easier to manage.

██████████ in particular found the move from the Valley very difficult as the resident had been in the home for a considerable time and the family felt the care provided was of an acceptable standard. The ██████████ Trust worked closely with ██████████ to listen to their concerns, respond to their queries and support them through the move.

	<p>For some residents, it proved challenging to register with a new GP practice, particularly where they have moved to a new Trust locality.</p> <p>Sadly, since the residents moved out of the Valley, 7 residents have died (WHSCT = 3; SHSCT =4)</p> <p>The SHSCT and WHSCT are conducting internal reviews to identify learning in respect of managing an unexpected change of placement and reducing the negative impact on an individual in similar circumstances in the future.</p>
5	Additional costs:
	<p>The emergency notice of closure of the Valley Care Home meant that alternative placements had to be sourced very quickly. Given the complex needs of many of the residents, the available beds across the system that were able to meet these needs cost considerably more per week than the regional tariff or the agreed costs for a placement in the Valley.</p> <p>DoH and HSCB agreed that these additional costs should not be passed on to residents or families in the form of increased top-ups.</p> <p>The additional expenditure in respect of the closure of the Valley totals £6,236 per week (recurrently) plus short term bespoke support for a small number of residents of up to an additional £520 per week per resident</p>
6	Learning Summary:
	<ul style="list-style-type: none"> • Need for dedicated resource within each HSC Trust who can be freed up to manage the transfer planning and practical arrangements • Need to ensure that the provider and owner are fully involved in all communications planning • Need to ensure that explicit consideration of Human Rights implications is included in all aspects of IMT decision-making
7	Proposed amendments to the Care Home Business Continuity Response Plan:
	Include a requirement to conduct a formal review of the impact of the transfer on residents 6-8 weeks post transfer

	<p>Consider invitations to join the Operational Group managing the incident being extended to other key areas eg Trust Contracts Departments and the Northern Ireland Ambulance Trust</p>
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