



MANAGEMENT SUPPORT FOR CARE HOMES

Improve quality, speed and results whilst reducing costs

- Are you a care home operator awaiting a CQC inspection and you feel that you are not ready for it?
- Would you like a “fresh pair of eyes” to look at your care home operations?
- Do you want to improve on a “requires improvement” or “inadequate rating”?
- Do you think your home managers needs support?
- Are your agency and staffing costs stifling your profitability?
- Would you like to introduce new technologies that improve
- outcomes for residents and the business?
- Do you want to improve your occupancy and fee levels?

Read real life examples of how our unique process based approach has brought in sustainable improvements into care homes and small/large care home groups ...

OUR SERVICE MENU

Service	Description	Time estimate
Care home audit	Audit of all aspects of a care home to identify areas for improvement especially getting ready for inspections Complete with a management report and feedback session	One to two working days Depends on the size and complexity
Managing turnarounds	Preparing action plans, liaising with external stakeholders, supporting home management to finish action plans for getting them ready for a local authority or CQC inspection	One day a week (or as required) for six to eight weeks (could be shorter/longer depends on the complexity of issues/ management in place etc)
Local market analysis	This is for services where the occupancy has been stagnant for a while with no improvements. Report on what services you can offer to attract clients	Initial study and report 1 ½ days On going support ½ day a week – Continuous monitoring of inquiries bed sales
Care plan audits	Audit of care plans and suggest areas of improvement and provide on-going support to improve care planning process	One to two days (depending on the number of clients); on going support as and when requested
Medication audit	Audit of medication and suggest areas of improvement	One day – on going support as required
Staff Rota audit	Audit of staffing rota to help identify the best staffing mix for the clients	One day – on going support as required
Staff file audit	Audit of staff files to help identify improvement	One day – on going support as required
Care home activity calendar	Preparing and planning a twelve month activity calendar for the home	Two days initially ; if on going monitoring and support is required ½ day a month
Staff training matrix audit	Auditing the staff training matrix, staff certificate and organizing training with a selected training partner	One day
Person centred activity planning	Observing difficult clients and working with care team staff to develop activities tailored to their needs	One day to two days
Pre selection of senior staff	Putting forward three candidates for vacancies in senior positions	Retainer + 8 % of annual salary (if hired) – retainer to ensure seriousness of the recruitment process
Staff and client surveys	Organising and conducting surveys either online or by post at regular intervals and collating the data and producing results and action plans. As an independent survey this has more credibility to stakeholders.	½ day to one day per survey and results.
Review policies, procedures and forms	Review of all documentation to ensure fitness for purpose	Depends on the number of review documents – charged on a per day basis
Introduction of technology to improve outcomes for residents, staff and the business	Project management of efforts to go electronic with selected vendor thus releasing your resources to concentrate on core activities	Depends on complexity of project – charged on a per day basis
Spreading the word on your home	Identifying a special activity / series of activities etc and preparing a news story for your local newspaper.	Depending on business needs
Hosted services	your documentation is stored off site and the staff access that through a web browser or a remote desktop connection. Only available depending on the reliability of internet services	Monthly subscription based fee

TURNING AROUND QUALITY

Successfully appealing against CQC's Notice of Proposal to cancel registration at nursing homes (home closure)

Scenario: Ashcroft House Nursing Home, Margate was owned by a medium sized care home group. The home was issued eight statutory notices from CQC and received a Notice of Proposal to cancel the home's registration. Kent County Council had placed a suspension on admissions for around 18 months.

Outcome: The Notice of Proposal was cancelled. Kent County Council lifted the suspension on admissions.

Scenario: Care Home A was owned by a medium sized care group and issued with a Notice of Proposal to cancel the home's registration. The home had an institutional safeguarding alert raised against it by Kent County Council. The home was featured on the front page of Kent Messenger newspaper on two occasions.

Outcome: CQC cancelled the Notice of Proposal and the safeguarding was removed. Today the home is trading at full occupancy with above average fee levels.

Successfully lifted suspensions on admissions and "institutional level safeguarding alerts" across a number of counties

Scenario: A number of assignments were undertaken with 100% success rate spanning care homes with and without nursing. Homes had care quality issues which resulted in suspensions, almost always combined with "institutional abuse" safeguarding alerts (very often the highest level for a home). Often such situations present a risk of enforcement from CQC Counties covered include: West Sussex, East Sussex, Kent (East and West), Surrey (including Croydon and Kingston), Northamptonshire, Oxfordshire, Leicestershire (County only), Essex, Nottingham (City and County), Sheffield and Lancashire.

Outcome: 100% success rate in lifting suspensions on admissions and institutional safeguarding alerts. The time taken varies from county to county, and is linked to provider reputation in the locality/nationally. Typical timelines in the past two years have been 2-3 months for homes requiring improvements across "all areas".

Successfully lifted CQC issued warning notices thus preventing enforcement action on the home/provider

Scenario: Kingsthorpe View Nursing Home is owned by HC One, a Top 5 care home operator in UK. It had a warning notice relating to "Assessing and monitoring the quality of service provision". The home had not been "all compliant" with CQC regulations since Fulcrum's involvement. The home did not have a permanent manager in post and varying interim arrangements had been put in place by the provider.

Outcome: CQC inspected within three weeks of Fulcrum taking up this assignment and found the provider to be compliant with the warning notice. The home was rated "Good" under the new method of inspecting.

Scenario: Acacia Care Centre (a Nursing Home) is owned by HC One, a Top 5 care home operator in UK. It had a warning notice relating to "keeping, dispensing, safe administration and disposal of medicines". The home had a very weak home manager in post.

Outcome: The warning notice was lifted around 2 months of taking up the assignment; the home was only inspected against the warning notice.

Scenario: Park Beck Care Home, St Leonards on Sea was issued with three warning notices by CQC. A suspension from East Sussex County Council followed.

Outcome: These were lifted when the home was fully compliant at CQC's next inspection.

Scenario: Ashcroft Nursing Home, Margate (discussed previously) was issued with three warning notices. The medium sized Provider was faced with major concerns regarding their ability to run this and other services around the country by CQC. The manager post subsequently became vacant.

Outcome: The home was re-inspected within just five weeks and was deemed to be compliant with the warning notices. CQC made mention of the speed of turnaround at the home. The suspension from Kent County Council was lifted immediately afterwards.

Reinstating local authority contract which was withdrawn from care home

Scenario: Loose Court Care Home, Maidstone was issued with the lowest rating with Kent County Council (KCC) placing a suspension on admissions. The home lost its contract with KCC. The Provider assigned experienced internal and external resources to reinstate the contract without success.

Outcome: The home was awarded the contract for placement of residents by Kent County Council within a year.

What sets us apart

- Speed of delivery
- Fresh approach drawn from experienced senior managers with proven credentials in care and noncare disciplines
- Experience in care businesses of all sizes: small owner-operated to large private equity backed corporates
- Multiple turnarounds in parallel

TURNING AROUND COMMERCIALS

Improving occupancy to avoid closure and ensure long term viability

Scenario: Woodlands Nursing Home, Purley had an occupancy of 33% for around three years and had been losing money to the tune of £200,000 per year.

Outcome: Within 2-3 months the home had a contract with Croydon Council for “convalescence” beds with “minimum guaranteed beds”. It was full with a waiting list by the end of the third month. The home was trading profitably aided mainly by the occupancy uplift.

Scenario: Hawthorn Lodge Care Home, Nottingham had an occupancy of 23 out of 60. The parent company had gone into administration.

Outcome: Within a year the home had an occupancy of 50+ beds.

Scenario: An under performing cluster of HC One homes saw occupancy at around 80%.

Outcome: Occupancy at this cluster was driven to 87% within 3-4 months.

Better roster management to improve profitability

Scenario: Fulcrum team members have worked with large (Top 5) and medium sized care home groups and small providers who operated on payroll to revenue ratios as high as 90% (nursing) and 85% (residential)

Outcome: The team has been able to achieve payroll to revenue ratios of 55%-57% for nursing homes and 40%-45% for residential homes.

Improving weekly fees to enhance bed yields

Scenario: Medium sized care home group had local authority to self-pay ratio of 80/20 with a number of under-invested properties presenting themselves below competitors.

Outcome: Self-pay clientele were increased 10% year on year in difficult market conditions with significant fee uplifts. The client mix changed from 80/20 to 70/30 (local authority to self pay ratio) with some homes achieving 60/40.

Scenario: A large Top 5 operator had over 80% in state funded residents and under-funded clients including one to one and health authority funded.

Outcome: A 3-4 month drive yielded higher private fees, clients being re-assessed to receive health authority fees and higher one to one funding. Home managers became more confident in asking for higher private fees and were able to achieve self-pay fee uplifts of up to 35%-40% in some instances.

Reducing agency hours to improve profitability

Scenario: A mid sized care home group was using around 1400 agency hours per week.

Outcome: This was reduced to under 300 agency hours per week using innovative methods including housing staff in rented accommodation.

Scenario: A large national care home group was paying agency premium of £25-£45 per hour for nursing staff and was unable to attract nursing staff in a difficult area.

Outcome: An attractive offering was put together to attract new staff which is estimated to reduce costs by around £650k per annum for a cluster of 12 homes.

TURNKEY GROUP MANAGEMENT

Managing medium sized care home group in administration

Scenario: Regal Care, a mid sized care group went into administration and BDO LLP, the administrators, appointed Fulcrum team members to manage the group. The group had several homes with quality and commercial concerns.

Outcome: The Group was managed for three years by the team and all quality issues were turned around and remained stable in that period. Occupancy improved from 430 to 500 before the Group was sold to another operator above market value. Management and staff turnover dropped significantly. Innovative solutions driven by technology were introduced to improve outcomes for residents. This enabled the Administrator to have their hands free of day to day involvement.

To find out how we can help you focus on what really matters for your care business call us for an obligation free chat on 0203 411 4014