

# **CARE HOMES FOR OLDER PEOPLE SCRUTINY REVIEW**



**REPORT OF THE ADULTS, HEALTH AND  
SOCIAL CARE SCRUTINY PANEL**

**January 2011**

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## FOREWORD

This report presents the findings of a Working Party of the Adults, Health and Social Care Scrutiny Panel which undertook a detailed scrutiny review on the quality of Care Homes for Older People in the Borough, with a particular focus on the poorer Care Homes. The primary role of the Working Party was to support the Adults, Health and Social Care Scrutiny Panel by ensuring Councillors were fully informed of the current situation regarding Care Homes in Calderdale and in particular, to make recommendations that identified how improvements could be made in those Care Homes rated “poor”.

As a background to this piece of work, concerns about Care Homes rated “poor” had been raised by several Councillors on a number of occasions at Scrutiny Panel meetings and a decision was made at a Panel meeting on 18<sup>th</sup> March, 2009 that it should undertake a piece of in-depth scrutiny work on the quality of care homes for Older People in the Borough. Draft terms of reference were initially approved at a Panel meeting on 15<sup>th</sup> July, 2009 with a request for the Director of Adults, Health and Social Care to prepare a comprehensive background research paper on this matter. At the Adults, Health and Social Care Scrutiny Panel meeting held on 28<sup>th</sup> October, 2009, the proposed terms of reference for the review were revisited and updated to ensure greater emphasis was given to focus on the poor Care Homes in the Borough.

The scrutiny review itself commenced in January, 2010, although initially a number of the meetings had to be postponed and rearranged due to logistical difficulties caused by the inclement weather during the winter of 2010. Also, as this review has been conducted over two Municipal Years, there were a number of changes in Membership of the Working Party during its duration. The membership of the Working Party up until May 2010 comprised Councillors Barret, Blagbrough, Coles, Feather, Mrs Goldthorpe (Chair), Metcalfe and Park. The membership from May 2010 was Councillors Mrs Goldthorpe (Chair), Mrs Allen, Barret, Coombs, Feather, MK Swift and Reason. I wish to thank all the Members who have served on this Working Party for their time and contributions in undertaking this scrutiny review, and all those who attended and provided documentary evidence to assist us with our work.



Councillor Mrs Ruth Goldthorpe, Chair, Care Homes for Older People Review Working Party and Adults, Health and Social Care Scrutiny Panel

## **Introduction**

The Adults, Health and Social Care Scrutiny Panel included within its work programmes for the 2009/10 and 2010/11 Municipal Years to undertake a detailed scrutiny review on Care Homes for Older People, with particular focus on aiming to raise standards in those Care Homes rated poor in the Borough.

The Working Party met on seven occasions and held discussions with various individuals, professional bodies and Care Home owners/managers to ascertain their views. In addition, the Working Party commissioned two “lay” people (one with a professional background in educational management, the other in nursing, both of whom had a real interest in the care and well-being of residents of Care Homes) to undertake site visits to some Care Homes and provide an independent report back on their findings.

This report details the research and evidence gathering undertaken by the Working Party throughout this detailed scrutiny review, contains a summary of our findings and outlines our recommendations in this matter.



The Working Party's review objectives in its terms of reference were:-

***Role:***

To make recommendations that identify how improvements can be made in the quality of care in those care homes rated "poor". To do this, Members of the Scrutiny Panel will:

- ***Examine the systems Adults Social Care and NHS Calderdale currently have in place to promote and monitor standards of care through commissioning processes; contract compliance; individual service users reviews; fee structures; and complaints procedures;***
- ***Review monitoring systems and other measures put in to address poor standards;***
- ***Consider the effectiveness of current Adult Safeguarding Policy and Procedures in relation to safeguarding residents in care settings from abuse and poor practice;***
- ***Consider the Work of the Care Quality Commission (CQC) and other Regulatory Bodies (including those that regulate the professional conduct of staff) in relation to ensuring that procedures are sufficiently robust;***
- ***Consider wider issues that can influence standards of care, for example fee levels and staff recruitment, retention and training.***

## Research

### ***Background Information***

As a starting point, the Scrutiny Support Officer provided the Working Party with an information pack of documentation which had been sourced from Calderdale Council's Adults, Health and Social Care Directorate and from NHS Calderdale (the Primary Care Trust).

We considered this background information, which included minutes of meetings of the Care Homes Reference Group; monthly Monitoring Group minutes – residents in Care Homes; and details of Calderdale's Care Homes for Older People.

Also, we looked at agreements for the provision of residential and nursing care services; contracts, compliance and monitoring procedures, adults, health and social care; along with monitoring systems to safeguard residents in Care Homes and people receiving domiciliary care services in Calderdale. In addition, we examined the Charging for Residential Accommodation Guide (CRAG) and the price schedule for Calderdale Homes – the Council's contract prices for the provision of residential and nursing home care in 2009/10.

### ***Quality Issues around Social Care***

We invited the Council's Operations Manager, Older People (Adults, Health and Social Care Directorate) to give us a presentation focussing on quality issues around residential care and what we needed to look for.

The presentation was enlightening and we learnt much about regulations; involvement and information; what to look for in a Care Home; personalised care treatment and support and Care Home providers. In addition we received advice about Safeguarding and Safety; information on indicators of Institutionalised abuse; symptoms of abuse; drug management; environment; prevention and control of infections; suitability of staffing; values; team investment; quality and suitability of management and benefits for people.

### ***Discussions with Care Home Owners/Providers***

Representatives from a number of Care Homes in the Borough attended a meeting of the Working Party on 28<sup>th</sup> January, 2010. The Care Home Owners/Providers welcomed the opportunity for better dialogue with Councillors and the Council.

The Care Homes Owners/Providers reported their views to the Working Party and raised a number of issues, including:-

- Concern that they were constantly having to deal with frequent inspections from the Council/Care Quality Commission (CQC) – time/costs involved in preparing paperwork etc;
- Comment that all Care Homes were different and unique (even if banded in the same CQC rating as other Care Homes);
- Staff retention/turnover;
- Payment of Quality Premium;
- Pointing out that Care Homes could receive poor/adequate ratings due to poor paperwork, but could still be delivering good/excellent care;
- Concern at the Care Quality Commission (CQC) rating assessments criteria;
- The need to take into account the views of service users/providers – to find their views on those homes rated poor/adequate by CQC – a suggestion that the views of General Practitioners, Social Workers, Residents and their relatives be sought in this regard;
- A wish that Quality Premium payments should be based on Council Assessments (as opposed to CQC inspections);
- The need to understand what “Quality” actually meant;
- Appreciation of the work undertaken by the Council’s Contract Compliance Officer;
- Concern at the reduction in the number of people becoming residents in Care Homes (financial struggle for some Care Homes to survive in business in current economic climate);
- The need for the Working Party to focus on those things that Calderdale Council could actually make a difference to;
- Reference to the findings of external studies on Care Homes funding (including from Joseph Rowntree Foundation);
- The use of “Top-Up” payments for care in a particular home;
- The impact of the Re-ablement programme;
- Residents hospital admissions/body mapping/bed sores – importance of documentation of incidences/retention of records;
- A Comparison with how another Local Authority undertakes its Contract Compliance Monitoring (view was this was similar to Calderdale);

- The need to build and maintain good working relationships with the Contract Compliance Inspectors;
- The quality of life of Residents in Care homes (for example, finding out about people's lives / work history / interests etc when first entering Care Homes)
- How valid complaints were dealt with / resolved when received; and
- Use of questionnaires to visitors/relatives/GP's – to ascertain their views – any suggested improvements etc.

We asked Council Officers about the relationship between the Council/Primary Care Trust's (PCT) and the National Health Service (NHS), General Practitioners (GP's) and Hospitals in Calderdale. We heard that relationships were seen to be good and in particular, the PCT had placed more emphasis in recent times in the areas of safeguarding and working with homes.





### ***Evidence Gathering Session: National Care Organisations / Care Quality Commission (CQC)***

The Working Party invited representatives from the English Community Care Association (ECCA); National Care Association (NCA); and the Care Quality Commission (CQC) to attend a meeting held on 3<sup>rd</sup> February, 2010.

In the event, the ECCA were unable to attend this meeting, but provided a copy of the ECCA's response to the Green Paper on social care.

The Care Quality Commission (CQC) were also unable to attend the meeting, but offered to respond following the meeting to any specific questions arising. The Chair of the Working Party had also met in Leeds on the 29<sup>th</sup> January, 2010 with the Area Manager with responsibility for the Calderdale area and had discussed the on-going detailed review of this Working Party.

Sheila Scott, Chief Executive of the National Care Association (NCA) gave a presentation and discussed at the 3<sup>rd</sup> February, 2010 meeting, the role of the NCA and her views on how poor care homes could be improved, including:-

- NCA had never defended poor care homes and never would;
- NCA had members providing all types of care to a wide range of service users, but the majority were for older people and people with dementia;
- Better health care contributed to people living longer. People with disabilities now lived into their 60's and 70's whereas in the past many used to die in their twenties;
- The demographics of dementia and an ageing population were a "timebomb" waiting to happen;
- NCA predominantly supported small and medium sized businesses, not large corporate providers;
- The NCA wants to see the 3% of the Care Homes that are poor identified – they drag everyone else down;
- NCA wants to see public confidence in care homes rising;
- Local authorities are not the only purchasers of care, individuals are increasingly paying for their own care. In Wiltshire, less than 20% of people in residential care are funded by the state.

Sheila Scott added that the CQC was the fourth regulator since 2002 and that in her view, the organisation appeared to be in disarray. She pointed out that each home had to pay £99 per year per bed to register, yet the regulator was still allowing poor care homes to function. She expressed the view that the regulator should play a larger part in closing them down.

She mentioned that it was part of the regulator's responsibility to get care homes to raise their standards and had concerns whether they would continue to regulate the paperwork and not the outcomes. The new regulator has made a commitment to regulating real outcomes for real people. Other matters she raised and discussed with the Working Party included:-

- The NCA could help drive standards up as it was easier for them to talk to the Care Homes than for the Council;
- The NCA could offer some consultancy for the care homes where things have gone wrong;
- Care homes can get bogged down in the paperwork;
- NCA could arrange a whole series of seminars and conferences – it was very useful for homeowners and managers to meet other owners and managers and to network;
- Training was a key issue to bringing about improvement;
- Care homes can become a community resource –e.g. day care, lending a wheelchair to a local resident for example;
- NCA could help and would be prepared to run a seminar or two in the region;
- Managing the market is a role that the local authority can play;
- Let the sector decide how to spend the money on training. This would ensure the money is spent more effectively;
- Priority for training should be those things that make care homes safe and safeguarding and dementia care;
- The Council could help test out some innovatory work with care homes. For example, a care home could run a luncheon club one day per week for people who live at home but may need residential care in the future.

***Evidence Gathering Session: Joint Care Homes Contract (NHS Calderdale / Calderdale Council)***

Jeanette Stansfield, Senior Contracts Compliance Officer, Calderdale Council along with Sarah Antemes and Karen Hall, NHS Calderdale gave a presentation on the Joint Care Homes contract at a meeting held on 24<sup>th</sup> March, 2010.

They explained that the Council and NHS Calderdale had decided to have a Joint Contract following on from earlier work undertaken with community matrons; multi agency safeguarding meetings and joint working on contract management.

The benefits of joint contract monitoring for the Council was for better contract monitoring in accordance with procedures; whereas for NHS Calderdale it led to improved nursing competencies, medicines management, and more detailed looks at individual care plans. In respect of continuing care, there were benefits for service users moving in or out of continuing care.

We learnt more about the changes in the new contract including additional requirements in respect of training; details about staff competencies; and more information about care for people with dementia.

Looking to the future, we welcomed the closer partnership working between the Council, NHS Calderdale and our providers. An increased knowledge base would allow the Council and NHS Calderdale to take action quickly to prevent the escalation of any identified problems and we were pleased to find that infrastructure was in place to allow both the Council and NHS Calderdale to take action if any problems occur.

### ***Evidence Gathering Session: Care Homes Contract Compliance***

Jeanette Stansfield, Senior Contracts Compliance Officer, Calderdale Council also gave a presentation on Care Homes Contract Compliance.

We found out about the Contract Compliance process; what the Compliance Officers looked for during Contracts Compliance visits; and how and where they find the information they need for the visits along with how the process is concluded.

Emphasis was particularly drawn to the excellent working relationship that existed in the Borough between the PCT (NHS Calderdale) and the Council.

However, one of our biggest concerns arising from the presentation and ensuing discussions was that of adults safeguarding. We had specific concerns for those Care Homes which were on the borderline of closing down and the importance of systems that needed to be in place for the safeguarding of adults in these homes should such a situation occur<sup>1</sup>.

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<sup>1</sup> Some of our earlier concerns about Safeguarding were addressed following the key stakeholder interview we had with the Portfolio Holder, Adults, Health and Social Care at our meeting held in October, 2010 – see Findings (Finding 5) later in this report for further details.

### ***Care Homes – Site Visits***

As a Working Party, we recognised the need for some site visits to be undertaken to Care Homes as part of our research/evidence gathering on this subject.

To ensure our work on this matter was completely objective, and following discussions with officers in the Adults Health and Social Care Directorate, we decided to “commission” two lay people (independent of the Council) to undertake the site visits on our behalf and report back their findings to the Working Party.

One of the lay representatives commissioned to undertake this work, Mrs Pat Cropper had a background in nursing and as an older person herself had a real interest in raising standards and improving the quality of care homes. The other representative, Mr Michael Felton had a professional background as a head teacher, who in more recent times had undertaken a lay representative role at the Primary Care Trust and was also a Board Member of Age Concern.

Visits to four selected Care Homes (one rated excellent; one good; one adequate and one poor) were undertaken during the summer of 2010. In August, 2010, Mrs Cropper and Mr Felton attended a meeting of the Working Party, circulated reports outlining their findings and observations and responded to our questions and comments thereon. They also outlined a number of future possible future courses of action for our consideration.

We are very grateful for their efforts in undertaking this important piece of research work and their commitment and dedication to assisting us to sustain, develop and improve standards in Care Homes.

### ***Evidence Gathering Session: Calderdale Council Portfolio Holder – Adults, Health and Social Care***

Councillor Bob Metcalfe, Calderdale Council’s Portfolio Holder, Adults, Health and Social Care attended the Working Party’s meeting held on 6<sup>th</sup> October, 2010.

Councillor Metcalfe informed us that he had only been the portfolio holder for Adults, Health and Social Care since May, 2010, however prior to that he had been a member of the Adults, Health and Social Care Scrutiny Panel and was aware of the on-going work of this Scrutiny Working Party. He mentioned the new Cabinet’s priorities under its “Fresh Start for Calderdale Programme”, one of which was for the Portfolio Holder / Cabinet to consider and respond to the findings and recommendations of the Adults, Health and Social Care Scrutiny Panel upon the completion of this scrutiny review work on Care Homes in the Borough.

He had also previously visited the Council's two Care Homes (Heathy House at Halifax and Ferney Lea, Todmorden) and had met with Council's Operations manager (Older People) and some of the staff. Arising from these visits, he felt that one of the most important improvements a Care/Nursing home could make was to employ/include in the duties of an employee the role of an "Activities Manager" for residents. He felt that such a role was of great benefit to social well-being of residents in homes, generating involvement and motivating interest in a variety of activities (both within and outside the home). He acknowledged that such an "Activities Manager" post was not a statutory role and would involve a certain degree of investment from Care Home owners.

We discussed with him the quality rating positions of Care Homes in the Borough when Members first raised their concerns at Scrutiny Panel meetings and the current situation. Councillor Metcalfe responded that in the recent past, there had been 16 Poor/Adequate and 25 Good/Excellent rated Care Homes in the Borough. Since that time there had been improvements and of the current 45 Care Homes in the Borough, there were now 3 Poor; 8 Adequate; and 33 Good/Excellent rated Care Homes in the Borough with one home still awaiting a Care Quality Commission (CQC) rating.

Councillor Metcalfe also mentioned that in his view, the most crucial role in a Care Home was that of the manager/management team of a home. There was a need for all managers to be appropriately qualified and experienced, and for appropriate training provided where necessary. He noted that poor managers/ management and unsettled leadership tended to be identified as a key factor in failing Care Homes.

Reference was also made to the lay visits undertaken to a number of Care Homes by Mrs Cropper and Mr Felton, who had been commissioned by the Working Party to undertake this piece of work and had reported back on their findings.

The Commissioning Manager, Adults, Health and Social Care Directorate also attended our meeting. He was of the view that it would be helpful if all homes had a training plan in place for the continued professional development of staff, but that ultimately this was down to the Care Home Owners/Providers to develop and take forward. There was a real need for some Care Home Owner/Providers to be encouraged to invest in their businesses. He also referred for the need for recorded evidence to be in place so there was an audit trail readily available to show that the training of staff was actually taking place. We were pleased to find that the checking of staff training records was a routine part of the care quality monitoring process.

## ***Communications***

Throughout the course of this detailed review on Care Homes, we welcomed the views of all interested parties on this very important matter. The Working Party issued a number of press releases outlining the progress of our work and seeking the public and other stakeholder views. Media coverage resulted in the publication of a number of articles in the local press, particularly a number of responses from some of the “poor” rated Care Homes in the Borough on their efforts to improve standards within their establishments.

## ***The Way Forward***

The other purpose of our meeting on 6<sup>th</sup> October was to consider and review all the research/ evidence we had received to date and to determine our next steps, findings and recommendations and the way forward in this matter.

In doing so, we reminded ourselves that our primary role as Working Party Members was to support the Adults, Health and Social Care Scrutiny Panel by ensuring Councillors were fully informed of the current situation regarding Care Homes in Calderdale and in particular, to make recommendations that identified how improvements could be made in those Care Homes rated “poor”.

## **Summary**

The main issues considered by this Working Party in producing this interim report were:- Quality Issues around residential care; Receiving and considering the view of the Care Homes Owners/Providers; Receiving and considering the views of National Care Associations; Corresponding with the Care Quality Commission (CQC); Research/Evidence Gathering Interviews with Officers from the PCT (NHS Calderdale); Research/Evidence Gathering Interviews with Officers from the Council’s Adults, Health and Social Care Directorate and the Council’s Portfolio Holder, Adults, Health and Social Care; Care Homes – Site Visits; and Communications.

## **FINDINGS**

### **Finding 1**

**Whilst there is significant amount of good work being undertaken to sustain and improve standards in Care Homes, there will always be a need to adapt. Over time, the basic needs of residents will change, for example it is likely future residents in the years to come will expect such things as internet connections; telephones and built in televisions in their rooms. The next generation of Care Homes residents will take these facilities for granted, so there is a real need to think ahead and design accommodation accordingly.**

### **Finding 2**

**The sharing of good practice between Care Homes and mutual support for Care Home owners/managers are seen as key areas for further improvement and development.**

### **Finding 3**

**Improved communications, particularly between the Council and Care Homes; Care Homes and relatives; and Regulatory Bodies and Care Homes/the Council are also seen to be a key matter for development. Effective communications is found to be an important factor in helping to raise the standards in Care Homes in the Borough.**

### **Finding 4**

**We noted the concerns of the Care Home Owners/Managers and their views that they felt there was a significant amount of paperwork they had to maintain / prepare in the running of the Care Home and the associated time/costs involved in the preparation of information for the Council/Primary Care Trust (PCT) and Care Quality Commission (CQC). The Working Party, whilst recognising the importance and need for the maintenance of relevant and to up to date paperwork by Care Homes for inspection bodies, nevertheless felt that where opportunities existed to simplify and improve systems of paperwork, and that they should be explored and implemented wherever possible.**

## **Finding 5**

**In respect of recommendation 1, (below), discussions were held in October, 2010 with the Portfolio Holder about improvements that had been made to safeguarding procedures/ practice since this matter was first raised by the Working Party at a meeting held in March, 2010. In addition, it was recognised that since that time, the Adults Safeguarding Board had appointed a new Independent Chair, Mr Bill Hodson. The Adults, Health and Social Care Directorate had also been inspected by the Care Quality Commission (CQC) and in respect of Adults Safeguarding, had been assessed to be “performing well”. (source: CQC Inspection report – Service Inspection of adult social care – focus of inspection – Safeguarding Adults and Increased choice and control for Older People – published 30<sup>th</sup> August, 2010).**



## RECOMMENDATIONS

### Recommendation 1

**We recommend that the Director of Adults, Health and Social Care / Adults Safeguarding Board maintains the current robust multi-agency safeguarding arrangements for intervening in failing homes, and protecting the affected residents. It was acknowledged that these arrangements were effective, a view supported by the Care Quality Commission (CQC) in their recent inspection of the Directorate.**

### Recommendation 2

**We recommend the Council and its partners take particular note of the matters outlined by the National Care Association (NCA), as detailed in this report and consider working more closely with organisations such as the NCA and other bodies in the future which are involved in working to drive up standards, with specific emphasis on those Care Homes rated “poor” in the Borough.**

**Furthermore, in regard to quality standards, it was also recognised and supported that one of the key means of achieving improvement was via staff training and development. Therefore, the Director of Adults, Health and Social Care is encouraged to continue to target attention on this important issue.**

**An aspect of this which was of concern was to do with the abilities of staff to stimulate and motivate care home residents. This was regarded as being an essential care quality issue. Therefore, the development of skill in this area is seen as being a priority.**

### Recommendation 3

**We recommend the continued development of joint working and the sharing of best practice and innovation with our partners, especially the PCT (NHS Calderdale). We recognise the need to work smarter against the backdrop of a very challenging financial position and to develop relationships with local GP consortia following the proposals in the Government White Paper “Equity and Excellence – Liberating the NHS” for all PCTs to cease to exist from 2012/13.**

#### **Recommendation 4**

**We recommend that the Director of Adults, Health and Social Care consider using volunteer lay representatives in the future to undertake some site visits to Care Homes and for them to provide independent reports back to the Directorate on their findings and recommendations for possible improvements to Care Homes.**

**Also, consideration should be given to the future potential role of Calderdale Local Involvement Network (LINK) and the advocacy services in helping to raise care quality standards etc through future visits to Care Homes and reporting to the Directorate on findings / recommendations for possible improvements.**

## **Appendix One**

### **Membership of the Working Party (2009/10 Municipal Year)**

Councillor Mrs Ruth Goldthorpe (Chair)  
Councillor Kay Barret  
Councillor Howard Blagbrough  
Councillor Peter Coles (retired from the Council in May, 2010)  
Councillor Andrew Feather  
Councillor Bob Metcalfe  
Councillor Mrs Diane Park

### **Membership of the Working Party (2010/11 Municipal Year)**

Councillor Mrs Ruth Goldthorpe (Chair)  
Councillor Mrs Patricia Allen  
Councillor Kay Barret  
Councillor Danielle Coombs  
Councillor Andrew Feather  
Councillor Megan Swift  
Councillor Graham Reason

(Support to this Scrutiny Working Party was provided by Paul Preston, Scrutiny Support Officer, Democratic and Partnership Services and other colleagues within the Scrutiny Support team)

## **Appendix Two**

### **Summary of Witnesses Giving Evidence**

Jonathan Phillips, Director of Adults, Health and Social Care, Adults, Health and Social Care Directorate, Calderdale MBC

Councillor Bob Metcalfe, Calderdale Council Portfolio Holder, Adults, Health and Social Care

Mick Mellors, Joint Head of Mental Health and Learning Disabilities, Calderdale MBC & NHS Calderdale

Sue Shaw, Operations Manager, Older People, Adults, Health and Social Care Directorate, Calderdale MBC

Jeannette Stansfield, Senior Contracts Compliance Officer, Adults, Health and Social Care Directorate, Calderdale MBC

Sarah Antemes and Karen Hall, NHS Calderdale

Ms B Holgate, Ms B Walker, Mrs P Beaumont, Mr Beaumont, Mr S Crabtree  
Mr O Thomas (Care Home Owners/Providers)

Sheila Scott, OBE, Chief Executive, National Care Association

Mrs Pat Cropper (Lay visitor)

Mr Michael Felton (Lay visitor)

## **Appendix Three**

### **References and Bibliography**

Background Documentation – Information Pack for the Care Homes for Older People Review Working Party provided by the Adults, Health and Social Care Directorate / NHS Calderdale - January 2010

Presentation – focus on quality issues around quality care - provided by the Adults, Health and Social Care Directorate - January 2010

Presentation – National Care Association (NCA) – provided by the Chief Executive, NCA - February 2010

Document – English Community Care Associations response to Government green paper consultation on social care – provided February, 2010

Care Quality Commission (CQC) – regional overview of 2008/09 NHS performance ratings (document circulated February 2010)

Research Documentation – template document provide by the Contract and Compliance team, Adults, Health and Social Care Directorate – safeguarding adults in care homes training monitoring document - provided March, 2010

Research Documentation – template document provide by the Contract and Compliance team, Adults, Health and Social Care Directorate – Contract Monitoring of Residential and Nursing Care Services document - provided March, 2010

Presentation – Joint Care Homes Contract - provided by the Adults, Health and Social Care Directorate/NHS Calderdale - March, 2010

Presentation – Care Homes Contract Compliance - provided by the Adults, Health and Social Care Directorate - March, 2010

Feedback reports – visits to Care Homes by Mrs Pat Cropper and Mr Michael Felton – received August, 2010

Any enquiries or requests for background information,  
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