



## Care Homes Wellbeing

Focus on experience to  
strengthen internal relationships



# What can Care Homes Wellbeing do for you?

## Who should read this guide?

Care home providers, owners, managers  
and decision makers.

# Contents

What is Care Homes Wellbeing?	3
How has Care homes Wellbeing been developed?	4
Care Homes Wellbeing structure	6
The Care Homes Wellbeing tools	9
How can signing up to Care Homes Wellbeing improve quality in my care home?	13
How can signing up to Care Homes Wellbeing improve experience, safety and efficiency?	14
Feedback from care homes who have tested and developed Care Homes Wellbeing	15
How Care Homes Wellbeing links into social care improvement	26
How can I access Care Homes Wellbeing?	27
Appendix 1: Care Homes Wellbeing tools and how they link with regulatory standards	28



# What is Care Homes Wellbeing?

Care Homes Wellbeing is designed to support care homes improve quality and thus have a positive impact on the wellbeing of residents, relatives and staff. It will also enhance the home's reputation within the community and maximise the potential for improved and sustained occupancy.

Care Homes Wellbeing brings together a collection of tried and tested tools which have been used effectively in a variety of other healthcare settings. These tools come with guidance and examples of how and where they can be applied within the care home, illustrating how they can not only improve outcomes for residents, but also achieve time and efficiency savings for staff thereby releasing more time for direct care. This in turn will support achievement of regulatory requirements and promote the service in the eyes of residents, relatives and commissioners.

*Care Homes Wellbeing is not about increasing workload, it is intended to demonstrate different ways of working in order to improve quality.*

In a society where care homes are required to meet increased levels of demand from residents, relatives, commissioners and regulators, the elements of Care Homes Wellbeing can be linked to the Essential Standards of Quality and Safety and associated regulations. This can therefore help you to provide evidence of compliance at the same time as providing high quality care, as demonstrated in Appendix 1.

*"We have recognised the need to make some improvements in our care homes for a long time but have never been sure a) where to start and b) have not had the tools to do this. Care Homes Wellbeing will enable us to make these improvements."*

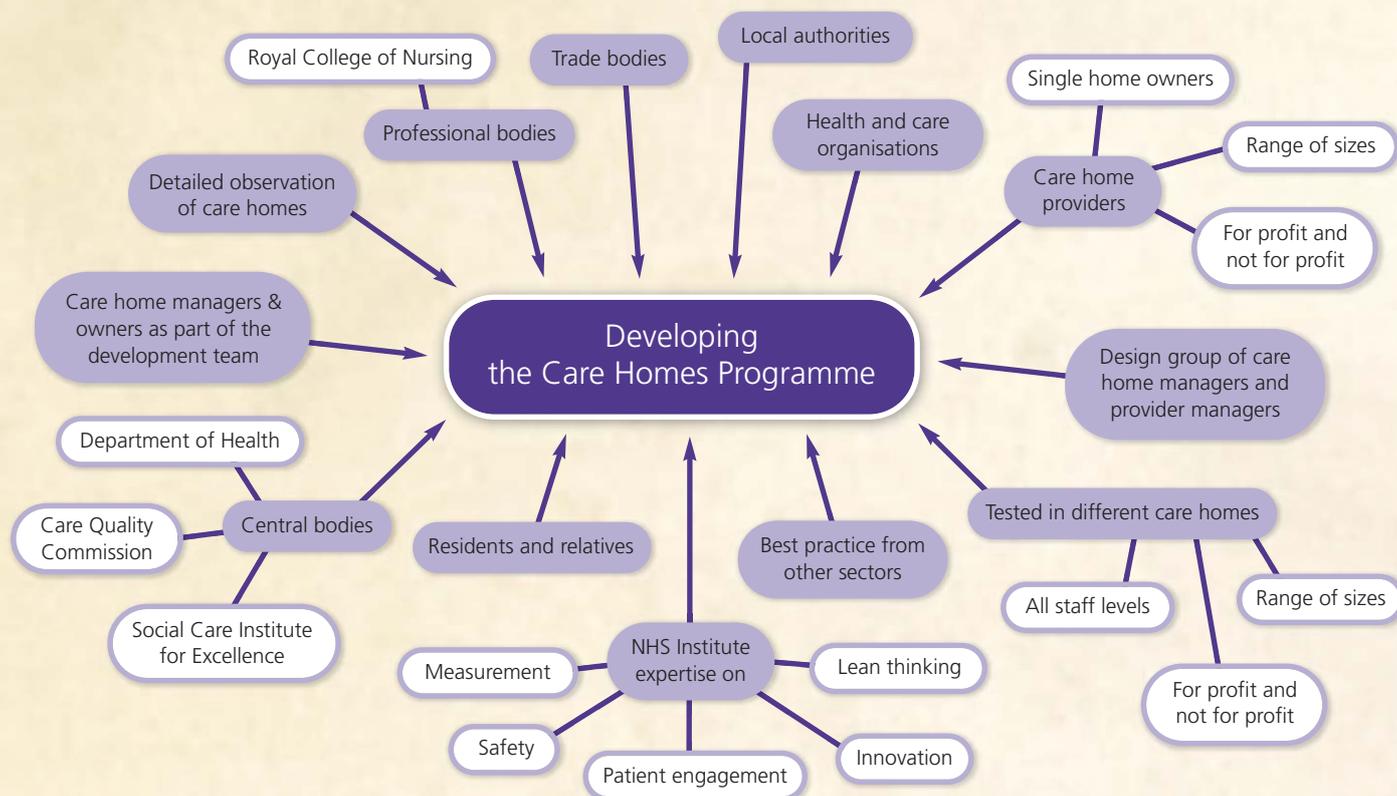
Head of Care Homes, Care Home Provider



# How has Care Homes Wellbeing been developed?

The NHS Institute for Innovation and Improvement (NHS Institute) received requests from care homes, both in England and internationally, to develop practical, easy to use guidance which would support them to make quality improvements. The Care Homes Programme has been carefully developed with experts from the field of social care and a range of staff, residents and relatives from care homes.

**Figure 1 – The Care Homes Programme Development Map**



Feedback from the sector highlighted opportunities to build on current good practice in care homes and utilise improvement tools and techniques already developed by the NHS Institute to further improve the experience of care received by residents and relatives, and at the same time improve staff efficiency, knowledge and skills.

In order to ensure that the programme was pertinent to a care home setting, the NHS Institute sought the views of care home staff and providers and undertook testing within a number of care homes. The programme has been co-produced with a range of care homes across the country. It has also gained valuable input from residents, relatives, carers, staff and the wider health and care community to understand the issues and challenges they currently face and to develop a set of tools which will:

- empower staff to make the improvements that residents and relatives want
- improve safety
- improve internal systems, communication and relationships
- improve efficiency to release more time to care for residents
- improve staff knowledge and skills.

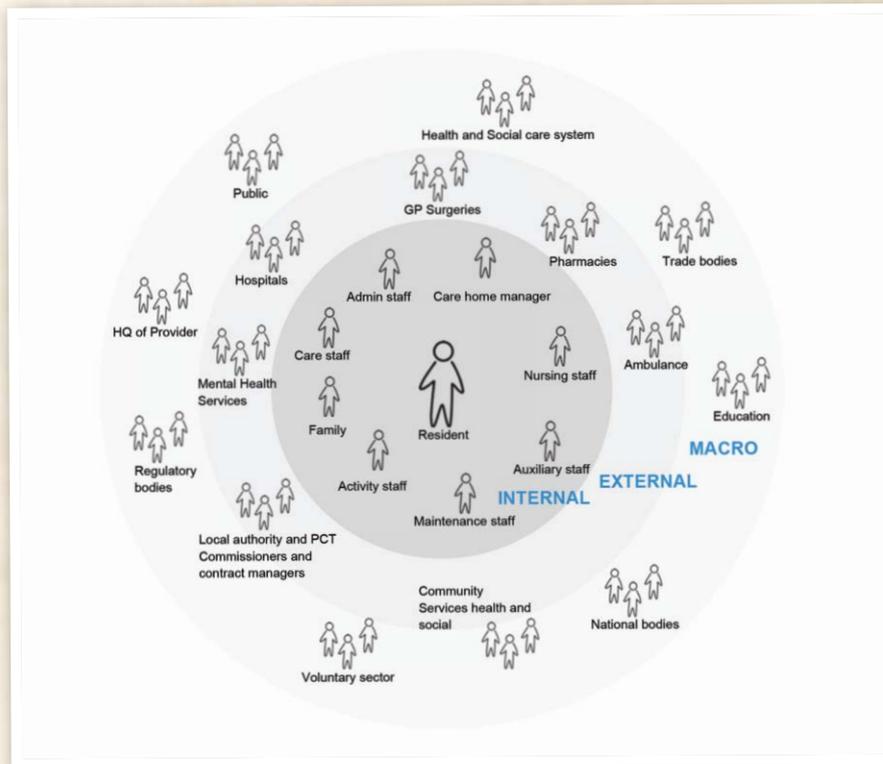


The Care Homes Programme is divided into two parts: Wellbeing and Connect. As Figure 2 shows, you can think about the people involved in your care home on three levels:

- internal – people within your care home
- external – people in the wider health and care community who you work with
- macro – people and organisations such as trade and regulatory bodies.

This programme is focused on the internal and external levels. Although we do not focus on the macro level it is important that you recognise it exists and you may build relationships with people and teams at this level as you move forward with the Care Homes Programme.

**Figure 2 – Care Homes Programme Relationship Map**



**Care Homes Wellbeing** concentrates on the internal level: focusing on the experiences of residents, relatives and staff to strengthen internal relationships.

**Care Homes Connect** concentrates on the external level: focusing on the experiences of care homes and the wider health and care community to strengthen external relationships.

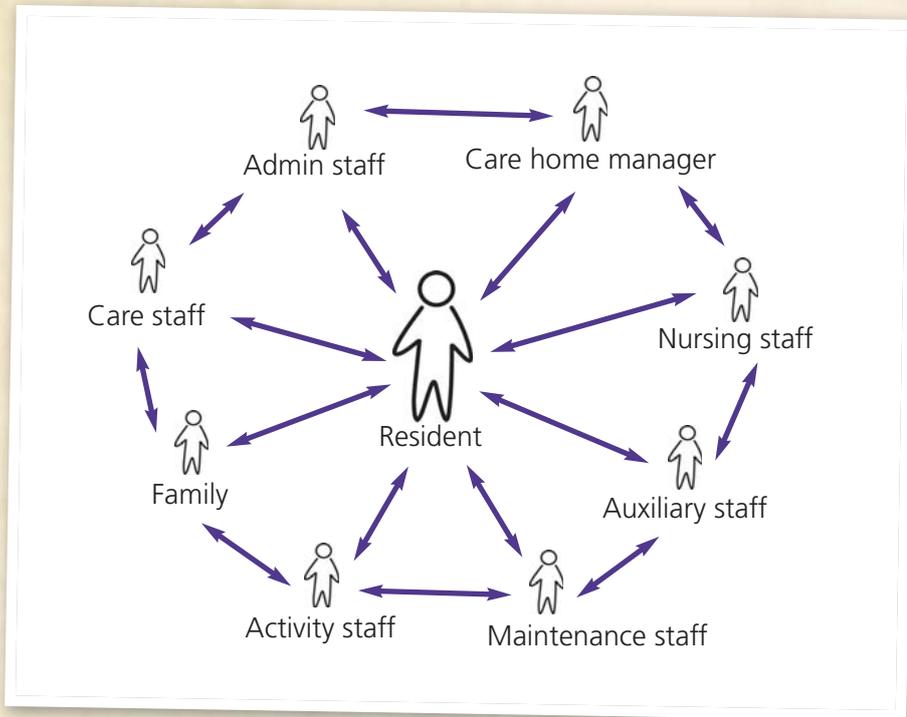
As we worked with experts from the sector, it became apparent that by using the tools within Care Homes Wellbeing they could also demonstrate that they had achieved compliance against the Essential Standards of Quality and Safety (2008). This association between the programme, its potential to benefit care homes and its relationship with the Essential Standards is demonstrated in Appendix 1.



# Care Homes Wellbeing structure

Care Homes Wellbeing focuses on creating stronger internal relationships within care homes through better communications (see Figure 3).

**Figure 3 – Care Homes Wellbeing Relationship Map**



This internal focus supports improvements in communications and relationships between everyone who works and lives in the care home, including relatives. At the same time these improvements will have a positive impact on experience, safety and efficiency as shown in Figure 4.

**Figure 4 – Aims of Care Homes Wellbeing**



## Why experience?

There is much to learn from capturing experience about both the negative and positive aspects of living and working in care homes. Understanding experience can build ongoing and open communications leading to closer relationships. Improved communication can help the interactions between many different people within a care home, for instance, between residents and staff, relatives and staff and between staff. Capturing and understanding the experiences of residents, their relatives and staff – not just their views on processes but actually how their experiences made them feel – are key indicators for improvement.

## Why safety?

Poor communication is recognised as being the most common root cause of serious errors, contributing to over half of all incidents of harm. There are also some fundamental barriers to communication across different disciplines and levels of staff. Evidence has shown that communication is more effective and safer in teams who have standard structures to support effective communication in place.

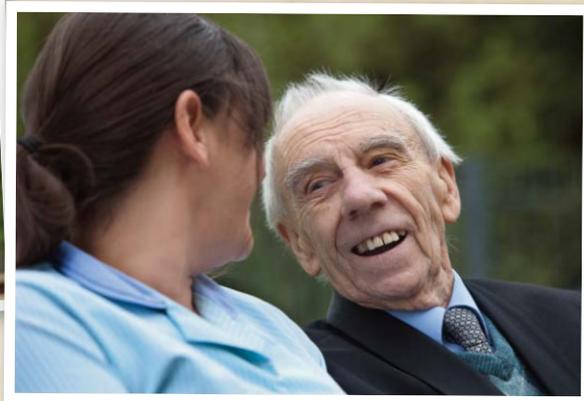
Improving safety impacts on the efficiency and experience within the home as well as avoiding harm. Time spent dealing with avoidable incidents and accidents can be better used to enhance the lives of residents and improve the working lives of staff.

## Why efficiency?

Releasing time to spend with residents can be challenging. Common tasks such as searching for equipment and paperwork or communicating a residents status can take longer than necessary, can be unreliable and can cause inefficiencies like interrupting staff for information which can cause delays. Reducing the waste in our daily activities can free up time and therefore bring opportunities to spend more time with residents.

Improving efficiency has a positive impact on safety and experiences, as well as resulting in a more satisfying place to work and live.

**Care Homes Wellbeing can impact on these three areas leading to improved communications and strengthened relationships.**



Care Homes Wellbeing includes the following materials:

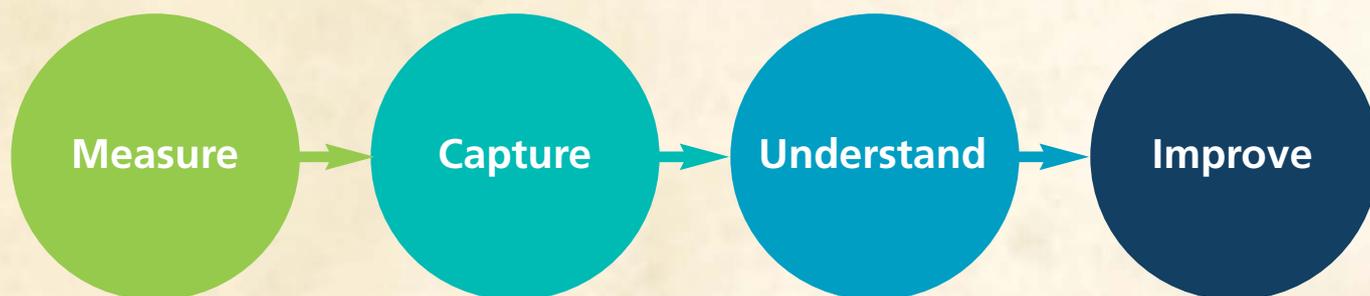
- **Getting Started in your Care Home: The Leaders Guide**

A simple step by step guide for care home managers or senior staff to implementing Care Homes Wellbeing, including a CD-ROM with resources and training materials. It also includes a number of resources to help you understand the benefits and impact that you can achieve by implementing the Wellbeing tools as well as the wider improvements to your home.

- **Tools**

Care Homes Wellbeing provides a range of tools, 24 in total, to help you make improvements within your care home using a simple framework as shown in Figure 5.

**Figure 5 – Care Homes Wellbeing Framework**



This framework will help you:

- **measure** to understand how you are doing; beyond hearsay and opinion
- **capture** information about how things are working, and feel, now
- **understand** that information and decide actions
- **improve** your ways of working by making changes.

Each stage in the framework includes a range of tools. A number of these tools are designed as a starting point for your journey and are called **Getting Started** tools. If you have less experience, or confidence in improving ways of working or have a real need for some quick wins you should start with these tools. They will result in small improvements and once your confidence has grown, you can then move on to use some of the other tools.



Some of your residents may be living with dementia, which can make it challenging to capture and understand experiences. A guide specifically designed to help you capture and understand the experiences of residents living with dementia is also available separately.

# The Care Homes Wellbeing tools

## Measure Tools

<b>Planning How to Measure Our Impact</b>		Helps you to plan what you are going to measure so that you understand how you are doing. It helps you agree your aims, choose your measures, plan your data collection and decide how to display and use your data.
<b>Wellbeing Measures</b>		Designed to help you to develop your overall measures which will show the level of impact that Care Homes Wellbeing has had on staff, residents and relatives.
<b>Measuring Experience</b>		Collects and displays 'at a glance' how staff, residents, relatives and visitors feel about the issues you are tackling.
<b>Measures Board</b>		Shows staff, residents, relatives and visitors 'at a glance' how you are doing. This can engage and empower the whole team to identify patterns or trends and develop possible improvements.
<b>Turning Measures into Bar Charts</b>		Communicates what has the most impact on an issue the team has decided to tackle. For example, what are the most common locations for falls? What are the reasons for complaints or interruptions?
<b>Turning Measures into Line Charts</b>		Shows you how you are doing over time. Helps you to spot trends and alerts you when things are different to the norm. For example, how long it takes to do a handover on different days of the week or the number of falls each week over time.

## Capture Tools

<b>Relationship Mapping</b>		Identifies the strengths and weaknesses in your day-to-day relationships and interactions and supports improvements. Relationship mapping helps you to create an illustration of all the internal relationships within your care home, putting the resident at the centre of all you do.
<b>Mapping Our Experience</b>		Captures residents', relatives' and staff experience of life in the care home – what works well, what is challenging and what impact this has on their life. The tool uses a journey template, which can be adapted to suit the individual home's particular needs.
<b>Through Fresh Eyes</b>		Enables you to look at the work culture, systems and environment within your care home with fresh eyes.
<b>My Story</b>		Gives someone the time, encouragement and help they need to describe their life story, experiences and opinions in their own words.



## Understand Tools

<b>Deciding Where to Start</b>		Helps teams to agree and sign up to a common goal. A way of getting shared consensus about what to improve.
<b>What Can We Learn</b>		Uses the findings from the Capture tools including my story, mapping our experience and through fresh eyes, as the basis for discussion and starting to make improvements.
<b>Our Home – Now and in the Future</b>		Creates a picture of what the experience of your home is like now for residents, relatives and staff – and how you would like it to be in the future.

## Improve Tools

<b>Idea Cards</b>		Captures staff, residents' and relatives' ideas for improvement as they occur.
<b>Turning Ideas into Actions</b>		Helps you develop ideas and turn them into action.
<b>Sharing Board</b>		Uses a write-on, wipe-off board to keep staff and relatives updated with news and upcoming events in the home.
<b>Three Things About Me</b>		Helps staff find out more about each other by asking them to share three things about themselves which will then be displayed inside the care home.
<b>Safety Crosses</b>		A simple tool using colour to show how you are doing on your safety priority areas.
<b>SBAR</b>		Uses four key building blocks for communicating critical information about a resident that requires attention and action – these are situation, background, assessment and recommendation.
<b>Safety Awareness</b>		Captures information about safety risks and near misses in your care home that can be used by staff, residents, relatives or visitors to improve safety and awareness.

<b>Organising Our Workplace</b>		A set of tools and a teaching session plan to support staff in the home to organise your workplace.
<b>Residents Summary Board</b>		A visual tool to show important resident information which can be seen and understood 'at a glance' by those who need it and can be updated regularly.
<b>Community Book</b>		Brings together some relevant personal details of the all staff and / or residents in the care home and records stories about past activities and events.
<b>Relatives and Staff Get Together</b>		Designed to improve relationships between staff and relatives by bringing them together in a relaxed social setting.

A set of cards and workbooks are provided to help teams to implement the tools.

### Tool Cards

Tool cards are designed to inspire and empower care home staff to try out different approaches to improving aspects of the care home and to also develop their own approaches.

The cards provide pocket sized summaries of each tool and are colour coded to indicate which stage, Measure, Capture, Understand or Improve, they are linked to. An icon also highlights whether it is a Getting Started tool.

*"Anything that we can do to improve communication is exciting. I really like the tool cards – I like the idea of being able to choose what we want to use."*

Figure 6 – Example of a tool card



Each card describes the tool and contains a brief overview on some of the key benefits that can be achieved.



## Tool Workbooks

Once you have chosen which of the tools you want to use, the workbooks provide further guidance on each tool including:

- a description of what the tool is
- the benefits of using the tool and how it can help you
- step by step guidance on how to use the tool
- how to demonstrate that the tool is making a difference
- materials and resources that you will need
- tips and advice
- examples of how the tool has been used in care homes.

Figure 7 – Example of a tool workbook

### What are Safety Crosses?

Safety crosses are a simple visual tool that can be used to inform staff at a glance how your care home is performing in any chosen priority area. Plotting the days of the month on a cross and using a simple green – amber – red colour code each day will provide instant visual information. Care homes can use more than one safety cross to record different information. For example one for falls, another for staff sickness and absence, perhaps a third for near misses and a fourth for infections.

This tool needs to be completed daily and offers a quick and visual way to collect and record data relating to specific 'events' – eg, falls, accidents or incidents.

This helps to keep everyone informed of safety progress and enables, celebration of good 'green' days, weeks or months and raises awareness of potential problems which are indicated by the colour red. See the example below. Amber or orange can be used to record 'near misses' but you will need to describe what the definition of a 'near miss' is in your care home. For example, if a resident wanders into the kitchen and is found near the hot water boiler. A staff member sees this and guides the resident out. This could be considered as a near miss as there is a high chance the resident could have been scalded by hot water.

*"The visual simplicity of the safety cross ensures that even where there is a language barrier among staff, the cross provides a simple communication tool regardless of language."*

Clinical Lead

Example of a blank Safety Cross for falls

Months:		1	2		
Chosen:		3	4		
		5	6		
7	8	9	10	11	12
13	14	15	16	17	18
19	20	21	22	23	24
Days since last fall:		25	26		
		27	28		
		29	30	31	

See page 5 for an example of a completed safety cross.

### Materials and resources that you will need

You will need:

- Red, orange and green pens or stickers to mark up each day's result.

Resources you will need from the CD-ROM:

- Safety cross template.
- Calendar record.
- Safety crosses question and answer sheet.



### Tips and advice

- Consider whether you could display your safety crosses in public areas or in the office. Somewhere prominent will demonstrate that your care home is not afraid to be open and honest but you need to balance this with the care home environment and protecting confidentiality.
- Get residents and family members on board ensuring everyone is happy with the location of the safety crosses. If you are displaying more than one safety cross you may struggle to find enough wall space. In this instance, consider reducing the size of the safety crosses from A4 to A6.
- Safety crosses can be very powerful when combined with other tools. Once you have mastered the safety cross, you may want to gather more information about why and where the falls, or other incidences, occur. There are several other simple tools you can use as described below.

*"I have worked with the NHS Institute and helped to develop Care Homes Wellbeing and I can assure you that the benefits you will see will make your job, and the jobs of all your staff, more satisfying. You will find that your working environment will be a much nicer and safer place to be for you, your residents and staff."*

Care Home Manager

# Q - How can signing up to Care Homes Wellbeing improve quality in my care home?

The defining of quality within the field of health and care provision is not a straightforward or clear-cut process as it is dependent upon the culture, value and ethos of the provider organisation and the systems or tools adopted to influence quality improvements.

Care Homes Wellbeing aims to increase the morale of both residents and staff as well as increasing efficiency by utilising a structured approach of tried and tested tools and methods. The involvement of residents, relatives and staff within these activities increases the rate of success and sustainability through improved communication, relationships and working processes. In addition to this, the provision of data, information and statistics from the use of tools within Care Homes Wellbeing can support care homes in the gathering of information pertaining to clinical governance and provide evidence of compliance to regulatory bodies as well as local quality monitoring and commissioning expectations.

**Clinical governance systems generally employ a number of quality tools to measure service outcomes and/or delivery with the specific intention of effecting improvements or changes to the care residents receive.**

Care Homes Wellbeing will support:

- clear planning for the continual cycle of review and improvement of services
- leadership actions that are committed to quality improvement and development
- an understanding among staff as to how the quality improvement process works and how they can contribute to improving resident care and the care home's success
- an awareness of the residents' experiences of improvement and changes to service delivery
- the appropriate collection and use of data to inform decision-making
- the review of outcomes or performance against specific measures.

**The involvement of staff to develop, implement and maintain activities improves morale and team working through empowerment.**

**It provides an opportunity to embed improvements within practice and to participate in a continuous cycle of monitoring, review and improvement.**



# Q - How can signing up to Care Homes Wellbeing improve experience, safety and efficiency?

The NHS Institute has worked with care homes and providers to develop Care Homes Wellbeing and our onsite testing has indicated that care homes should reasonably expect to see a range of improvements as described in Figure 8.

**Figure 8 – Expected benefits from implementing Care Homes Wellbeing**

<b>Resident/relative experience</b> <ul style="list-style-type: none"><li>• Improved communication</li><li>• Reduction in complaints - increase in compliments</li><li>• Increase in sense of involvement in the care home</li><li>• Improvement in care home reputation</li></ul>
<b>Staff experience</b> <ul style="list-style-type: none"><li>• Increase in sense of engagement, involvement and empowerment</li><li>• Increase in morale</li><li>• Improved team-working</li></ul>
<b>Safety</b> <ul style="list-style-type: none"><li>• Reduction in accidents</li><li>• Reduction in medication errors</li><li>• Reduction in safeguarding referrals</li><li>• Reduction in regulatory notifications</li><li>• Improved working environment</li><li>• Improved risk awareness</li></ul>
<b>Efficiency</b> <ul style="list-style-type: none"><li>• Increase in time available to spend with residents</li><li>• Improvements in bed occupancy</li><li>• Reduction in time wasted finding items of equipment</li><li>• Reduction in duplication</li><li>• Reduction in staff sickness and absence</li><li>• Reduction in agency spend</li></ul>



# Feedback from care homes who have tested and developed Care Homes Wellbeing

Care Homes Wellbeing has been developed and tested with care homes and many other experts. Feedback from those who have been involved in co-producing Care Homes Wellbeing has been extremely positive, with care homes describing numerous benefits.

## It brings staff together and creates new enthusiasm

With all the pressures they face, staff morale in many care homes can be low. The tools in Care Homes Wellbeing help to bring the team together by sharing decision-making. Care homes who have been involved in the testing have reported much happier and more empowered staff.

*"I am most proud of my staff and their positivity. The way they took on things and ran with it, without question, was fantastic. They have some really great ideas."*

*"A big thank you from us is for the empowerment it has given to staff. It is really about qualitative rather than quantitative outcomes – staff attitudes and confidence."*

## It gets everyone involved

Care Homes Wellbeing uses the experience of people that live, work and visit in care homes to identify opportunities where improvements can be made. Many of the tools will help you to structure this so you can get the most out this involvement.

The benefit of involving everyone in the workplace is that staff become engaged and enthused by the improvement process. This makes it more likely to be sustained. Care homes have described this process as 'giving ownership back' to staff.

## Simple tools helping to make a difference

With the demands of the day job, staff may feel they don't have time to think about what can be done to improve things. Care Homes Wellbeing provides a simple framework to help busy staff and managers to think about new ways of doing things.

*"These tools aren't about ticking boxes, they are about making a difference. It is sometimes difficult to measure your success, but we have managed to prove that these changes are making a difference."*



The testing and development was carried out in a range of different sizes and types of care homes. Each one had its own priorities, but many of the challenges they faced were the same. Care Homes Wellbeing recognises that all care homes are different and are complex environments, with different staff on different shift patterns, and the tools and processes have been designed to reflect this.

*"Each home has different challenges, but a common theme has always been communication. Part of what I have been looking at is how some of the tools can be implemented in other care homes."*

The following pages describe the impact (eg quality, cost, time saved) of implementing some specific tools from Care Homes Wellbeing.



# Using Safety Crosses to monitor and improve resident safety within the home



## Summary

Millfield Care Home has recently begun using safety crosses to record and make visible falls and accidents within the home. There is early evidence of this leading to time savings for the manager; improved staff awareness of potential hazards within the home, and taking greater responsibility for addressing these; improvements in staff morale; improved engagement with relatives; and eventually it is hoped to lead to a reduction in accidents and falls in the home.

## Introduction

Millfield Care Home, in the Bolsover area of North East Derbyshire, is a purpose-built home caring for 40 elderly residents with general residential and nursing needs. The home has a relatively low staff turnover, and the manager was keen for Millfield to explore reasons for falls and accidents within the home:

*"I wanted to make the staff more aware of the falls occurring in our home, so we could all think about it more. Hopefully then we might see a reduction over time."*

Millfield Care Home Manager

The home decided to introduce two different safety crosses, one showing falls and the other for different types of accidents within the home. Introducing the safety crosses tool to the home consisted of four main steps:

- a facilitated discussion involving the manager and staff, to agree what to record on the safety crosses
- capturing fall and accident data for three months prior to introducing the tool
- explaining to all staff what the safety crosses show, and how they will be used
- developing a short 'briefing sheet' to display on the reception notice board alongside the safety crosses, so residents and relatives could see what the crosses are used for.

## Impact

### Better engagement with relatives

By inviting relatives to complete safety awareness sheets and making the safety crosses visible, Millfield has improved engagement with relatives. Relatives have commented that they welcome the home's transparency in displaying fall and accident numbers and also that they feel empowered by having the opportunity to highlight potential hazards. Relatives have said that knowing that the home takes falls and accidents seriously and is committed to reducing incidents, provides reassurance about the quality of care being provided.



*"The residents and their relatives can see we're taking it seriously and are monitoring how many falls occur. We're being open with them."*

Millfield Care Home Manager

The manager is confident this has the longer term benefit of improving the reputation of the care home which will potentially lead to increased occupancy rates.

### Improved staff morale

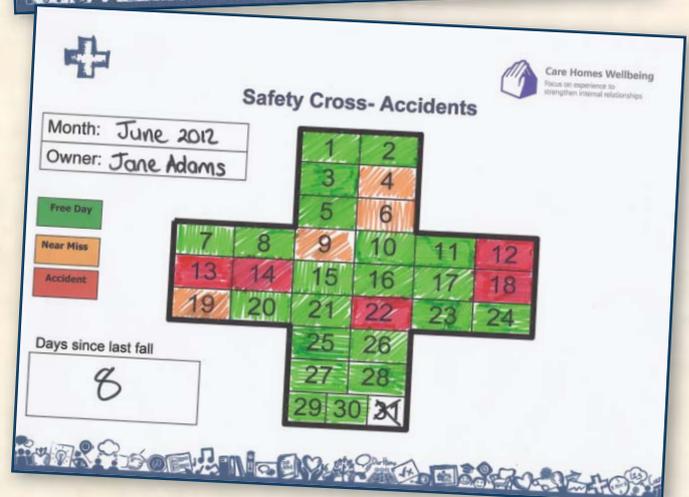
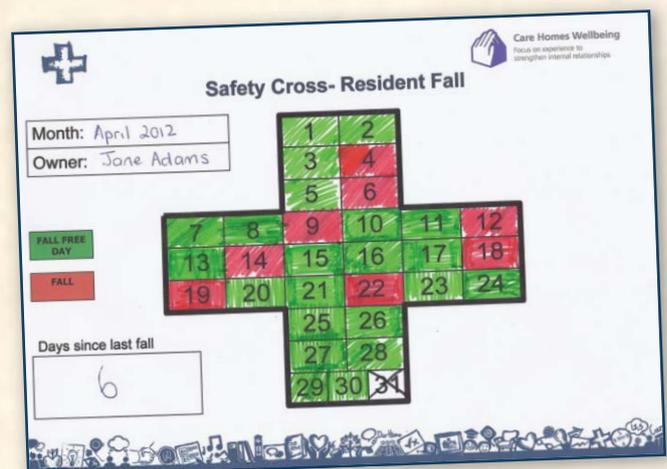
The safety awareness sheets completed by relatives have tended to focus on hazards that impact on staff, rather than residents – for example, hazards inherent in the design of the shower rooms, or staff having to lean over residents' beds. Knowing that relatives had taken the time to consider staff wellbeing, and report their concerns to the manager, made staff feel more valued.

Providing feedback about actions taken to address hazards has also led to improved staff morale.

*"Giving staff feedback means they felt listened to and could see that issues were being addressed. They now see that it's worth reporting issues. They also are better at spotting hazards and flagging them up as issues."*

Millfield Care Home Manager

### Safety Crosses at Millfield





# Using Organising Our Workplace to realise efficiency savings and quality improvements



## Summary

Yorklea Care Home has recently begun using organising our workplace to re-organise two areas within the home (i) their activities and cleaning products store cupboard and (ii) the trolleys used to store and transport linen and other essential items around the home. There is early evidence of this leading to time savings for staff, improved staff morale, more efficient stock ordering processes, improved appearance of the public areas within the home and improved quality of care for residents.

## Introduction

Yorklea, in the Chortle area of Greater Manchester, provides care for 31 elderly residents in a three-floor building. Although rated 'excellent' in its most recent CQC inspection and having recently completed the three year Gold Standard Framework, the Care Home Manager was still keen to implement the organising our workplace tool.

*"To be honest I felt that everybody and every environment can improve... nobody is perfect."*

Yorklea Manager

Introducing the organising our workplace tool to the home consisted of three main steps for staff:

- some simple-to-follow exercises highlighting the impact of poor organisation on efficiency
- carrying out a 'walk-about' in groups of three, visiting and photographing all communal areas and storage spaces, to identify areas where the tool could potentially be used
- a facilitated 'prioritisation' exercise to agree which areas to focus on to achieve maximum impact.

Staff chose to focus on the activities and cleaning products store cupboard as they felt that valuable time was being wasted searching for items in this untidy and disorganised space and that cleaning products were being re-ordered unnecessarily due to being misplaced and difficult to find. A domestic staff member took responsibility for leading the implementation.

Staff then decided to implement the tool in a second location: the trolleys used to store and transport equipment and linen around the different floors of the home. They wanted to improve the efficiency of the daily trolley runs as they were frequently having to run up and down the stairs to obtain equipment or linen that they needed to clean the bedrooms, wasting valuable time. A senior carer took responsibility for this.



## Impact

### Reductions in unnecessary re-ordering

Re-organising the cupboard and trolleys has started to reduce unnecessary re-ordering of stock. Whilst too early to put a financial figure on this, the Care Home Manager expects this to lead to a more efficient re-stocking process and more efficient use of staff time. Staff will spend less time searching for missing items and the Care Home Manager will spend less time re-ordering stock. Whilst these are anticipated to be small amounts of time saved (20 minutes per week), this will accumulate over time. There is also the anticipated benefit of financial savings and better management of the care home budget. By not re-ordering items already in stock, cash can be spent on more essential purchases.

### Easier access to frequently used equipment

By standardising equipment across the trolleys, ensuring they are fully stocked and ensuring frequently used items are easily accessible staff will spend less time searching the home to locate equipment or linen. This is estimated to lead to a time saving of 45 minutes per day. This equates to a saving of £1,780 per year of freed up time.

### Improved quality of care

By reducing the time staff spend searching for items they have more time to spend with residents, which means fewer instances of 'interrupted care':

*"It will lead to us improving the care of the residents. We won't be leaving them half-dressed or with a half-made bed. It'll reflect back on the residents."*

Senior Carer

In addition, making the activities easier to access has improved the range of activities available to residents and has already ensured items are re-stocked as needed. For example, dried up nail polishes which had been unused for 12 months have been removed from the manicure kit and replaced.

### Improved appearance of the home

Visitors to the home, including potential new residents, their relatives and external partners, see the trolleys kept in public areas on each floor. Tidying the trolleys presents a more professional image of the home. It is hoped that this will improve the perception of visitors and increase the staff's pride in their place of work. Longer term, this has the potential to increase the occupancy rate of the home as people see it as an even more desirable place to live and the commitment of staff to keep the trolleys organised will be sustained.

### Improvements in staff confidence, skills development and team working

Working through the prioritisation and selection process and taking on shared responsibility for sustaining the organised areas, has improved team working across staff of all grades and roles. Staff have been empowered to take decisions which has led to increased feelings of ownership towards their workspace, development of new skills, greater confidence for the lead staff members and increased pride in the home.

*"It has given staff the opportunity to sort out something themselves – I've taken a back seat. The staff have been going to each other to take decisions. That wouldn't necessarily have happened otherwise."*

Care Home Manager



The organising our workplace tool can have significant impact.

**A before and after view of the cupboard used to store equipment for activities and cleaning material.**



**Reduced staff frustrations**

Staff are now spending less time searching for missing cleaning products or equipment from the trolleys. This has led to smoother running days, reduction in staff frustration and has further increased the high morale in the home.

*"It saves time, saves space – these are the main issues. We haven't got a lot of storage areas. The more we looked at it, the more we realised that staff were wasting time looking for items."*

Care Home Manager





## The residents summary board in action at Plymouth House



### Impact

#### Saving time

Although it's still early days, the team have already noticed improvements as a result of the board: carers and auxiliary staff are spending less time looking for answers to questions meaning they have more time to spend with residents.

The home is spread over four floors so it makes a real difference knowing that there is a central place where information about each resident can be found. Although the board has to be completed each day, a Senior Sister says that this only takes five minutes each shift and is less time consuming than the old system.

The care home team hope that handover times might decrease in the future as they become used to using the board but at the moment they are concentrating on making sure all the right information is included each time. The Care Home Manager is already sure that the quality of the handover has improved as it is more structured.

#### Improving communication and quality of care

Before the residents summary board was introduced, carers and auxiliary staff did not always have the information that they needed about residents. They didn't normally attend handover and although they could look at the care plans in each resident's room, they weren't used to using the nursing section of the notes. Carers and auxiliary staff still don't attend handover but now almost all information they might need is available on the residents summary board and staff feel confident that they can access and understand the information quickly and easily.

*"Staff have the correct information to care for residents; the quality of care has increased."*

Care Home Manager



This includes the kinds of practical information that it is helpful for carers and auxiliary staff to know.

*"Practical information on care needs and food was included as this is the information that carers and auxiliary staff need to know to give better care."*

Senior Sister

At first staff thought confidentiality might be a problem because the board is located in a room that is sometimes used for meetings with external people but this was solved with the simple addition of a cover for residents' names which can be attached when the office is used for a meeting.

### **Improving team working and staff morale**

Introducing and using the board has given staff a boost by making them feel involved in improving the running of the home and the quality of care for staff. At the beginning of the process, the Care Home Manager organised a staff workshop to discuss the idea of the board and created a voting system so that everyone had a say in what information was included on the board. Because staff have been involved in the design of the board they feel empowered to use it.

The Care Home Manager feels that implementing the board in this way made "staff feel valued and that their opinion mattered" which was important to her. As staff get used to the board, they are being encouraged to give their comments and feedback in order to continuously refine it so it includes the most important and relevant information.

The Care Home Manager has used an experience mapping survey to see how staff feel about the changes brought about by using the board. In the first week alone, the number of staff who felt positive about 'communication within the home' increased and the number who felt 'unhappy' reduced to almost zero. The Care Home Manager expects this trend to continue.

The home's enthusiasm for implementing the board is obvious. When asked what advice she would give another home thinking about using the board, one Senior Sister replied, "just use it!" The Care Home Manager stated:

*"It's a really, really useful tool that can have a big impact on a home."*

### **Helping meet regulatory requirements and standards**

Being confident about everyone having the information they need to care appropriately for residents is helpful for all care homes to ensure they meet regulatory requirements and standards. This could be particularly relevant for outcome 4 – 'People should get safe and appropriate care that meets their needs and supports their rights.'



# How Care Homes Wellbeing links into social care improvement

The consultation, drafting and instigation of legislation designed to inform service users, improve care and drive quality improvements is continuous and ever-changing. This has the potential to affect all providers through their reputation and subsequent occupancy. Improving quality can be seen as the responsibility of everyone working in the health arena, both individually and collectively, whilst the leadership within organisations providing care is ultimately responsible for the quality of care provided to people and their experience.

In the current arena of regulation, monitoring, access to information and auditing, information from different sources, such as the Care Quality Commission and commissioners of services, is available to all and can be collated to provide a clear indicator of the quality provided by all care services. This availability of information has the potential to provide transparency as to the quality of care people can expect or choose from and will provide a strong incentive for providers to focus on evidencing on-going improvement.

Care Homes Wellbeing provides the means to 'stay ahead of the game' through implementing and evidencing processes of continuous improvement and being able to demonstrate quality care provision. Providers can then be confident that information about their care homes, gathered through inspection and quality audits, is suitable to be shared within performance indicators and accessed by people looking to purchase services.

Local authorities have an increasing role in the managing and stimulation of the market for care and support services. Their priorities will include promoting a variety of high quality services and providers, acting to ensure sustainability in the market and supporting continuous improvement. The Care Homes Programme will enable providers to demonstrate how they are working towards improvement thereby fostering partnership working with local authorities and commissioners of services.



# How can I access Care Homes Wellbeing?

To find out more and to watch a short film introducing Care Homes Wellbeing and hear from care homes about their experiences visit: [www.institute.nhs.uk/carehomes](http://www.institute.nhs.uk/carehomes)

You can also contact the Care Homes Programme team at: [carehomes@institute.nhs.uk](mailto:carehomes@institute.nhs.uk)



# Appendix 1: Care Homes Wellbeing tools and how they link with regulatory standards

Care Homes Wellbeing is designed to help improve resident, relative and staff experience through the creation of enhanced communication channels in care homes. Every staff member involved in this work will learn new skills and expertise.

The focus is on internal communication channels using 'experience' to design better care. Working with care home residents, their relatives, care home staff and managers, Care Homes Wellbeing provides a set of easy to use tools which will:

- empower staff to make the improvements that residents and their relatives want
- improve safety
- improve internal systems, communications and relationships
- improve efficiency to release more time to care for residents
- improve staff knowledge and skills.

These tools are grouped into four stages of improvement.

- **Measure** to understand how you are doing; beyond hearsay and opinion.
- **Capture** information about how things are working and feel now.
- **Understand** that information and decide actions.
- **Improve** your ways of working by making changes.

The table on the following page demonstrates how the Wellbeing tools link with the 16 Key Standards of Quality and Safety.



## How the tools link with the 16 Key Standards of Quality and Safety

	1	2	4	5	6	7	8	9	10	11	12	13	14	16	17	21
<b>Measure Tools</b>																
Planning How to Measure Our Impact														✓		
Wellbeing Measures														✓		
Measuring Experience														✓		
Measures Board														✓		
Turning Measures into Bar Charts														✓		
Turning Measures into Line Charts														✓		
<b>Capture Tools</b>																
Relationship Mapping	✓		✓		✓									✓		
Mapping Our Experience	✓		✓												✓	
Through Fresh Eyes							✓		✓						✓	
My Story	✓		✓													
<b>Understand Tools</b>																
Deciding Where to Start															✓	
What Can We Learn															✓	
Our Home – Now and in the Future	✓														✓	
<b>Improve Tools</b>																
Idea Cards	✓														✓	
Turning Ideas into Actions															✓	
Sharing Board	✓		✓													
Three Things About Me															✓	
Safety Crosses			✓				✓	✓	✓						✓	✓
SBAR			✓		✓											✓
Safety Awareness	✓								✓						✓	✓
Organising Our Workplace							✓	✓	✓							
Residents Summary Board			✓		✓											
Community Book															✓	
Relatives and Staff Get Togethers	✓															



## Evidencing compliance - Essential Standards of Quality and Safety

The following information provides an overview of how the use of the Care Homes Wellbeing tools can help services improve in specific areas and work towards achieving compliance of the Essential Standards of Quality and Safety, 2008. This can be in several areas including:

- effective communication
- team work
- engagement and involvement
- sharing of information
- quality assurance.

Many of the tools support the drive to deliver quality and safety across multiple standards as described in this appendix. This information provides a brief synopsis of the relevant CQC Standard, an operational perspective and which of the Care Homes Wellbeing tools are relevant to support the drive to achieve or even exceed the standards.

### Outcome 1 - Respecting and involving people, who use services

*“People who use services can express their views, so far as they are able to do so and are involved in making decisions about their care, treatment and support. People who use services have their views and experiences taken into account in the way the service is provided and delivered.”*

#### Operational Perspective

All regulators seek evidence that care homes make suitable arrangements to involve residents and their representatives in how care is provided and how the service is run. By using tools within Care Homes Wellbeing you can demonstrate how the team works closely with residents and family members to understand their experience and to use that understanding to change and improve services.

**The following tools can be used to support delivery and demonstrate achievement of this outcome:**

My Story		Mapping Our Experience		Relationship Mapping	
Our Home – Now and in the Future		Sharing Board		Idea Cards	
Relatives and Staff Get Together		Safety Awareness			



## Outcome 4 – Care and welfare of people who use services

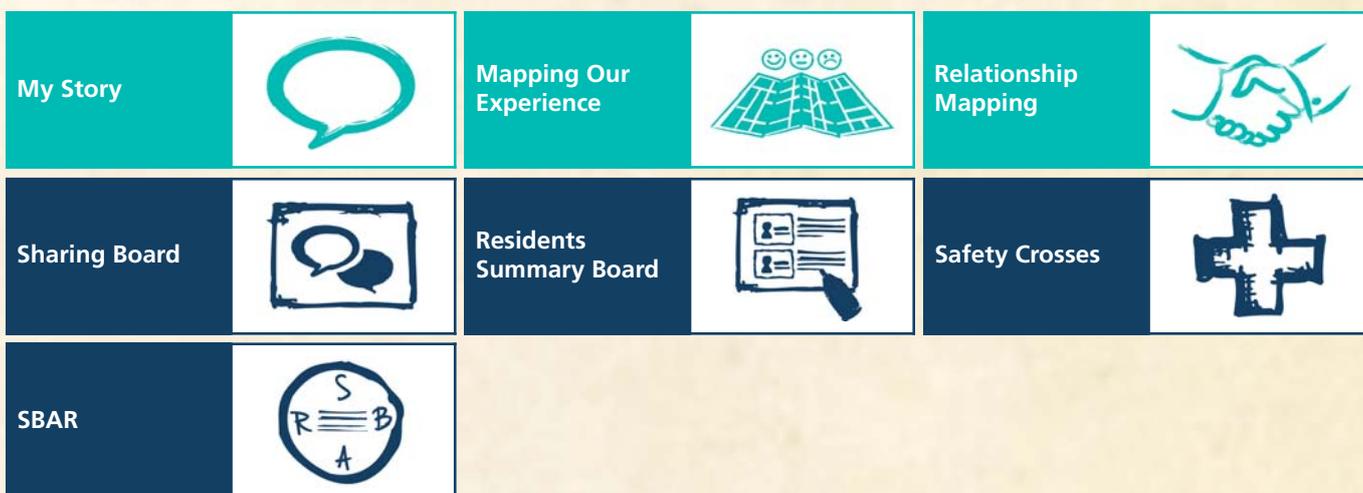
*“People who use services should experience effective, safe and appropriate care, treatment and support that meets their needs and protects their rights.”*

### Operational Perspective

The tools within Care Homes Wellbeing promote effective communication which can benefit individuals care and support needs. The tools are thought-provoking and encourage staff to think of the person, giving consideration to individual preferences and lifestyle choices resulting in a person-centred approach.

Where incidents, accidents and errors occur within a care home, there is an expectation that this is taken as an opportunity to reflect on practice in order to understand the reasons for the event and where necessary implement actions to bring about improvements. Care Homes Wellbeing provides tools to enable staff to monitor and understand recurring events so that they can bring about improvements through evaluation of practice.

**The following tools can be used to support delivery and demonstrate achievement of this outcome:**



## Outcome 6 – Co-operating with other providers

*“People who use services should receive safe and coordinated care, treatment and support where more than one provider is involved, or they are moved between services.”*

### Operational Perspective

Effective communication between care homes staff and external healthcare professionals is crucial in the delivery of resident care. Tools within Care Homes Wellbeing, such as SBAR and the Residents Summary Board provide clear and pertinent information for all staff to ensure effective handovers and availability of information.

**The following tools can be used to support delivery and demonstrate achievement of this outcome:**



## Outcome 8 – Cleanliness and infection control

*“Code of practice on the prevention of infections and related guidance.”*

### Operational Perspective

Good infection prevention and control are essential so that people who use services receive safe and effective care. Effective prevention and control of infection must be part of everyday practice and be applied consistently by everyone. Local ownership of information and a clear understanding of processes supports staff in taking prompt action.

**The following tools can be used to support delivery and demonstrate achievement of this outcome:**



## Outcome 9 – Management of medicines

*“People who use services will have their medicines at the time they need them, and in a safe way.”*

### Operational Perspective

The use of visual management to highlight awareness of medication errors can provide staff with an opportunity to reflect on and investigate practice in order to understand the reasons for the error and where necessary implement improved processes. This helps ensure residents receive medications as prescribed, in a safe manner.

**The following tools can be used to support delivery and demonstrate achievement of this outcome:**



## Outcome 10 – Safety and suitability of premises

*“People who use services and people who work or visit the premises are safe and have accessible surroundings that promote their wellbeing.”*

### Operational Perspective

Through improving efficiency within the workplace staff can be freed up to spend more high-quality time with residents. Care Homes Wellbeing provides simple, structured tools which support staff by focusing on the physical working environment, in order to improve safety, efficiency and staff morale which should lead to a reduction in complaints and concerns of risk.

**The following tools can be used to support delivery and demonstrate achievement of this outcome:**



## Outcome 14 – Supporting workers

*“People who use services are safe and their welfare needs are met by competent staff.”*

### Operational Perspective

Supporting staff in the care home is about more than simply ensuring their knowledge and training is kept up to date. Creating a cohesive staff team, where mutual respect and acceptance for everyone’s skills, abilities and opinions is vital to ensuring the smooth running of a service.

Staff who are able to openly and effectively communicate with each other often feel more engagement with the key philosophies and ethos of the service. They feel more empowered and able to perform as effective individuals within a staff team and often this leads to innovative and improved ways of working which, in turn, can lead to more time being available to spend with residents.

Creating a sense of unity and togetherness within a staff team also has potential benefits for the service and for the resident group because people like to feel part of a community with strong bonds of identify and friendship. Sharing information with people, not only about knowledge and training, can lead to the breaking down of barriers between people and groups within a service and can bring people together.

**The following tools can be used to support delivery and demonstrate achievement of this outcome:**



## Outcome 16 - Assessing and monitoring the quality of service provision

*“People who use services benefit from safe and high-quality care, treatment and support, due to effective decision-making and the management of risks to their health, welfare and safety.”*

### Operational Perspective

Quality assurance programmes should include activities that are intended to assure or improve the quality of care or service being delivered. The process should include assessments and evaluations of the quality of care, standards of service and the identification of problems or shortcomings in the delivery processes. It should also encompass activities or actions designed to overcome these shortcomings and include periodic follow-up activities that monitor planned improvements or interventions to ensure their effectiveness.

**The following tools can be used to support delivery and demonstrate achievement of this outcome:**

Mapping Our Experience		Through Fresh Eyes		Deciding Where to Start	
What Can We Learn		Our Home – Now and in the Future		Idea Cards	
Safety Awareness		Safety Crosses			

Within Care Homes Wellbeing there are a number of measurement tools that can be used to help evidence improvements against outcome 16.

Planning How to Measure Our Impact		Wellbeing Measures		Measuring Experience	
Measures Board		Turning Measures into Bar Charts		Turning Measures into Line Charts	



## Outcome 21 – Records

*“People who use services can be confident that their personal records, including medical records, are accurate, fit for purpose and held securely and confidential.”*

### Operational Perspective

There are a large number of positive outcomes to good record keeping for the service, staff team and individual carers beyond the obvious compliance with Regulation 20 of the Health and Social Care Act 2010.

High standards of record maintenance help individuals to demonstrate accountability, reflect decision making processes and support the consistent delivery of care. It supports the staff through improved communications and better information sharing with external agencies and can make internal audits easier to manage, less complex and less labour intensive.

**The following tools can be used to support delivery and demonstrate achievement of this outcome:**



## **An overview of the care regulators within the United Kingdom and EIRE:**

### **The Care Quality Commission (CQC) – England**

The CQC was established under the Health and Social Care Act 2008, where a single integrated regulator was created to replace three bodies (the Healthcare Commission, Commission for Social Care Inspection and the Mental Health Act Commission) and came into being in 2009. The CQC currently plans to inspect all services on an annual basis as a minimum.

### **Care and Social Services Inspectorate Wales (CSSIW) – Wales**

The CSSIW carries out its functions on behalf of Welsh Ministers of the Welsh Assembly Government and is empowered to inspect care services through The Care Standards Act 2000.

### **The Care Inspectorate (formerly the Social Care and Social Work Improvement Scotland, SCSWIS) – Scotland**

The Care Inspectorate operates under The Regulation of Care (Requirements as to Care Services) Regulations 2002. As a result of the Regulation of Care (Scotland) Act 2001 ('the Act') there are now no legal differences between residential homes and nursing homes. There are 940 care homes for older people and at least one unannounced inspection of each care home takes place annually in Scotland.

### **The Regulation and Quality Improvement Authority (RQIA) – Northern Ireland**

RQIA was established under the Health and Personal Social Services (Quality, Improvement and Regulation) (Northern Ireland) Order 2003. The RQIA carries out two annual inspections of care homes in Northern Ireland as a minimum (one announced, one unannounced) but when deemed necessary will increase the inspection regime for homes. The RQIA currently regulates 264 nursing homes and 232 care homes.

### **Health, Information and Quality Authority (HIQA) – Republic of Ireland**

HIQA is an independent authority responsible for the quality, safety and accountability of residential services for children, older people and people with disabilities in Ireland. The Social Care aspect of the Authority's work is governed by the Social Services Inspectorate (SSI). They evaluate care homes against the National Quality Standards for Residential Care Settings for Older People in Ireland, and publish information about the delivery and performance of Ireland's health and social care services.





Standard / Outcome / Regulation	Regulating Body
<b>Standard 14:</b> Keeping well – healthcare / The Regulation of Care (Requirements as to Care Services, Scotland) Regulations 2002.	The Care Inspectorate
<b>Standard 15:</b> Healthcare / The Care Homes (Wales) Regulations 2003.	Care and Social Services Inspectorate Wales
<b>Standard 10:</b> Assessment and Standard 26: Health and Safety / National Quality Standards for Residential Care Settings for Older People in Ireland.	Health, Information and Quality Authority
<b>Standard 9:</b> Health and Social Care / Residential Care Homes Minimum Standards (RQIA, updated 2011).	The Regulation and Quality Improvement Authority

<b>Residents Summary Board</b>		<b>SBAR</b>		<b>Safety Crosses</b>	
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Standard / Outcome / Regulation	Regulating Body
<b>Standard 5:</b> Management and staffing – healthcare / The Regulation of Care (Requirements as to Care Services, Scotland) Regulations 2002.	The Care Inspectorate
<b>Standard 33:</b> Premises / The Care Homes (Wales) Regulations 2003.	Care and Social Services Inspectorate Wales
<b>Standard 26:</b> Health and Safety / National Quality Standards for Residential Care Settings for Older People in Ireland.	Health, Information and Quality Authority
<b>Standard 27:</b> Premises and Grounds / Residential Care Homes Minimum Standards (RQIA, updated 2011).	The Regulation and Quality Improvement Authority

<b>Organising Our Workplace</b>		<b>Through Fresh Eyes</b>	
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Standard / Outcome / Regulation	Regulating Body
<b>Standard 5:</b> Management and Staffing / The Regulation of Care (Requirements as to Care Services, Scotland) Regulations 2002.	The Care Inspectorate
<b>Standard 28:</b> Quality Assurance / The Care Homes (Wales) Regulations 2003.	Care and Social Services Inspectorate Wales
<b>Standard 30:</b> Quality Assurance and Continuous Improvement / National Quality Standards for Residential Care Settings for Older People in Ireland.	Health, Information and Quality Authority
<b>Standard 20:</b> Management and Control of Operations / Residential Care Homes Minimum Standards (RQIA, updated 2011).	The Regulation and Quality Improvement Authority

What Can We Learn		Deciding Where to Start	
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